

Ipswich, it's *your* council!

A Candidate Guide for Ipswich City Council



ABOUT THIS GUIDE

This document has been prepared by the Ipswich City Council Interim Administrator to assist those Ipswich residents who are considering nominating to become an elected representative (councillor or mayor) for the Ipswich City Council in the 28 March 2020 local government elections.

The Candidate Guide is intended to help potential candidates better understand the city of Ipswich and Ipswich City Council, the role and purpose of local government, what is expected of a councillor and mayor, and what support your council's management team and staff will provide to enable and empower incoming councillors to succeed for the Ipswich communities.

For potential candidates, it is a starting point to help you decide whether or not the position of local councillor or mayor is for you. If you have already decided to nominate, hopefully this guide will be a useful tool to ensure that you're as prepared as possible throughout your forthcoming campaign.

Visit ltsyourcouncil.com.au for additional information, resources and links relevant to becoming a councillor or mayor.

A key fact to emphasise here is that local government elections across Queensland are run by the Electoral Commission of Queensland (ECQ), a state government body. They are not run by Ipswich City Council. You will therefore need to familiarise yourself with the requirements and arrangements for election campaigns and election processes through ECQ (see Section 10).

For more information about registration, nomination, election campaign finances, declarations, voting and other election processes, as well as important dates and deadlines, go to the ECQ website ([Ecq.qld.gov.au](https://ecq.qld.gov.au)).

This version of the Candidate Guide was published on Monday 11 November 2019.



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FOREWORD

On 28 March 2020, eligible residents and ratepayers of the City of Ipswich will vote in a new council of eight councillors and a mayor.

It will be an exciting opportunity for Ipswich to start over with a refreshed, passionate and committed executive team, a dedicated workforce and (after more than 18 months of major reforms under administration) an open, transparent and leading-practice council.

This Candidate Guide is essentially for residents who are considering putting their hand up to become a councillor or mayor. You are truly taking on our catch cry of; 'Ipswich, it's YOUR council'.

But I also know that this guide, which contains an overview of everything a candidate should know before committing to run for council, will also be of interest to many residents and ratepayers.

Whether you've decided to run, you're contemplating running, or you want to better understand the role of council and elected representatives so you can make a fully-informed decision at the ballot box on 28 March 2020, I hope this document will assist.

If you're still undecided, this guide will help you to make a decision either way. If you've already decided to stand, you owe it to yourself and to your potential constituents to be as informed and aware as possible throughout your campaign.

I've also created a checklist; a summary of everything I believe a candidate should know before they throw their hat into the local government election ring (see page 6). This checklist is also a useful tool for voters – a prompt for questions to ask candidates to ensure that they have done their research and are truly prepared for the challenges and opportunities ahead.

The role of a councillor is exciting, diverse and challenging. Councillors work together to make decisions about what your council will do to meet community needs and how money should be spent in the best interests of the whole community. Councillors help our suburbs, towns and cities grow and prosper now and into the future.

Every day you will be expected to balance the needs of your local area, and its residents, the priorities for the city as a whole, community groups, local businesses and the council. All will make legitimate demands on your time – on top of your personal commitments to family, friends and obligations which may include running a business or balancing another part-time role.

As a democratically-elected local representative, you will be in a rare and privileged position to potentially

positively change peoples' lives. You'll also be provided with the opportunity to learn new skills and work with diverse and passionate locals on a range of issues.

One of the most challenging aspects of the role is that councillors are required to make decisions that affect people's lives to varying degrees and some of these decisions will not always be popular with all constituents. It's important that councillors can successfully communicate the council's vision to their constituents, and the need to pursue long-term objectives consistent with this vision. Sometimes this means some people won't achieve their short-term ambitions because of the overarching greater good for the community.

There is no formal "position description" or "selection criteria" for the role of councillor or mayor; elected representatives come from a wide range of backgrounds and perspectives. Successful councils are generally made up of people with different skills and abilities; a diversity of people with an extraordinary passion for their community.

We are serious about informing and assisting all candidates and the community at large. You'll see ads in the paper, read editorial on ipswichfirst.com.au, hear interviews on the radio, and see reminders on billboards and around the city. Most importantly, you'll find everything you want to know and more at itsyourcouncil.com.au.

We will also be holding Candidate Information Sessions on Tuesday 26 November 2019 and Tuesday 4 February 2020 at the North Ipswich Reserve Corporate Centre. The purpose of these sessions is to provide an opportunity for candidates (confirmed and potential) and interested residents to learn more about the role of a councillor and council's operations. (Note: These are not the mandatory training sessions created by the Department of Local Government, Racing and Multicultural Affairs.) Visit itsyourcouncil.com.au for more information.

I am committed to doing everything I can to enable incoming councillors to be set up for success. They will be provided with a leading-practice, good governance framework, an experienced councillor support team, an extensive toolkit, and a council of passionate workers who want to see this city fulfil its potential.

Kind regards

Greg Chemello
Interim Administrator
Ipswich City Council





INTERIM ADMINISTRATOR'S CANDIDATE CHECKLIST

If you've decided to run for the March 2020 local government elections, you owe it to Ipswich residents to do your research to enable you to make informed, educated commitments. As follows is a checklist highlighting what I believe a candidate should know before running for councillor or mayor:

PERSONAL MOTIVATION AND ATTRIBUTES

Have you considered why you want to run? What are your motivations? What do you want to achieve? Do you have a genuine history of community involvement?

Have you considered whether you have the appropriate skills, knowledge and experience to run?

Have you discussed your intentions with your family and friends as being a councillor comes with unique challenges and commitments, including time pressures?

Have you considered any perceived or actual conflicts of interest that will need to be declared?

Do you have party affiliations to declare during the political campaign?

If you work for yourself, have you considered how much time you will commit to the role of councillor and the perceived and actual conflicts of interest that you will need to declare?

If you're currently employed, have you spoken to your employer about the demands of campaigning and what will happen if you're successfully elected?

THE ROLE OF A COUNCILLOR (AND MAYOR)

Have you read the CCC's Operation Windage and Operation Belcarra reports?

Do you understand that a councillor is responsible for the leadership of the entire city, not just his or her division?

Have you familiarised yourself with the *Local Government Act 2009*? Do you understand the roles and responsibilities of a councillor (and mayor), in accordance with the Act?

Have you read the Councillor Code of Conduct created by the state government?

Do you understand the concept of the 'separation of powers' and the difference between strategic matters of council and the day-to-day operational business?

COUNCIL KNOWLEDGE

Have you reviewed all of council's corporate documents, including: Advance Ipswich, the Corporate Plan, Annual Report, recent budgets, all relevant policies and local laws?

Are your promises within local government jurisdiction?

Have you attended any meetings of council (e.g. council meetings, committee meetings)?

Do you understand:

- The City of Ipswich?
- The roles and responsibilities of local government?
- The different services provided by the three levels of government?

Do you understand the new divisional boundary structure (four divisions, two councillors in each division, plus a mayor) and that it's merely an electoral tool every 4 years, not a framework for ongoing decision-making and budgeting?

Do you understand the significant transformational work that council has undertaken over the last 18 months to prepare the city for its return to elected representation?

Do you understand the priority projects this city needs to move forward and manage predicted growth?

Do you understand the pressing issues facing your rapidly growing city?

YOUR CAMPAIGN / THE LOGISTICS OF RUNNING

Have you conducted research and feasibility into your campaign promises and assessed whether they can be achieved? Do they align with the long-term priorities of the city? Can they practically be funded?

Have you considered how you're going to run your campaign? What budget do you have? How are you going to promote yourself and build your profile? How will you attract volunteers to assist? What events will you attend? Will you accept donations?

Have you completed the mandatory online training as required by the state government?

Have you visited the Electoral Commission Queensland's website to understand the logistics associated with running your campaign, including nominating, disclosures, donations etc? Ecq.qld.gov.au

Have you visited the Department of Local Government, Racing and Multicultural Affairs website and reviewed their fact sheets and useful information?

Have you read council's local law in regards to election signage?

1. THE ROLE AND FUNCTIONS OF COUNCILS

1.1 WHAT IS LOCAL GOVERNMENT?

A local government (or local council) provides a wide range of services and activities. Seventy-seven councils across Queensland contribute around \$7.4 billion to the state economy every year.

What often first springs to mind when people think about the role of councils are services such as garbage collection and road maintenance.

However, councils have a much wider and more important role than many people realise. A council enables the economic, social and cultural development of the local government area it represents, supports individuals and groups, and provides a wide range of services for the wellbeing of the community.

It also plays an important role in community governance and enforces various federal, state and local laws for its communities.

The powers of local councils are defined by State Government Acts of Parliament. In Queensland that's the *Local Government Act 2009* (the Act).

The range and quality of services provided by a council is shaped by a number of factors, including the availability of funds, the size, location and demographics of the area, the commitment to maintain existing services, and the views, wishes and needs of the community.

The services provided by council fall under five broad categories:



1. Planning for sustainable development: Councils play a role in providing long-term strategic planning for local government areas, as well as in town planning, zoning and subdivisions. In addition, councils are responsible for processing most development applications, building site and compliance inspections and building regulations.



2. Providing and maintaining infrastructure: Providing local infrastructure is an important contribution councils make to their communities. For example, councils provide and maintain local roads and bridges, public car parks, footpaths, sporting fields, parks, libraries and art galleries. Councils must consult with their communities about providing and maintaining these assets.



3. Protecting the environment: Councils regularly assess the state of their local environments, provide environmental programs and use their regulatory powers to prevent pollution or restore degraded environments. They carry out activities such as garbage collection and recycling, street cleaning, regulating parking, controlling dogs and cats, and eradicating noxious weeds.



4. Providing community services and development: Councils consult with and assess the needs of their communities and use the information to target community development activities. They provide a range of services, including some aimed at groups in the community with special needs. Community services include libraries, home care services, swimming pools, playground facilities and sporting grounds and facilities.



5. Safeguarding public health: Councils help maintain high standards of public health and reduce the risk of exposure to a wide range of diseases through activities such as inspections of cafes and restaurants, waste management, pest and vermin control and hazardous material containment.



1.2 THE THREE SPHERES OF GOVERNMENT

Local government does not exist in isolation – it's one of three levels of government in Australia. It is important for councils to maintain strong relationships across these different levels of government, as each play distinct and important roles.

It's imperative that incoming councillors understand the fundamental differences between these three spheres and what is managed by which government so they can best support their residents with their issues and queries.

As follows is an overview of the three spheres:

▪ **The Federal Government:**

- Raises money to run the country by collecting taxes on incomes, goods and services and company profits and spends it on national matters. For example; trade, defence, immigration and the environment.
- Has broad national powers. Among other things, it administers (puts into action) laws in relation to defence, immigration, foreign affairs, trade, postal services and taxation.

▪ **State governments:**

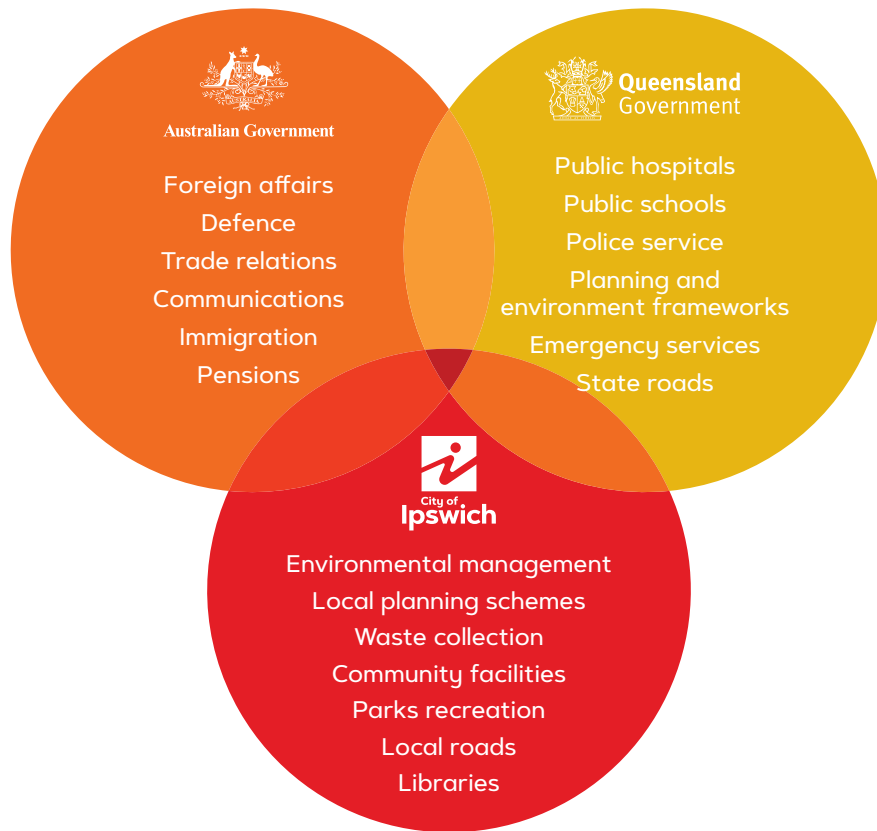
- Raises money from taxes but receive more than half their money from the federal government and spend it on state/territory matters. For example; schools, housing and hospitals, roads and railways, police and ambulance services.
- Have the power to look after laws not covered by the federal government; for instance, land use planning, hospitals, schools, police and housing services.

