TOWNSVILLE CITY COUNCIL

# GOVERNANCE FRAMEWORK

**TOWNSVILLE CITY COUNCIL**

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City of
**Townsville**

## Version Control

| Version | Change | Date last updated |
|---------|--------|-------------------|
| 1.0 | Original adopted version | August 2012 |
| 1.1 | Inclusion of Section1.1.8 (Representation on External Committees) Update of Section1.1.7 (Advisory Committees) Update of relevant Sections of legislation following amendments to the *Local Government Act 2009* and *Local Government Regulation 2012* | January 2013 |
| 1.2 | Minor amendments | October 2015 |
| 1.3 | Inclusion of ethical oversight of Council | April 2016 |
| 1.4 | Minor amendments associated with legislation and changes to committeestructures, etc. | July 2016 |
| 1.5 | Complete revision and update of legislation and input from Internal Audit | July 2016 |
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| 1.7 | Immaterial changes made responding to Internal Audit (adding strategic planningframework) | August 2016 |
| 1.8 | Material changes to align framework to the new corporate structure and Council initiatives | September 2019 |
| 1.9 | Material changes to align the framework to the new Townsville 2021- 2026 Corporate Plan initiatives and the corporate structure | September 2021 |

## City of SERVE Townsville

With a regional population of over 230,000, Townsville is the largest local government authority in Northern Australia and a key player in unlocking the potential of Northern Australia. The city hosts world class education and training facilities, leading edge health care, a thriving port, Australia's largest garrison base, and multiple governmental, community and major business administrative centres. Townsville is a liveable urban centre where a comfortable tropical lifestyle meets all the advantages of a capital city. Townsville City Council is dedicated to growing, diversifying and strengthening this Northern centre's economy for long-term success.

### Vision
 A globally connected community driven by lifestyle and nature.

### Purpose
Grow Townsville.

### Mission
Add 6,400 new jobs by 2026.

### SERVE Townsville City Council's Core Values

SAFETY
**Everyone goes home safe today and every day**.
- We keep each other safe.
- A well planned, well executed job is a safe job.
- I stand up for safety every day.
- Safety starts with me.

VALUE
**Today we create value for tomorrow.**
- We build social, environmental, and economic value.
- We create value for community benefit.
- We value each other.
- We supply value.

EXCELLENCE
**We exceed expectations and get it right every time.**
- We deliver work we are proud of.
- We put our best foot forward every time.
- We invest in success.
- We inspire others in our pursuit of excellence.

ENJOYMENT
**We work together to innovate, create, and have fun.**
- Think big. Have fun.
- We work efficiently and happily together.
- We energize and inspire others.
- We make a difference every day.
- Team work is how we get things done.

RESPECT
**We respect all people, their cultures and our environment - always.**
- We conduct ourselves with self-respect.
- We see the potential in others.
- We listen to each other, our community, and our environment.
- We behave like the world is watching.
- We give more than we take.

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# INTRODUCTION

## Purpose

Townsville City Council has developed this Corporate Governance Framework to ensure compliance with legislation and in line with best practice democratic local government. The Framework is not a policy or statement of intent, but rather a document which outlines Council's governance policies and practices. It provides readers with an overview of the governance model that has been put in place in order to assist elected members, management, and employees in meeting their governance responsibilities. Council is committed to high standards of corporate governance, accountability, open and transparent processes and seeks continuous improvement in this regard.

## Principal Stakeholders

The Corporate Governance Framework delivers the following outcomes to its key stakeholders:

- **Council**– a high level of assurance that desired strategic priority outcomes are being achieved efficiently and effectively within an acceptable level of risk.
- **Audit Committee** – a high level of assurance that the appropriate control mechanisms are in place to ensure effective delivery of services within an acceptable level of risk.
- **Chief Executive Officer** – a high level of assurance that the organisation is consistently delivering community value and Council's strategic priority outcomes.
- **Organisation/staff** – a broad-based understanding of corporate governance and its link to ensuring service delivery and community value.

## What Is Governance?

Governance is an important concept and impacts on Council as a whole, and on all sectors of the community. The practice of good governance is increasingly seen as critical for ensuring that:

- the organisation meets legal and ethical compliance,
- decisions are made in the interests of stakeholders,
- the organisation behaves as a good corporate citizen should.

Good governance encompasses accountability, fairness, responsibility, integrity, and transparency. It allows Council to evaluate, direct and monitors its activities. The role of leadership is to embed an ethical culture from the top down to ensure that the vision and objectives of the Council are supported and achieved.

Good governance generally focuses on two main requirements:

- **performance**, whereby the organisation uses its governance arrangements to contribute to its overall performance and the delivery of its goods, services, or programs.

- **conformance**, whereby the organisation uses its governance arrangements to ensure it meets the requirements of the law, regulations, published standards and community expectations of probity, accountability, and openness.

The Governance Institute of Australia defines governance as follows:

*Governance encompasses the system by which an organisation is controlled and operates, and the mechanism by which it, and its people, are held to account. Ethics, risk management, compliance and administration are all elements of governance.*

## Why is Good Governance important?

Without good governance processes, Council can have little confidence that it is being run efficiently and is carrying out the objectives and policies set out in the Corporate Plan and supporting documents. Good governance is important because:

- it underpins the confidence that the community has in Council and its services,
- it affects the quality of outputs,
- it is a value adding activity,
- it ensures that Council meets its legislative responsibilities,
- it is a strong reminder to Council that it is ultimately accountable to the community it serves.

## About this Framework

There are a range of benefits that can be derived from the development and implementation of aneffective Governance Framework.

These include:

1. Quality decision making founded on adequate, timely and relevant information disclosure. This means:

   - minimal unintended consequences of decisions,
   - quadruple bottom line economic, environmental, social, and responsible governance impacts are clearly enunciated and understood.

2. Assurance of desired outcomes or results. This means:

   - decisions are unambiguous,
   - the accountability of carrying out decisions to required standards is mandated,
   - controls and monitoring are effective.

3. Effective management of risk and opportunities. This means:

   - Emerging, new, existing, or previously unforeseen risks and opportunities areroutinely identified, assessed, and managed.

4. Effective and widespread stakeholder commitment and support for good corporategovernance. This means:

   - Corporate Governance Framework elements are clearly defined and understood.
   - stakeholder roles and responsibilities are understood,
   - support for good corporate governance is reflected in behaviours,

- stakeholders have access to relevant information to support and fulfil their roles and responsibilities,
- stakeholders take part in, and are informed on, corporate changes.

5. The system of corporate governance is streamlined and flexible to meet emerging demands or needs. This means:

   - integrated information management and support systems,
   - internal controls,
   - the overall system is regularly reviewed.

6. Strong ethical, performance and values-based culture. This means:

   - behaviour reflects endorsed values,
   - robust performance monitoring and evaluation.

7. Transparency and disclosure. This means:

   - accurate, complete, and timely information provided to Council and the ChiefExecutive Officer,
   - high level of community understanding of Council policies, decisions, performance,
   - a transparent process with the appropriate checks and balances and separation ofpowers.

For Council to demonstrate good governance, there needs to be a clear understanding about responsibilities and accountabilities. This Framework sets out the roles of elected members and administration, and their relationships, along with financial, legal, and ethical considerations.

**The Framework is structured in five sections**, in line with the principles of the *Local Government Act 2009*.

- Transparent and effective processes and decision-making in the public interest.
- Ethical and legal behaviour of Councillors and local government employees.
- Sustainable development and management of assets and infrastructure, and delivery of effective services.
- Good governance of, and by, local government.
- Democratic representation, social inclusion, and meaningful community engagement.

**Implementation and Review**

To ensure compliance and best practice governance, Council will conduct an annual review of the Governance Framework to ensure continuous improvement of corporate governance in the organisation.

The review will ensure the accuracy of the document in line with changing legislation and organisational responsibilities.

| Annual Cycle | Activity |
|---|---|
| June | Review and revision of the document by internal stakeholders |
| July | Approval of revised document and any recommended actions by the Executive Team |
| August | Approval by the Audit Committee |
| September | Circulation of the adopted Governance Framework and update the public website. |

# 1. Transparent and effective processes, and decision-making in the public interest

## 1.1 DECISION MAKING AND MANAGEMENT STRUCTURE

### 1.1.1 The Role of Local Government

Council is responsible for providing transparent and accountable local government to the Townsville community. Local government in Queensland is established under the *Local Government Act 2009*. Section 8 of the Act states that a local government is an elected body that is responsible for the good rule and local government of a part of Queensland (known as the localgovernment area).

Local governments have legislative responsibility for many functions and activities that are relevant to local communities. As the level of government often seen as 'closest' to the community, local government activities relate to matters that are fundamental to people's lives and impact strongly on their quality of life.

The Act gives Council flexibility in making decisions and delivering services, without intervention by the state government or the minister responsible for local government.

### 1.1.2 The Composition of Townsville City Council

The Townsville City Council comprises 11 Councillors including the Mayor. One Councillor is elected from each of the city's ten divisions. The Mayor is elected by popular vote from the Townsville Local Government area. Local Government elections are conducted every four years on a fixed date prescribed by the State Government, with Councillors elected for a term of four years.

Details of Council's current Divisions and Councillors are available on Council's website. Details about the role and responsibilities of the Mayor and Councillors can be found in Section 2.1.

### 1.1.3 Decision Making Framework

The most important function of elected members is their contribution to the decision-making process of Council. Decisions made by Council give direction and authority for the Chief Executive Officer and staff to act upon.

The decision-making process is based on a monthly cycle of six standing committees and an ordinary Council meeting. Each of the six standing committees has a specific area of focus and is responsible for exploring complex issues and making recommendations to Council for determination at the ordinary Council meeting. The committees have no delegation or decision- making power. The committees are held in the two weeks preceding the ordinary Council meeting, which is held on the fourth Wednesday of the month. Further details about Council's committees are provided in Section1.1.6.

### 1.1.4    Organisational Structure

The Chief Executive Officer and Executive Team partner with staff and Councillors to deliver expected outcomes to the community. The following diagram illustrates the structure and interrelationship between the community and key stakeholders within the internal organisation.



