



City of Ipswich

**IPSWICH
CITY
COUNCIL**

AGENDA

of the

GOVERNANCE AND TRANSPARENCY COMMITTEE

**Held in the Council Chambers
8th floor – 1 Nicholas Street
IPSWICH QLD 4305**

On Wednesday, 1 December 2021
At 10 minutes after the conclusion of the Growth, Infrastructure and Waste
Committee

MEMBERS OF THE GOVERNANCE AND TRANSPARENCY COMMITTEE

Councillor Jacob Madsen (**Chairperson**)
Councillor Russell Milligan (**Deputy Chairperson**)

Mayor Teresa Harding
Councillor Marnie Doyle
Councillor Kate Kunzelmann
Deputy Mayor Nicole Jonic

GOVERNANCE AND TRANSPARENCY COMMITTEE AGENDA
*10 minutes after the conclusion of the Growth, Infrastructure and
Waste Committee on **Wednesday**, 1 December 2021*
Council Chambers

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GOVERNANCE AND TRANSPARENCY COMMITTEE NO. 11

1 DECEMBER 2021

AGENDA

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

BUSINESS OUTSTANDING

CONFIRMATION OF MINUTES

1. **CONFIRMATION OF MINUTES OF THE GOVERNANCE AND TRANSPARENCY COMMITTEE NO. 2021(10) OF 4 NOVEMBER 2021**

RECOMMENDATION

That the minutes of the Governance and Transparency Committee No. 2021(10) held on 4 November 2021 be confirmed.

OFFICERS' REPORTS

2. **REVIEW OF CEO ANNUAL PERFORMANCE APPRAISAL POLICY**

The CEO Annual Performance Appraisal Policy (the Policy) was approved by Council on 5 November 2020 and required a review in November 2021.

The Manager, People and Culture has reviewed this Policy, and sought feedback from the CEO Contract Panel (Mayor Teresa Harding, Deputy Mayor Nicole Jonic, Councillors Marnie Doyle, and Andrew Fechner) during the development of the CEO Contract of Employment and CEO Performance Agreement for 2021-2022.

The Policy has been updated to ensure compliance with the new Ipswich City Council Policy template with the inclusion of the Human Rights Commitment at section five (5). Attachment 1 shows proposed changes to the Policy using tracked changes, and Attachment 2 is a clean copy of the updated Policy.

RECOMMENDATION

- A. That Council note that a review of the CEO Annual Performance Appraisal Policy has been completed.
- B. That Council resolve to adopt the amended CEO Annual Performance Appraisal Policy.

3. PROCUREMENT: RECOLLECT PICTURE LIBRARY SUBSCRIPTIONS

This report is seeking a resolution by Ipswich City Council (Council) to engage directly with Micrographics Services Ltd to provide the continued licencing, support and maintenance subscription for the Recollect Platform that supports the Picture Ipswich Website. The total cost for the agreement over the proposed three (3) twelve (12) month terms from 2022 to 2025 is \$49,500.00 (GST Exclusive).

Recollect software is a proprietary software and is used as a comprehensive solution for preserving, transforming, and curating heritage collections and local knowledge of the City of Ipswich.

The implementation of the Recollect Platform for the Ipswich Libraries was carried out by Datacom IT in Oct 2020. This included the first year's hosting and support subscription. Datacom IT are the only Australian authorised partner for the Recollect Platform, however, Datacom IT do not manage the ongoing annual hosting and support subscription. Datacom IT have advised Council to engage directly with Micrographics Services Ltd for the ongoing annual subscription renewals.

Recollect Pty Ltd manage the ongoing licencing, support and maintenance which covers all technical support and upgrades for the platform hence, the need to engage directly with Recollect. Datacom IT supply all non-technical services for this platform such as training, configuration, customisation and development activities.

Recollect software is also used by both Moreton Bay and Noosa Councils. Both Councils have confirmed the Procurement approach matching that which is required by Council.

RECOMMENDATION

- A. That pursuant to Section 235(b) of the *Local Government Regulation 2012* (Regulation), Council resolve that the exception applies because of the specialised nature of the services that are sought and it would be impractical AND/OR disadvantageous to invite quotes for the provision of the annual hosting and support subscription for the Recollect Platform (Picture Ipswich).
- B. That Council enter into a contractual arrangement (Council file reference number 17092) with Micrographics Services Ltd, at an approximate purchase price of \$49,500.00 excluding GST over the entire term, being an initial term of one (1) year, with options for extension at the discretion of Council (as purchaser), of an additional two (2) X one (1) year terms.

4. PROCUREMENT - 2022 CIVIC CENTRE COMEDY PROGRAM

This is a report concerning the procurement of a promotor to deliver the 2022 Comedy Program for the Ipswich Civic Centre without first inviting written quotes or tenders. Section 235(b) of the *Local Government Regulation 2012* allows a local government to enter into a medium or large sized contractual arrangement, if the local government resolves that the services provided are of a specialised nature.

RECOMMENDATION

- A. That pursuant to Section 235(b) of the *Local Government Regulation 2012* (Regulation), Council resolve that the exception applies because of the specialised nature of the services that are sought and that it would be impractical and disadvantageous to invite quotes for the provision of the delivery of a 2022 Comedy Program for the Ipswich Civic Centre.
- B. That Council enter into a contractual arrangement (Contract number 17740) with Anthony Lamond (ABN 71 776 903 442), at an approximate purchase price of \$25,000.00 excluding GST over the entire term, being a term of one (1) year, with no options for extension.

5. **ACQUISITION OF LAND FOR DRAINAGE PURPOSES FOR INF03780 ALICE AND SHORT ST KC PROJECT

This is a report by the Senior Property Officer (Acquisitions and Disposals) dated 8 November 2021 concerning the acquisition of land for drainage purposes over 24 Alice Street, Blackstone, described as Lot 35 on RP22445 to facilitate the Alice and Short Street Kerb and Channel Project.

RECOMMENDATION

- A. That Council resolve to purchase the whole of the land located at 24 Alice Street, Blackstone, described as Lot 35 on RP22445 ("Land"), for drainage purposes.
- B. That in the first instance, the method of acquisition will be by agreement with the affected person/s pursuant to the *Property Law Act 1974* and the *Land Title Act 1994*.
- C. That should Council fail to purchase the land by agreement with the affected person/s, Council, as "*constructing authority*" pursuant to Section 5(1)(b)(i) of the *Acquisition of Land Act 1967*, will proceed to acquire the whole land located at 24 Alice Street, Blackstone, described as Lot 35 on RP22445.

6. RATES RELIEF IN RESPONSE TO THE COVID-19 PANDEMIC

This is a report concerning the potential extension to rates relief provided by Ipswich City Council (**Council**) in response to the COVID-19 pandemic.

RECOMMENDATION

- A. That Ipswich City Council note the summary update, as outlined in the report by the Treasury Accounting Manager dated 15 November 2021, on rate payers who have identified as being financially impacted by the COVID-19 pandemic.
 - B. That in response to the COVID-19 pandemic, Ipswich City Council approve the continued use of payment arrangements, granting of discounts and waiving of interest until 30 June 2022, generally in line with the report by the Treasury Accounting Manager dated 15 November 2021, for rate payers who have identified as being financially impacted by the COVID-19 pandemic and who are continuing to proactively engage with Council to address their rate arrears.
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7. **IVOLVE PROJECT QUARTERLY STATUS UPDATE**

This report provides an update on progress to date of Council's iVolve Project and the quarterly project controls report.

RECOMMENDATION

That the progress report on Council's iVolve Project be received and the contents noted.

NOTICES OF MOTION

MATTERS ARISING

GOVERNANCE AND TRANSPARENCY COMMITTEE NO. 2021(10)

4 NOVEMBER 2021

MINUTES

COUNCILLORS' ATTENDANCE: Councillor Jacob Madsen (Chairperson); Councillors Russell Milligan (Deputy Chairperson), Mayor Teresa Harding, Marnie Doyle, Kate Kunzelmann, Deputy Mayor Nicole Jonic and Andrew Fechner (Observer)

COUNCILLOR'S APOLOGIES: Nil

OFFICERS' ATTENDANCE: Acting Chief Executive Officer (Sonia Cooper), Acting General Manager Corporate Services (Sylvia Swalling), General Manager Planning and Regulatory Services (Peter Tabulo), General Manager Community, Cultural and Economic Development (Ben Pole), Acting General Manager Coordination and Performance (Barbara Dart), Property Services Manager (Brett McGrath), Procurement Manager (Richard White), Manager Communication and Engagement (Laura Bos), Senior Digital Media and Content Officer (Jodie Richter), Manager Economic and Community Development (Cat Matson), Acting Engagement Manager (Melanie Rippon), Executive Services Manager (Wade Wilson) and Theatre Technician (Trent Gray)

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

Nil

BUSINESS OUTSTANDING

Nil

CONFIRMATION OF MINUTES

1. **CONFIRMATION OF MINUTES OF THE GOVERNANCE AND TRANSPARENCY COMMITTEE NO. 2021(09) OF 7 OCTOBER 2021**

RECOMMENDATION

Moved by Councillor Russell Milligan:
Seconded by Councillor Kate Kunzelmann:

That the minutes of the Governance and Transparency Committee No. 2021(09) held on 7 October 2021 be confirmed.

AFFIRMATIVE

Councillors:

Madsen

Milligan

Harding

Doyle

Kunzelmann

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

OFFICERS' REPORTS

2. **QUARTERLY REPORTS TO THE DEPARTMENT OF STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT AND PLANNING**

This is a report concerning a request received by the Mayor (on behalf of Council) from the Director-General, Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) for Council to provide a series of quarterly performance reports through to the quarter ending 30 June 2022.

This is the second of the quarterly reports for consideration by the Council and relates to the period July – September 2021. Council endorsement of this quarterly report is sought and for the Mayor to send a letter and quarterly report to the Director-General.