▪ **Local government (councils):**

- Collect taxes (rates) from local property owners and receive grants from federal and state/territory governments and spend this on local matters. For example; town planning, rubbish collection, local roads and pest control.

Please note: while many councils deliver their own water and sewerage services, in Ipswich this is managed by Queensland Urban Utilities (QUU). QUU is one of the largest water distributor-retailers in Australia, supplying drinking water, recycled water and sewerage services to a population of more than 1.4 million throughout Southeast Queensland. To learn more about QUU, visit Urbanutilities.com.au.

The diagram below gives examples of the broader responsibilities of the three spheres of government in Australia.



1.3 LEGISLATION: THE LOCAL GOVERNMENT ACT

“The primary accountability of a local government is to its community, and that the decisions of the local government must be made with regard to the benefit of the entire local government area.”
Local Government Act 2009 (Qld)

All councillors should read and be familiar with the principles prescribed under the Act to guide the exercise by councils of their functions, decision-making, community participation, sound financial management and integrated planning and reporting.

The purpose of the Act is to provide for the way in which a local government is constituted and the nature and extent of its responsibilities and powers and a system of local government in Queensland that is accountable, effective, efficient and sustainable.

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.

1.4 OTHER RELEVANT LEGISLATION

While the Act is the principal 'head of power' for the governance of local governments, councils are also bound by the provisions of a range of other Acts including:

- *Animal Management (Cats and Dogs) Act 2008*
- *Local Government Electoral Act 2011*
- *Building Act 1975*
- *Disaster Management Act 2003*
- *Environmental Protection Act 1994*
- *Food Act 2006*
- *Health Act 1937*
- *Information Privacy Act 2009*
- *Integrity Act 2009*
- *Land Act 1994*
- *Liquor Act 1992*
- *Planning Act 2016*
- *Plumbing and Drainage Act 2002*
- *Public Health Act 2005*
- *Public Sector Ethics Act 1994*
- *Queensland Reconstruction Act 2011*
- *Right to Information Act 2009*
- *Transport Infrastructure Act 1994*
- *Water Act 2000*

1.5 CURRENT LOCAL GOVERNMENT REFORM

The Queensland Government is pursuing a rolling reform agenda in the local government sector which will be implemented prior to the 2020 elections. Parliament recently passed the Local Government Electoral (Implementing Stage 2 of Belcarra) and *Other Legislation Amendment Bill 2019*.

These reforms will further strengthen the transparency, accountability and integrity measures which apply to the system of local government in Queensland.

Visit Dlgrma.qld.gov.au/local-government-reform.html to learn more about these reforms.

1.6 SEPARATION OF POWERS

The Act clearly distinguishes between the roles and responsibilities of the executive (elected representatives) and the administrative (council employees) arms of local government. The demarcation of roles is sometimes referred to as the 'separation of powers'.

Councillors are responsible for planning the future and developing corporate plans and strategies to achieve their goals and deliver outcomes to the whole community. A councillor's role is to demonstrate and provide strategic vision and leadership by putting in place principles, policies and local laws that enable the delivery of these outcomes.

The internal, day-to-day work of the local government is carried out by council employees under the direction of the Chief Executive Officer (CEO). This operational work is directed by the decisions of council through its annual operational plan.

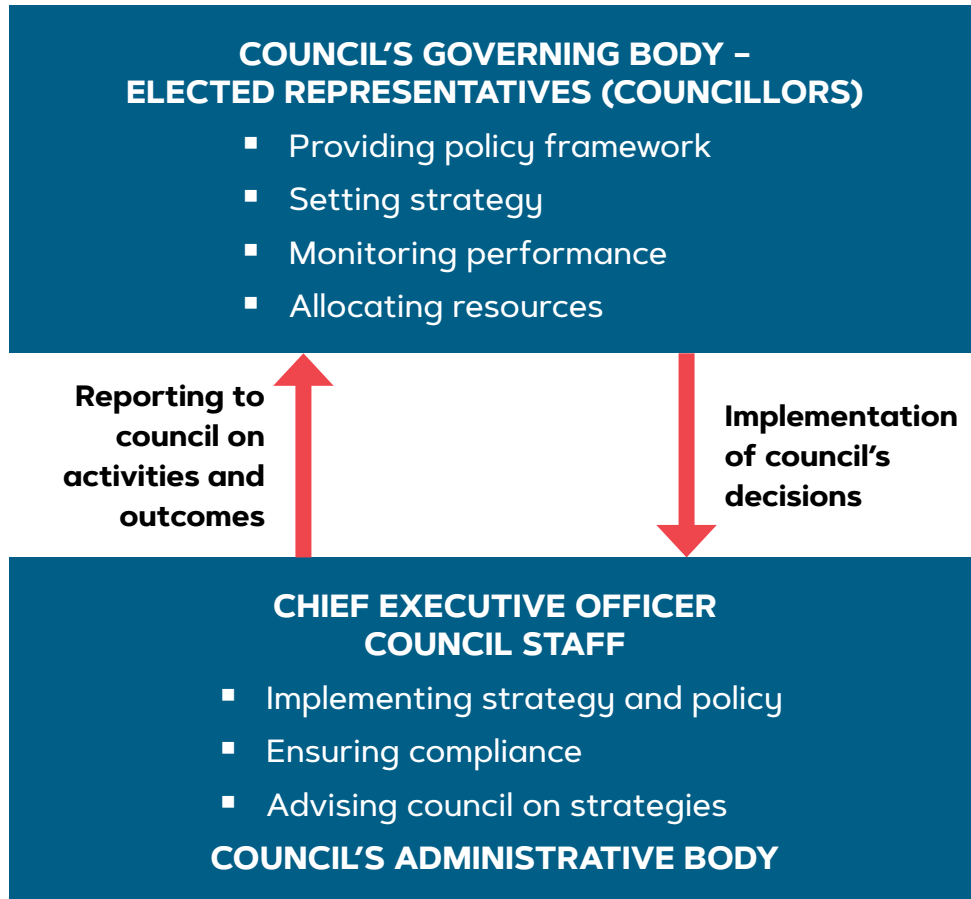
Councillors are not responsible for overseeing or directing the work of council employees.

A councillor cannot attempt to ask a council employee to prioritise one particular resident's concerns over another, nor can they get actively involved in the delivery of council services.

The Act states that the mayor may give a direction to the CEO only, in accordance with council policies and decisions.

No councillor, including the mayor, may give a direction to any other local government employee, including senior executive officers.

As follows is an overview of a council's structure and responsibilities, including councillors and council staff:



1.7 THE RELATIONSHIP BETWEEN YOUR COUNCILLORS AND COUNCIL

The importance of trust and mutual respect within the council team and between council and senior management cannot be underestimated.

Councillors can have a major and positive impact on the health and well-being of the whole community. A good working relationship between councillors, the mayor, the CEO and other senior council staff is fundamental to an effective council.

Productive relationships support good governance by promoting efficiency, inclusiveness, participation and census-oriented outcomes. After all, councillors are council really are partners in the business of delivering good local governance.

Councillors should also have an understanding of how to manage external relationships, with the community, the media and other organisations, including state agencies. The roles of key people in councils, including councillors and the CEO, are defined in the Act.

The CEO manages the organisational structure for the council, ensuring that council decisions are implemented, overseeing the day-to-day management of the council's operations, and providing advice to council. The CEO is also responsible for supporting the mayor in the performance of his or her role, and the development, implementation and enforcement of policies and protocols to manage interactions between councillors and council staff.

The role of the Executive Leadership Team (ELT) is to provide support to the CEO in the provision of strategic management to oversee the implementation of council decisions and to maintain operational excellence.

Council staff are the resource that ensure the day-to-day running of the organisation and the delivery of council services and functions.



2. THE ROLE OF COUNCILLORS AND THE MAYOR

2.1 THE ROLE ACCORDING TO THE ACT

As noted, the responsibilities of a councillor, mayor and deputy mayor are outlined in the *Local Government Act 2009*. An elected official is legally required to abide by these responsibilities, as follows:

Responsibilities of councillors and the mayor

1. A councillor must represent the current and future interests of the residents of the local government area.
2. All councillors of a local government have the same responsibilities, but the mayor has some extra responsibilities.
3. All councillors have the following responsibilities—
 - (a) ensuring the local government—
 - (i) discharges its responsibilities under this Act; and
 - (ii) achieves its corporate plan; and
 - (iii) complies with all laws that apply to local governments;
 - (b) providing high quality leadership to the local government and the community;
 - (c) participating in council meetings, policy development, and decision-making, for the benefit of the local government area;
 - (d) being accountable to the community for the local government's performance.
4. The mayor has the following extra responsibilities*:
 - (a) leading and managing meetings of the local government at which the mayor is the chairperson, including managing the conduct of the participants at the meetings;
 - (b) leading, managing, and providing strategic direction to, the chief executive officer in order to achieve the high quality administration of the local government
 - (c) directing the chief executive officer in accordance with a resolution or document adopted by resolution of the local government;
 - (d) conducting a performance appraisal of the chief executive officer, at least annually, in the way that is decided by the local government (including as a member of a committee, for example);
 - (e) ensuring that the local government promptly provides the Minister with the information about the local government area, or the local government, that is requested by the Minister;
 - (f) being a member of each standing committee of the local government;
 - (g) representing the local government at ceremonial or civic functions.
5. A councillor who is not the mayor may perform the mayor's extra responsibilities only if the mayor delegates the responsibility to the councillor.
6. When performing a responsibility, a councillor must serve the overall public interest of the whole local government area.

**The above reflects the recent amendments to the Act in accordance with the Local Government Electoral (Implementing Stage 2 of Belcarra) and Other Legislation Amendment Bill 2019.*

2.2 UNDERSTANDING THE ROLE OF YOUR COUNCILLORS AND MAYOR

Broadly speaking, the incoming Ipswich City Council mayor and councillors will have three core roles:

1. To provide an essential link between the community and council, understanding and interpreting what the community wants, and representing their views accordingly.
2. To direct residents to the right people at council to help solve issues and to also keep them informed about decisions that may impact them.
3. To participate in considered debate and decision-making as part of the "board of directors" of the very large not-for-profit organisation that is Ipswich City Council.

They are also expected to provide leadership and communicate and promote the interests of the council to other levels of government and relevant bodies.

As noted, councillors need to provide strategic direction and guidance to the community as a whole – not just their division. It can be a challenge to find a balance between the obligation to represent the interests of individual residents and the need to make decisions on behalf of the city.

If a councillor thinks that a policy needs changing, they need to debate this in a committee or full meeting of council. It is inappropriate for a councillor to attempt to ignore or alter a formal approved policy in order to satisfy the demands of special groups.

The community expects every councillor to understand and provide representation on council activities, so it is important that councillors become familiar with the whole council area as well as the important issues affecting their community.

The mayor is often regarded as the “public face” of the council. While the mayor essentially has the same roles and responsibilities as a councillor, they are also expected to exercise a senior leadership and chairperson role.

The mayor plays a key role in promoting good governance by effectively chairing council meetings. Effective chairing is inclusive, ensuring that all elected members have the opportunity to be heard, that elected members are able to speak without being interrupted, and that meetings are not dominated by a sub-group of elected members.

It is the mayor’s responsibility to facilitate effective council meetings and manage any poor behaviour that may arise at council meetings, including bullying or harassment.

As the primary council spokesperson, the mayor is also responsible for articulating council’s policies and positions fairly and accurately, as well as supporting good working relationships among councillors.

The mayor also represents council at civic and ceremonial events and functions and can delegate these responsibilities to councillors.

2.3 FIVE FUNDAMENTALS OF BEING A COUNCILLOR

Successful councils are generally made up of councillors with diverse skills, knowledge and backgrounds.