Council's organisational structure is designed to support the achievement of its vision and key plans. Reviews of the organisational structure ensure the optimal deployment of resources to deliver identified corporate priorities. Proposals for organisational structure changes are approved the Chief Executive Officer prior to consideration and approval by Council.

Council's Executive Team comprises of the Chief Executive Officer and three divisional directors.The Chief Financial Officer reports directly to the Chief Executive Officer. Details about the role and responsibilities of the Chief Executive Officer and staff can be found in Section 2.2.

### 1.1.5    Ordinary Council

Ordinary meetings of Council are held on the fourth Wednesday of each month at 9:30am and are open to the public (unless closed to discuss confidential matters under the provisions of the Regulation). On arrival, all attendees are required to sign in using the Check In Qld app as per the Queensland Government regulations.

Meetings are held at the Council Chambers at 103 Walker Street, Townsville. Council live streams the video and audio of full Council meetings to provide the community greater access to Council decisions and debate, while eliminating barriers that may prevent the public from attending in person. As well as accessing a live stream of Council meetings, visitors can view archived meetings and follow links to meeting schedules, agendas, and minutes.

At this meeting contributions made by members of the public may be recorded by way of audio recording which will be used for the purpose of developing minutes of the meeting and decision making of Council. Townsville City Council is bound by the *Information Privacy Act 2009* to protect the privacy of personal information.

Under Local Law 1 Section 35(3) a person must not make an audio or video recording of a local government meeting, a standing committee meeting, a special committee meeting or an advisory committee meeting unless the chairperson at the meeting gives consent in writing to the record of the meeting.

Council meetings ensure the relevant legislation is complied with, the appropriate checks and balances are carried out and decisions are made in an open and transparent manner. Ordinary and Standing Committee meetings also allow for representation of the community in the decision-making process.

A list of agenda items and minutes from the Ordinary Council meetings can be found on Council's website.

### 1.1.6    Standing Committees

Council currently has six Standing Committees, each held monthly. Each committee comprises of the Mayor, the Chair of the committee and five additional Councillors as members. The Standing Committees were established in accordance with Section 264 of the *Local Government Regulation 2012*.

**The Committees include:**

- Community and Cultural Development Committee
- Community Health, Safety and Environmental Sustainability Committee
- Business Services and Finance Committee
- Infrastructure Services Committee
- Planning and Development Committee
- Townsville Water and Waste Committee

The **Community and Cultural Development Committee** is responsible for considering matters relating to cemeteries, community and cultural services, community support programmes, events, facilities, galleries, libraries and sport and recreation.

The **Community Health, Safety and Environmental Sustainability Committee** is responsible for considering matters relating to environmental and natural resource management, environmental and sustainability services, enforcement/compliance, and emergency management.

The **Business Services and Finance Committee** is responsible for considering matters relating to business management, financial management, governance, information communication technology, people services and procurement.

The **Infrastructure Services Committee** is responsible for considering matters relating to coastal facilities, drain and stormwater management, open space management, roads and transport management,buildings and facilities management and fleet management.

The **Planning and Development Committee** is responsible for considering matters relating tourban planning and the built environment.

The **Townsville Water and Waste Committee** is responsible for considering matters relating to solid waste business management and strategy, solid waste collection and recycling, solid waste treatment and disposal, wastewater supply, water supply, laboratory services and trade services. By forming specialised committees, Councillors can focus their knowledge and attention on those areas. The role of the various standing committees is to receive and consider the Council officer's reports in order to provide a recommended course of action to Council. This allows the ordinary meetings of Council to be run more efficiently and effectively.

Standing Committees provide a forum to enable complex or strategic issues to be discussed at length. They also provide an opportunity for community and business representatives to address and make submissions for Council's consideration prior to their consideration by full Council.

## 1.1.7    Advisory Committees

At its Post-Election Meeting of Council on 8 April 2016, Council established an advisory committee structure of seven committees to involve residents in the decision-making process. The Advisory Committees were established in accordance with Section 264 of the *Local Government Regulation 2012*. The adopted Advisory Committees include:

- Inclusive Communities Advisory Committee
- Arts and Culture Advisory Committee
- Community Safety Advisory Committee
- Heritage Advisory Committee
- Placemaking Advisory Committee
- Audit Committee

The Advisory Committees report through to Council's Standing Committees and are a key connection for Council and the community to provide input, insight and identify collaborative opportunities between Council and the community. They serve as a means of promoting equity of access and identifying and advising Council on current and emerging issues and policy matters within the Townsville community. The Audit Committee is also a committee of Council, and more information is found under Section 2.2.12 of this document.

## 1.1.8    Representation on External Committees

Elected members are often appointed to represent Council on various external committees and organisations. Their role is generally to provide advice, identify strategic opportunities and act as a conduit between Council and the community. The process for appointment of a Councillor to an external committee or organisation is via nomination, followed by adoption by Council.

## 1.1.9    Strategic Planning Framework

Council's Strategic Planning Framework is the overarching framework used to assist Council and the community to plan for the future. It is a continuous, systematic process which includes how the Council engages with the community to identify intended future outcomes and monitor and report on the progress of outcomes.

**Our Strategic Planning Framework**
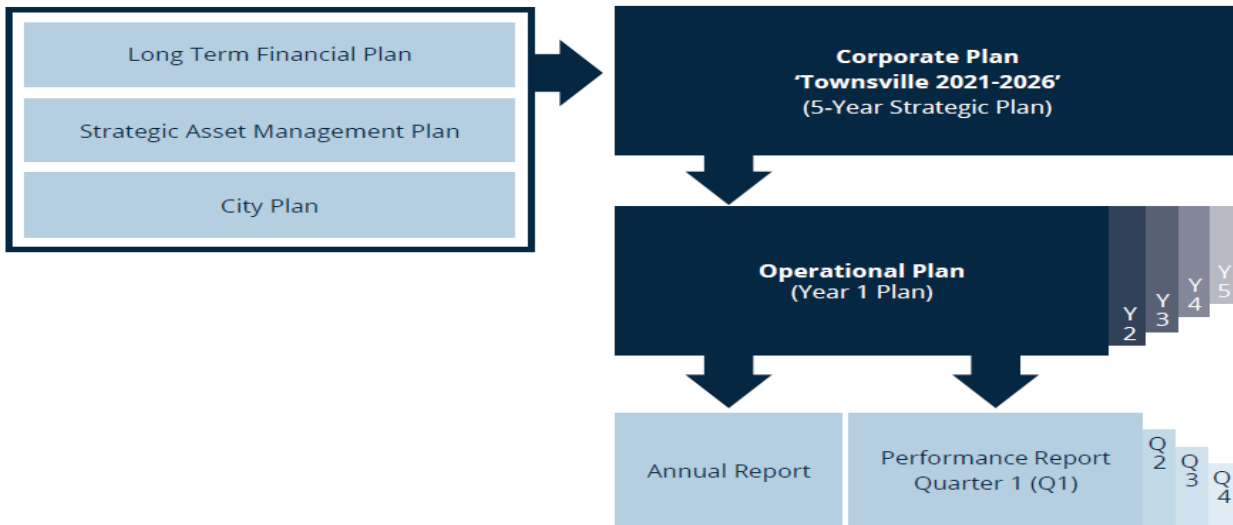


The Strategic Planning Framework ensures that efficiencies are achieved through coordinated planning and budgeting, and that systems and arrangements are undertaken in an integrated manner to inform a well-considered asset, capital, and financial strategic direction for Council.

The Strategic Planning Framework comprises a hierarchy of cascading and interconnecting plans and documents, which when taken together allows Council to turn its long-term aspirations, goals and plans into reality. Some of the Plans and documents supporting the framework include:

- Townsville 2021- 2026 Corporate Plan
- Planning Scheme
- Performance Management Framework
- Project Management Framework
- Enterprise Wide Risk Management Framework
- Strategic Asset Management Plan
- City Deal

- Fraud Management Framework
- Business Continuity Management Framework
- Policy and Compliance Management
- Strategic Workforce Planning
- Corporate Governance Framework
- Long Term Financial Plan

Further information about the various planning documentation referenced in the Strategic Planning Framework can be found in Sections 3.1 and 5.1 of this document.

### 1.1.10  Townsville City Council Business Partnering Model

To complement the Strategic Planning Framework, Council implemented a Business Partnering Model in order to fulfil its strategic goals and create value over the short, medium, and long term.

This model makes sure that Council's Business Partners collaborate more with management and broader areas of Council to integrate more thoroughly into business processes and align their day-to-day work with business deliverables. It is about creating active partnerships within both operations and management to add value that will assist in decision making.

Council's performance management and reporting on the achievement of the deliverables (identified in its strategic planning documents) complements the Strategic Planning Framework which is detailed in Council's Planning and Performance Reporting system, Performance Plus ( see Section 5.2).

## 2    Ethical and legal behaviour of Councillors and local government employees

### 2.1  ETHICAL OVERSIGHT OF COUNCIL

Ethics applies to all aspects of Council business and is relevant to the conduct of individuals and entire organisations. Council's core values include Safety, Excellence, Respect, Value and Enjoyment. It is good governance to provide a framework or guidance in situations where there are no specific rules or where matters are unclear. These often involve elements of discretion and personal judgement and as such, provide a risk that certain decisions may not be viewed by the public to have been made in its best interests, but may be perceived to have been made with a degree of self-interest, dishonest or lack of independence.

Council also operates within the ethical framework guided by the core principles of local government under Section 4 of the *Local Government Act 2009* - including transparent and effective processes, and decision-making in the public interest and the ethical and legal behaviour of Councillors and local government employees. In addition, Council's Code of Conduct and the Public Sector Ethics Act applies to all employees. The Code of Conduct plays a key role in demonstrating Council's commitment to the highest levels of integrity and accountability and identifies consistent standards of conduct for all employees.

The Code is consistent with the *Public Sector Ethics Act 1994* four ethics principles:

- integrity and impartiality
- promoting the public good
- commitment to the system of government and
- accountability and transparency.