RECOMMENDATION

Moved by Mayor Teresa Harding:

Seconded by Councillor Russell Milligan:

- A. That Council note that the Director-General, Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) has, through the Mayor, on 6 April 2021 requested under section 115 of the *Local Government Act 2009*, that the Council provide quarterly performance reports on certain matters through to the quarter ending 30 June 2022 (Attachment 1).**
- B. That Council note the letter from the Mayor to the Director-General, DSDILGP dated 5 May 2021 acknowledging the request and setting out a proposed timetable for the preparation, endorsement and provision of the quarterly reports (Attachment 2).**

- C. That Council endorse the draft letter and second quarterly performance report (July – September 2021) set out in Attachments 3-8.**

AFFIRMATIVE

Councillors:

Madsen

Milligan

Harding

Doyle

Kunzelmann

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

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- 3. NEW TRUSTEE LEASE OVER RESERVE FOR RECREATION PURPOSES - AUSTRALIAN CRAWL (GOODNA) PTY LTD - 19A TOONGARRA ROAD LEICHHARDT**

This is a report concerning the Trustee Lease at the Georgie Conway Leichhardt Swim Centre over trust land located at 19A Toongarra Road, Leichhardt, described as Lot 39 on Crown Plan 902321 between Ipswich City Council and Australian Crawl (Goodna) Pty Ltd

“The attachment/s to this report are confidential in accordance with section 275(1)(g) of the *Local Government Regulation 2012*.”

RECOMMENDATION

Moved by Councillor Marnie Doyle:

Seconded by Mayor Teresa Harding:

- A. That Council terminate the existing Trustee Lease with Australian Crawl (Goodna) Pty Ltd located at 19A Toongarra Road, Leichhardt described as Lot 39 on Crown Plan 902321.**
- B. That pursuant to section 236(2) of the *Local Government Regulation 2012* (Regulation), Council resolve that the exception at section 236(1)(c)(v) of the Regulation applies to the disposal of interest in land at 19A Toongarra Road, Leichhardt more particularly described as part of Lot 39 and Crown Plan 902321, for a public swimming pool and ancillary purposes.**
- C. That Council agree to enter a new Trustee Lease (Council file reference number 5520) with Australian Crawl (Goodna) Pty Ltd (Lessee):**
- (i) at a yearly rent of \$1.00 excluding GST, payable to Council if demanded, and**
 - (ii) for a term of ten (10) years, with no options for extension, and**

(iii) for an in-kind contribution towards capital improvements over the term.

- D. That pursuant to Section 257(1)(b) of the *Local Government Act 2009*, Council resolve to delegate to the Chief Executive Officer the power to take “contractual action” pursuant to section 238 of the Regulation, in order to implement Council’s decision.

AFFIRMATIVE

Councillors:

Madsen

Milligan

Harding

Doyle

Kunzelmann

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

3.1. MATTER ON NOTICE – OPERATING HOURS OF THE GEORGIE CONWAY LEICHHARDT SWIM CENTRE

Councillor Marnie Doyle queried the operating hours outlined in the contract for the Georgie Conway Leichhardt Swim Centre and requested an understanding of how these hours were arrived at.

That the Acting General Manager Coordination and Performance, provide a response to councillors, prior to the Council meeting scheduled for 18 November 2021, on how the operating hours stated in the contract for the Georgie Conway Leichhardt Swim Centre were arrived at.

4. PROCUREMENT: TCP - 10590 SUPPLY AND DELIVERY OF LIGHT VEHICLES

This is a report concerning extending the term of contract 10590 – Supply and Delivery of Light Vehicles for up to a further two (2) x one (1) year extension periods, through the adoption of the attached Tender Consideration Plan.

Contract 10590 commenced 1 January 2018 and was put in place for a period of four (4) years (two (2) years with two (2) x one (1) year options). Both available extensions have been exercised and the contract will expire 31 December 2021. The forecasted contract value at commencement was \$8M with the current spend to date just under \$7M.

This extension of time is requested for Fleet and the business to determine the long-term strategy for light fleet vehicles across Council following the completion of the Low Emissions Vehicle Transitioning Plan.

“The attachment/s to this report are confidential in accordance with section 275(1)(g) of the Local Government Regulation 2012.”

RECOMMENDATION

Moved by Mayor Teresa Harding:
Seconded by Councillor Marnie Doyle:

- A. That pursuant to Section 230(1)(a) of the *Local Government Regulation 2012* (Regulation), Council resolve to prepare Tender Consideration Plan number 10590 for the provision of Supply and Delivery of Light Vehicles.**
- B. That pursuant to Section 230(1)(b) of the *Local Government Regulation 2012* (Regulation), Council resolve to adopt Tender Consideration Plan number 10590 that was prepared for the provision of Supply and Delivery of Light Vehicles. as detailed in the report by the Category Specialist dated 19 October 2021.**
- C. That in accordance with the Tender Consideration Plan, Council extend the current contractual arrangement with Q Automotive – Trading as Bremer Ford (ABN 47 010 489 460), Blue Ribbon Motors (ABN 31 458 735 262) and Ross Llewellyn Motors (ABN 81 010 428 841) at an approximate value of \$2,400,000.00 excluding GST over the additional term, being a further two (2) x one (1) year options.**
- D. That pursuant to Section 257(1)(b) of the *Local Government Act 2009*, Council resolve to delegate to the Chief Executive Officer the power to take “*contractual action*” pursuant to section 238 of the Regulation, in order to implement Council’s decision.**

AFFIRMATIVE
Councillors:
Madsen
Milligan
Harding
Doyle
Kunzelmann
Jonic

NEGATIVE
Councillors:
Nil

The motion was put and carried.

5. COMMUNITY PANELS

Council's five Community Reference Groups (CRGs) have been operating since June 2019, and the two-year membership period has ended for members on each of the five CRG's. The Community Engagement section have supported Council to develop a new community engagement model that is in line with Council's strategic priorities and based on feedback from all involved with the CRGs over the last two years. A community panel model delivered online through Council's community engagement platform - Shape Your Ipswich – is proposed as a more inclusive, timely and contemporary approach to community engagement.

RECOMMENDATION

- A. That the community panel program be implemented and included as part of council's suite of community engagement approaches commencing February 2022.
- B. That the Community Reference Groups come to an official close as the two (2) year term has ended, and members be acknowledged for their contribution to community.
- C. That the Manager, City Design arrange a Heritage Forum for the first half of 2022. The agenda and scope of the Forum is to be the subject of consultation with the Mayor and Councillors.
- D. That the Heritage and Monument Advisory Committee be formally ceased and the immediate previous members be acknowledged and thanked for their past participation and contribution to the community.
- E. That bi-annual community meetings be held for the following commencing in 2022: Seniors, and Access and Inclusion.

Mayor Teresa Harding proposed the following recommendation as Recommendation F:

- F. That Council expand its community engagement strategy to include council's approaches, tools, methods and resourcing of community engagement.

RECOMMENDATION

Moved by Mayor Teresa Harding:
Seconded by Councillor Marnie Doyle:

- A. That the community panel program be implemented and included as part of council's suite of community engagement approaches commencing February 2022.**

- B. That the Community Reference Groups' come to an official close as the two (2) year term has ended, and members be acknowledged for their contribution to community.**
- C. That the Manager, City Design arrange a Heritage Forum for the first half of 2022. The agenda and scope of the Forum is to be the subject of consultation with the Mayor and Councillors.**
- D. That the Heritage and Monument Advisory Committee be formally ceased and the immediate previous members be acknowledged and thanked for their past participation and contribution to the community.**
- E. That bi-annual community meetings be held for the following commencing in 2022: Seniors, and Access and Inclusion.**
- F. That council expands its community engagement strategy to include council's approaches, tools, methods and resourcing of community engagement.**

AFFIRMATIVE

Councillors:

Madsen

Milligan

Harding

Doyle

Kunzelmann

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

6. COUNCIL, COMMITTEE MEETINGS AND BRIEFINGS/WORKSHOP DATES FOR 2022 AND JANUARY 2023

This is a report concerning the proposed 2022 Ipswich City Council – Council, Committee Meetings and Briefings/Workshop schedule.

The schedule has been prepared on a 4-weekly cycle where possible with the exception of June, September and December. This is due to a special council meeting on 30 June 2022 for the adoption of the budget, a meeting later in September to allow for a break over the majority of the September school holidays and a shorter timeframe at the end of November/December to allow a good break over the Christmas period.

Informal meetings including briefings and workshops have been proposed to occur generally on the first week of the month and run from 9.00 am to 4.00 pm on these days.

Allowance has also been made within the overall schedule for strategic workshops related to the annual budget and the new Planning Scheme.