Good councillors enable room for evidence-based, robust debate in council meetings but where, in the end, there is a genuine respect for the democratic process and the ultimate objective of serving in the best long-term interests of their communities.

According to the NSW Office of Local Government, a successful councillor, regardless of his or her experience, should focus on five fundamentals* when executing his or her role:

- 1. EFFECTIVE LEADERSHIP**
- 2. OPEN AND EFFECTIVE DECISION-MAKING**
- 3. CONDUCT**
- 4. ACCOUNTABILITY**
- 5. LEARNING**

FIVE FUNDAMENTALS OF BEING A COUNCILLOR



1. Effective Leadership

Councillors demonstrate effective leadership when they:

- Set a whole-of-city vision and direction for their community,
- Stay out of day-to-day operations of council,
- Balance advocacy with the need to work as a team with other councillors to make decisions for the whole community,
- Balance short and long-term community needs and interests, and
- Foster and maintain positive internal and external relationships.



2. Open and Effective Decision-making

Open and effective decision-making ensures:

- Informed decisions are made with preparation and involvement,
- Council's meeting policy is followed,
- Adequate information and assistance is provided to the councillors to ensure fully-informed decisions can be made, and
- Education around how to evaluate the range of plans, proposals, strategies and other matters before council.



3. Conduct

Councillors must conduct themselves in a way that:

- Enhances and maintains the credibility of their council and local government,
- Is lawful, honest, transparent and respectful, in line with the Code of Conduct,
- Exercises care and diligence in carrying out council's functions, and
- Ensures relationships with the CEO and council staff are based on trust and mutual respect, following clear protocols around staff interaction.



4. Accountability

It's imperative that councillors are accountable for understanding and meeting their community's needs by:

- Engaging with his or her community,
- Responsibly managing council's money and assets, and
- Considering the long-term consequences of his or her decisions.



5. Learning

Councillors will be encouraged to undertake ongoing learning and professional development by:

- Regularly assessing his or her own learning needs,
- Actively seeking opportunities to acquire further knowledge and skills, and
- Contributing to the development of the local government as a whole.

*Source: NSW Office of Local Government Councillor Handbook 2016

2.4 WHAT SKILLS AND KNOWLEDGE WOULD HELP?

While there are no special qualifications to become a councillor other than a wish to serve your community, there are certainly many desirable attributes.

However, if you are passionate about your local community then you already have what it takes to become a councillor. A genuine history working in and with the community and a broad network is certainly an advantage.

Useful qualities and skills include:

- Being ethical, open and honest
- Being keen to learn new skills
- Strong communications skills to talk to and engage with people in the community
- Time management and organisational skills
- Problem solving skills
- Ability to work collaboratively
- Active listening skills
- Public speaking experience
- Negotiation, conflict resolution and capacity for critical thought
- An appreciation of different views and experiences
- An ability to understand financial reports, including budget processes
- An understanding of social justice principles
- Strong research and analytical skills
- Leadership qualities, including energy, motivation, resilience, confidence, assertiveness, strategic thinking and advocacy skills
- An ability to network
- An understanding of local government legislation
- Ethical and accountable behaviour, and a commitment to act in the best interests of the community as a whole (not just a division)
- Sound decision-making skills
- While not essential, business or directorship / board experience would certainly be beneficial

2.5 THE WHOLE-OF-CITY BRIEF

The primary accountability of a local government is to its community. Decisions of the local government must be made with regard to the benefit of the entire local government area. The Act is very clear that this applies regardless of whether a council has electoral divisions (like Ipswich currently has) or is undivided (ie. has no councillor divisions).

Another issue that needs to be appreciated is that the law clearly distinguishes between the roles and responsibilities of the elected councillors and the administrative (council employees) arms of local government – this is the separation of powers explained in Section 3.2d.

SCENARIO

A resident contacts his councillor about the large amount of rubbish along Smith Road, between a large state school and a quick service restaurant. He is concerned that there aren't enough bins between the two locations to deal with the amount of rubbish generated. As such, the bins often overflow onto the footpath.

The councillor could immediately request that more bins be placed along the route. In addition, the ideal situation is that she elevates this operational issue to a strategic level and discusses the situation with her peers. Discussion with her fellow councillors could reveal that this is in fact an issue around many schools and quick service restaurants, and that it's a problem that requires a city-wide solution.

Council may request that the CEO arranges a review and present a paper back to council, exploring the issue and suggesting recommendations to solve the problem.

This is a great example of how a councillor should think; not just about his or her own backyard, but about the city as a whole.

There will always be challenges and issues unique to suburbs and communities, but focus should always be placed on strategic solutions that could benefit the city as a whole.

2.6 WHAT DOES YOUR COUNCILLOR DO IN AN AVERAGE DAY?

In any given day, week or month, a councillor or mayor could fulfil the following duties:

- Attend council and committee meetings and present their arguments and opinions,
- Read council business papers (reports, plans, policies, budgets etc) and prepare for council meetings,
- Review council's strategic plans, policies and budget on a regular basis,
- Speak to/meet with members of the community about their needs and concerns while managing expectations from within the council and the community on issues,
- Participate in Community Reference Group meetings,
- Inspect progress on council projects like roadworks or the construction of a new library,
- Identify and report problems with council assets such as damage to sports fields or broken signs,
- Meeting with the mayor, CEO or senior executives or council officers, as relevant,
- When invited, participate in civic and community events (which may include public speaking),
- Represent council at events and conferences, and
- Participate in policy decision-making on behalf of the community.

2.7 WHO IS ELIGIBLE TO RUN FOR COUNCIL?

As noted on the ECQ's website (Ecq.qld.gov.au), to nominate as a candidate for the local government elections in Queensland, you must be:

- At least 18 years old,
- An Australian citizen,
- Enrolled on the Queensland electoral roll for state elections, and
- Enrolled (and live in) the local government area for local elections.

The Department of Local Government, Racing and Multicultural Affairs (DLGRMA) has created a useful eligibility checklist which can be found at Dlgrma.qld.gov.au/resources/local-government-reform/B2-reforms-Are-you-ready-for-2020-checklist-Sep-2019.pdf.

3. RESPONSIBILITIES AND OBLIGATIONS

Section 3 explores the many ethical responsibilities, practical duties and obligations that come with the role of councillor (or mayor).

3.1 DECLARATION OF OFFICE

Under the Act, councillors are obliged to take an oath or affirmation of office either at or before the first council meeting after they are elected. Section 169 of the Act notes:

Obligations of councillors before acting in office

1. A councillor must not act in office until the councillor makes the declaration of office.
2. The declaration of office is a declaration prescribed under a regulation.
3. The chief executive officer is authorised to take the declaration of office.
4. The chief executive officer must keep a record of the taking of the declaration of office.
5. A person ceases to be a councillor if the person does not comply with subsection (1) within—
 - (a) 1 month after being appointed or elected; or
 - (b) a longer period allowed by the Minister.

The declaration of office is:

"I, (insert name of councillor), having been elected/ appointed as a councillor of the (insert name of local government), declare that I will faithfully and impartially fulfil the duties of the office, in accordance with the local government principles and code of conduct under the Local Government Act 2009, to the best of my judgment and ability."

3.2 MANDATORY CODE OF CONDUCT

The mandatory and uniform Code of Conduct, as produced by the state government, sets out the principles and standards of behaviour required of councillors and mayors when carrying out their roles, responsibilities and obligations as elected representatives for their communities.

Under the Code of Conduct, the standards of behaviour are summaries in the 'three R's', being:

- Responsibility
- Respect
- Reputation

This code provides a set of values that describe the types of conduct councillors should demonstrate under each principle. These values are listed below:

1. In making decisions in the public interest, councillors will:
 - Make decisions in open council meetings,
 - Properly inform relevant personnel of all relevant information,
 - Make decisions in accordance with law and policy, and
 - Commit to exercising proper diligence, care and attention.
2. To ensure the effective and economical delivery of services, councillors will:
 - Manage council resources effectively, efficiently and economically, and
 - Foster a culture of excellence in service delivery.
3. In representing and meaningfully engaging with the community, councillors will:
 - Show respect to all persons,
 - Clearly and accurately explain council's decisions, and
 - Accept and value differences of opinion.
4. In exercising good governance, councillors are committed to:
 - The development of open and transparent processes and procedures, and
 - Keeping clear, concise and accessible records of decisions.

5. To meet the community's expectations for high level leadership, councillors will:

- Be committed to the highest ethical standards, and
- Uphold the system of local government and relevant laws applicable.

The Code of Conduct can be found at Dlgrma.qld.gov.au.

3.3 FAILURE TO COMPLY WITH THE CODE OF CONDUCT

A councillor's failure to comply with the behavioural standards of the code of conduct may give rise to disciplinary action under the complaint handling provisions of the *Local Government Act 2009*.

In order of most to least serious, the categories of complaint are corrupt conduct, misconduct, inappropriate conduct and then unsuitable meeting conduct.

1. Unsuitable meeting conduct

Under section 150H of the *Local Government Act 2009* (the Act), any conduct, but not inappropriate, misconduct or corruption, by a councillor that is contrary to the standards of behaviour in the Code of Conduct that occurs within a meeting of council, is dealt with as unsuitable meeting conduct.

Examples of unsuitable meeting conduct by a councillor may include:

- A councillor behaves in a council meeting in a way that intimidates, bullies or harasses a member of the community, another councillor or a council employee,
- A councillor continually interrupts or disrupts a speaker at a council meeting, and
- A councillor behaves in an offensive or disorderly way in a council meeting.

2. Inappropriate conduct

Under section 150K of the Act, any conduct by a councillor that is contrary to standards of behaviour in the Code of Conduct or a policy, procedure or resolution of a council and is not unsuitable meeting conduct (i.e. occurs outside of a meeting of council), misconduct or corrupt conduct is dealt with as inappropriate conduct.

Examples of inappropriate conduct of a councillor may include:

- A councillor publicly makes derogatory comments about staff,
- A councillor purports to speak to the media on behalf of council when not properly authorised under a council policy,
- A councillor fails to comply with an order made by the chairperson of a meeting to leave and stay away from the place at which the meeting is being held, and
- A councillor has been reprimanded three times in 12 months for interrupting other councillors during meetings.

3. Misconduct

Councillors are required to comply with all laws that apply to local governments. This includes refraining from engaging in misconduct.

Examples of misconduct of a councillor may include:

- A councillor knowingly provides false or misleading information during a meeting of the council in order to impact a decision,
- A mayor fails to carry out the performance evaluation of the CEO in the manner determined by council,
- A councillor releases private information about a member of the community acquired as a councillor,
- A councillor directs a council employee (other than the mayor directing the CEO in accordance with a resolution or document adopted by the council) to perform a duty,
- A councillor provides confidential information to the media that came from a closed meeting of council,
- A councillor has a reasonable suspicion that another councillor has a material personal interest or conflict of interest but did not disclose it to the presiding officer when the other councillor failed to disclose it,
- A councillor fails to pay a fine ordered by the tribunal,
- A councillor sought assistance or advice from an officer that is not in accordance with council's acceptable request guidelines, and
- A councillor uses a council vehicle for private use that is not authorised by council's expenses policy.

4. Corrupt conduct

Corrupt conduct is defined by, and dealt with, under the *Crime and Corruption Act 2001* and must be referred to the Crime and Corruption Commission.

Examples of corrupt conduct of a councillor may include:

- *A councillor fails to declare a material personal interest in a council meeting,*
- *A councillor intentionally fails to update a register of interests in order to hide an interest that could gain a benefit or a loss to the person,*
- *A councillor engages in fraud against the council,*
- *A councillor uses information acquired by a councillor to gain a financial benefit for the councillor or someone else,*
- *A councillor directs a local government employee to gain a benefit or cause a detriment to the councillor or another person, and*
- *A councillor engages in the act of stealing against the local government.*

In the event that a councillor or mayor does not act appropriate and lawfully, action will be taken by the relevant authority.

3.4 CONFLICTS OF INTEREST

The following important information has been taken from the DLGRMA's website, pertaining to Conflicts of Interest.

It is important to understand that councillors and mayors are required to inform of any 'material personal interest' or 'conflict of interest'. These arise when a councillor or mayor has, or may be seen to have, a conflict between their personal interests and the public interests and could be of financial, personal association or other significant identifiable interest which may impact on a councillor's decision making.

A councillor must inform the local government if they have an interest in a matter that could either benefit or cause detriment to the councillor or a related party. In some cases, the personal interest may be no greater than other persons in the local government area such as an upgrade to a local park that was part of the council's scheduled works program. However, in some cases, councillors may not be able to participate in decision-making on that matter. An example would be a proposal on whether to upgrade the road on which the councillor lives that might significantly impact on property values.