Council is also accountable to a range of external bodies that may independently review, investigate, or monitor Council's performance, which in turn helps to ensure ethical decision- making. Guidance and oversight are provided by the Crime and Corruption Commissioner, Integrity Commissioner, Local Government Association of Queensland, and other ethic advisory bodies. The Queensland Ombudsman, Queensland Audit Office, Office of Information Commissioner, Queensland Treasury and Department of Infrastructure, Local Government and Planning also play a key role in the oversight of local government.

The reputation of Council in general relies upon our staff acting with integrity. Council's Fraud Management Framework reinforces ethical practices, including management's actions to eliminate or mitigate incentives or opportunities that might prompt personnel to engage in dishonest, illegal, or unethical behaviour.

To assist Council's employees and Councillors to make decisions in the public interest there are a range of frameworks, policies and standards that complement the legislative requirements for local government. These are designed, in part, to achieve good governance and ultimately, to guide Council towards providing value to the community and enhancing public trust and reputation.

**They include but are not limited to:**

- Code of Conduct (applicable to all staff, including executives and relevant contractors)
- Legislative Compliance program
- Enterprise Risk Management Framework
- Complaints Management policy
- Fraud Management Framework
- Training programs - specifically addressing the meaning and applicability to all levels of the organisation of such terms, where used, as 'ethical conduct', 'acting with integrity' and 'public interest'
- Council's values and expectations in relation to behaviour and decision making through statements and human resource management
- Sections establish their Service Level guidelines and Customer standards to provide clarity on the expectations of staff when interacting with the community, Councillors, and fellow staff
- Maintaining registers and minutes of meetings for disclosure of material personal andconflict of interests
- Council's Annual Report provides a statement of compliance with policies and procedures that address ethics and integrity.
- Council's Public Interest Disclosure policy
- Achievement Planning for employees
- Business Partnering Model
- Corporate Performance Management
- Providing appropriate induction and training for new employees, with regular on-going training for all employees at all levels demonstrating the organisation's sustained commitment
- Training to ensure all staff are aware of relevant policies and are trained in core policies such as Work Health and Safety, Drug and Alcohol, Fraud and Corruption, Enterprise Risk Management, Code of Conduct and Bullying, Harassment, and sexual Harassment.

The *Code of Conduct* provides a guide to ethical decision making.

## 2.2 ROLES AND RESPONSIBILITIES

### 2.2.1 Councillors

Councillors must represent the interests of current and future residents of the local government area. In accordance with the Act, all Councillors are responsible for:

- ensuring the local government discharges its responsibilities under the Local Government Act 2009,
- achieves its Corporate Plan, and
- complies with all laws that apply to local governments.

Councillors are also responsible for providing high quality leadership to the local government and the community, participating in Council meetings, policy development and decision making for the benefit of the local government area. Councillors are accountable to the community for the local government's performance.

Upon being successfully elected, Councillors are inducted to Council, which provides them with much of the information and resources needed to effectively discharge their responsibilities.

Councillors also participate in ongoing professional development programs and activities.

### 2.2.2 Mayor

In addition to the responsibilities of all Councillors, the Mayor is also responsible for:

- 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,
- leading, managing, and providing strategic direction to, the Chief Executive Officer in order to achieve the high-quality administration of the local government,
- directing the Chief Executive Officer of the local government under section 170 of the *Local Government Act 2009,*
- 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)
- ensuring that the local government promptly provides the Minister with the information about the local government area, or Council, that is requested by the Minister,
- being a member of each standing committee of the local government,
- representing the local government at ceremonial or civic functions.

A Councillor who is not the Mayor, may perform the Mayor's extra responsibilities only if the Mayor delegates the responsibility to the Councillor.

When performing a responsibility, a Councillor must serve the overall public interest of the whole local government area.

### 2.2.3 Chief Executive Officer

Under Section 13 of the *Local Government Act 2009*, Council's Chief Executive Officer has the following responsibilities:
- managing Council in a way that promotes
  - the effective, efficient, and economical management of public resources
  - excellence in service delivery
  - continual improvement
- managing Council employees through management practices that
  - promote equal employment opportunities
  - are responsive to the local government's policies and priorities
- establishing and implementing goals and practices in accordance with the policies and priorities of Council
- establishing and implementing practices about access and equity to ensure that membersof the community have access to:
  - Council programs
  - appropriate avenues for reviewing Council decisions.
- keeping a record of directions that the Mayor gives to the Chief Executive Officer
- the safe custody of:
  - all records about the proceedings, accounts or transactions of the Council or its committees
  - all documents owned or held by Council
- complying with reasonable requests from Councillors:
  - for advice to help the Councillor make a decision
  - for information that Council has access to.

### 2.2.4 Employees

Also, under Section 13 of the Act, Council employees are responsible for:
- implementing the policies and priorities of Council in a way that promotes:
  - the effective, efficient, and economical management of public resources
  - excellence in service delivery
  - continual improvement
- carrying out their duties in a way that ensures Council:
  - discharges its responsibilities under the Act
  - complies with all laws that apply to Council
  - achieves its corporate and community related plans

providing sound and impartial advice to Council
- carrying out their duties impartially and with integrity
- ensuring the employee's personal conduct does not reflect adversely on the reputation of Council
- improving all aspects of the employee's work performance
- observing all laws relating to their employment
- observing the ethics principles under the *Public Sector Ethics Act 1994*, Section 4
- complying with a code of conduct under the *Public Sector Ethics Act 1994*

All Council employees, including the Chief Executive Officer, are subject to performance management while employed by Council.

### 2.2.5 Delegations

Under Sections 257-260 of the *Local Government Act 2009*, Council can delegate authority to theMayor, Chief Executive Officer, a Standing Committee, a Committee Chair, or another Local Government.

In turn, the Mayor can delegate to another Councillor (however, the Mayor must not delegate the power to give directions to the Chief Executive Officer). The Chief Executive Officer can delegateauthority to an appropriately qualified staff member or contractor. However, the Chief Executive Officer must not delegate a power delegated by Council, if directed not to further delegate the power, or as defined by the Act.

Council has a register of delegations, as required by the Act. The Delegations Register records delegations from Council to the Chief Executive Officer, and from Chief Executive Officer to employees or contractors. The Local Government Association of Queensland provides a register template which is updated twice a year during the two major Queensland Parliamentary recesses when key legislation has major or important amendments.

The Register of Delegations is maintained by Business Services and is available for inspection onrequest.

### 2.2.6 Employee Performance Management

Council is implementing a new performance appraisal and development program, PerformancePLUS, aimed to enhance an individual's contributions to Council's objectives and provides an opportunity for personal recognition and job satisfaction. Council is committed to continuously improving performance across all areas of the enterprise. In order to improve performance and develop individual employees, performance appraisals are a key requirement for continuous improvement.

PerformancePLUS facilitates the establishment of key performance indicators, career development opportunities and identifies achievements against set performance indicators. PerformancePLUS manages consistent and objective methods of appraisal across all sections and divisions across Council.

By combining individual and Council objectives in the appraisal, staff recognise that they are all part of the one team, with an individual contribution to make as Council deliver services for the City of Townsville.

PerformancePLUS provides a platform for ongoing review of Council and personal performance, allowing two-way feedback and employee self-appraisal. Feedback and reviews will be conducted objectively and based on observable and measurable performance, with a focus on individual development and training plans.

## 2.3 REVIEW AND CONTROL MECHANISMS

### 2.3.1 Staff Code of Conduct

All employees of Council must seek to achieve the highest standards of behaviour when dealing with customers and each other and must encourage a culture where ethical conduct is recognised,valued and followed at all levels, and ensure appropriate action is taken to prevent fraud and corruption.

Council has developed a Code of Conduct for staff which is based on the principles of the *PublicSector Ethics Act 1994.* Staff are introduced to the Code of Conduct at the point of induction and review its content on a scheduled basis via Council's policy review system.

The Staff *Code of Conduct* is available on Council's intranet.

### 2.3.2 Diversity and Equality

Council is committed to diversity, equality, and fair treatment in the workplace. Council's Diversity and Equality in the Workplace Policy directs the organisation's efforts in recruitment, promotional and staff development procedures to ensure equal opportunities which are free from any unlawfuldiscriminatory practices. The policy outlines how Council will confidentially and impartially investigate and respond to any breaches of legislation, the policy itself or any associated procedures.

### 2.3.3 Complaints Management

Council has a Complaints Management Policy which ensures an effective, transparent, and timely method of responding to complaints regarding Council's services, administrative actions, competitive neutrality, the conduct and performance of Councillors or staff behaviour.

In order to facilitate the effective management of complaints, Council has committed to:

- maintaining policies and procedures and delivering training opportunities to staff
- providing potential complainants with avenues available to lodge a complaint with Council
- providing an environment of continuous improvement through reporting and customerfeedback.

The Complaints Management Policy is available for inspection via Council's website.

### 2.3.4 Inappropriate Conduct of Councillors

Council has an Investigation Policy in accordance with section 150AE of the *Local Government Act 2009,* setting out how complaints regarding the inappropriate conduct of Councillors will be dealt with. Complaints raised against Councillors that meet the requirements outlined in the policy will not be dealt with under the Council's Complaint Management Policy but will be referred to the Independent Assessor for investigation in the first instance.

### 2.3.5 Fraud and Corruption

Council has a Fraud Management Plan and Management of Fraud and Corruption Policy that commits to rigorously manage the risk of fraud and corruption, and to investigating and prosecutingcases of fraud or corruption affecting Council, to the fullest extent possible under the law.

The Fraud Management Plan outlines Council's approach to the prevention, detection and reduction of fraud and corruption in both internal and external dealings. The Management of Fraud and Corruption Policy is available for inspection via Council's website.

### 2.3.6    Confidentiality

Council employees have access to confidential information in the course of their duties. Council is committed to preserving the confidentiality of information held by it in accordance with its Confidentiality Policy. Councillors and staff must not access Council information except to the extent that is necessary for them to perform their official duties.