RECOMMENDATION

Moved by Mayor Teresa Harding:
Seconded by Councillor Kate Kunzelmann:

- A. That the Council, Committee Meetings and Briefings/Workshop dates for 2022 and January 2023 be held as detailed in Attachment 1 and as outlined below:**

COUNCIL/COMMITTEE	MEETING DAY AND TIME	MEETING DATES
Council Ordinary Meeting **includes Special Budget Meeting	Thursday - 9.00 am	27 January 2022 24 February 2022 24 March 2022 21 April 2022 19 May 2022 **30 June 2022 28 July 2022 25 August 2022 29 September 2022 27 October 2022 24 November 2022 8 December 2022 19 January 2023
Growth, Infrastructure and Waste	Thursday - 9.00 am **Tuesday – 9.00 am	10 February 2022 10 March 2022 7 April 2022 5 May 2022 16 June 2022 14 July 2022 11 August 2022 15 September 2022 13 October 2022 10 November 2022 **29 November 2022
Governance and Transparency	Thursday - 9.00 am **Tuesday – 9.00 am	10 February 2022 10 March 2022 7 April 2022 5 May 2022 16 June 2022 14 July 2022 11 August 2022 15 September 2022 13 October 2022 10 November 2022 **29 November 2022

Community, Culture, Arts and Sport	<p>Thursday - 10 minutes after the conclusion of the Governance and Transparency Committee</p> <p>**Tuesday – 9.00 am</p>	<p>10 February 2022 10 March 2022 7 April 2022 5 May 2022 16 June 2022 14 July 2022 11 August 2022 15 September 2022 13 October 2022 10 November 2022 **29 November 2022</p>
Economic and Industry Development	<p>Thursday - 10 minutes after the conclusion of the Community, Culture, Arts and Sport Committee</p> <p>**Tuesday – 9.00 am</p>	<p>10 February 2022 10 March 2022 7 April 2022 5 May 2022 16 June 2022 14 July 2022 11 August 2022 15 September 2022 13 October 2022 10 November 2022 **29 November 2022</p>
Environment and Sustainability	<p>Thursday - 10 minutes after the conclusion of the Economic and Industry Development Committee</p> <p>**Tuesday – 9.00 am</p>	<p>10 February 2022 10 March 2022 7 April 2022 5 May 2022 16 June 2022 14 July 2022 11 August 2022 15 September 2022 13 October 2022 10 November 2022 **29 November 2022</p>
Ipswich Central Redevelopment Committee	<p>Thursday - 10 minutes after the conclusion of the Environment and Sustainability Committee</p> <p>**Tuesday – 9.00 am</p>	<p>10 February 2022 10 March 2022 7 April 2022 5 May 2022 16 June 2022 14 July 2022 11 August 2022 15 September 2022 13 October 2022 10 November 2022 **29 November 2022</p>
Briefings/Workshops	<p>Tuesday - 9.00 am to 4.00 pm</p>	<p>1 February 2022 1 March 2022</p>

		29 March 2022 26 April 2022 24 May 2022 7 June 2022 5 July 2022 2 August 2022 6 September 2022 4 October 2022 2 November 2022 22 November 2022
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AFFIRMATIVE

Councillors:

Madsen

Milligan

Harding

Doyle

Kunzelmann

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

7. DRUG AND ALCOHOL (COUNCILLORS) POLICY

This is a report outlining the proposal for a Drug and Alcohol Policy for the elected representatives of Ipswich City Council and follows the presentation of two reports to Council previously in December 2020 and March 2021. If adopted, Council voluntarily choosing to implement a policy that goes over and above the requirements of the Code of Conduct for Councillors in Queensland further demonstrates its commitment to good governance.

A draft policy is now attached having been circulated to Councillors in July 2021 and being discussed at a meeting in October 2021.

RECOMMENDATION

Moved by Mayor Teresa Harding:

Seconded by Councillor Marnie Doyle:

That the Drug and Alcohol (Councillors) Policy as detailed in Attachment 1, be adopted.

AFFIRMATIVE

Councillors:

Madsen

Milligan

Harding

NEGATIVE

Councillors:

Nil

Doyle
Kunzelmann
Jonic

The motion was put and carried.

NOTICES OF MOTION

Nil

MATTERS ARISING

Nil

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 10.10 am.

The meeting closed at 10.28 am.

***** Refer Council Ordinary Meeting of 4 November 2021 for amendment.**

Doc ID No: A7719293

ITEM: 2
SUBJECT: REVIEW OF CEO ANNUAL PERFORMANCE APPRAISAL POLICY
AUTHOR: MANAGER, PEOPLE AND CULTURE
DATE: 16 NOVEMBER 2021

EXECUTIVE SUMMARY

The CEO Annual Performance Appraisal Policy (the Policy) was approved by Council on 5 November 2020 and required a review in November 2021.

The Manager, People and Culture has reviewed this Policy, and sought feedback from the CEO Contract Panel (Mayor Teresa Harding, Deputy Mayor Nicole Jonic, Councillors Marnie Doyle, and Andrew Fechner) during the development of the CEO Contract of Employment and CEO Performance Agreement for 2021-2022.

The Policy has been updated to ensure compliance with the new Ipswich City Council Policy template with the inclusion of the Human Rights Commitment at section five (5). Attachment 1 shows proposed changes to the Policy using tracked changes, and Attachment 2 is a clean copy of the updated Policy.

RECOMMENDATION/S

- A. That Council note that a review of the CEO Annual Performance Appraisal Policy has been completed.**
- B. That Council resolve to adopt the amended CEO Annual Performance Appraisal Policy.**

RELATED PARTIES

There have been no declarations of conflicts of interest.

IFUTURE THEME

A Trusted and Leading Organisation

PURPOSE OF REPORT/BACKGROUND

The *Local Government Act 2009* prescribes at section 12 (4)(d) of the Act, that the Mayor has the extra responsibility of: 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).

The CEO Performance Appraisal Policy (the Policy) version one (1) was approved by Council on 5 November 2020 and requires a review in November 2021.

The Manager, People and Culture has reviewed this Policy, and sought feedback from the CEO Contract Panel (Mayor Teresa Harding, Deputy Mayor Nicole Jonic, Councillors Marnie Doyle, and Andrew Fechner) during the development of the CEO Contract of Employment and CEO Performance Agreement 2021/2022.

The Policy has been updated to ensure compliance with the new Ipswich City Council Policy template with the inclusion of the Human Rights Commitment at section five (5). Attachment A shows proposed changes to the Policy using tracked changes, and Attachment B is a clean copy of the updated Policy.

The Policy has three (3) additional responsibilities listed for the Mayor to ensure:

- a performance agreement is signed by the CEO within three (3) months of the commencement date of the initial contract of employment and by 1 July annually in each subsequent year of the employment contract;
- ongoing performance feedback is provided to the CEO; and,
- the CEO is provided with a minimum of ten (10) working days to prepare for the annual performance review.

The Policy has one (1) additional responsibility listed for Council to ensure:

- that the CEO is provided with formal performance feedback, if required, to address performance issues (including alleged failures to meet require standards or goals) as necessary to seek to remedy those issues. Where required, these issues will be dealt with in accordance with Council procedures developed in accordance with requirements under the Local Government Act 2009 (Qld) or, in the case of Code of Conduct issues, the Public Sector Ethics Act 1994 (Qld).

The Policy has one (1) additional responsibility listed for the CEO to:

- agree and sign the performance agreement, with any exceptions documented, within three (3) months of the commencement date of the initial contract of employment and by 1 July annually in each subsequent year of the employment contract.

It is recommended that the Policy be reviewed in September 2025 to ensure alignment with the CEO term of employment of four years commencing in November 2021.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Act 2009

Section 12 (4) (d) of the Act provides the Mayor with the extra responsibility of: 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).

RISK MANAGEMENT IMPLICATIONS

There are no apparent risks associated with the recommendation of this report.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	That Council resolve to adopt the amended CEO Annual Performance Appraisal Policy
(b) What human rights are affected?	No human rights are affected by this decision.
(c) How are the human rights limited?	Not applicable
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	Not applicable
(e) Conclusion	The decision is consistent with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

The Policy allows for possible remuneration reviews of the Chief Executive Officer. The funding for the remuneration of the Chief Executive Officer is included in the budget for the Office of the Chief Executive Officer.





COMMUNITY AND OTHER CONSULTATION

Given the internal nature of this Policy, no community consultation has occurred.

CONCLUSION

The CEO Annual Performance Appraisal Policy has been reviewed and updates have been made to ensure clarity of responsibilities for relevant parties to the Policy. It is recommended that Council resolves to adopt the amended Policy.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	CEO Annual Performance Appraisal Policy - tracked changes  
2.	CEO Annual Performance Appraisal Policy - clean copy  

Talia Love-Linay

MANAGER, PEOPLE AND CULTURE

I concur with the recommendations contained in this report.

Sylvia Swalling
ACTING GENERAL MANAGER CORPORATE SERVICES

I concur with the recommendations contained in this report.

Sonia Cooper
ACTING CHIEF EXECUTIVE OFFICER

“Together, we proudly enhance the quality of life for our community”



IPSWICH CITY COUNCIL

CEO Annual Performance Appraisal Policy

Version Control and Objective ID	Version No: 21	Objective ID: A6600676
Adopted at Approved by Council Ordinary Meeting on	5 November 2020	
Date of Review	5 November 2021 <u>(next review should be November 2025, or earlier if required)</u>	

1. Statement

High quality performance by the Chief Executive Officer is fundamentally important for council to deliver on our purpose of: *Together we proudly enhance the quality of life for our community.*

2. Purpose and Principles

The purpose of this policy is to set out the way in which the performance appraisal is to be conducted, on an at least annual basis.

The performance appraisal is to be a collaborative and constructive process that contributes to enhanced performance of the CEO and as a consequence the organisation in line with the council's Corporate Plan, Strategic Priorities and Operational Plan.

3. Strategic Plan Links

This policy aligns with the following iFuture 2021-2026 Corporate Plan themes:

- Vibrant and Growing
- Safe, Inclusive and Creative
- Natural and Sustainable
- A Trusted and Leading Organisation

4. Regulatory Authority

Local Government Act 2009 (including sections ~~12 12~~, 13 (3) and 194 (4) (a))

Section 12 (4) (d) of the Act provides the Mayor with the extra responsibility of: *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).*

5. Human Rights Commitment

Ipswich City Council (Council) has considered the human rights protected under the Human Rights Act 2019 (Qld) (the Act) when adopting and/or amending this policy. When applying this policy, Council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the Act.

5.6. Scope

This policy applies to the conduct of the appraisal of the CEO's performance on an at least annual basis.

6.7. Roles and Responsibilities

IPSWICH CITY COUNCIL | CEO Annual Performance Appraisal Policy

The Mayor is to:

- conduct the performance appraisal of the CEO on an at least annual basis in line with the policy adopted by council;
- engage a qualified and experienced facilitator to assist the Panel in the conduct of the review as required;
- with support of the Panel, reach agreement with the CEO on the annual performance objectives and key performance indicators;
- with the support of the Panel, sign a performance agreement for the CEO within three (3) months of the commencement date of the initial contract of employment and by 1 July annually in each subsequent year of the employment contract;
- provide ongoing performance feedback to the CEO;
- give the CEO a minimum of ten (10) working days' notice in writing that a performance review is to be conducted to enable the CEO sufficient time to prepare;
- ensure quality and reliable evidence is gathered to inform the Panel's appraisal of the CEO's performance; and
- with support of the Panel prepare and submit a confidential report to the Governance and Transparency Committee on the appraisal, including any matters associated with possible remuneration review, with the report discussed and the result resolved at a full meeting of the council.