There are penalties if a mayor or councillor fails to inform of a material personal interest or conflict of interest.

In addition, councillors must not influence or attempt to influence any other person who is participating in a council decision on the matter.

A councillor who reasonably suspects that another councillor with a conflict of interest in a matter is participating in a decision on that matter must inform the local government of that suspicion as soon as practicable. It is an offence for a councillor to take any retaliatory action against a councillor for complying with their obligation to report another councillor's suspected conflict of interest.

3.5 REGISTERING YOUR INTERESTS

Once you become a councillor, you are required to make all of your financial interests publicly known, in accordance with the Act. Note that you are also required to declare the interests of your family (ie your spouse, or someone who is dependent on you such as children or parent).

This register of interest is kept so that the community can have confidence that decisions being made are in the public interest and are not made for the benefit of a councillor or their family. Your register can be viewed by the public via the website or at the council administration building by request. You must complete the form for the register of interests and lodge it with the CEO within 30 days of the commencement of your term as councillor, and you must keep it up to date or face penalties.

3.6 DUTIES TO BE PERFORMED BY A COUNCILLOR:

As follows is a breakdown of the duties and responsibilities relevant to the roles of councillor and mayor.

3.6A STRATEGIC PLANNING

The community establishes a vision (goals and objectives) for the future of the local government area and then council, through its strategic planning, develops strategies and actions to assist in achieving that future.

Councillors are responsible for delivering meaningful strategic plans and reports.

To perform their role effectively, councillors need to actively participate in strategic planning.

Local governments are required to have several planning documents that link together to make up the overall future sustainability plan of the local government. The plans will have indicators and performance measures that can highlight if goals and objectives are being achieved.

The success of the planning process relies heavily on the commitment of the mayor and the CEO as well as all councillors. Without strong support and commitment, the council will find it difficult to develop and implement a meaningful suite of plans.

The Act requires councils to develop:

- A corporate plan
- A long-term financial forecast
- A long-term asset management plan
- An annual budget
- An annual operational plan

Councillors are also involved in overseeing the development of, carrying out of and reporting on many council plans and activities.

3.6B SOUND FINANCIAL MANAGEMENT AND BUDGETING

Although councillors are responsible and accountable for the financial management of a council, councillors should not be involved in the detailed assessment of complex financial figures. Rather, councillors are responsible for making strategic decisions in relation to the financial management of the council that determines or affects the types of services, level of services and the strategic direction of the council.

Their role is to oversee the budget for the council's financial needs and to ensure accountability, making sure the council's resources are used fairly and for the benefit of all community members.

The creation and adoption of a rating and revenue policy and operational plans that support the optimal allocation of the council's resources to implement the strategic plans (including the community plan) and for the benefit of the local area is imperative.

Councillors also need to ensure that the council remains sustainable. Councils must maintain service levels over the long-term without having to resort to unplanned or unreasonable increases in revenue.

Councillors need to know:

- How does council get revenue to support its operations?
- Are there restrictions on how this money can be spent?
- What activities does council fund?
- What information is required to assess the financial health of council?

3.6C LOCAL LAWS AND ENFORCEMENT

Section 28 of the Act empowers local governments to make local laws that are suitable to their particular needs and resources and that achieve the purpose and principles of local government.

Local laws are statutory instruments made by local governments to regulate a broad range of issues within their communities. The Act also limits the powers of local governments to make certain local laws.

It is the responsibility of each local government to make their local laws and to decide what process it will use to make them, provided the process and the laws are consistent with the provisions of the relevant Act. There are several types of local laws, including:

- Local law – developed independently by an individual local government tailored to meet the specific needs of its community,
- Interim local law – effective for up to six months to enable local governments to quickly adopt a local law to address a particular issue,
- Subordinate local law – made under a head of power contained in a local law to provide for the detailed implementation of the broader principles contained in the local law, and
- Model local law – a local law approved by the Minister for Local Government as suitable for adoption by local governments, if required.

3.6D POLICY DEVELOPMENT AND REVIEW

Council's policies are statements of the principles and/or values that council takes into consideration during its decision-making. Policies are in place as they are required under legislation and provide a framework for council to achieve outcomes that meet the needs of the community as stated in council's strategic direction documents such as Advance Ipswich and the Corporate Plan.

All policies are made by resolution of council in accordance with the provisions of the Act and are subject to regular review.

For a full list of Ipswich City Council's policies, visit ipswich.qld.gov.au/about_council/legislation/council-policies.

The policy-making role of a councillor includes:

- Assessing and evaluating community needs,
- Establishing priorities for the various needs identified,
- Considering the allocation of local government resources, and
- Convincing fellow councillors of these needs and obtaining their support.

To initiate new policies and activities successfully, a councillor will often need to gather information and obtain advice. This may be received from the council staff, following an approach to the CEO.

However, it should be remembered that while a policy may begin with an individual idea, decisions are not made by the individual councillor alone. They are made by the whole council.

This democratic process means that a councillor must accept the majority decision when the council votes upon a motion. Consequently, if a council member feels strongly about an issue and does not have a conflict of interest in the matter, he or she should present a well-constructed and researched argument during the debate on the motion.

If the result of a vote is against the wishes of an individual councillor, he or she should accept that result graciously. Each council member has the right to have their dissent recorded in the minutes.

Another aspect of the councillor's role is to review existing policies occasionally. This involves assessing whether a policy is fulfilling the community's needs at any given time and examining the costs associated with a policy's implementation.

3.6E REPORTING ON COUNCIL'S ACTIVITIES

To represent both residents and the council effectively, a councillor needs to be a good communicator and keep in touch with the local community.

Councillors can keep in touch with electors in a variety of ways including:

- Attending meetings of local organisations and community groups,
- Being available and responding to residents who wish to raise issues or concerns,
- Attending events arranged by the local government,
- Participating in functions held in the local area, and
- Communicating with the community via Ipswich First, social media and local media channels.

3.6F ADVOCACY

Advocacy is a deliberate process of influencing key stakeholders, decision makers and related audiences to support and implement actions that contribute to a particular cause.

Advocacy is an important remit of local governments, and is used as a tool to drive change and deliver beneficial outcomes for communities. Ipswich City Council undertakes a range of advocacy activities for its constituents, with a focus on outcomes that act as levers for liveability, quality of life and ongoing sustainability of the Ipswich region.

The principles governing advocacy activities at Ipswich City Council (which are noted in the Advocacy Strategy) are:

- Prioritising the best interests of the Ipswich community,
- Aligning with good fiscal management practices, both now and into the future,
- Enabling social, environmental and economic sustainability, and
- Making evidence-based and coordinated decisions.

Councillors play an important role advocating on a broad range of issues on behalf of their communities. To achieve good governance issue relating to advocacy is that the responsibility and accountability for advocacy needs to be clear. In its formal decision-making role, council can officially advocate to external bodies or levels of government on behalf of the community and city.

Section 8 further explores the need for strategic advocacy in regards to the city's most important infrastructure priorities.

3.6G COMMUNITY ENGAGEMENT

Engaging the community in decision-making is a core element of good governance. Councils that use community engagement processes improve the quality of their decision-making, help communities to feel more engaged and connected, and demonstrate transparency and accountability in the way decisions are made. Community engagement also assists in building a partnership between councils and their communities, and is an important method for allowing communities to provide their feedback, ideas and opinions.

At council community engagement can be understood as *the process by which community and council work together to facilitate community input into council decision making.*

Community engagement is a legislative requirement under the Act to ensure *democratic representation, social inclusion and meaningful community engagement* in government decision making. Further, in some instances, particular methods of community engagement are required in accordance with specific legislation.

Councillors are responsible for advocating for quality community engagement activities and understanding the different roles and responsibilities. They should be aware of current and upcoming community engagement activities and consider community feedback when making decisions.

Councillors cannot direct staff in relation to particular outcomes and communications relating to community engagement activities. They can be briefed on relevant projects and invited to community engagement events and activities as observers.

Councillors can help constituents who raise questions or concerns with them by referring them to the appropriate community engagement channels relevant to particular projects.

They may also seek input from their constituents through engagement practices of their own volition. However, this cannot parallel or seek to affiliate with council projects and community engagement activities at any time.

Community Reference Groups

As part of council's increased commitment to community engagement, five Community Reference Groups (CRGs) have been formed, aligned with council's five Advance Ipswich themes. The groups are; economic development, transparent governance, growth management, resilient communities, and environment.

Council's Community Reference Groups aim to:

- Provide a deliberative forum for members to discuss issues of community interest,
- Draw on local knowledge and enhance community voice in decision-making processes and outcomes, and
- Build community understanding of council core business functions and specific projects and activities.

For more information on council's Community Reference Groups visit ipswich.qld.gov.au/community/community_engagement/community-reference-groups.

Shape your Ipswich

An online community engagement platform, [Shapeyouripswich.com.au](https://shapeyouripswich.com.au), was launched in October 2019 to seek the community's views, ideas and feedback on Ipswich City Council projects.

The platform forms part of a mixed suite of tools. Council intends to harness the benefits of online community engagement while retaining the best of print and face-to-face consultation, purposefully engaging with as many people as we can, being inclusive and aiming to connect with those hardest to reach.

Council representation on external groups and boards

It's common for the mayor and councillors to be invited to officially represent council on committees, working groups and boards, attending meetings and events and providing input and strategic direction. This formal representation must be approved by council resolution.

3.6H EFFECTIVE DECISION-MAKING

Local governments are required to make numerous decisions every day in order to properly discharge their powers and responsibilities. To facilitate this process, local governments utilise delegations to respond more effectively to the community.

The Act provides an overview of acceptable delegations and notes that a local government may, by resolution, delegate a power to the mayor, the CEO, a standing committee, the chairperson of a standing committee, or another local government (for the purpose of a joint local government activity).

In such instances, council resolves to devolve the "decision-making responsibility" by delegated authority. Note that the CEO must record all delegations by the local government, mayor or CEO in accordance with the Act.

The judicious use of delegations, with appropriate policy and accountability frameworks, contributes to good governance by allowing the council to focus on strategic rather than operational issues.

Decisions made at meetings

Councillors must attend formally constituted council meetings in order to take part in council's decision-making process.

A councillor can only make decisions as a member of the council as a whole, which are determined by popular vote. No individual councillor has the power to make decisions on behalf of council.

Failure to attend more than four of these meetings consecutively will result in a councillor being removed from council.

Decisions made at meetings are recorded in the form of resolutions which are binding on the local government until they are formally amended or repealed. Resolutions, once recorded, take effect immediately.

Local government decisions are taken by a majority vote of all the elected councillors. Each councillor in the council chamber has an equal vote – even the mayor has a single vote. That means a decision by the majority of votes at a council meeting is considered a decision of local council. In the case of a tied vote, the mayor, acting as the chairperson, can exercise a casting vote.

It is the responsibility of a council to ensure they are equipped with the information they require to make fully-informed decisions. Should additional information be required, a councillor can ask the CEO to direct an officer to assist with their request.

Meeting procedures

Council meetings are the most visible work of local governments. Agenda and minutes that accurately record the decisions of the meetings are the most important records of council. They ensure that the local government has acted within its authority under the legislation and that their decision-making processes are properly documented, transparent and accountable.

Meetings are open to the public except when the local government resolves to have closed meetings because a topic would be inappropriate to be considered in a public meeting.

The council meetings are run by the mayor (the chair of the meeting) of the council, and follow formal meeting procedures. These procedures ensure all elected members have a chance to speak about the issues and that all the listed items are discussed.

Ipswich City Council committee and council meetings are held in council chambers in the main administration building in 50 South Street, Ipswich (level two). Visit ipswich.qld.gov.au/about_council/committees-and-meetings_for_dates_and_more_information.

Written notices of meetings are given to each councillor at least two days prior to the meeting with the agenda and supporting documents.

Ordinary and extraordinary council meetings and meetings of committees comprising wholly of councillors must be conducted in accordance with the meeting rules prescribed under the Act and Regulation as well as under Ipswich City Council's Meeting Procedures Policy, which is part of the Councillor Integrity Policy Package referenced in Section 6.

When decisions need to be made, the mayor (or chair of the meeting) calls for a vote, and the outcome is decided by a majority vote (the choice that most council members support).

3.6I MEDIA RELATIONS AND PUBLIC COMMENTARY

Part of a councillor's role is to be a council representative, and on occasion, a spokesperson. Public speaking experience and the confidence to present to a group of people is certainly a useful skill for a councillor to possess.