There are several laws which require Council to make available information to members of the public or government bodies. Council will fully comply with its obligations under those laws.

Council's Confidentiality Policy is available for inspection via Council's website.
Details about Right to Information and Information Privacy can be found in Section 5.4.

### 2.3.7    Contact with Lobbyists

Councillors will manage its business-related interactions with lobbyists, developers, and submitters to preserve confidence in Council, minimise the likelihood of claims being made of improper dealings, bias or conflict of interest and promote integrity. Council has a policy for Councillor Contact with Lobbyists, Developers and Submitters – Officers Present and is available for inspection via Council's website.

### 2.3.8    Councillor Interaction with Staff

Council has Acceptable Request Guidelines (Councillors) in relation to the provision and exchange of information and advice between staff and Councillors. The Guidelines ensure that requests for information comply with the intent and purpose of the Principles of the *Local Government Act 2009*. Staff are to provide reasonable assistance to Councillors in the exercise of their role and the performance of their duties. Interaction must always be carried out in a professional manner with respect and regard for Councillor and staff positions.

### 2.3.9    Material Personal Interests and Conflict of Interest

Material personal interests and conflicts of interests must be declared by Councillors at Council meetings and recorded in the minutes if a matter to be discussed at that meeting could be perceived to result in a personal gain.
A Material Personal Interest may exist if the Councillor themselves, or their parent, child, sibling, partner, employer (other than government entity) or entity (other than a government entity) stands to gain a benefit or suffer a loss depending on the matter being discussed. A Conflict of Interest is a conflict between a Councillor's personal interests and the public's interests.

Council has identified the Declaration of Material Personal Interests and Conflicts of Interests as astandard item in the order of business for all Council meetings.

In support of Operation Belcarra reforms, a Council meeting reminder is read out at Council, Committee and Advisory Committee meetings and at any briefings, workshops where Councillors, staff and contractors may be present. The reminder is about the new obligations for Councillors regarding how they manage personal interests or exercise influence in any Council matters that may arise, including before a matter is considered at a formal Council meeting. It is an offence for a Councillor who has a material personal interest, real or perceived conflict of interest in 'a matter',other than an ordinary business matter to seek to influence or attempt to influence a Council officer, employee, or contractor in relation to their decision on or how they deal with a Council matter.

All Council officers are required to disclose conflicts of interest and any gifts and benefits to the Chief Executive Officer under Council's Code of Conduct. All tender panel members are requiredto complete a declaration that there is no conflict of interest.

### 2.3.10 Related Parties

Council is committed to complying with the disclosure requirements for related party transactions under the Australian Accounting Standards. Disclosure of relevant related party information provide greater transparency and improve the quality of the financial reporting process. A system has been implemented to identify, monitor, and disclose related party transactions to manage the risk of non-compliance with the related party disclosure objectives of the Australian Accounting Standards. The Related Party Disclosure Policy is available on Council's website.

### 2.3.11 Register of Interests

As required by the *Local Government Regulation 2012*, Council maintains a register of interests for Councillors, the Chief Executive Officer, senior contract staff and persons who are related to all of the aforementioned. Statements of Interests for all Councillors are available via Council's website,while statements for all other people are kept by the office of the Chief Executive Officer.

### 2.3.12 Public Interest Disclosure

Council's Public Interest Disclosure Policy and Procedure outline its commitment to investigatingall public interest disclosures in a confidential and timely manner. Council encourages and supports public interest disclosures of wrong doing in Council and will take appropriate action to investigate each disclosure.

Any person, including a public sector employee, can make a public interest disclosure about:
- Danger to the health or safety of a person with a disability
- Danger to the environment cause but the commission of an offence
- Reprisal after making a public interest disclosure
- The public sector officer can also disclose public interest information including:
  - corrupt conduct
  - maladministration that adversely affects someone's interest in a substantial and specific way;
  - negligent or improper management of public resources;
  - an act which endangers public health or safety; or
  - an act which endangers the environment.

The disclosure may concern the conduct of any Councillor, workers or anyone contracting to supply goods or services to Council and can be made anonymously.

Further information regarding Public Interest Disclosures is available on Council's <u>website.</u> The Public Interest Disclosure Policy is also available on Council's <u>website.</u>

### 2.3.13 Audit Committee

Council has established an Audit Committee in accordance with Section 208 – 211 of the *Local Government Regulation 2012* and Section 105 of the *Local Government Act 2009*. The Audit Committee provides an independent forum where representatives of Council, independent specialists, and management work together to fulfil specific governance responsibilities that contribute to the improved performance of the organisation. It plays a key role in assisting Council to fulfil its governance and oversight responsibilities in relation to a number of areas including, financial reporting, internal control systems, risk management, legal and regulatory compliance and audit functions.

Council's Audit Committee consists of two independent and two Council members in accordance with legislative requirements with the Chair being an independent member. The members experience is diverse and includes experience and skills in financial matters. The Audit Committee is an advisory committee to Council which meets and reports quarterly to Council through the Business Services and Finance standing committee.

### 2.3.14 External Audit

Each year, the Queensland Audit Office, or contractors appointed on their behalf, audit Council's financial statements and provide an independent audit report to Council. Any significant issues the Queensland Audit Office identifies are reported to Senior Management and Council and also made public through the Auditor General's Reports to Parliament.

The audit report identifies financial and compliance issues and categorises them into high, medium, and low risks. The Queensland Audit Office also rate Council's controls issues and categorises them as a deficiency, significant deficiency, or other matters. These risks are reviewed and addressed by Council's management via the coordination and stewardship of the Finance and Legal Services Section. In addition to financial and compliance audits, the Queensland Audit Office carries out performance management system audits and information systems audits.

### 2.3.15 External Audit

Council has established an Internal Audit function in accordance with Section 207 of the *Local Government Regulation 2012* and Section 105 of the *Local Government Act 2009.* The Internal Audit function is an independent and objective review and advisory service, established within Council to provide assurance to the Audit Committee and management that Council's controls are designed to manage Council's risks and achieve objectives by operating in an efficient, effective, and ethical manner. Internal Audit attends quarterly Audit Committee meetings and provides members with updates on the assurance programs and other relevant activities.

The primary objectives of the Internal Audit Unit are to evaluate Council's systems of internalcontrol in order to provide assurance that:
- Council is achieving its goals and objectives efficiently, effectively and in an ethical manner
- Financial and operating information produced is accurate, timely and complete
- There is compliance with relevant laws, regulations and other external requirements and with Council policies, directives and other internal requirements
- Council's assets and liabilities are competently managed and protected against loss or other negative consequences.

# 3. Sustainable development and management of assets andinfrastructure, and delivery of effective services

## 3.3 PLANNING

### 3.3.1 Planning Scheme

The Townsville City Plan was adopted on 13 October 2014 (and came into effect on 27 October 2014). The Townsville City Plan sets the vision as to how Townsville should grow over the next 25 years. The Townsville City Plan encourages housing choice and affordability for residents and seeks to control the cost of living for the community by managing our future infrastructure needs. Italso facilitates the ongoing residential, commercial, and industrial demands to create further jobs and investment in the City.

The primary function of the Planning Scheme is to:

- Further the aims of the Planning Act 2016 and the vision for the city to achieve ecologically sustainable development
- Provide a robust, responsive, and transparent environment for simplified development assessmentreflecting the aspirations of the local community
- Provide a blueprint for the future economic development and social well-being of the city.The Townsville City Plan is available via Council's website.

### 3.3.2 Townsville City Waterfront Priority Development Area

The Townsville City Waterfront PDA Development Scheme was adopted by the State Government on 23 October 2015. This project marked a major milestone in the future planning of Townsville's CBD with a clear focus on stimulating economic growth in our city heart.

Development of the Townsville City Waterfront PDA will be facilitated through a partnership between the Queensland Government, the Port of Townsville Limited and Townsville City Council with planning and development assessment responsibilities shared between the State Governmentand Council.

The Townsville City Waterfront PDA Development Scheme is available via Council's website.

### 3.3.3 Financial Planning

Council's long-term financial strategy and financial plan support the implementation of the Council's long-term plans. Long-term financial planning is an essential governance tool, which supports:

- fiscal responsibility and financial sustainability

- transparency and accountability to the local community and other stakeholders

- appropriate levels of inter-generational equity

- the delivery of reporting against financial targets and goals

- the capacity of managers to effectively plan and deliver their services

- the development of performance measures and target service levels

- the development of Council's annual budget.

Section 169 of the *Local Government Regulation 2012* requires that the long-term financial forecast must cover a period of at least 10 years and include the relevant financial sustainability ratios, including:

- asset sustainability ratio

- net financial liabilities ratio

- operating surplus ratio.

Council has utilised the Queensland Treasury Corporation Financial Forecasting Model as a consistent and comprehensive platform for financial forecasting and data analysis.

### 3.3.4 Annual Budget

The annual budget supports the delivery of the annual Operational Plan and is consistent with the priorities identified in Council's key plans. The budget identifies the initiatives funded for the coming year and is presented to Council at the annual budget meeting together with a report setting out the financial operations and financial position of Council for the previous financial year. Council's budget must include statements of Council's financial position, cash flow, income and expenditure and changes in equity and is accompanied by a suite of associated policies including the Debt, Investment, Revenue and Pensioner Remission Policies. A budget summary is included with the budget and operational plan documents, summarising the budget for the community.

The annual budget is available for inspection on Council's website. Monthly Budget Variance Reports are completed by all sections, and reviews of the budget conducted are undertaken.

### 3.3.5 Procurement Management

Council maintains a Procurement Policy and Procedure to ensure transparency and accountability in the procurement of all goods and services in line with Section 198 of the *Local Government Regulation 2012*. The Procurement Procedure and associated documents sets out the approved processes and methods for purchasing goods and services within Council.

All Council procurement must be conducted in compliance with Section 104 of the *Local Government Act 2009*, including the sound contracting principles as follows:

- value for money
- open and effective competition

- the development of competitive local business and industry
- environmental protection
- ethical behaviour and fair dealing.