Council is to:

- resolve to adopt a policy on the way in which the performance appraisal is to be conducted; and
- resolve to establish a Panel chaired by the Mayor with a minimum of two (2) councillors as members, as resolved by council, to assist the Mayor in the conduct of the CEO's performance appraisal each financial year
- provide formal performance feedback to the CEO, if required, to address performance issues (including alleged failures to meet require standards or goals) as necessary to seek to remedy those issues. Where required, these issues will be dealt with in accordance with Council procedures developed in accordance with requirements under the Local Government Act 2009 (Qld) or, in the case of Code of Conduct issues, the Public Service-Sector Ethics Act 1994 (Qld).-

The Advisory Panel is to:

- participate in the on-boarding and briefing process to ensure the members are equipped to undertake a robust and fair performance appraisal;
- agree on the annual performance objectives and key performance indicators for the CEO's performance;
- conduct the performance appraisal including an end of financial year review in July (with the assistance of a qualified and experienced facilitator if one is engaged);
- consider quality and reliable evidence of the CEO's performance including performance feedback from key stakeholders; and
- agree on the appraisal of the CEO's performance, including any matters associated with possible remuneration review, with any exceptions documented.

The CEO is to:

IPSWICH CITY COUNCIL | CEO Annual Performance Appraisal Policy

- contribute to the development of a performance agreement for the financial year ~~each August~~ using the agreed annual performance objectives and key performance indicators;
- agree and sign the ~~annual~~ performance agreement, with any exceptions documented within three (3) months of the commencement date of the initial contract of employment and by 1 July annually in each subsequent year of the employment contract;
- meet with the Panel to discuss their performance against the agreement;
- complete a self-assessment of their performance against the agreement using the provided template, for consideration by the Panel for the end of financial year, including quality and reliable evidence of performance; and
- engage in any necessary development or action to attain the expected level of performance.

The Office of the Mayor is to:

- support the Mayor and the Panel in the conduct and documentation of the CEO review and appraisal process as required.

The General Manager, Corporate Services and Manager, People and Culture are to:

- support the Mayor, Panel and CEO in the conduct of the CEO review and appraisal process including but not limited to procuring or sourcing a qualified and experienced facilitator, if one is required.

7.8. Key Stakeholders

Mayor and Councillors
Advisory Panel
Chief Executive Officer

8.9. Monitoring and Evaluation

This policy will be reviewed ~~annually~~ as required to ensure that it is effective and efficient in discharging the Mayor's legislative obligations.

Feedback will be sought from key stakeholders to inform the review.

9.10. Definitions

Nil

10.11. Policy Owner

The General Manager (Corporate Services Department) is the policy owner and the Manager, People and Culture is responsible for authoring and reviewing this policy.



IPSWICH CITY COUNCIL

CEO Annual Performance Appraisal Policy

Version Control and Objective ID	Version No: 2	Objective ID: A6600676
Adopted at Council Ordinary Meeting on	5 November 2020	
Date of Review	5 November 2021 (next review should be November 2025, or earlier if required)	

1. Statement

High quality performance by the Chief Executive Officer is fundamentally important for council to deliver on our purpose of: *Together we proudly enhance the quality of life for our community.*

2. Purpose and Principles

The purpose of this policy is to set out the way in which the performance appraisal is to be conducted, on an at least annual basis.

The performance appraisal is to be a collaborative and constructive process that contributes to enhanced performance of the CEO and as a consequence the organization in line with the council's Corporate Plan, Strategic Priorities and Operational Plan.

3. Strategic Plan Links

This policy aligns with the following iFuture 2021-2026 Corporate Plan themes:

- Vibrant and Growing
- Safe, Inclusive and Creative
- Natural and Sustainable
- A Trusted and Leading Organisation

4. Regulatory Authority

Local Government Act 2009 (including sections 12 13 (3) and 194 (4) (a))

Section 12 (4) (d) of the Act provides the Mayor with the extra responsibility of: *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).*

5. Human Rights Commitment

Ipswich City Council (Council) has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when adopting and/or amending this policy. When applying this policy, Council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the Act.

6. Scope

This policy applies to the conduct of the appraisal of the CEO's performance on an at least annual basis.

7. Roles and Responsibilities

IPSWICH CITY COUNCIL | CEO Annual Performance Appraisal Policy

The Mayor is to:

- conduct the performance appraisal of the CEO on an at least annual basis in line with the policy adopted by council;
- engage a qualified and experienced facilitator to assist the Panel in the conduct of the review as required;
- with support of the Panel, reach agreement with the CEO on the annual performance objectives and key performance indicators;
- with the support of the Panel, sign a performance agreement for the CEO within three (3) months of the commencement date of the initial contract of employment and by 1 July annually in each subsequent year of the employment contract;
- provide ongoing performance feedback to the CEO;
- give the CEO a minimum of ten (10) working days' notice in writing that a performance review is to be conducted to enable the CEO sufficient time to prepare;
- ensure quality and reliable evidence is gathered to inform the Panel's appraisal of the CEO's performance; and
- with support of the Panel prepare and submit a confidential report to the Governance and Transparency Committee on the appraisal, including any matters associated with possible remuneration review, with the report discussed and the result resolved at a full meeting of the council.

Council is to:

- resolve to adopt a policy on the way in which the performance appraisal is to be conducted; and
- resolve to establish a Panel chaired by the Mayor with a minimum of two (2) councillors as members, as resolved by council, to assist the Mayor in the conduct of the CEO's performance appraisal each financial year
- provide formal performance feedback to the CEO, if required, to address performance issues (including alleged failures to meet require standards or goals) as necessary to seek to remedy those issues. Where required, these issues will be dealt with in accordance with Council procedures developed in accordance with requirements under the Local Government Act 2009 (Qld) or, in the case of Code of Conduct issues, the Public Sector Ethics Act 1994 (Qld).

The Advisory Panel is to:

- participate in the on-boarding and briefing process to ensure the members are equipped to undertake a robust and fair performance appraisal;
- agree on the annual performance objectives and key performance indicators for the CEO's performance;
- conduct the performance appraisal including an end of financial year review in July (with the assistance of a qualified and experienced facilitator if one is engaged);
- consider quality and reliable evidence of the CEO's performance including performance feedback from key stakeholders; and
- agree on the appraisal of the CEO's performance, including any matters associated with possible remuneration review, with any exceptions documented.

IPSWICH CITY COUNCIL | CEO Annual Performance Appraisal Policy

The CEO is to:

- contribute to the development of a performance agreement for the financial year using the agreed annual performance objectives and key performance indicators;
- agree and sign the performance agreement, with any exceptions documented within three (3) months of the commencement date of the initial contract of employment and by 1 July annually in each subsequent year of the employment contract;
- meet with the Panel to discuss their performance against the agreement;
- complete a self-assessment of their performance against the agreement using the provided template, for consideration by the Panel for the end of financial year, including quality and reliable evidence of performance; and
- engage in any necessary development or action to attain the expected level of performance.

The Office of the Mayor is to:

- support the Mayor and the Panel in the conduct and documentation of the CEO review and appraisal process as required.

The General Manager, Corporate Services and Manager, People and Culture are to:

- support the Mayor, Panel and CEO in the conduct of the CEO review and appraisal process including but not limited to procuring or sourcing a qualified and experienced facilitator, if one is required.

8. Key Stakeholders

Mayor and Councillors
Advisory Panel
Chief Executive Officer

9. Monitoring and Evaluation

This policy will be reviewed as required to ensure that it is effective and efficient in discharging the Mayor's legislative obligations.

Feedback will be sought from key stakeholders to inform the review.

10. Definitions

Nil

11. Policy Owner

The General Manager (Corporate Services Department) is the policy owner and the Manager, People and Culture is responsible for authoring and reviewing this policy.

Doc ID No: A7488781

ITEM: 3
SUBJECT: PROCUREMENT: RECOLLECT PICTURE LIBRARY SUBSCRIPTIONS
AUTHOR: PROCUREMENT OFFICER (OPERATIONAL)
DATE: 25 AUGUST 2021

EXECUTIVE SUMMARY

This report is seeking a resolution by Ipswich City Council (Council) to engage directly with Micrographics Services Ltd to provide the continued licencing, support and maintenance subscription for the Recollect Platform that supports the Picture Ipswich Website. The total cost for the agreement over the proposed three (3) twelve (12) month terms from 2022 to 2025 is \$49,500.00 (GST Exclusive).

Recollect software is a proprietary software and is used as a comprehensive solution for preserving, transforming, and curating heritage collections and local knowledge of the City of Ipswich.

The implementation of the Recollect Platform for the Ipswich Libraries was carried out by Datacom IT in Oct 2020. This included the first year's hosting and support subscription. Datacom IT are the only Australian authorised partner for the Recollect Platform, however, Datacom IT do not manage the ongoing annual hosting and support subscription. Datacom IT have advised Council to engage directly with Micrographics Services Ltd for the ongoing annual subscription renewals.

Recollect Pty Ltd manage the ongoing licencing, support and maintenance which covers all technical support and upgrades for the platform hence, the need to engage directly with Recollect. Datacom IT supply all non-technical services for this platform such as training, configuration, customisation and development activities.

Recollect software is also used by both Moreton Bay and Noosa Councils. Both Councils have confirmed the Procurement approach matching that which is required by Council.