Incoming councillors will be provided with professional media training and presentation training, and will be supported by a team of experience media and communications professionals as required.

Media relations

To clarify the roles of the mayor, deputy mayor and other councillors whenever they engage with media on behalf of Ipswich City Council, a policy and procedure has been created, reflecting the requirements of the Act.

The mayor is the official spokesperson on council strategic matters. The CEO is the official spokesperson on councils operational matters.

However, they may choose to delegate others (councillors, general managers or council officers) to act as spokespersons when appropriate.

Councillors will be required to adhere to council's media policy. The purpose of this policy is to:

- Provide clear direction on councillor and staff rights and responsibilities in relation to media comment,
- Ensure that comments made to the public are consistent, well-informed, timely, accurate and appropriate,
- Provide a coordinated, professional and consistent approach to media liaison and audience development, and
- Clearly indicate council's authorised spokespersons.

To view the media policy and procedure visit ipswich.qld.gov.au/about_council/legislation/council-policies.

Social media guidelines

The Office of the Interdependent Assessor (OIA) and the Local Government Association of Queensland (LGAQ) have produced social media guidelines to assist councillors to manage their social media presence in line with the Councillor Code of Conduct.

'Your social media and you' is a comprehensive guide that outlines a councillor's official, election and private social media pages, how the Councillor Code of Conduct applies, moderation of comments and how to recognise and deal with posts which are public records.

'The Queensland Councillor Social Media Community Guideline' contains the moderation rules for a councillor to post or link to on their social media sites.

These guidelines aim to strike a balance between ensuring councillors use of social media is appropriate and open to positive, negative, or neutral electorate feedback, while also supporting councillors to protect themselves against unacceptable online behaviour.

To view these guides, visit Oia.qld.gov.au/office-of-the-independent-assessor/resources-for-councillors/social-media-guidelines-for-councillors.html.

3.7 COUNCILLOR DO'S AND DON'TS

The following list of councillor do's and don'ts has been created as a useful guide, with the principles of good

governance and relevant legislation and council policies in mind.

COUNCILLOR DO'S	COUNCILLOR DON'TS
Do make decisions in the best interests of the city as a whole	Don't make decisions that only benefit your division
Do encourage residents to contact council via the many channels available	Don't contact council staff directly about fixing a resident's issue
Do ensure discussions and debate relevant to decisions of council happens in council meetings	Don't attempt to influence outcomes out of the formal decision making process
Do direct the community group to follow council's processes to formally apply for funding or a grant	Don't promise a community group funding or a grant
Do ensure you refer the resident to council for assistance	Don't promise to fix an operational problem
Do make educated, informed decisions based on broad community engagement and feedback	Don't react to the squeaky wheel or the loudest voice
Do read through all documentation prior to a meeting and ask questions (or for additional info) if required, through the CEO	Don't attend council meetings without backgrounding on issues requiring resolution
Do consider the efficient expenditure of public moneys	Don't waste public resources
Do fully verse yourself in all matters before making a public statement	Don't make uninformed public statements
Do read the Code of Conduct and understand that making a statement on behalf of council is in breach of the code	Don't misrepresent the position of the whole of council to media
Do treat your peers and all council staff with respect, in accordance with the Code of Conduct	Don't use a public council meeting to grandstand or bully/embarrass another councillor or council officer
Do play the ball and not the man! Even if you don't agree with someone, they are a resident who deserves to be heard in regards to their issue	Don't get personal with residents
Do talk to the CEO. If you have an issue with an officer, bring it up with the CEO or relevant GM. Remember to be respectful and acknowledge that officers may not be aware of community feedback on a matter	Don't attack council officers if their findings or recommendations don't reflect the feedback your understanding of the community's feedback.
Do treat everyone with respect	Don't bully anyone. At all. Ever!
Do follow the OIA's guidelines for social media interaction and commentary	Don't go rogue on social media
Do follow the complaints management framework and pass the complaint on to the relevant officer	Don't attempt to interfere with the formalised council complaints process or try to fix a problem yourself
Do consult the CEO and stakeholder relations team (in accordance with the policy) to ensure due diligence is done before a recommendation is put to council for this representation	Don't commit to representing council on a working group without consultation with the CEO

4. WHAT GOOD GOVERNANCE MEANS

4.1 GOOD GOVERNANCE

Governance is the process and culture that guides the activities of an organisation beyond its basic legal obligations. It's not just about making correct decisions, but about creating the best possible process for making those decisions.

Good decision-making processes, and therefore good governance, share several characteristics. All have a positive effect on various aspects of local government, including consultation policies and practices, meeting procedures, service quality protocols, councillor and officer conduct, role clarification and good working relationships.

Good governance is accountable, is transparent, follows the rules of law, is responsible, is equitable and inclusive, is effective and efficient, and is participatory.

There are many benefits to good governance, including that it:

- Promotes community confidence and trust,
- Encourages elected members and council officers to be confident,
- Leads to ethical decision-making and better decisions, and
- Helps local government meet its legislative requirements.

Councillors and council employees (regardless of their employment status) hold positions of public trust and must carry out their duties impartially and with integrity.

The best of intentions can be undermined when elected representatives act outside of their role and don't follow these principles of good governance. It is important that you understand and respect the limits of your role and do not encroach on the roles of council officers. This ensures efficiency and accountability, and it will help to maintain the reputation of individuals and the organisation.

The *Public Sector Ethics Act 1994* provides a set of principles that are fundamental to good public administration. These principles align to the local government principles and are considered to be the bedrock of good governance of and by local government. They include:

- Integrity and impartiality,
- Promoting the public good,
- Commitment to the system of government, and
- Accountability and transparency.

Councillors must always act with integrity and abide by the law when carrying out their local government responsibilities. They are elected to serve and represent the interests of the whole community in their local government area. They must ensure that local government decisions serve the overall public interest and they must take action to avoid any actual or perceived conflict between their personal interests and the interests of the community in general.

Good governance should be at the core of every action and decision made by council and its councillors.

4.2 YOUR COUNCIL'S GOOD GOVERNANCE GUIDE

The Ipswich City Council Good Governance Guide has been produced as a resource primarily for Ipswich City Council councillors. It aims to help build a better understanding of good governance in local government. This important tool will guide how councillors lead and make decisions in the best interest of the City of Ipswich as a whole, with transparency and accountability at the core. It will help councillors to:

1. Maintain high ethical standards,
2. Understand their role in local government,
3. Foster respectful relationships,
4. Undertake effective strategic planning and performance monitoring,
5. Implement robust risk management,
6. Practice fair and transparent decision-making,
7. Comply with relevant Acts of Parliament, and
8. Commit to continuous improvement.

Council will soon release the Good Governance Guide at itsyourcouncil.com.au.

4.3 POTENTIAL GOVERNANCE ISSUES

Good governance depends, in part, on councillors and council officers having a good understanding of what they can and can't do under the Act. When good governance isn't followed, poor conduct may occur, including misuse of position and power, using information and resources inappropriately, and conflicts of interest.

Repercussions for this type of behaviour can be severe and breaches are not taken lightly, with a number of organisations now involved in identifying and assessing potential governance issues. Councillors need to be aware of the following legislated ethical obligations, as noted in the Act:

- Conflicts of interest
- Material personal interest
- The *Information Privacy Act*
- Council's complaints management process
- Register of interests

As follows are some examples of a breach of good governance principles noted in the Act.

Disclosure of information

Councillors need full information to be able to make sound decisions. However, there are times when some of the information provided to councillors needs to remain confidential.

For example, matters that are discussed in closed meetings are confidential unless authorised by the council to be disclosed. Elected representatives must not disclose information that is not authorised to be disclosed or that has been provided on the basis that it is kept confidential.

Similarly, council employees must not disclose information that is acquired on the condition that it remains confidential.

Leaking confidential information is both illegal and damaging to the council. It not only affects the ability of a council to perform its functions, but undermines the trust that external organisations and individuals may have in council to keep certain information confidential.

Fines can be imposed where elected members or officers are found to have leaked confidential information. In addition, a court may order that a councillor be barred from nominating as a candidate at any election for up to seven years or dismiss the councillor from office.

Improper use of information

Elected members must not make improper use of information acquired through their role. Improper use of information includes:

- Gaining an advantage or avoiding a disadvantage for yourself, a member of your family or a close associate; or
- Causing loss or damage to a council or a person.

SCENARIO

A councillor learns, through confidential council channels, that a development application will soon be submitted for a new housing development. The councillor shares this information with a family member who owns property adjoining the land relevant to this DA. This family member decides to sell their house as a result of learning this confidential information, afraid that their property will lose value after the DA is submitted and news of the development becomes public. This is clearly improper use of information.

Misuse of office

Elected members and council employees must not procure the doing or not doing of anything by the council where they, their family, or a close associate would directly or indirectly benefit or avoid disadvantage as a result.

Fines can be imposed where elected members or officers are found to have misused their office. In addition, a court may order that a councillor be barred from nominating as a candidate at any election for up to seven years or dismiss the councillor from office.

SCENARIO

Council is considering the approval of a new development in the central business district. A councillor owns a business in this street and does not want the development to be approved, because he thinks it will impact the amenity of his business. By attempting to discourage council from approving this development he is using his position as an elected representative to influence an outcome. This is a clear misuse of position and power.

5. HOW DID IPSWICH GET INTO THIS POSITION?

On Wednesday 22 August 2018, the Parliament of Queensland passed the *Local Government (Dissolution of Ipswich City Council) Act 2018* dismissing the mayor and 10 councillors of Ipswich City Council following a period of turmoil and challenge for both the council and the city.

Greg Chemello was appointed by the state government as Interim Administrator of Ipswich City Council through to the next scheduled local government elections on Saturday 28 March 2020, taking on the responsibilities of all 10 councillors and the mayor.

Council's dismissal was brought about because of the many governance failures noted in the CCC's Operation Windage report into culture and corruption risks at Ipswich City Council (ccc.qld.gov.au/corruption/outcome/allegations-corruption-related-ipswich-city-council-operation-windage).

The report identified a wide spectrum of serious governance and integrity failures including suspected official corruption, improper use of power and influence for personal benefit, a lack of accountability for public resources, inappropriate relationships between the council and the private sector (particularly property developers and contractors), a failure to keep a fraud risk register, failure to record gifts and benefits received in the council's gifts and benefits register; and

senior members of council influencing decision-making processes to benefit close associates.

The very first thing potential candidates should read is the CCC's Operation Windage report.

It explains why the city is now in this unusual position.

The CCC chairperson, Mr Alan MacSporran QC, summed up at the public hearing into the then proposed dissolution of the Ipswich City Council:

"There has been a collapse of public confidence in that council and those councillors. That is what is being addressed here. It is not about them individually being guilty of misconduct or otherwise. It is about systemic failures collectively of good governance, and a lack of transparency and accountability across-the-board. They stand or fall, as they must, under the Local Government Act and the Constitution of Queensland as the body, the entity, collectively responsible for the good governance of that community. There has been a failure of that."

Work throughout this period of interim administration has been focused on creating a foundation of good governance prior to the March 2020 elections when Ipswich voters will be provided with the opportunity to democratically elect a new council.



6. WHAT HAS YOUR COUNCIL ACHIEVED UNDER INTERIM ADMINISTRATION?

6.1 YOUR COUNCIL'S TRANSFORMATION PROGRAM

During the period of interim administration, council has been focused on returning Ipswich City Council to be an organisation the citizens can once more be proud of and an exemplar from which other councils yearn to learn and strive to emulate.

In late 2018, council began its transformation journey by defining 18 major projects of business critical change needed to be delivered to reach the goals of Vision 2020. Council recognised an opportunity to better provide for its community and operate more effectively as an organisation, defining our program through engagement of our staff, executive and interim administration team.

Council's business transformation program consists of 18 projects that address operational and governance under the banner of Vision2020.

Vision2020 was created from a series of staff focus groups, management team workshops and discussions with industry and community leaders about how Ipswich City Council can return to being a leading local government once more.

This research identified policy, procedural and operational reforms as well as priority city projects such as the development of Ipswich's CBD, waste, roads and the creation of a new planning scheme.

The program was divided into three steering committees; Whole of Council, Risk and Governance, and Finance and Reporting, ensuring governance and the delivery of all projects in line with cost, time and quality.

The following priorities have been addressed through this transformation program: reporting; people and performance; procurement, asset management framework; the strategic allocation of capital and operational resources; complaints management framework; risk management framework, knowledge management; policies, procedures and local laws; fraud and corruption control; delegations; information and transparency, return to elected representation; legislative change; community engagement; budget framework; ICT strategy and major project prioritisation.