At times, Council is required to comply with additional procurement requirements, particularly in the expenditure of grant monies received from Queensland and Commonwealth Government agencies. A copy of the Procurement Policy is available on Council's website.

Council understands the vital role procurement can provide to support the community. The 2021 Reconciliation Action Plan has defined Indigenous procurement expenditure targets and the Request for Quote and Tender evaluation criteria considers Indigenous business ownership and employment, white ribbon accreditation, traineeship and apprenticeships, and community contributions through sponsorship and volunteering.

### 3.3.6 Asset Management Planning

Asset management planning is an essential tool for the long-term provision of asset-based services to the community. The *Local Government Regulation 2012* requires that Council prepareand adopt a long-term asset management plan covering a period of at least 10 years. The Plan must provide strategies to ensure the sustainable management of Council's infrastructure and the assets mentioned in Council's asset register. It must also state the estimated capital expenditure for renewing, upgrading, and extending the assets for the period covered by the plan and be consistent with Council's Long-Term Financial Plan.

Council's Strategic Asset Management Plan (SAMP) 2019/20 – 2029/30 outlines how Council will deliver on its commitment for the provision and upkeep of infrastructure and associated services.

Council adopted SAMP is aligned to ISO55000 standard for Asset Management and the following detail plans further elaborate asset portfolio asset management functions:

- Townsville Water Asset Management Plan
- Transport Asset Management Plan
- Stormwater Asset Management Plan
- Property Asset Management Plan
- Fleet Asset Management Plan
- Parks Asset Management Plan
- Information Technology Services Asset Management Plan

Council's Asset Management documentation informs the Long-Term Financial Plan by providing financial projections for asset capital investment (i.e., renewal and new and upgrade works) and asset operational and maintenance costs for Council's current and future asset portfolio.

A copy of the Townsville City Council Strategic Asset Management Plan for 2020/21 is available on Council's website.

### 3.3.7 Project Management Framework

Council has established a Project Management Office (PMO) that is a centralised management structure for the delivery of projects in the organisation, aimed at ensuring standardisation, reducing duplication, and leveraging resources such as people, technology, and communication. The Project Management Framework was developed to guide all staff in Council who would manage and deliver projects to the wide range of Council's portfolio of capital and operational programs delivering consistent best practice project management and managing their risks.
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The Framework explains the key project management concepts and the importance of project management in Council's annual business cycle and its project and product lifecycle. It specifically provides the following benefits:

- the consistent application of project management practice by all of the sections within Council
- minimum documentation required and project manager capability relevant to level assessment of project
- the effective integration of relevant sections' needs in the early phases of a project
- the effective transfer and sharing of information between sections at the end of projectdelivery
- an increased project management capability and capacity within Council
- establishing effective understanding of operational and capital works project approval process
- incorporating strategic planning objectives into project management functional requirements and processes.

# 4. Democratic representation, social inclusion, and meaningful community engagement

## 4.1 COMMUNICATING WITH THE COMMUNITY

### 4.1.1 Community Engagement

Council is committed to ensuring inclusive and effective community engagement and has adopteda Community Engagement Framework and Policy to guide its efforts.

The Community Engagement Policy is based upon the following principles:

- provision of inclusive opportunities for informed community involvement in Council's decision-making
- ensuring that the community are provided with opportunities to engage with Council
- commitment to the provision of culturally appropriate processes to encourage increased access and participation by Aboriginal people, Torres Strait and South Sea Islanders, and people from culturally and linguistically diverse backgrounds
- adherence to an engagement policy and framework to achieve meaningful community engagement
- fostering a council-wide culture of community engagement.

The Community Engagement Policy is available on Council's website.

Council's strategic approach to community engagement focuses on the principles adopted in the **International Association for Public Participation (IAP2)** model ensuring Council will:

- communicate strategies and frameworks that support the public and other stakeholders in communicating their information needs to Council
- develop strategies and frameworks for communicating Council decisions to the community
- develop a community engagement framework, detailing practices Council engage with the community when developing plans and policies affecting external operations  and how Council considers community comments
- promote open and transparent engagement throughout Council and community through collaborative participation where relevant.

**Townsville City Council's** *Smart Townsville* **strategy** is driving a digital transformation to create much simpler and more convenient interactions between Council and the community.

Through *Smart Townsville's* Pillar of Open and Engaged Council, the organisation is ensuring:

- Key information is readily available to citizens to support decision-making.
- Citizens contribute to key projects, decisions, and outcomes.

- Local expertise is leveraged to add value to key outcomes.
- Opportunities are created for targeted citizen feedback.
- There is transparency of new projects, processes, progress on commitments and works within the region.
- There is an increase in the level of satisfaction for residents engaging with Council.

The Smart Townsville strategy also supports Council's Planning in Section 5.1.4 The Smart Townsville strategy is available for inspection via Council's website.

People can book a one-on-one session to talk about issues important to them with their local Councillor.

### 4.1.2   Customer Service Charter

Council's Customer Service Charter is the organisation's commitment to always provide customerswith the highest standards of customer service. Council commits to provide customers with prompt and efficient services, easy access to services and friendly, professional services and will consider customer needs when developing products and services and making decisions.

Council has adopted Customer Service Standards. These Standards provide details about the level of service to be provided by Council and its commercial business units - Townsville Water and Townsville Waste Services, the process for establishing new services, billing, collections, metering, accounting, customer consultation, lodging complaints and dispute resolution.

The Customer Service Charter is available on Council's website.

### 4.1.3   Community Survey

Council has a commitment to an open and transparent way of communicating with the community.Council commissions surveys for different projects or initiatives to gain independent feedback on the views and expectations of the community. The surveys seek a range of resident input, satisfaction, and opinions on the importance of various services that Council provides and residents' satisfaction with the standard of these services. The results provide valuable informationfor Council's ongoing strategic planning, quality improvement processes and how best for Council to engage with the community.

### 4.1.4   Open Data Strategy /Dashboards

Council has implemented a free digital platform for the community to access Council and third- party data. This data can be used to stimulate innovation, support research, and increase efficiency and performance. Some information is not suitable for release due to privacy or confidentiality issues.

Townsville Dashboards includes:

- access to Council datasets through our Open Data Portal with new datasets published every year
- access to a range of Community Dashboards, Profiles, Applications and Tools
- visualisations and Narratives of Council and Community datasets
- access to a range of Council and Community Services.

### 4.1.5    Have Your Say Townsville

Council operates a specialist platform to ensure opportunities for the community to participate in and have their say on Council projects and plans. These Council consultations are available digitally.

Have Your Say Townsville has been designed to support community and stakeholder online engagement. Council can segment projects by topics and/or stakeholder groups with a range of feedback tools and access options to support the objectives of each project within the broader program of works.

The platform also 'closes the loop' with the community by ensuring consultation participants receive regular updates for the duration of the project or campaign.

The platform is supporting Council's commitment to Open and Engaged Council outlined in 'Smart Townsville, a community-led partnership to deliver a Smart City' under section 4.1.1 and 5.1.4.

### 4.1.6    Media Relations Administrative Directive

Media relations is an important component in achieving Council's mission and goals through effectively informing, educating, and promoting Council's programs, services, and facilities to residents. Council is committed to maintaining a professional, informative, and courteous relationship with all levels of the media. The Media Relations Administrative Directive provides guidance as to Council's procedures regarding requests for media coverage or information by the media.

### 4.1.7    Advertising Spending Policy

Council may place paid advertisements in various media to promote, inform and educate the public about its services and programs. Council's Advertising Spending Policy ensures that expenditure on advertising is appropriate and in the interest of the public. Advertising should be used for the purposes of Council or the benefit to the community is advanced. Advertising should not be used to promote particular achievements or plans of individual Councillors or groups of Councillors. In particular advertising that is paid for by Council should not be used to influence the voters in an election.

# 5. Good governance of, and by, local government

## 5.1    PLANNING

**Townsville and North West Queensland Regional Roadmap**

### 5.1.1    Townsville City Deal

The Townsville City Deal is a 15-year commitment between the Government of the Commonwealth of Australia (the Commonwealth) the Government of the State of Queensland (the Queensland Government) and Council to a collective program of planning, reform, and investment for Townsville. The commitments made under the City Deal are consistent with the Memorandum of Understanding between the Commonwealth and the State of Queensland to establish and implement City Deals, which was agreed on 10 November 2016.

The Townsville City Deal was signed on 9 December 2016, the first in Australia. It outlines a series of commitments that all three tiers of government will work together to deliver, as well as a series of future opportunities for further collaboration, to deliver a transformational impact for Townsville.
The Townsville City Deal and Annual Progress Report is available online.

### 5.1.2    Transforming Townsville

Townsville City Council appointed a consultant to undertake community and stakeholder engagement, in June 2017, to inform the Masterplan Strategic Analysis Report. The Masterplan identified several large-scale infrastructure projects across Townsville and evolved to become Townsville2020, a clear vision for our city. Creating world-class experiences in our city will drive economic growth through new investment and greater tourism spending, while improving the unique Townsville lifestyle for locals. Townsville2020 is about enhancing our city, not trying to change it.

More information regarding the Townsville2020 projects is available on Council's website.

### 5.1.3    Townsville Economic Gateway

The Townsville Economic Gateway (TEG) is Northern Australia's gateway to trade and investment. TEG has been produced as a joint vision between Townsville City Council and the city's key industry leaders.

TEG builds upon the Townsville City Deal whereby all levels of government are investing in Townsville's growth as the gateway to Asia and Northern Australia.

Revitalising our strengths as a modern economic gateway allows us to sustain our heritage and to take hold of the opportunities of the future.

TEG can be accessed here.

### 5.1.4   Smart Townsville Strategy

The Smart Townsville Community Partnership will ensure our city is connected, competitive and resourceful. Above all, this is a partnership for everyone, focusing on how technology can improve living and opportunity in Townsville.

The Smart City Strategy is a key initiative of the Townsville City Deal and is part of a broader policy commitment by Council to stimulate the local economy and enhance our lifestyle.