RECOMMENDATION

- A. That pursuant to Section 235(b) of the *Local Government Regulation 2012* (Regulation), Council resolve that the exception applies because of the specialised nature of the services that are sought and it would be impractical AND/OR disadvantageous to invite quotes for the provision of the annual hosting and support subscription for the Recollect Platform (Picture Ipswich).**
- B. That Council enter into a contractual arrangement (Council file reference number 17092) with Micrographics Services Ltd, at an approximate purchase price of**

\$49,500.00 excluding GST over the entire term, being an initial term of one (1) year, with options for extension at the discretion of Council (as purchaser), of an additional two (2) X one (1) year terms.

RELATED PARTIES

There was no declaration of conflicts of interest.

IFUTURE THEME

Safe, Inclusive and Creative

PURPOSE OF REPORT/BACKGROUND

Purpose:

To ensure continued licencing, support and maintenance for the newly implemented website service of the Recollect Software Platform, currently utilised by Ipswich City Libraries for the Picture Ipswich Website.

Background:

In October 2020 Council engaged Datacom IT to implement the Recollect Software Platform to Ipswich City Libraries. This provides a unified, comprehensive solution for preservation and curation of digital content, and knowledge related to the City of Ipswich. This has resulted in the Picture Ipswich Website.

This software platform provides tools for digital transformation and knowledge extraction from existing digital collections. The software also creates the ability to curate interactive exhibitions and themed collections which narrate the history of the City of Ipswich. Along with the provision of interactive tools, members of the community and the general public can enrich context and knowledge around existing heritage material. It provides for the management of data related to provenance and usage rights associated with collection items.

As a fully responsive web application, Recollect is accessible on all devices with a modern web browser, from desktop computers to tablets and phones. Content held within Recollect is indexed for Google web searches, and robust Analytics integration allows actionable insight based on user behaviour. Recollect is currently the cloud based digital collection management and engagement system of choice across many Councils.

Given that Technical Support, Maintenance and Upgrades to the platform can only be supplied by Recollect Pty Ltd, Council is seeking to engage directly with the supplier - Micrographics Services Ltd (based in New Zealand) on annual agreements for a period of three years (1+1+1) in order to continue receiving support for this newly implemented resource.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:

Local Government Act 2009

Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

The risk of not approving this recommendation will result in the Picture Ipswich website no longer being available as there is no alternative option for securing hosting and support services for this product.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	That Council enter into a contractual arrangement (Council reference 17092) with Micrographics Services Ltd for a one (1) year term with two (2) x one (1) year extension options for provision of annual support subscriptions for the Recollect Software Platform (Picture Ipswich Website).
(b) What human rights are affected?	No human rights are affected as it is a company.
(c) How are the human rights limited?	Not Applicable
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	Not Applicable
(e) Conclusion	The decision is consistent with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

There are no resourcing or budgeting implications. The operational costs associated with the proposed contract have been allocated within the Library Branches 2022-2023-2024 operational budget based on a 5% increase per year.

COMMUNITY AND OTHER CONSULTATION

The Procurement Branch has consulted with the Libraries Branch who support the recommendations of this report. This report does not require Community Consultation.

CONCLUSION

In order for Council to continue receiving the required licencing, support and maintenance for this software platform which services the Community, it is recommended Council resolve to continue the renewal of the annual subscription for the Recollect Platform directly with Micrographics Services Ltd for up to a total of three (3) years, to allow for service continuity until 12 February 2025.

Nicky Weldon

PROCUREMENT OFFICER (OPERATIONAL)

I concur with the recommendations contained in this report.

Richard White

MANAGER, PROCUREMENT

I concur with the recommendations contained in this report.

Samantha Chandler

MANAGER, LIBRARIES AND CUSTOMER SERVICES

I concur with the recommendations contained in this report.

Ben Pole

GENERAL MANAGER - COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT

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Doc ID No: A7699337

ITEM: 4
SUBJECT: PROCUREMENT - 2022 CIVIC CENTRE COMEDY PROGRAM
AUTHOR: CATEGORY SPECIALIST
DATE: 9 NOVEMBER 2021

EXECUTIVE SUMMARY

This is a report concerning the procurement of a promotor to deliver the 2022 Comedy Program for the Ipswich Civic Centre without first inviting written quotes or tenders. Section 235(b) of the *Local Government Regulation 2012* allows a local government to enter into a medium or large sized contractual arrangement, if the local government resolves that the services provided are of a specialised nature.

RECOMMENDATION

- A. **That pursuant to Section 235(b) of the *Local Government Regulation 2012* (Regulation), Council resolve that the exception applies because of the specialised nature of the services that are sought and that it would be impractical and disadvantageous to invite quotes for the provision of the delivery of a 2022 Comedy Program for the Ipswich Civic Centre.**
- B. **That Council enter into a contractual arrangement (Contract number 17740) with Anthony Lamond (ABN 71 776 903 442), at an approximate purchase price of \$25,000.00 excluding GST over the entire term, being a term of one (1) year, with no options for extension.**

RELATED PARTIES

Ipswich City Council

Anthony Lamond trading as Promotional Exposure (ABN 71 776 903 442)

There are no conflicts of interest identified or declared in relation to the contents of this report.

IFUTURE THEME

Safe, Inclusive and Creative

PURPOSE OF REPORT/BACKGROUND

The Ipswich Civic Centre is seeking to engage a promoter to develop and deliver the 2022 comedy program for Ipswich Civic Centre. The performance program should meet a wide range of genres and age demographics with a focus on engaging with and developing local Ipswich comedians. The promoter will be required to deliver 10 monthly 2 hour comedy nights, including a master of ceremonies and 2 x feature acts.

Anthony Lamond is a Brisbane based comedy writer, performer and producer. Mr Lamond has a background in stand-up comedy, as well as television and movie acting. He has developed a reputation for his ability to engage with local communities and has been working with councils across Australia to develop local comedic talent.

Lamond has proposed a bespoke program for the Ipswich Civic Centre:-

Part 1 - Stand-up comedy workshop with graduation performance – Lamond would provide stand out students with ongoing mentoring so they can perform during the monthly comedy nights.

Part 2 – Monthly comedy nights (10 nights) - Lamond will develop the program and organise the engagement of talent for the comedy nights. The proposed program will feature Lamond himself as the master of ceremonies as well as director, two supporting acts and a feature act. It is anticipated one of the supporting acts each month will be a developing local Ipswich comedian, with local Ipswich and South East Queensland acts to be prioritised.

Whilst there are several other promoters available who could develop and direct a comedy program for Ipswich Civic Centre these promoters would look to create a program that comprises of national and Queensland based professionals and semi-professional comedians, reducing the local content and increasing costs.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

There are no discernible risk management implications associated with approving the recommendations of this report.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	Recommendation B states that Council enter into a contractual arrangement (17740) with Anthony Lamond (ABN 71 776 903 442), at an approximate purchase price of \$25,000.00 excluding

	GST over the entire term, being a term of one (1) year, with no options for extension.
(b) What human rights are affected?	This decision to enter into a contract with a sole trader without first inviting quotes has the potential to impact human rights and a sole trader is an individual. However, there are no applicable impacts on the sole traders human rights as a result of making this decision.
(c) How are the human rights limited?	
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	
(e) Conclusion	The decision is consistent with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

A budget of \$25,000 has been allocated in the CCS00002.3 programming budget for this program.

The cost for this engagement is anticipated to be no greater than \$25,000 (ex GST). The Comedy Workshop is \$2,500, with each comedy show priced between \$1,500 and \$2,500, depending on the support and feature acts.

The expense incurred by Council will be offset by Council receiving 100% of the ticket sales to the shows.

COMMUNITY AND OTHER CONSULTATION

There has been no community consultation in the preparation of this report.

Community consultation will occur following the appointment of Anthony Lamond, during the development of the program.

CONCLUSION

Anthony Lamond's unique skill set to manage, direct and perform at the program, in addition to his ability to engage with the local community through the comedy workshops is highly desirable and of a specialised nature. It would be impractical for Council to seek quotes from other organisations for the provision of this program tailored to capture and develop the talent of Ipswich, whilst entertaining the community.

Shyanne Ward

CATEGORY SPECIALIST

I concur with the recommendations contained in this report.

Richard White

MANAGER, PROCUREMENT

I concur with the recommendations contained in this report.

Don Stewart

MANAGER, COMMUNITY AND CULTURAL SERVICES

I concur with the recommendations contained in this report.

Ben Pole

GENERAL MANAGER - COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT

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Doc ID No: A7691705

ITEM: 5

SUBJECT: ACQUISITION OF LAND FOR DRAINAGE PURPOSES FOR INF03780 ALICE AND SHORT ST KC PROJECT

AUTHOR: SENIOR PROPERTY OFFICER (ACQUISITIONS AND DISPOSALS)

DATE: 8 NOVEMBER 2021

EXECUTIVE SUMMARY

This is a report by the Senior Property Officer (Acquisitions and Disposals) dated 8 November 2021 concerning the acquisition of land for drainage purposes over 24 Alice Street, Blackstone, described as Lot 35 on RP22445 to facilitate the Alice and Short Street Kerb and Channel Project.

RECOMMENDATION

- A. That Council resolve to purchase the whole of the land located at 24 Alice Street, Blackstone, described as Lot 35 on RP22445 (“Land”), for drainage purposes.**
- B. That in the first instance, the method of acquisition will be by agreement with the affected person/s pursuant to the *Property Law Act 1974* and the *Land Title Act 1994*.**
- C. That should Council fail to purchase the land by agreement with the affected person/s, Council, as “*constructing authority*” pursuant to Section 5(1)(b)(i) of the *Acquisition of Land Act 1967*, will proceed to acquire the whole land located at 24 Alice Street, Blackstone, described as Lot 35 on RP22445.**

RELATED PARTIES

There have been no conflicts of interest declared in relation to the matter addressed in this report.

IFUTURE THEME

Vibrant and Growing

PURPOSE OF REPORT/BACKGROUND

The Alice Street kerb and channel project team is proposing to acquire the whole of 24 Alice Street, Blackstone, described as Lot 35 on RP22445, to construct stormwater infrastructure within the land and secure the existing overland flow through the property which is private land.