The transformation program continues to make significant strides in how change is defined, delivered and monitored at Ipswich City Council, and lessons are consistently fed into the organisation's business as usual (BAU) operations to support council's continuous improvement culture.

To learn more about council's transformation program, visit ipswich.qld.gov.au/about_council/media/articles/2018/transformers-councils-mission-to-be-a-leading-local-government.

6.2 NEW DIVISIONAL BOUNDARIES

Following community consultation in early/mid 2019 when Ipswich City Council encouraged residents to share their views on what they thought would be the most appropriate divisional boundary model for the city going forward, the state government's Minister for Local Government applied to the Local Government Change Commission for an assessment of proposed changes to the electoral arrangement and divisional boundary review for the city.

On 9 July 2019, the Change Commission published a Proposed Determination Report, and invited public comments on the proposal for multi-councillor divisions.

The final determination was made by the state government on 18 October 2019. The Change Commission determined that Ipswich should be divided into four multi-member divisions with two councillors representing each division, a mayor will also be elected.

The Change Commission noted that multi-member divisions provide greater scope to have more councillors representing rural areas within the council area, offering the opportunity for more inclusive representation and engagement with the community. The Change Commission considered this relevant given its awareness that a key community concern in the region is a perceived lack of rural representation under the current arrangements.

To read the ECQ's final determination report, effective after the March 2020 elections, visit [Ecq.qld.gov.au/_data/assets/pdf_file/0021/6546/2019-Ipswich-City-Council-Final-Determination-Report-without-appendices.pdf](https://ecq.qld.gov.au/_data/assets/pdf_file/0021/6546/2019-Ipswich-City-Council-Final-Determination-Report-without-appendices.pdf).

6.3 COUNCILLOR INTEGRITY POLICY PACKAGE

One of council's priorities during this period of interim administration has been to ensure that the organisation has a leading practice, good governance framework in place to better support the city's newly elected representatives.

With this good governance in mind, the Councillor Integrity Policy Package was created. This suite of policies sets leading practice standards for all incoming councillors to ensure that good governance, ethical and legal behaviour standards and transparent and effective processes are in place, providing a clear benchmark for all interactions between councillors, council officers and members of the community.

The Crime and Corruption Commission's (CCC) Operation Windage report highlighted many areas of concern related to non-compliance with council policies and procedures. This integrity package addresses several of the findings made and places more appropriate and transparent controls around risk areas.

The Councillor Integrity Policy Package is a concise reference guide of policies that will ensure that Ipswich City Council and its elected representatives not only meet but exceed the community's high expectations.

The package, which will also provide a considerable framework of support for incoming councillors, consists of the following policies.

- 1. Code of Conduct** – Prescribed by the *Local Government Regulation 2012*.
- 2. Expenses Reimbursement and Provision of Facilities Policy** – Required by legislation, this outlines what facilities and equipment a councillor is entitled to and how they will be supported by the organisation.
- 3. Councillor – Staff Interaction Policy** – Required by legislation, sets out the requirements for how a councillor can seek advice, get access to information that the council holds and outlines how protocol for interacting with council staff.
- 4. Gifts, Benefits and Hospitality Policy** – Provides guidance on dealing with gifts and benefits, and managing hospitality expenses
- 5. Lobbyists Developers and Submitters Policy** – Guidelines and protocol for dealing with lobbyists and property developers.
- 6. Capture and Retention of Public Records** – Outlines the legislated obligations for elected officials in keeping appropriate records.
- 7. Investigation Policy** – Required by legislation, sets out the way in which incidents of inappropriate conduct referred from the Independent Assessor are investigated and reported back to council.
- 8. Caretaker Period** – In addition to the requirements of the legislation, provides clear guidelines and standards for councillors and council officers during an election period.
- 9. Representation of the City at Official Functions** – Provides the protocol for elected representative and officer representation at official functions.
- 10. Meetings Procedures Policy** – Based on the model, provides for a transparent and efficient meeting process.
- 11. Meeting Conduct Policy** – Based on the model, asserts a high standard of behaviour for elected representatives in Council Meetings.
- 12. Public Participation at Ordinary Council Meetings** – Provides residents and ratepayers a welcoming, respectful and safe environment to present directly to Councillors, in a public forum.

To read all 12 policies, visit ipswich.qld.gov.au/cipp.

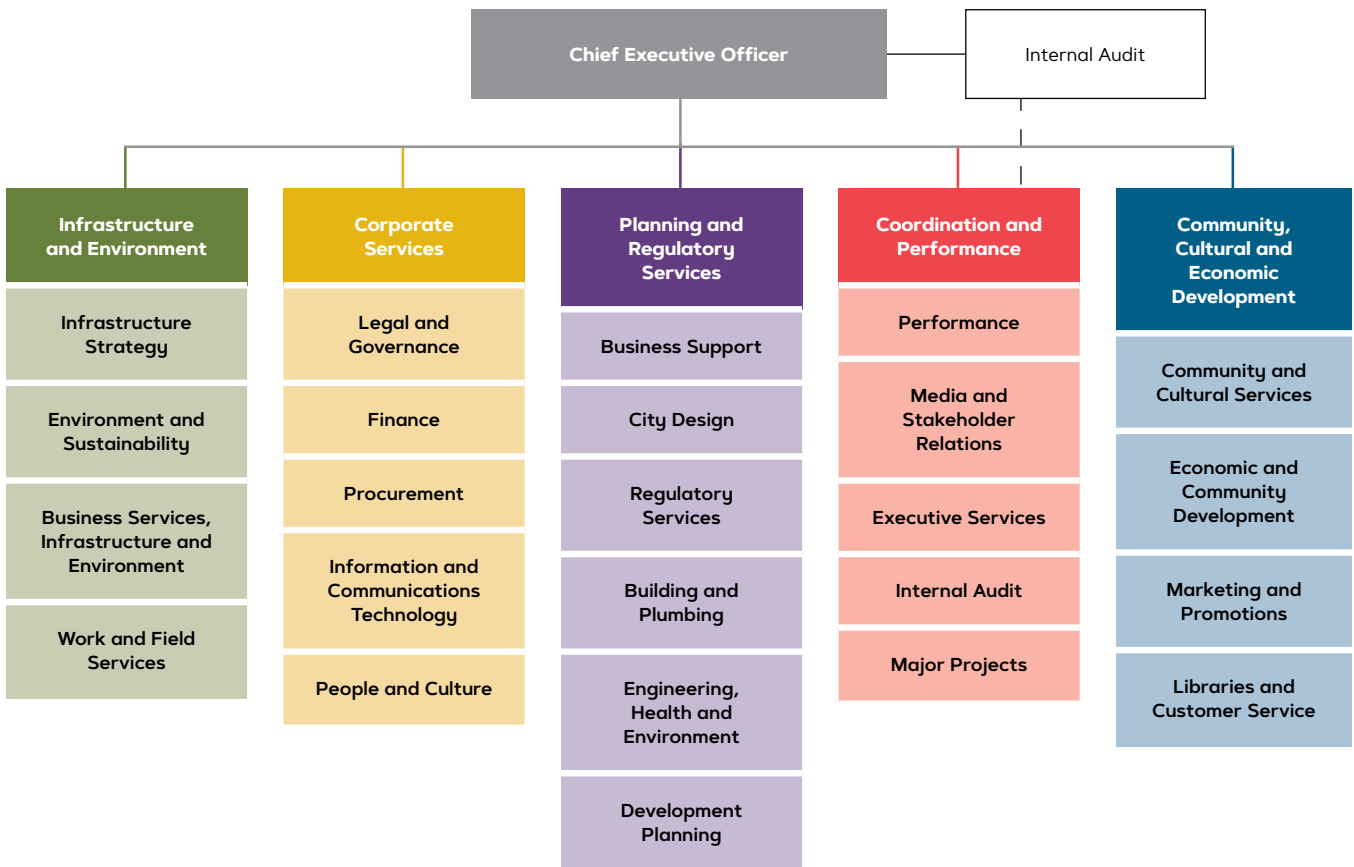
7. YOUR COUNCIL'S STRATEGIES, BUDGET AND ORGANISATION STRUCTURE

It's imperative candidates take the time to learn about Ipswich City Council – its organisational structure, priorities and direction, and the work that has been undertaken since August 2018 to prepare the city for its return to elected representation. An understanding of the city itself (see Appendix A) will also be beneficial for candidates, so they better understand who they will be representing.

7.1 ORGANISATIONAL STRUCTURE

Ipswich City Council employs some 1,300 council officers across five departments, under the direction of the Chief Executive Officer and the Executive Leadership Team comprised of five General Managers.

As follows is council's current organisational structure.



7.2 COUNCIL'S PRIORITIES AND DIRECTION

Advance Ipswich, the current strategic plan for the city, was created in 2017. It would be completely understandable if the new mayor and incoming councillors wanted to create a new strategic plan that better aligns with current and future changes in the city and related opportunities and challenges.

In the meantime, Advance Ipswich provide the framework for your council's planning and service delivery:

THEMES	GOALS
Strengthening our local economy and building prosperity	Use the competitive advantages of the Ipswich economy to provide jobs for the growing population and prosperity for the city through diversifying business, adapting and responding to technological advances and creating an attractive economic environment for business investment.
Managing growth and delivering key infrastructure	Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.
Caring for our community	Create a city that values its past and embraces opportunities to work together for the betterment of the community.
Caring for our environment	Conserve important areas of native vegetation habitat, protect and improve the water quality of the city's important waterways, respond appropriately to climate change and use resources prudently.
Listening, leading and financial management	Provide visionary and accessible leadership that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.

Each year Ipswich City Council also adopts an Operational Plan which identifies activities that work toward achieving the goals, objectives and strategies outlined in the Corporate Plan, as well as providing the framework for council to prepare its annual budget.

There are a number of other key corporate publications available on council's website that promote and report on council's performance in delivering strategies, major projects and operational business and service. They can be found at ipswich.qld.gov.au/about_council/corporate_publications.

Council's purpose and values

In addition to the mission noted above, council staff support council's purpose statement. "Together we proudly enhance the quality of life for our community", staff work to emulate the organisation's five key values.

These values are:

- Collaboration
- Communication
- Integrity
- Efficiency
- Leadership

7.3 IPSWICH CITY COUNCIL FINANCIAL POSITION

7.3A FUNDING OVERVIEW

Councils like Ipswich City Council raise money from the local community through charges and fees. They can also borrow and invest money. Councils may be eligible to receive grants from a variety of other sources including state and federal governments.

There are six primary ways that local governments raise money to provide infrastructure and services to communities, as follows:

- Rates and charges,
- Fees,
- Profit from council-owned assets and businesses including sporting and recreational facilities or areas, and cultural and heritage activities,
- Grants and subsidies,
- Loans, and
- Developer contributions and infrastructure charges levied on land being developed to pay for water supply, sewerage and drainage, roads and pathways and public recreation. These charges are in the form of a levy paid on each parcel of newly-developed land.

7.3B BUDGET OVERVIEW

Councils are required to document the processes used to raise revenue. These documents are publicly available and include the corporate plan, operational plan, revenue policy, revenue statement and budget, as listed in Section 3.

They are also required to adopt a budget for each financial year. In normal circumstances, the budget is adopted after 31 May and before 1 August each year. The annual budget must be consistent with the aims and direction of the council's corporate plan, its revenue policy and annual operational plan.

7.3C 2019–2020 BUDGET

Ipswich City Council's 2019–2020 \$606.1 million budget is about preparing council for the city's expected rapid population growth by allocating money to projects essential to future liveability.

To see Ipswich City Council's 2019 to 2020 budget visit ipswich.qld.gov.au/about_council/corporate_publications/budget.