A key initiative of the strategy is the Townsville Liveability Barometer. The barometer is a live tool that measures and benchmarks liveability indicators relevant to Townsville via three dials of measurement: National Indicators, Community Values and Local Indicators. The Townsville Liveability Barometer can be accessed via Townsville Dashboards.

The Smart City Strategy can be found on Council's website.

### 5.1.5   Townsville 2021- 2026 Corporate Plan

The Corporate Plan is the strategic document that sets the direction for Council as we work to grow Townsville.

This plan continues to focus delivery on the needs of the community and will drive value through innovative asset maintenance, service delivery and transformation to a carbon neutral Council by 2040.

Providing services and assets that are safe, robust, efficient, and environmentally sustainable will continue to be at the heart of Council operations. Innovation that creates value for residents and provides real-time information and support will become the driving philosophy.

This Plan has been based on community and industry feedback that Townsville, and Townsville City Council, must pivot to meet the rapidly changing needs of the future. To ensure the Townsville community and their values are at the centre of this plan Council completed a Liveability Study across the entire local government area in October 2020. The Liveability Study highlighted the values, aspirations and ideas of the community and has been used as a guiding piece for development of this plan.

**To grow Townsville the plan is defined around five goals:**

Goal  1 – A city that connects you to what you need at the time you choose.
Goal  2 – A circular economy that advances business and moves towards zero waste.
Goal  3 – The hub for modern industry.
Goal 4 – A sustainable destination that embraces and participates in the arts, sports, events and
recreational activities.
Goal 5 – A leading centre of education, training, and research commercialisation.

The strategic deliverables and key performance indicators set the measures that enable demonstration of progress to achieve the vision. The details of how Council works to achieve these goals exist in the operational plans of Council.

Council's Corporate Plan is available on Council's website.

## Business Plans

Divisional and sectional business plans are encouraged within Council as a best practice approach to business planning.  The business plan defines the purpose of the division or section and their role within the Corporate Plan context. It defines how the division or section intends to address the service-related challenges it expects to face over the next three to five years and links the defined standards of services with projects and resources.

Business plans pull together details from various other planning resources and business management information such as risk, human resources, financial projections, asset management, capital works and future resource requirements. Most importantly, the business plan details the projects and activities that the division or section will deliver for the next three to five years, bridging the gap between the five year Corporate and one-year Operational Plan to achieve an integrated and streamlined planning process.

### 5.1.6    Operational Plan

The Operational Plan links Council's strategic direction (set out in the Corporate Plan) to the projects, initiatives, and ongoing activities to be delivered for a particular financial year and funded through Council's annual budget.

The plan is comprised of a number of deliverables which Council is committed to delivering over a financial year. Council is required to report quarterly on the progress of all operational deliverables to ensure financial responsibility and the sustainability of our city and community assets.

 Our Operational Plan and Budget sets the direction for the financial year and identifies how we will measure our performance.

The Council's Operational Plan is available on Council's website.

Progress on the implementation of the Operational Plan is measured using a suite of performance measures and reported quarterly through the Corporate Performance Report, by the Chief Executive Officer.

Quarterly Corporate Performance Reports are prepared to measure performance against Council's Corporate and Operational Plan. Further information is available in Section 5.2.5.

### 5.1.8    Commercial Services

The role of Commercial Services contributes to the delivery of Council's vision and policy through high level strategic and operational financial decision support and advice. Council identifies, drives and manages commercial opportunities and internal improvements, resulting in high quality commercial and business analysis, and financial system management and enhancements.

### 5.1.9    Community Strategies and Action Plans

Council has developed several community strategies and action plans, resulting from a variety of engagement activities and discussions with community representatives, organisations, and community members.

The following Strategic Action Plans have been devised and are under review:

- Community Development Strategy
- Lifelong Learning Strategic Action Plan.

Council has:
- an **Arts Strategy** aimed at supporting Council's vision of Townsville as a city of opportunityand vibrant lifestyle through providing the community's access to, and participation in, a range of artistic, cultural and entertainment activities.

- a **Library Strategy** aimed at ensuring that CityLibraries Townsville continues to provide a responsive library service for the community. It focuses on goals of learning, discovery and connection while also identifying priority areas of need.

## 5.2    PERFORMANCE AND REPORTING

### 5.2.1    Annual Report

Council must adopt its annual report within one month after the day the auditor-general gives the auditor-general's audit report about the local governments' financial statements for the financial year to the local government. The Annual Report must be placed on Council's website within two weeks of Council adopting the Annual Report. The Annual Report is one of Council's key accountability documents.

It provides a comprehensive assessment of Council's performance in implementing the long-term five year Corporate  Plan and annual Operational Plan. The Annual Report is also one of the only documents that provides a report on Council's financial performance throughout the preceding financial year.

The report provides Council with a tool to market achievements to potential investors and city partners and demonstrates to stakeholders that Council has delivered its committed outcomes.The Annual Report is available on Council's underline website.

### 5.2.2    Annual Financial Statements

Council's general-purpose financial statements are prepared pursuant to Section 176 of the *Local Government Regulation 2012* and other prescribed requirements. The statements must accuratelyreflect Council's financial performance and position for the financial year, must be prepared in accordance with Australian Accounting Standards, must present a true and fair view of the Council's financial position and of its financial performance and cash flows for the financial year ended on that date. The financial statements are audited by the Queensland Audit Office.

The financial statements are included in Council's Annual Report which is available on Council's <u>website</u>,

### 5.2.3    Quarterly Corporate Performance Reports

Section 174 of the *Local Government Regulation 2012* requires the Chief Executive Officer to present a written assessment of the local government's progress towards implementing the annualOperational Plan at meetings of the local government held at regular intervals of not more than three months.

Council meets this requirement through the preparation of a Quarterly Corporate PerformanceReport, which provides substantive evidence for Council and the community of progress in delivering on the annual Operational Plan each quarter.

Progress against each operational planning goal is measured andprovides the basis for an annual assessment of progress towards meeting the goals and objectivesoutlined in the Corporate Plan. Council's quarterly Corporate Performance Reports are available on Council's <u>website.</u>

### 5.2.4    Corporate Planning and Performance Management System

Council's vision, mission, purpose, goals, objectives, and deliverables form the framework of Council's PerformancePLUS system. This system is a tool designed to consolidate all of Council's plans and streamline performance management and reporting (including reporting quarterly on progress to the community). The system enables Council to display organisational performance metrics and data for the use of the community. PerformancePLUS tracks individual,team, section, division and whole of Council performance through a number of sub-deliverables.

## 5.3 RISK MANAGEMENT

### 5.3.1 Enterprise Wide Risk Management

Council has an Enterprise Wide Risk Management Framework based on ISO 31000: 2018 Risk Management Guidelines. This document demonstrates that Council manages risk and seeks to ensure there is consistency to the methods used in assessing, monitoring, and communicating risks across the organisation.

In order to grow Townsville and achieve its strategic objectives, Council is prepared to take some risk. Planning for and engaging with risk is essential to protect and create value for Council. Management of risk must be an integral part of Council's culture, reflected in policies, systems, and processes.

Council reviews its controls to ensure they are designed and operating effectively to minimise the risks they are intended to mitigate. Control testing and validation is important in ensuring Council reviews its risk profile and effective methods to mitigate risk based on the cost/benefit of mitigation are developed and monitored.

Council articulates its appetite for taking or retaining risk through the use of qualitative Risk Appetite Statements (RAS) that are based on risk categories and sub-categories. Primary and Secondary risk appetite is identified. Tertiary risk appetite can be nominated if required. To fully operationalise the concept of Risk Appetite, quantitative risk tolerance metrics for each sub-category are developed and monitored. Risk tolerance metrics give a consistent view of the risk parameters council operates in, (upper and lower limits), and if breached would necessitate immediate escalation and corrective actions.

RAS is an integral part of Council's risk management capability because it operates at strategic and operational levels. In order to influence strategies and objectives RAS is considered and reviewed during strategic planning and the budgeting process.

An effective risk management approach strengthens councils' corporate and business planning and processes by:
- enabling better decision making,
- building councils' confidence in new opportunities through a considered risk approach,
- supporting improved performance outcomes, and
- establishing clear accountabilities.

Council uses the JRS Risk Management system to capture risks against Council functions and Council's strategic risks. Risk Assessments and real time data reports can be generated using the Risk Management System. Increased visibility and transparency of Council's risk to the Executive Team is by way of live dashboards found in the JRS Risk Management system and to the Audit and Risk Committee by quarterly reporting.

Risk Champions work closely with their teams to champion risk awareness and encourage the integration of risk management in Council's organisational culture.

The Enterprise Wide Risk Management Policy is available on Council's website.

### 5.3.2    Business Continuity Management

Council recognises the importance of organisational resilience to create systems and processes designed to assist Council prepare for, respond to, and recover from any interrupted critical business functions. Effective business continuity management helps to prevent and mitigate the severity of potential business interruptions on the organisation and its stakeholders.  Council has developed an Enterprise Wide Business Continuity Management Framework, including anoverarching Council's Business Continuity Plan and associated sub-plans.

**In the event of a significant business interruption, Council will:**

- ensure key critical business functions are restored and maintained as soon as possible,
- endeavour to ensure the confidence of staff, the community, and stakeholders,
- fulfil regulatory and contractual requirements and obligations,
- endeavour to mitigate financial, legal/regulatory, service delivery, well-being, and reputation/brandconsequences.

### 5.3.3    Disaster Management

In accordance with the *Disaster Management Act 2003* and other relevant legislation, regulationsand standards identified in the State Disaster Management Group Strategic Policy Framework, Council's disaster management function serves to increase the resilience of the Townsville community in the event of a significant emergency or disaster within the city.

Effective coordination of disaster response involves the implementation of all relevant plans, processes, and procedures, together with the timely activation of the Townsville Local DisasterManagement Group and Council's Disaster Coordination Centre.