24 Alice Street is a vacant residential allotment which has a large open gully running through the centre of the property. The land adjoins 26 & 26A Alice Street (Lots 36 & 37 on RP22445 respectively) all three properties form the owner's place of residence. The larger size and central location of the existing drain through the subject land makes the whole land acquisition the most feasible option to Council.

A kerb and channel project is currently proposed for the larger surrounding area of Short and Alice Streets, Blackstone. It includes significant drainage and culvert construction elements which will also see Short Street converted into a cul-de-sac with a formalised open drain. Currently Short Street is a two-way residential street with a length of about 130 metres connecting Alice and Charlotte Streets. The detailed design identified that the existing culvert under Alice Street (contained within the road reserve) is required to be upgraded to provide greater flood immunity to the surrounding residential area that currently becomes inundated about once a year.

Overall Project objectives:

- Installation of kerb and channel and associated stormwater infrastructure in Alice Street and Short Street
- Upgrade and secure existing overland flow paths increasing flood immunity

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:

Local Government Act 2009

Acquisition of Land Act 1967

Property Law Act 1974

Land Title Act 1994

RISK MANAGEMENT IMPLICATIONS

The risk of not completing the works and acquiring the property will leave a section of the existing drainage path unsecured within private property and Council will be unable to deliver identified flood mitigation works.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
	https://objprd.council.ipswich.qld.gov.au/id:A7698949/document/versions/latest
(a) What is the Act/Decision being made?	If endorsed the property will be acquired via negotiated purchase or by compulsory acquisition

(b) What human rights are affected?	Section 24 – Property Rights
(c) How are the human rights limited?	Acquisition of land possibly by Compulsory Acquisition
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable ?	<p>The land is required to improve drainage infrastructure flows for the larger catchment and allow legal access for its ongoing maintenance.</p> <p>Outcome by a negotiated process outside of the provisions of the <i>Acquisition of Land Act 1967</i> allows for a considered approach with owners rather than a compulsory process under the provisions of legislation.</p>
(e) Conclusion	The decision is consistent with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

Expenses relating to the purchase of 24 Alice Street, Blackstone will form part of the project budget. If an agreement cannot be reached with the landowner and the land is resumed by Gazettal Notice, expenses relating to Land Court proceedings will also form part of the project budget.

COMMUNITY AND OTHER CONSULTATION

Infrastructure and Environment Department (IED) officers completed community consultation from May to June 2020 by distributing project information letters. Letters were forwarded to residents and property owners in the vicinity of the proposed works to determine a locally preferred option for turning Short Street into a cul-de-sac. It also provided general updates in relation to the proposed project such as installation of kerb and channel on Alice Street and stormwater infrastructure upgrades including the upgrade of the culvert under Short Street.

A briefing meeting was held with Division 1 Councillor Ireland and IED officers on 31 August 2021 to discuss the project and the team’s proposal to acquire the lot. At the meeting it was proposed that the landowners be notified of the acquisition prior to formal Council endorsement.






An onsite meeting was held on 10th November 2021 with the landowners to discuss the extent of the project works and Council’s intention to purchase the whole land. The landowners were receptive to the project and the scope of works and are open to an offer from Council to purchase the land. The landowners also expressed that Short Street remain open, however, understand it may be closed for project completion.

CONCLUSION

It is recommended that Council proceed with the acquisition for drainage purposes over part of Lot 35 on RP22445, located at 24 Alice Street, Blackstone.

Council will make all reasonable attempts to negotiate by agreement. However, if unsuccessful Council can exercise its powers under the *Acquisition of Land Act 1967* to secure the land via compulsory process.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Acquisition Plan ↓ 
2.	Existing condition of drainage as of 10 November 2021 ↓ 
3.	Artist Impression - Project Alice St & Short St ↓ 
4.	Artist Impression - Short St Cul de Sac ↓ 
5.	Artist Impression - Proposed works over subject property ↓ 
	CONFIDENTIAL
6.	Title Search - Lot 35 on RP22445

Alicia Rieck

SENIOR PROPERTY OFFICER (ACQUISITIONS AND DISPOSALS)

I concur with the recommendations contained in this report.

Kerry Perrett

ACTING PROPERTY SERVICES MANAGER

I concur with the recommendations contained in this report.

Anthony Dunleavy

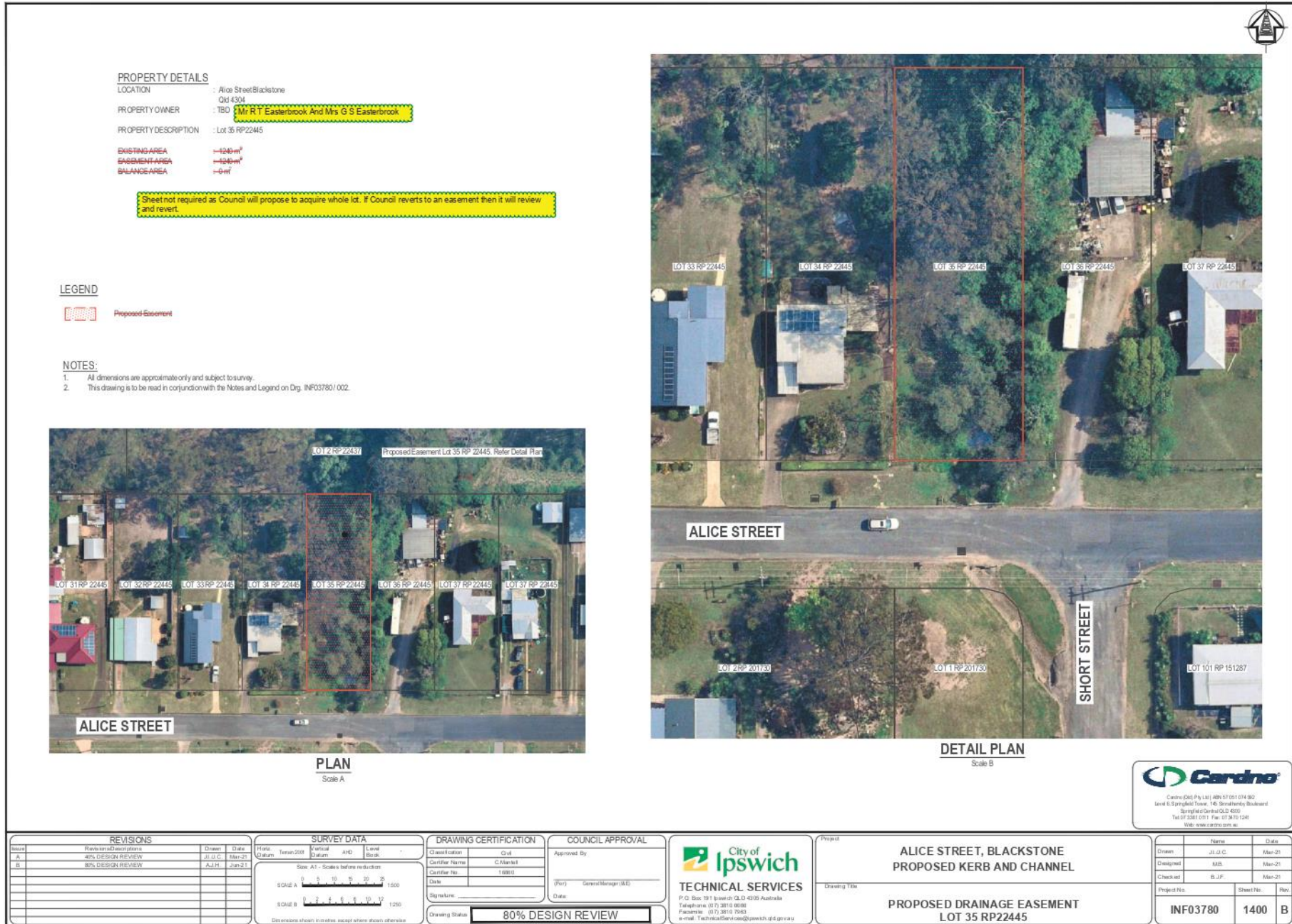
MANAGER, LEGAL AND GOVERNANCE (GENERAL COUNSEL)

I concur with the recommendations contained in this report.

Sylvia Swalling

ACTING GENERAL MANAGER CORPORATE SERVICES

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SITE INSPECTION



Frontage of 24 Alice St



Gully / Watercourse running through property

10 NOVEMBER 2021



Rear northern boundary adjoining 71 Naomi St



View South from Frontage towards short St and drainage path.



ALICE STREET AND SHORT STREET – DRAINAGE, KERB AND CHANNEL



Item 5 / Attachment 4.



Item 5 / Attachment 5.



Doc ID No: A7716558

ITEM: 6
SUBJECT: RATES RELIEF IN RESPONSE TO THE COVID-19 PANDEMIC
AUTHOR: TREASURY ACCOUNTING MANAGER
DATE: 15 NOVEMBER 2021

EXECUTIVE SUMMARY

This is a report concerning the potential extension to rates relief provided by Ipswich City Council (**Council**) in response to the COVID-19 pandemic.

RECOMMENDATION/S

- A. That Ipswich City Council note the summary update, as outlined in the report by the Treasury Accounting Manager dated 15 November 2021, on rate payers who have identified as being financially impacted by the COVID-19 pandemic.**
- B. That in response to the COVID-19 pandemic, Ipswich City Council approve the continued use of payment arrangements, granting of discounts and waiving of interest until 30 June 2022, generally in line with the report by the Treasury Accounting Manager dated 15 November 2021, for rate payers who have identified as being financially impacted by the COVID-19 pandemic and who are continuing to proactively engage with Council to address their rate arrears.**

RELATED PARTIES

There are no specific third parties to consider for the purposes of related party disclosures.