Capital works snapshot

\$242.6 million
in capital works; including:



\$24.2 million
for parks and the environment



\$34.0 million
for road upgrades and
road safety improvements



\$29.2 million
for road and bridge maintenance



\$111.6 million
Nicholas Street – Ipswich Central
redevelopment

Source: 2019–2020 Ipswich City Council Annual Budget

The city at a glance



■ Roads, Drains and Bridges	31%
■ Parks, Open Space and Green Environment	25%
■ Economic Development	6%
■ Waste Collection and Management	11%
■ Cultural Services	12%
■ Community Health and Safety	6%
■ City Planning	4%
■ Sport and Recreation	5%

MAJOR PROJECTS AND INITIATIVES

\$3.6 million

to complete the realignment of Marsden Parade to link with Gordon Street

\$2.6 million

to complete the safety upgrade along Brisbane Street between Hooper Street and Burnett Street

\$3.8 million

to complete the upgrade of Old Toowoomba Road

\$4.4 million

to commence Redbank Plains Road upgrade between Keidges Road and Kruger Parade

\$3.2 million

for traffic signals at the intersections of Grange and Robertson Roads and Salisbury and Briggs Roads

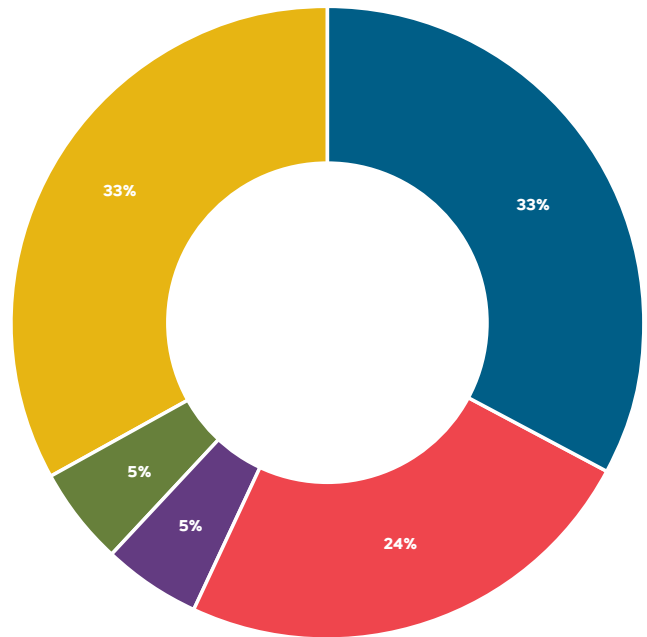
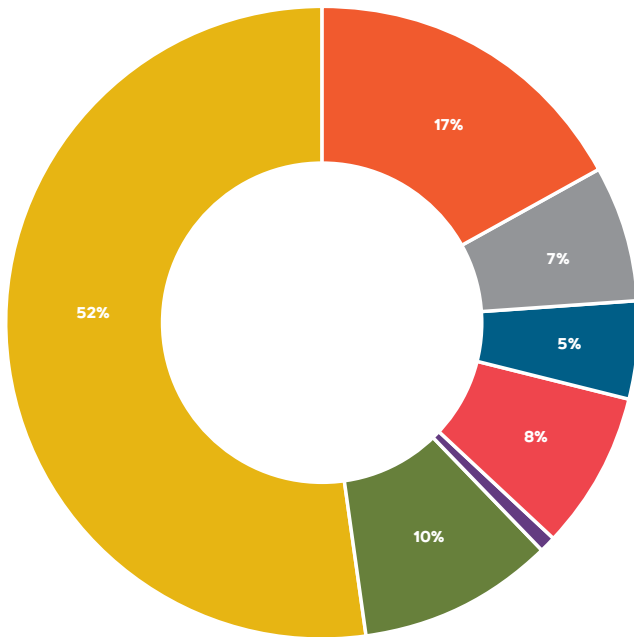
\$10.2 million

for Road Safety and Sustainable Travel projects including bikeways

\$6.8 million

to complete the new Rosewood Library

Ipswich City Council income and expenditure



- Net Rates and Utility Charges
- Developer Donated Assets
- Developer Cash Contributions
- Government Grants and Subsidies
- Fees and Charges
- Interest Revenue
- Other Revenue

- Employee Expenses
- Materials and Services
- Depreciation
- Finance Costs
- Other Expenses

Source: 2019–2020 Ipswich City Council Annual Budget

8. THE CHALLENGES AND OPPORTUNITIES AHEAD

8.1 EMBRACING OPPORTUNITIES

Industry and growth

Council has created an Economic and Workforce Development Plan focused on building prosperity for the city by targeting new industries and attracting investment to the region.

Traditional industries such as mining, farming, rail transport, manufacturing and heavy industry that once fed the city's economy and employed locals are in advanced transition as digital technology, dynamic markets and sustainable practices are pushing innovation and improvement. Ipswich businesses are leading this progress across many sectors; defence, biofutures, advanced manufacturing, food production, transport and logistics, construction, and health.

To read the Economic and Workforce Development Plan visit ipswich.qld.gov.au/_data/assets/pdf_file/0011/111080/Economic-and-Workforce-Development-Plan.pdf.

The Defence Ipswich Action Plan can be found at ipswich.qld.gov.au/about_council/corporate_publications/defence-ipswich-action-plan.

Tourism

The number of visitors to Ipswich continues to increase. While its heritage has always been a key tourism driver, the city is fast becoming a must-visit for adventurers across sports such as mountain-biking and hiking.

Latest data from Tourism Research Australia indicates total visitor arrivals to Ipswich increased by 20.7 per cent from 323,765 visitors to a total 1,890,070 visitors in the 12 months ending June 2019, conservatively valuing the visitor economy at \$283,263,200.

Your council is focused on tourism and the creative industries sector.

To read the City's Arts and Culture Strategy visit ipswich.qld.gov.au/about_council/corporate_publications/arts-and-culture-strategy.

The City of Ipswich Destination Plan 2019–2023 coordinates the tourism cluster of businesses and focuses activities on increasing visitor demand, visitation and expenditure to support employment in the region. To read the strategy visit ipswich.qld.gov.au/_data/assets/pdf_file/0012/112053/Ipswich-City-Council-Destination-Management-Plan-2019.pdf.

The tourism cluster is made up of entertainment, hospitality and accommodation businesses and employs more than 15,000 people in the City of Ipswich. The Ipswich Tourism Operators Network (ITON) has grown to 140 businesses. Activities include business engagement and capability development, programs that support domestic group travel, destination publicity/marketing, and visitor servicing with the aim to establish Ipswich as an accessible daytrip and short-break destination within the Southeast Queensland market.

Priority infrastructure projects

Regionally significant projects are defined as major infrastructure that will contribute a substantial net economic, social or environmental benefit to the community of Ipswich including long-term employment benefits.

These projects are traditionally of a complex nature, requiring substantial investment from multiple levels of government and/or large scale public-private partnership. They are usually outside the financial and regulatory capabilities of Ipswich City Council to deliver in isolation.

Council has created a framework that identifies regionally significant projects as well as an advocacy strategy to support these projects.

These priority projects may include; the Norman Street Bridge, Ipswich Central to Springfield Central public transport corridor, a new Ipswich Performing Arts Centre, the redevelopment of the North Ipswich Stadium, and the redevelopment of Nicholas Street in the CBD, to name just a few.

8.2 THE ISSUES IMPACTING YOUR CITY

There are four significant challenges currently impacting the City of Ipswich; waste, infrastructure to keep up with growth, redevelopment of the CBD, and public transport.

1. Waste

Managing waste is definitely a key challenge for the City of Ipswich. Finding a solution is a priority for council. As a former mining town, the city has a significant number of former mine sites, many of which have and still are being used for landfill disposal.

Under the state's planning laws, council is legally obliged to deal with development applications for when they are lodged, under decision-making frameworks and timeframes set by waste management companies and the *Planning Act*, the Ipswich Planning Scheme and two Temporary Local Planning Instruments (TLPI) that were specifically enacted to deal with waste in Ipswich.

In 2018, Ipswich also faced a recycling crisis when council's private contractor terminated its services, which means that Ipswich City Council's waste recycling program currently only accepts four types of waste in yellow-top recycle bins: paper, plastic, cardboard, and cans and tins. No glass is accepted.

In order to formulate long-term solutions to the city's pressing waste issues, Ipswich City Council has joined forces with four other Southeast Queensland councils to find feasible and progressive methods of resource recovery and waste disposal.

In May 2019, Logan City Council, Ipswich City Council, Redland City Council, Lockyer Valley Regional Council and Somerset Regional Council asked for expressions of interest for the delivery of resource recovery and waste disposal services.

The combined effort aims to stimulate resource recovery opportunities across the waste supply chain and maximise diversion of waste from landfill.

A regional approach effectively puts the power of five councils behind this critical issue. It's a commitment to consider ways that councils collectively address our waste and recycling needs in Southeast Queensland. The joint EOI invitation means that councils are working together, proactively, to positively seek regional solutions.

At the time of publishing this Candidate Guide, all EOI applications were still being reviewed.

2. Infrastructure to keep up with growth

Ipswich is one of the fastest-growing cities in the country, and with this growth comes significant infrastructure challenges. Ensuring that the city's growing communities have the necessary roads, transport, cycle and pedestrian paths, parks, sports fields, community halls, libraries and other community facilities is a challenge for this city.

Mandatory developer contributions fund significant infrastructure in the emerging new suburbs, especially Springfield, Ripley and Redbank Plains. This enables council's own budget to focus on delivering infrastructure in the more established areas.

With 10,000 additional people a year calling Ipswich home, this will be an ongoing challenge for council in terms of both financial capacity as well as technical and project delivery capabilities.

3. Redevelopment of the CBD

After a decade of stop-starts, redevelopment of the city's CBD is well and truly underway. Providing a fresh new precinct is definitely one of council's top priorities.

To thrive, CBDs need life. Retail, offices, entertainment, food and beverage venues, educational institutions, health services and inner city living are the usual mix local governments pursue.

The shining light for Ipswich is health services. Already, one in four jobs in Ipswich Central is in this sector. Ipswich Hospital and St Andrew's Private Hospital are launching further expansions and there are a range of approvals for health centres, and the current conversion of the former Metro Hotel has been converted into an aged care facility.

Queensland Health has also agreed to buy council's current administration centre and surrounding land to expand as the city's population swells. Hence council needs to relocate its 600-plus council staff to a new administration centre in the CBD, which will happen by mid-2021. It is anticipated that a new library, civic space and carpark precinct will be opened by late 2020.

4. Public transport

The Council of Mayors' (SEQ) People Mass Movement Study has a comprehensive roadmap of 47 priority projects aimed at reducing gridlock in the region. It identifies several key points to address population growth and transport demand in Ipswich.

A snapshot of some of the big ticket items in the road map include faster rail in the Western Corridor, extension of the Springfield rail line, and major upgrades to the Ipswich Motorway and Centenary Highway.

The study is an in-depth view of the growth and transport challenges facing the region, ultimately delivering a roadmap to reduce congestion and drive stronger regional connectivity in the coming decades.

It is vital that public transport is significantly improved to cater for that growth. That means rail, buses and a better transport and road network.

The overarching message from the study's transport work to date was that infrastructure delivery in Southeast Queensland was no longer keeping pace with the region's projected population growth.

It is essential to undertake the appropriate transport and infrastructure planning needed to cater for the future growth of the region.

To learn more about the study and the Council of Mayors Southeast Queensland (COMSEQ) visit Seqmayors.qld.gov.au.

Council has also endorsed the Public Transport Advocacy and Action Plan (PTAAP) which will also drive actions relating to public transport.



9. HOW YOUR COUNCIL TEAM WILL SUPPORT YOU

9.1 SUPPORT PROVIDED TO COUNCILLORS

Council is committed to ensuring its councillors, no matter what their experience or background, succeed. It's in the best interest of the future of the city for this to occur.

The Councillor Integrity Policy Package was created to ensure appropriate support is provided to incoming councillors (see section 6.3).

If you're elected, you'll receive the support, induction and training you need to understand your role and be successful, in line with the deliverables noted in the

Councillor Expenses Reimbursement and Administrative Support Policy.

The policy confirms how council will support its councillors and highlights what a councillor is entitled to in regards to expenses, car allowance, travel allowances, stationery items, training allowances, administrative support, business-related reimbursements, communications and technology resources, access to offices and meeting spaces etc.

To learn more about the logistics of being a councillor, including the salary, benefits, terms etc, see Appendix B.

10. YOUR ELECTION CAMPAIGN

10.1 NOMINATING AND RUNNING FOR COUNCIL

The local government election is not run by Ipswich City Council. The Electoral Commission Queensland (ECQ) conduct state, local and industrial elections and referendums in Queensland and regulate electoral funding and disclosure requirements.

There are a myriad of laws pertaining to nominating for and running in a local government elections, and significant penalties that could be applied if these laws are breached.

This section covers off the logistics of running, from how to nominate through to election signage and the campaign itself. Much of the information below has been sourced from the Department of Local Government, Racing and Multicultural Affairs (DLGRMA) and ECQ.

The DLGRMA has created a suite of tools and resources for potential candidates, with information on the nomination process, requirements to run, party endorsement, real-time disclosures and running an election campaign available online.