The primary aim of the Townsville Local Disaster Management Group is to ensure that the community can return to normal functioning as quickly as possible following a disaster event. This involves ensuring that critical infrastructure and essential services are restored as soon as possible, providing longer-term psycho-social support and welfare to those in need, minimising andredressing environmental impacts and facilitating recovery of the business sector. The Local Disaster Coordination Centre is also responsible for coordinating with Regional/State and National disaster management groups.

The Local Disaster Management Group Plans are available on Council's underline website.

### 5.3.4    Insurance

Council's insurance is centrally managed through the Financial Services section. Financial Services manages Council's insurance program, public liability claims, third party property damage claims,motor vehicle and plant damage claims and Council property damage claims. Workers compensation insurance is managed by Council's People and Culture section.

**The following insurance covers are in place to protect Council and its employees:**

- Public Liability (including Cyber Liability)
- Industrial Special Risks
- Motor Vehicle
- Statutory & Business Practices Liability
- Environmental Impairment Liability
- Fine Arts
- Crime Protection
- Personal Accident (Employees & Volunteers)
- Personal Accident (Mayor & Councillors)
- Business Travel

The public process and incident form for making an insurance claim with Council are available onCouncil's website.

## 5.4 INFORMATION MANAGEMENT

### 5.4.1 Information Communication Technology (ICT) Governance

In recognising the importance of ICT, Council's Executive Team established an Information Management Steering Committee. The Information Management (IM) Steering Committee is a senior governance and policy making body for ICT at Council, including in its membership General Manager and Executive representatives.

Council has established a Technical Change Advisory Board (CAB), an executive body that manages significant change events and their outcomes by making recommendations to reduce risk, increase likely success, and minimise business impact.

### 5.4.2 Record Keeping

Council is committed to ensuring all records retained are complete and accurate and can be identified, accessed, and retrieved in a useable format that preserves the record's evidential integrity. Council's Information Management Policy provides guidance to staff to ensure mandatory compliance with Queensland Government Chief Information Office (QGCIO) Recordsand Governance Policy.

### 5.4.3 Information Security

Council information must remain secure and accessible only to authorised users. The completeness, accuracy and trustworthiness of Council's information and information systems must be maintained at all times. Council is committed to implementing an Information Security Management System (ISMS) to ensure information systems are appropriately protected from loss of confidentiality, integrity, and availability.

### 5.4.4   Right to Information

Council has developed a Right to Information Policy, which acknowledges that any person has the right to seek access to documents held by Government agencies. Council proactively releases corporate information through many avenues including the Townsville Dashboards, disclosure log and the Publication Scheme. The Right to Information Act 2009 sets out specific processes and procedures Council must follow including the exemptions and contrary to public interest test that must be conducted.

Documents held include paper files, printouts, computer records, files, visual material, audio recordings and CCTV.

A publication scheme is also available on Council's website which outlines the followinginformation:

- **About Us** (Who we are and what we do) – agency information, location and contacts, constitutional and legal governance and historical information
- **Our Services** (The service we offer) – a description of the services offered by the agency, including advice and guidance, booklets and leaflets, transactions and media releases
- **Our Finances** (What we spend and how we spend it) – financial information relating toprojected and actual income and expenditure, tendering, procurement and contracts
- **Our Priorities** (What our priorities are and how we are doing) – strategy and performance information, plans assessments, inspections and reviews
- **Our Decisions** (How we make decisions) – policy proposals and decisions. Decisionmaking processes, internal criteria and procedures, consultations
- **Our Policies** (Our policies and procedures) – current written protocols for delivering our functions and responsibilities
- **Our Lists** (Lists and registers) – information held in registered required by law and otherlists and registers relating to the functions of the agency.

### 5.4.5   Information Privacy

The protection of personal information is a matter of great significance to Council. Personal information is any information or opinion, including information or an opinion forming part of a database, whether true or not, about an individual whose identity is apparent, or can be reasonably ascertained from the information or opinion. Council is committed to protecting the privacy of individuals and has developed an Information Privacy Policy to facilitate this.

Council will take all reasonable steps toensure that the collection, storage, use, disclosure, and transfer of all personal information by Council complies with all relevant legislation. including the Information Privacy Principles.

All privacy complaints will be handled in compliance with the Information Privacy Policy.
The Information Privacy Policy is available on Council's website.

**5.4.6  Information Management and Information Governance**

Council values information as a core strategic asset and will govern and manage it according to itslifecycle. Information Management is of key importance to good governance. Council is committed to the management of its information and continuing value in accordance with the relevant legislation and best practice standards and is currently undertaking an Information Governance Framework initiative.

## 5.5    LEGAL FRAMEWORK

### 5.5.1    Policies, Administrative Directives and Procedures

Council maintains several policies, administrative directives and procedures which provideguidance to its decisions and actions.

Corporate policies are statements, formally adopted by Council that describe its position on a particular issue. All corporate policies are consistent with Council's long, medium- and short-termplanning outcomes and some will directly support the delivery of Council's Community and Corporate Plans and initiatives. Policies provide guidance for future action by clearly stating the objectives, scope, and responsibilities for policy implementation.

Administrative directives describe what the Chief Executive Officer (acting under s.257 of the *Local Government Act 2009*) considers to be appropriate in relation to specific issues arising out of either legislation or Council decisions. They generally relate to the implementation of the day-to-day operations of Council. Administrative directives are considered by the Directors at the Executive Team meeting and approved by the Chief Executive Officer.

Corporate procedures assist in the implementation of Council policies or administrative directives. A procedure may establish a set of steps to be undertaken in implementing a policy. Such procedures describe *how* decisions or actions must be undertaken. Procedures do not have to beapproved by the Chief Executive Officer or adopted by Council; however, Directors or General Managers of the responsible Section may refer a procedure to the Chief Executive Officer.

All approved policies and administrative directives are included in a policy register on Council's intranet and copies of the policies are available for public inspection on our website.  All policies have review dates and are reviewed and evaluated in accordance with a schedule, ensuring that corporate policies are up-to-date, accurate and continuing to achieve their objectives. There is a formal procedure for reviewing, amending and rescinding policies. A policy report is presented to the Audit Committee on a quarterly basis.

### 5.5.2    Legislative Compliance

Council has an Administrative Directive to demonstrate its commitment to legislative compliance.Council utilises the Local Government Association Queensland's Legislation Compliance Serviceas a compliance management tool that can be used as a checklist, a compliance tool, and a total risk management suite.

The complete register comprises of 193 pieces of State and Federal legislative obligations relevantto local government. Council is notified to any changes to legislation as the system is updated. A powerful search engine is available to unlimited number of users. The system enables assessmentof Council's compliance and provides compliance status reports.

**The compliance program is designed to:**

- identify and reduce the risk of breaching the extensive range of legislative obligations of council
- remedy any breach that may occur
- raise awareness of the extensive range of legislative obligations of Council
- assist Council to meet community and staff expectations that appropriate measures are inplace to ensure legislative compliance
- create a culture of compliance within Council.

Quarterly compliance reports are provided to Council's Executive Team and Audit Committee.

### 5.5.3    Local Laws

Local laws are statutory instruments adopted by Council to assist in the good rule and governanceof the local government area, enabling Council to regulate matters to serve the community. A majority of Council's local laws closely follow the models recommended by the Queensland Government.

An identical set of local and subordinate laws has been adopted by neighbouring Charters Towersand Burdekin Shire Councils to ensure consistency across the local government areas in the region.

Local Laws are available on Council's website.

### 5.5.4    Mandatory Registers

Townsville City Council has several listed registers open to inspection. This list is published on Council's website and the public may request to view any of these registers by contacting Council.

### 5.5.5    Legal Services

The Legal Services section of Council is a service partner to the whole of Council and aims to provide a high level of support by professionally performing and delivering all of Council's legal work to a standard that enhances confidence in the organisation, its actions, and its decisions. Legal Services provides advice, litigation, prosecution, appeals, debt recovery, reporting, property transfers, agreements/contracts and lease preparation.

## 6. Supporting Documentation

### 6.1 Annual Governance Cycle

| Item and Section Reference | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Corporate Plan Review | | | X | X | | | | | | | | |
| Operational Plan adopted | | | | | | X | | | | | | |
| Annual Report adopted | | | | | | | | | X | | | |
| Quarterly Corporate Performance Reports adopted | X | | | X | | | X | | | X | | |
| Audit Committee Meetings | | X | | | X | | | | X | | X | |
| External Audit | | | X | X | | | | | X | X | | X |
| Internal Audit Work Plan | | X | | | X | | | | | | | |
| Risk Appetite Statements and tolerances review | | X | X | | | | | | | | | |
| Risk Assessment Reviews | | | X | | | X | | | X | | | X |
| Business Continuity Management Review | | | | | | | | X | X | X | X | |
| Insurance Premium finalisation | | | | | | X | | | | | | |
| Annual Budget Adopted | | | | | | X | | | | | | |
| Financial Statements certified | | | | | | | | | | X | | |
| Disaster Management Review / Test Exercise | | | | | | | | | | X | X | |