IFUTURE THEME

A Trusted and Leading Organisation

PURPOSE OF REPORT/BACKGROUND

INITIAL RATES RELIEF REPSONSE

In response to the COVID-19 pandemic, from late March 2020, Council slowed its usual recoveries processes and a “softer” approach to longer term arrears was implemented.

In April 2020, as an initial step regarding rates relief, Council approved an extension to the discount and due date for payment (**discount date**) for the April-June 2020 rate notices, extending the applicable discount date from 14 May 2020 to 18 June 2020 for all rate payers.

In conjunction with the 2020-2021 Budget, Council adopted a package of rates relief arrangements for those rate payers who identified as being financially impacted by the COVID-19 pandemic.

This package of rates relief arrangements was implemented across all rating categories for all rate payers and included:

- repayment arrangements;
- granting of discounts; and
- waiving of interest.

PRINCIPLES OF RATES RELIEF

The following principles were applied in granting the rates relief arrangements:

- rates will not be reduced, however rate payers will be provided the opportunity to “pay-off” rates over a longer period of time;
- rate payers who are experiencing financial difficulties due to the impacts of the COVID-19 pandemic were expected to communicate their circumstances to Council;
- the interactions and communication with rate payers was managed via direct contact with officers within the Recoveries Team;
- administrative actions in implementing rates relief were minimised by officers generally excepting on “face value” the circumstances of the rate payer and then exercising a professional judgement as to when additional information may be required to substantiate a rate payer’s claim;
- granting of discounts and waiving of interest did not have a significant cost impact for Council as these rate payers, typically would have paid on-time;
- granting of discounts and waiving of interest for any rate payer with arrears, at the commencement of the COVID-19 pandemic, did not contribute to those arrears becoming greater during this period;
- any rates relief due to the impact of the COVID-19 pandemic was limited to rates for the period commencing 1 April 2020, i.e. no arrears prior to 1 April 2020 have been deferred or waived;
- rates relief arrangements, subject to individual circumstances, have been granted retrospectively back to 1 April 2020;
- that at 30 September 2021, any remaining arrears would revert back into standard recovery processes and that the granting of discounts and the waiving of interest ceased.

These principles allowed Council to implement the rates relief arrangements with a minimal level of operational impact on existing resources of the Recoveries Team, ie. Council’s processes can be administratively efficient.

STATUS AND IMPACTED RATE PAYERS

Council records indicate that there are:

- 836 rate payers who have identified as being financially impacted by the COVID-19 pandemic,

- 462 of these rate payers have returned to normal quarterly payment patterns and are no longer in arrears,
- 312 rate payers have arrears ranging from less than one quarter to seven quarters. This covers rate payers ranging from those who are almost up-to-date, through to those that have arrears going back to the start of the COVID period (March 2020).
- There are a further 62 rate payers that have arrears related to periods prior to start of the COVID period.

The following outlines the value of arrears related to those rate payers who have identified as being financial impacted by the COVID-19 pandemic:

- total arrears at 30 September 2021 is \$980,000;
 - \$545,000 across 350 residential properties;
 - \$268,000 across 218 residential owner occupied properties;
 - \$277,000 across 132 residential non-owner occupied properties;
 - \$435,000 across 24 non-residential properties.

The following is a general summary of the actions and intent of those rate payers who have identified as being financial impacted by the COVID-19 pandemic. This summary is based on the review of relevant rate accounts as well as feedback from officers of the Recoveries Team:

- the majority of residential properties owners have been making genuine attempts to pay down their arrears, at varying levels based on the individual's capacity to make those payments;
- there are a number non-owner occupied residential property owners, most being vacant land, that appear to have made minimal efforts to pay down their arrears;
- approximately half the non-residential property owners are making genuine attempts to pay down their arrears, at varying levels based on the individual's capacity to make those payments; and
- the remaining other half of the non-residential property owners appear to have made minimal efforts to pay down arrears.

EXTENSION OF EXISTING RATES RELIEF

The previous rates relief arrangements have ceased, in line with the original resolution from June 2020. It is proposed that any extension or further rates relief, where considered appropriate, be back-dated and applied from 1 October 2021, effectively continuing the previous rates relief arrangements.

Feedback from the officers in the Recoveries Team who are in regular contact with those impacted rate payers, who are making a genuine effort to pay down their arrears, suggests that ceasing the rates relief arrangements will put some of these rate payers under additional levels of financial stress. These individuals or companies simply need more time to bring their rates arrears back to zero and return to normal payment patterns.

However, there are some rate payers who appear to be making what is considered a very minimal effort to pay down their rate arrears. For example, they may have promised small

regular payments and then are making irregular payments. Other examples include not updating Council of their circumstances by avoiding calls from Council recovery officers or not returning those calls.

Council adopted a simple approach of “acceptance on face value” when considering the impact of the COVID-19 pandemic on individual rate payers. This approach served Council well as it was easy and efficient to implement and was able to be continued due to the relatively low number of rate payers identifying as financially impacted.

An important component of extending or providing any further rates relief arrangements will be targeting benefits to those rate payers who are most in need. As Council has approximately 18 months of history with all these rate payers, there is a high level of confidence that the equitable application of further rates relief arrangements can be achieved, with relatively minimal administrative effort.

The key attribute that Council will consider in extending or providing further rates relief, will rely on the rate payer continuing to demonstrate their genuine commitment to reducing their rate arrears.

The possibility of continuing to provide rates relief is the incentive for the rate payer to continue to work proactively with Council to pay down any rate arrears.

CONSIDERED OPTIONS

In considering the recommendation outlined above, Council explored the following options:

- make no further decision and leave rates relief as being completed, effective 30 September 2021 and return all rate payers to normal recoveries processes and focus on those rate payers with the longest arrears.
- extend the current relief for a period of time for all ratepayers who have notified Council they are COVID impacted, irrespective of whether they are in regular contact with Council or entering into regular payments.

Better practice in recovery practice suggests that requiring a level of structure to addressing arrears, ultimately provides benefits to the rate payer as well as Council.

PERIOD OF EXTENSION OR FURTHER RATES RELIEF

In extending or providing any further rates relief, Council needs to establish a period for which the extension or further rates relief will cover.

For practicality, this could be to 31 December 2021, 31 January 2022, 31 March 2022, or 30 June 2022.

Setting aside the impacts of the COVID-19 pandemic, most rate payers who fall into arrears experience the December/January period as an especially stressful time due to added financial pressures of the festive season and children returning to school.

As referenced earlier in this report, most rate payers who are continuing to make a genuine attempt to address their rate arrears are seeking a longer period to bring their rates arrears back to zero.

A further factor when considering an appropriate period of extension or providing any further rates relief, is the uncertainty that remains in relation to the impact on the local economy of a potential outbreak of COVID-19 following the reopening of the Queensland borders. Establishing a longer period now, will allow Council to provide rates relief to rate payers who become, or continue to be, financial impacted, should a further COVID-19 outbreak occur.

It is proposed to extend or provide any further rates relief for the period 1 October 2021 to 30 June 2022.

Noting that this will result in Council's full rate relief period being two (2) years and three (3) months, covering 1 April 2020 to 30 June 2022.

COUNCIL'S APPROACH TO RATES RELIEF

While Council officers have not collated the specific rates relief arrangements for other individual local governments, it is the view of the Finance Branch that Ipswich City Council's approach has been broadly consistent with that of other local governments within Queensland as well as other states.

While Council has generally applied a more targeted approach to rates relief, the area where Council's approach can be considered generous, relates to the period of rates relief.

The approach to the time frame for rates relief has been quite varied by local government. Some local governments return to legal recovery actions after 6 or 9 months (January to March 2021), while other local governments have maintained their rate relief for periods to varying degrees.

RECOVERY ACTIONS

Following the commencement of the COVID-19 pandemic, Council paused all recovery activities, including legal actions, in line with the directives from the Federal Government. Council has progressively returned to business-as-usual recovery activities, except for legal actions.

From February 2022 Council will recommence legal recovery actions focusing on those rate payers with the oldest arrears who have not identified as being financially impacted by the COVID-19 pandemic.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:

Local Government Act 2009

Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

Extending or providing any further rates relief will be consistent with some segments of community expectation. After 31 March 2021, most State and Federal Governments continued to provide ongoing stimulus packages as a result of the COVID-19 pandemic, however these became more targeted to specific locations as a result of outbreaks.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	Recommendation B states that Council approve the use of payment arrangements, granting of discounts and waiving of interest as rate relief arrangements in response to the COVID-19 pandemic.
(b) What human rights are affected?	The human right potential impacted by this recommendation relates to property rights, however any property right impacts would be subject to a further actions and decisions.
(c) How are the human rights limited?	Not applicable.
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	Not applicable.
(e) Conclusion	The decision is consistent with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

There are no significant financial impacts related to the extending or providing any further rates relief arrangements as outlined in this report.

The estimated cost of the waived interest is \$25,000 and the granted discounts is \$20,000, however as these costs would likely not have been incurred by the individual rate payer were it not for the COVID-19 pandemic, they are not considered to be real costs.

It is anticipated that extending or providing any further rates relief will have a minimal operational impact for the Recoveries Team of the Finance Branch.

COMMUNITY AND OTHER CONSULTATION

Community consultation has not been undertaken in relation to the contents of this report. Departmental consultation has not been undertaken in relation to this report as the COVID-19 impacted rate payers have been managed exclusively by Council's Recoveries Team.

CONCLUSION

In response to the legacy effects of COVID-19 pandemic it is appropriate for Council to continue to offer a level of rates relief for rate payers who have been financially impacted.

Paul Mollenhauer

TREASURY ACCOUNTING MANAGER

I concur with the recommendations contained in this report.

Jeffrey Keech

CHIEF FINANCIAL OFFICER

I concur with the recommendations contained in this report.

Sylvia Swalling

ACTING GENERAL MANAGER CORPORATE SERVICES

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Doc ID No: A7715029

ITEM: 7

SUBJECT: INVOLVE PROJECT QUARTERLY STATUS UPDATE

AUTHOR: PRINCIPAL OFFICER (PROGRAM MANAGEMENT OFFICE)

DATE: 15 NOVEMBER 2021

EXECUTIVE SUMMARY

This report provides an update on progress to date of Council's iVolve Project and the quarterly project controls report.