Visit Dlgrma.qld.gov.au/resources/local-government-reform.html or Dlgrma.qld.gov.au/so-you-want-to-be-a-councillor.html for further information and to access the department's fact sheets.

10.2 NOMINATION PROCESS

Once you have determined you are eligible to become a councillor or mayor you will have to nominate as a candidate. Candidates can nominate for either mayor or councillor, but not both.

The Electoral Commission of Queensland (ECQ) manages the candidate nomination process. Factsheets and handbooks that provide information and assist candidates navigate the nomination process will be published on the ECQ website in late 2019.

The Notice of Election will be published in newspapers, on social media and on the ECQ website in early 2020. The nomination period commences after the Notice of Election is issued and nominations are open for approximately two weeks. Nominations can be lodged with the returning officer, who will be the ECQ representative in your local government area (Ipswich) or at the ECQ head office in Brisbane. Nominations must be lodged before midday on the last day of the nomination period.

Whether you have successfully or unsuccessfully contested an election in the past, or are contesting for the first time, all candidates are subject to funding and disclosure reporting obligations before, during and after polling day.

10.3 DECLARATION OF DONATIONS AND GIFTS

An important note for candidates from the DLGRMA: Records of campaign donations/gifts and electoral expenditure will need to be kept from 1 May 2019 by all candidates and groups of candidates contesting the 2020 local government elections. As a candidate, you will also be required to maintain a dedicated bank account for your campaign donations and expenses. Electoral donations and expenditure are required to be disclosed to the ECQ.

If you are planning to nominate as a candidate, you should contact the ECQ as soon as possible to obtain the latest information about your obligations. You should also familiarise yourself with the Act.

10.4 THE COST

A \$250 deposit must be paid at the time of nomination to the ECQ. This deposit is refunded to candidates who are successfully elected or those who receive more than 4 per cent of the vote.

10.5 CRUCIAL DATES

At this stage, council understands that ECQ may be formally calling for nominations in late February 2020, giving some eight to 18 days for nominations to be made during the Notice of Election period.

10.6 MANDATORY ONLINE TRAINING FOR CANDIDATES

The DLGRMA will also be providing online training for all those wishing to put their hand up as a candidate for mayor or councillor.

The training, which will be mandatory for anyone wanting to nominate as a candidate for the 2020 election, will cover important aspects such as eligibility for election, legislative requirements relevant to an election campaign, roles and obligations, as well as a typical day in the life of a councillor.

Perhaps above all, the training will also explain the opportunity that an elected representative has to make a difference to the lives of the people they serve and to help build a better future for our communities.

The training must be completed prior to nomination, so that everyone seeking election has a clear understanding of what is required as both a candidate and a councillor.

The department's website has information on how to register for the training and can be found at Dlgrma.qld.gov.au/candidates.

10.7 CAMPAIGN SIGNAGE

The only logistical consideration managed by Ipswich City Council throughout the election campaign period is the issue of campaign signage. Council regulates the placement of election signage in accordance with the provisions of the legislation of local law. Further information is available on the website along with a helpful fact sheet.

Visit ipswich.qld.gov.au/about_council/elections for further information.

10.8 HOW TO RUN YOUR CAMPAIGN

The state government expects candidates to conduct their campaign in a way that maintains the public's trust and confidence in the democratic election process. If you have a query in regards to any of the following topics, please contact the Electoral Commission Queensland or review the tools on the DLGRMA website.

- Eligibility to run
- How to campaign, including campaign tools
- Social media regulations
- Dealing with the media
- How-to-vote cards
- Campaign bank accounts, funds and gifts
- The ban on political donations from property developers
- Mandatory candidate training
- Voting process
- Nominations for elections
- Electoral campaign donations
- Voter's roll
- Eligibility to vote
- Ballot paper order
- Campaigning as a group
- How votes are counted
- Withdrawing or retiring from an election
- Declarations of election results

APPENDIX A: BACKGROUND INFORMATION ON THE CITY OF IPSWICH

While it's important to have a solid campaign platform built on fresh, new ideas for the city, it's just as important to ensure that your campaign promises are practical, plausible, deliverable, affordable and reflective of the city's population and its future needs.

This appendix has been created to ensure candidates are fully briefed on the city itself – its population and economic outlook, its issues and Ipswich in the year to come.

2.1A AN OVERVIEW OF YOUR CITY

Ipswich is centrally located in the booming Southeast Queensland region of Australia.

The city's current population sits at 220,000 with some 480,000 residents predicted to call Ipswich home by 2036.

Ipswich is one of the fastest growing areas in Australia. With population and jobs both growing at around 4 to 5 per cent each year, the city is seeing rapid changes in its people, where they live, where and how they work, and what they want in their communities.

Ipswich comprises an area of 1090 square kilometres. With an area this size, it is often surprising the sheer amount of infrastructure needed to keep the city advancing, including:

- Over \$3 billion in assets under management
- Almost 2,000 km of sealed roads
- Almost 1,200 km of footpaths / bikeways
- About 2,200 km of kerb and channel

As Queensland's oldest provincial city, Ipswich has a rich history. It is renowned for its architectural, natural and cultural heritage. Ipswich proudly preserves and still operates from many of its historical buildings and homes, with more than 6,000 heritage-listed sites. Ipswich also has a range of charming townships within the rural areas of the city, each with its own legitimate claims of historical significance.

Ipswich enjoys a subtropical climate and is a safe, friendly and multicultural city. Residents come from 163 different countries, speaking 152 languages.

It's an exciting place to live, work, invest and visit. Education plays an important role in the local economy with two university campuses and a wide choice of private and state government schools.

2.1B OUR CITY'S POPULATION

THEMES	GOALS
Current Population	220,000
Projected resident population	480,000 by the year 2036 520,000 by the year 2041 (South East Queensland Regional Plan)
Persons aged 15 years and under	47,906, 23.9% of total area population (as at 2016, OESR)
Persons aged 65 years and over	20,585, 10.3% of total area population (as at 2016, OESR)
Median age	32.3 years (as at 2016, QGSO)
Major industries	Health care and social assistance (13.2% of region's employed labour, QGSO); retail trade (10.5%); manufacturing (10%)
2016 Census Data	Report presenting Ipswich's key statistical highlights since 2011 and comparing our key demographics, similarities and differences to other regions within Queensland. Our community: Demographic Profile of the City of Ipswich (2016)



2.1C IF YOUR IPSWICH WAS 100 PEOPLE

In order to better understand the City of Ipswich and its unique, culturally diverse communities, this 'If Ipswich was 100 People' snapshot is a useful tool.

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).

For a full breakdown of the demographic profile of Ipswich, head to ipswich.qld.gov.au/icc/publications/ipswich-census-data/2016/files/assets/common/downloads/ipswich%20in%20Autumn%202017.pdf?uni=ac4ae236bd5d15079018324eaa85bd16

2.1D YOUR CITY'S ECONOMIC SNAPSHOT

ECONOMIC SNAPSHOT

\$9.4 billion

Gross Regional Product

\$4.5 billion

Exports

1.6 million

Visitor Arrivals

76,917

Local Employment (Total)

\$7.8 billion

Economic Value Add

Source: 2019-2020 Ipswich City Council Annual Budget



APPENDIX B: FAQs – THE LOGISTICS OF BEING A COUNCILLOR

Q. How long is a ‘term of office’ for a councillor or mayor?

A. All councillors are elected for a four-year term. The next elections for all Queensland councils will be held on 28 March 2020.

Q. Who sets the salary for a councillor and mayor?

A. The state government’s Local Government Remuneration and Discipline Tribunal sets the remuneration schedule that establishes maximum salary for mayors, deputy mayors and councillors in different categories of local governments in Queensland.

Ipswich City Council does not have to adopt the maximum salary nominated by the Tribunal; and can decide to pay its mayor and councillors less than the maximum.

Q. What is a councillor and mayor paid?

A. The current maximum salaries, relevant to elected representatives from Category 6 councils (including Ipswich) from March 2020, are:

- Mayor \$199,839
- Deputy Mayor \$135,891
- Councillors \$119,903

Q. When are council’s Candidate Information Sessions and who can attend?

A. Council has two Candidate Information Sessions planned for Tuesday 26 November 2019 and Tuesday 4 February 2020 from 6pm at the North Ipswich Reserve Corporate Centre.

While these sessions have been created for potential and confirmed candidates, all interested members of the public are welcome to attend to learn more about Ipswich City Council and the role incoming councillors will play from March 2020.

For more information visit itsyourcouncil.com.au.

Q. How many hours does a councillor have to work?

A. The amount of time councillors devote to their role will vary, depending on their employment status and other commitments and the extent to which they want to be involved in civic activities. It’s important to note that there are no set hours prescribed in the Act.

Being a councillor will certainly absorb a lot of your time as councillors are expected to attend all council meetings; at least 12 a year.

At the beginning of the term, council will work with the newly elected representatives to consider its operating approach for the schedule of meetings, appointments to committees and protocols around working together and responding to residents.

Experience in other councils has shown that a councillor can be engaged in part-time employment or own a business while carrying out the role of councillor.

Remembering that councillors should be focused on the long-term strategic benefits for the city as a whole and not on operational matters and day-to-day council business, it is possible for councillors to work ‘part-time’ hours for both council and in their job or business, as long as all potential conflicts are declared and managed effectively and in accordance with the Act.

It could be considered a benefit for a councillor to continue to have a finger on the pulse of local business or industry while balancing their elected representative duties. It could also be argued that a part-time councillor may spend their time more efficiently and effectively.

The role of a councillor could be likened to that of a director on a company board. In considering a councillor’s accountability to the community, the CCC’s Operation Windage report noted that it is also useful to draw comparisons with the duties placed on directors of companies by the *Corporations Act 2001*, including the duty to act with care and diligence, and to act in good faith in the best interests of the company (or the community, in the case of councillors).

That said, the number of hours a councillor works, including attendance at community events and functions, is up to the individual representative. A councillor doesn’t have to attend every event they are invited to! It’s about setting priorities, working with your fellow councillors, and being transparent with the community.

Q. How many hours does the mayor have to work?

A. There are no set hours for the role of mayor prescribed in the Act. While it's possible for a councillor to work part-time, the size of Ipswich would require a full-time commitment from an incoming mayor, as the leader of the city. It's a more substantial commitment to that of a councillor.

Q. What access will new councillors have to training and development?

A. The Councillor Integrity Policy Package is a concise reference guide of policies that will ensure that Ipswich City Council and its elected representatives not only meets but can exceed the community's high expectations.

An overview of a councillor's right and access to training and development can be found in the Councillor Expenses Reimbursement and Administrative Support Policy, which outlines what facilities and equipment a councillor is entitled to and how they will be supported by the organisation.

Q. What induction is provided to new councillors?

A. Adjusting to the new role as councillor is a challenging time. You'll have to learn the language of local government, pick up new skills, and do a lot of reading in a short amount of time.

Councils are expected to support new councillors by offering an induction program early on to help you through this learning curve as well as ongoing professional development programs. The first thing you will need to do is gain a clear understanding of your roles and responsibilities as a councillor, as well as the processes and strategies of your council.

Q. Where can I go for extra information, over and above what's included in this Candidate Guide?

A. While the aim of this guide is to provide a sound base of information to help inform your decision, there are many additional sources of truth that can assist you, and best prepare you for the challenge ahead, including:

Ipswich City Council

- ipswich.qld.gov.au
- ipswichfirst.com.au
- itsyourcouncil.com.au
- Phone (07) 3810 6666 (24 hours)
- Email council@ipswich.qld.gov.au

Electoral Commission Queensland (ECQ)

- [Ecq.qld.gov.au](http://ecq.qld.gov.au)

Local Government Association of Queensland (LGAQ)

- [Lgaq.asn.au](http://lgaq.asn.au)

Department of Local Government, Racing and Multicultural Affairs

- [Dlgrma.qld.gov.au](http://dlgrma.qld.gov.au)
- [Dlgrma.qld.gov.au/resources/local-government-reform.html](http://dlgrma.qld.gov.au/resources/local-government-reform.html)
- [Dlgrma.qld.gov.au/so-you-want-to-be-a-councillor.html](http://dlgrma.qld.gov.au/so-you-want-to-be-a-councillor.html)

Australian Local Government Women's Association Queensland Branch

- [Algwaqld.asn.au](http://algwaqld.asn.au)

Integrity Commissioner

- [Integrity.qld.gov.au](http://integrity.qld.gov.au)

Office of the Independent Assessor

- [Oia.qld.gov.au](http://oia.qld.gov.au)

Crime and Corruption Commission (CCC)

- [Ccc.qld.gov.au](http://ccc.qld.gov.au)




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