## 6.2  Governance Principles in Practice

| Principal | Council Documentation | Objective | Performance Monitoring |
|---|---|---|---|
| **Transparent and effective processes,and decision-making in the public interest**<br><br>• Decision Making and Management Structure | • Council Vision, Purpose and Values<br>• Organisational Structure<br>• Ordinary Council<br>• Standing Committee Terms of Reference<br>• Advisory Committee Terms of Reference<br>• Corporate Plan<br>• Operational Plan<br>• Budget<br>• Annual Budget and Operational Plan Administrative Directive | • Achieve an integrated approach to planning<br>• Achieve community and corporate goals<br>• Address complex/strategic issues<br>• Support transparency and effective decision making<br>• Provide effective management and operations | • Council agendas and minutes available via Council's website within agreed timeframes<br>• Council's total operating surplus/(deficit)<br>• Council's operating surplus/(deficit) variance from budget<br>• Council's debt/borrowings<br>• Percentage of Council officer recommendations adopted by Council<br>• Number of cancelled and special Council meetings convened<br>• Attendance rate of Councillors at standing and full Council meetings<br>• Attendance at Advisory Committees<br>• Percentage of Operational Plan activities not completed within target<br>• Volume and quality of feedback received during Corporate Plan review<br>• Number of Operational Plan activities across Corporate Plan goal and outcome areas<br>• Number of risk management strategies incorporated into the Operational Plan annually<br>• Number of matters referred to the Queensland Ombudsman's Office |
| **Ethical and legal behaviour of Councillors and local government employees.**<br><br>• Roles and Responsibilities<br>• Review and Control Mechanisms | • Delegations Policy<br>• Employee Performance Management Framework<br>• Staff Code of Conduct<br>• Equal Employment Opportunity Administrative Directive<br>• Prevention of Sexual Harassment Administrative Directive<br>• Prevention of Workplace Harassment (Bullying) Administrative Directive<br>• Recruitment and Selection Administrative Directive<br>• Complaints Management Policy<br>• Complaints about Public Official Policy<br>• Management of Fraud and Corruption Policy<br>• Fraud Management Plan<br>• Confidentiality Policy<br>• Contact with Lobbyists Policy<br>• Councillor Statement of Interests<br>• Public Interest Disclosure Policy<br>• Internal Audit Charter<br>• External Audit Terms of Reference | • Provide formal authority and delegation<br>• Merit based recruitment and selection<br>• Conduct its business with integrity, honesty and fairness<br>• Comply with all relevant laws, regulations, codes and corporate standards<br>• Achieve Council's desired culture<br>• Show leadership qualities, recognise performance, build positive working relationships,manage underperformance, achieve continuous improvement<br>• Rigorously manage the risk of fraud and corruption<br>• Preserving the confidentiality of information held by the Council<br>• Transparent, effective, and timely resolution of complaints<br>• Encourage and support public interest disclosures of wrongdoing in Council | • Number of complaints received<br>• Number of fraud/corruption matters reported to the Crime & Corruption Commission<br>• Number of Public Interest Disclosures received<br>• Evidence of reduction of high and medium risks identified by external audit<br>• Percentage of internal audit plans implemented<br>• Percentage of outstanding annual employee performance management<br>• Fraud and Corruption risk rating<br>• Staff turnover rate<br>• Percentage of staff with outstanding policy training/assessment<br>• Contribution to staff training<br>• Number of items of Council property reported stolen/l lost.<br>• Value of reportable stolen/loss items reported to the Queensland Audit Office |
| **Sustainable development and management of assets and infrastructure, and delivery of effectiveservices**<br><br>• Planning | • Annual Report<br>• Annual Returns<br>• Financial Statements<br>• Community Financial Report<br>• Planning Scheme<br>• Budget<br>• Procurement Policy<br>• Asset Management Plan | • Monitor performance of Council<br>• Communicate performance to stakeholder groups<br>• Make recommendations about matters that need action or improvement<br>• Monitor, oversee and enhance the Council's corporate governance | • Feedback received on Annual Report<br>• Percentage of Operational Plan activities carried over financial years'<br>• Benchmarking activities with other local governments<br>• Asset Management Key Performance Indicators<br>• Financial Sustainability Ratios<br>• Number of Planning Appeals<br>• Compliance with Sustainable Planning Act timeframes<br>• Whole of Council asset consumption ratio<br>• Asset sustainability ratio<br>• Percent of total Council spend allocated locally |
| **Democratic representation, social inclusion, and meaningful communityengagement**<br><br>• Communicating with theCommunity | • Community Engagement Policy<br>• Customer Service Charter<br>• Community Grants and Partnerships Policy<br>• Advertising Spending Policy<br>• Inclusive Community Policy | Provide opportunities for involvement in Council's decision making<br>Inform, educate and promote Council programs, services and facilities<br>Provide customers with the highest standards of customer service | • Number and type of consultation processes undertaken<br>• Number of unique visits to Council's website<br>• Customer satisfaction with call centre contact<br>• Media releases pick up rate<br>• Changes to methods for the community to contact the Council and Council providing information to the community |
| **Good governance of, and by, localgovernment**<br><br>• Planning<br>• Performance and Reporting<br>• Risk Management<br>• Information management<br>• Legal Framework | • Corporate Plan<br>• Business Plan<br>• Operational Plan<br>• Annual Report<br>• Annual Returns<br>• Corporate Quarterly Performance Reports<br>• Enterprise Wide Risk Management<br>• Business Continuity Management<br>• Insurance Policies<br>• Right to Information Policy<br>• Information Privacy Policy<br>• Policies and Procedures<br>• Local Laws<br>• Registers<br>• ICT Governance<br>• Information Security Usage Policy<br>• Information Management Policy<br>• Information Network Security Policy | • Ensure risk-based decision making within the Council<br>• Ensure organisational resilience during significant business interruptions<br>• Insure against financial loss<br>• Provide the public with access to documents held by Council<br>• Provide local laws to govern administrative and regulatory roles<br>• Clearly state Council's intent, commitment, and position on strategic issues<br>• Monitor performance of Council<br>• Ensure secure storage and management of information | • Number of policies adopted, reviewed and rescinded<br>• Evidence of declining operational risk<br>• Percent of organisation with current business continuity strategies<br>• Number of Right to Information and Information Privacy requests<br>• Percentage of risk strategies addressed in Operational Plan<br>• Ratio of insurance premium to total claim value<br>• Ratio of insurance claims upheld against the number submitted<br>• Percentage of policies/procedures overdue for review<br>• Promotion of performance to the community<br>• Percentage of Operational Plan targets met<br>• Number of Business Continuity Plans adopted and implemented<br>• Availability of Council's information communication systems during gazetted businesshours<br>• Reported breaches of the Information Security Usage Policy<br>• Addressing of issues raised by assurance groups |

## 6.3 Glossary of Terms

| Term | Meaning |
|---|---|
| Act | Local Government Act 2009. |
| Advisory Committee | A committee made up of Councillors and representatives from the community that report through Council's Standing Committees |
| Benchmarking | A process of comparing performance with standards achieved in a comparable environment, often with the aim of improving performance. |
| Business Continuity | Business Continuity Management is a management and governance process, which ensures the impact of a potential disruption to Council's critical operations is minimised and that critical operations are sustained until normal services are restored. |
| Chief Executive Officer (CEO) | The most senior officer in the administration. He or she is directly accountable to the Council. |
| Community | The entire population of the local government area made up of numerous local and shared interest groups e.g., residents, ratepayers, business investors. |
| Community Engagement | The process of formally engaging the community either through seeking input in a particular area or through providing information to the community on the organisation's plan, activities, and performance. |
| Corporate Governance | Corporate Governance is how decisions are taken and implemented; how organisations are controlled and managed to achieve their objectives; and how organisations are directed, reviewed, and held to account. |
| Corporate Governance Framework | Council's Corporate Governance Framework details the various instruments used in Council to ensure exemplary standards of corporate governance. It aimsto reinforce the accountability standards within Council and ensure that the organisation's objectives are being achieved efficiently and effectively to ultimately deliver community value/ |
| Corporate Plan | Council's Corporate Plan outlines the Council's vision and translates it into medium and long-term priorities, outcomes, and strategies for a minimum five-year period. |
| Corporate Values | Council's approved corporate values are: service, people, Integrity, respect and enjoyment |
| Council | The Elected Members of Council under the *Local Government Act 2009*. |
| Councillor | An individual elected representative of a local government |
| Council Meeting | The Elected Members meeting formally in accordance with legislation. |
| Delegation | The Council routinely delegates its powers to the Chief Executive Officer who is empowered under the Local Government Act, with certain exceptions, to further on-delegate these powers to other Council officers. |
| Directors | The senior positions in the organisation directly responsible to the CEO. Also referred to as the Executive Team. |
| Elected Member | An elected representative of the local government; also referred to as Councillors or Mayor. |
| Employee | An employee of the Council including casual or contract employees. |
| Ethics | A system of moral principles, by which actions and proposals can be judged. |
| Executive Team | Comprised of the CEO and Directors. |
| External Audit | External auditors appointed by Queensland Audit Office, or contractors appointed by the Queensland Audit Office, audit Council's financial statements and provide an independent audit report. |
| Internal Audit | Council's Internal Audit unit provides and independent evaluation of the adequacy and effectiveness of the systems of internal control established and implemented by management. |
| Local Government Act 2009 | The Local Government Act 2009 and amendments or regulations. |
| Local Laws | A law adopted by Council that reflects community needs and helps ensure the good rule and government of the City. They allow Council to establish permit or license regimes for activities that require regulation, to create offences for unacceptable behaviour and to allow for the issue of compliance or abatement notices. |
| Mayor | A person elected by the community to hold the position as the elected leader of the Council. |

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|---|---|
| Operational Plan | Council's Operational Plan translates strategic and operational aims and objectives into actions to give effect to a one-year portion of the Corporate Plan. |
| Deliverables | The effect, impact and result on, or consequence for the community, environment, or organisation, of strategies services, policies, or activities. |
| Performance | The results of activities and progress in achieving the desired outcomes over a given period of time. |
| Quadruple Bottom Line | A framework for reporting an organisation's performance against economic, environmental, social, and responsible governance outcomes. |
| Risk Management | A risk is the effect of uncertainty of Council achieving its objectives. It may be the chance of something occurring that has the potential to cause loss, damage or injury. |
| Stakeholder | A person or organisation with an interest in the outcome or output or is affectedby services, activities, policies, services, programs, or strategies. |
| Standing Committees | A committee made up of Councillors formed under the Local Government Act that meets to discuss topics relevant to the committee. |
| Stewardship | Public officials exercise their power on behalf of the community. Officials are therefore stewards of those powers and associated resources and are responsible for ensuring that the public interest in always maintained or improved over time. |
| Strategic Planning | The process by which the organisation envisions its future and develops strategies, goals, objectives, and action plans to achieve that future. |
| Terms of Reference | A document which defines the purpose, scope, stakeholders and high level deliverables from a particular activity, requirement, or Working Group. |
| Vision | A statement that embraces the desired future the organisation is working towards. |