RECOMMENDATION/S

That the progress report on Council's iVolve Project be received and the contents noted.

RELATED PARTIES

- Strategic Directions have been engaged as the Strategic Advisor for this project.
- Avec Global have been engaged to fulfil the role of Program Director through the appointment of Mr Russel Withers, assisted by Mr Adrian Tyler.
- There were no declarations of conflicts of interest.

IFUTURE THEME

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PURPOSE OF REPORT/BACKGROUND

The Project Team previously reported that it was working to engage both a Business Partner and Strategic Advisor to assist in the delivery of Stage 3 (Final Business Case) of the project. Whilst the approach to engage a Strategic Advisor remains unchanged, the approach to engage a Business Partner has been revised. The delivery of Stage 3 will instead be managed by a Program Director who will build a team of internal and external resources to undertake this stage of the project under a "Council Managed Delivery Model".

Additionally, the project will now be led by the ICT Branch and therefore this will be the final report delivered to the Committee by the Enterprise Program Management Office. Further detail on the changes of approach for Stage 3 are outlined below:

Strategic Advisor

The purpose of engaging a Strategic Advisor was to address the risk around an over-reliance on the Business Partner's methodologies and processes to exclusively deliver the required Stage 3 deliverables. Such reliance, without the ability to critically assess and analyse Business Partner recommendations and actions, could have adverse impacts on the ultimate success of future implementation and commissioning stages of the project.

The role of the Strategic Advisor has not fundamentally changed although some roles and responsibilities may need to be clarified now that the Business Partner delivery model has changed to that of a hybrid resourcing model led by a Program Director.

The Strategic Advisor will still be expected to provide impartial assurance and governance advice to Council on the overall delivery of Stage 3 including key deliverables and milestones, to preserve and protect the integrity (both real and perceived) of project decision-making and accountability. This will enable Council to deliver a robust, comprehensive, well balanced, and appropriate Final Business Case. Specifically, the role will:

- provide extensive knowledge and experience of similar projects to review project planning milestones and deliverables to ensure all relevant considerations have been covered and managed appropriately;
- provide expertise to ensure confidence that conclusions and recommendations are properly formed and are relevant to Council's circumstances and requirements; and
- bring a level of independence, consistency and continuity to the project that enables clear oversight of the overall project approach, deliverables, and recommendations to ensure they are fit-for-purpose, transparent and unbiased.

In line with these requirements, the Strategic Directions Group was engaged to perform the Strategic Advisor role during this reporting period. They bring a wealth of experience, knowledge, and expertise in local government transformation to this project. Whilst their engagement is focused on Stage 3 of the iVolve Project, there may be benefits in extending the engagement for the remaining duration of the project to:

- provide a level of assurance that Council has continuity of knowledge and expertise throughout further stages of the project; and
- ensure any considerations associated with the recommendations in the Final Business Case are fully understood, capable of being actioned, and are addressed accordingly to successfully achieve agreed transformation outcomes.

The continuation of this engagement for further project stages should be subject to periodic review based on performance and in line with a robust good governance process which will involve Stage Go/No-Go Gates.

Business Partner

The initial rationale for engaging a Business Partner for Stage 3 was to assist in delivering the required work streams and associated deliverables; and, in conjunction with allocated Council resources, bridge any identified skills and capabilities gaps necessary to successfully complete Stage 3.

KPMG, as the author of the Preliminary Business Case delivered in Stage 2 of the project, was approached to provide an RFQ response for delivery of Stage 3 as Council's Business Partner.

As part of the procurement process for this engagement, a formal evaluation panel was established to review KPMG's response. The panel comprehensively considered the response received, sought clarifications and considered further information provided and ultimately concluded not to proceed with the response received.

Program Director – Council Led Delivery Model

A Program Director has been appointed under a targeted RFQ market approach. The Evaluation Panel recommended the appointment of Mr Russel Withers (supported by Mr Adrian Tyler) from Avec Global as an experienced resource in business transformation.

It is intended that this engagement will be undertaken collaboratively between the Program Director and Council resources. Additionally, the Program Director will be responsible for identifying any additional resources required to supplement the project team to ensure:

- appropriate knowledge transfer and retention is achieved
- project timelines can be effectively met
- relevant skills and expertise are identified and effectively utilised to support collaboration and embedding of knowledge
- prescribed outcomes are successfully achieved within required timeframes

Under this approach, Council will lead the delivery of this project stage (Stage3) by utilising the Program Director to build a "Council Delivery Team" made up of internal and external resources as required to meet the project deliverables. The Council Delivery Team would include the Program Director supplemented with fixed term/contingent specialist resources and internal Council staff (backfilled where necessary).

This revised resourcing model should provide a more collaborative approach between internal and external resources and provide for greater knowledge and skill retention than the Business Partner model with the ability to better control the project's approach, scope, costs, and value. It will however, place greater emphasis and responsibility on Council to manage the quality and timelines of required project deliverables for Stage 3.

It should also be noted that the engagement of the Program Director is a limited engagement for the delivery of Stage 3 only.

Lead Branch

It was agreed that Stage 3 of the project provides an opportune time for the handover of delivery of the project from the Coordination and Performance, Enterprise Program Management Office (EPMO) to the Corporate Services, ICT Branch. This arrangement is one which will enable Council to better utilise the expertise of resources in both branches allowing the EPMO to fulfill their role in project management and governance oversight and ICT to lead the delivery of this stage of the project.

As outlined above, formal handover of the project is underway with this being the final report delivered to this Committee by the EPMO. Any future reporting requirements will be provided by the Program Director and ICT Branch.

Project Progress

While it was originally anticipated that both the Business Partner and Strategic Advisor would be on board by early to mid-July 2021, the delays due to the change in approach in relation to the Stage 3 delivery approach have impacted the project's timelines. At this stage, the Program Director is working on the Stage 3 Delivery Plan which will provide greater clarity on estimated tasks and deliverables to complete Stage 3 and whether any time delays can be recouped.

LEGAL/POLICY BASIS

Not Applicable

RISK MANAGEMENT IMPLICATIONS

The delays experienced during the terminated procurement process for the Business Partner have resulted in delays to the implementation roadmap tabled as part of the approved Preliminary Business Case. It should be noted however, that the timeframes presented as part of the Preliminary Business Case are, as the name suggests, preliminary only. The intention of Stage 3 (Final Business Case) is to confirm likely implementation timeframes with greater accuracy and confidence. Now that the Program Director and Strategic Advisor have been engaged, one of the first deliverables produced will be a detailed delivery plan for Stage 3 which will enable the project team to confirm the likely timeframes for completion of Stage 3 and start of Stage 4 Implementation.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
RECEIVE AND NOTE REPORT
The recommendation states that the report be received and the contents noted. The decision to receive and note the report does not limit human rights. Therefore, the decision is compatible with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

There will be both financial and resource implications associated with this Stage of the project. Until such time as the Program Director completes the initial Stage 3 Delivery Approach and Strategy Plan, these implications cannot be fully confirmed. Initial cost estimates for Stage 3 in relation to the existing project resources are as follows:

- Strategic Advisor – circa \$200,000
- Program Director – circa \$211,000

Further financial and resourcing implications will be confirmed in the next quarterly update report.


COMMUNITY AND OTHER CONSULTATION

The quarterly project controls report was tabled at the November 2021 meeting of the Audit and Risk Management Committee and was noted by Committee members.

CONCLUSION

This project continues to be considered high risk and the Committee should be aware that the success of the project will largely depend on appropriate senior stakeholder support and authority with an understanding and commitment that this project will involve significant culture change and business transformation – it is not a discrete technology project. The effectiveness of the controls applied to this project will continue to be reported on a quarterly basis to both the Audit and Risk Management Committee and Governance and Transparency Committee.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	iVolve Quarterly Project Controls Report ↓ 
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Anna Payne

PRINCIPAL OFFICER (PROGRAM MANAGEMENT OFFICE)

I concur with the recommendations contained in this report.

Sylvia Swalling

ACTING GENERAL MANAGER CORPORATE SERVICES

I concur with the recommendations contained in this report.

Sonia Cooper

ACTING CHIEF EXECUTIVE OFFICER

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PMO KEY PROJECT CONTROLS REPORT

PROJECT:	iVolve Project
PROJECT LEAD:	Anna Payne
REPORTING PERIOD:	01/08/21 - 30/10/21
PROJECT STAGE:	Stage 3 - Final Business Case

CURRENT PROJECT HEALTH:	Monitor Closely
PROJECT HEALTH COMMENTS:	This project is considered to be high risk and the committee should be aware that success of the project will largely depend on appropriate senior stakeholder support and authority with an understanding and commitment that this project will involve deep cultural change and business transformation - it is not merely another technology project. Appropriately skilled and experienced resources, together with active stakeholder input and buy-in, will be essential to successfully and effectively deliver Stage 3 of the project.

KEY OUTCOMES AND OBJECTIVES

Key Outcomes and Objectives Progressed this Reporting Period	Confidence that Objective has been met	Steps to Increase Confidence	Key Outcomes and Objectives for Next Reporting Period
<p>1. Engage relevant expertise to deliver Stage 3 The initial approach, taken to secure appropriate resources to undertake Stage 3, has not achieved the desired outcome necessitating the agreement of a revised resourcing approach by the ICTSC. This has delayed the commencement of Stage 3. Procurement activities in this reporting period were undertaken to engage the following expertise to supplement and address internal capability gaps:</p> <ul style="list-style-type: none"> - Business Partner This engagement sought to identify an experienced consultancy firm to deliver the required workstreams and associated deliverables and, in conjunction with Council resources, bridge any identified skills and capabilities gaps necessary to successfully complete Stage 3. Responses did not fully meet expectations and this approach was ceased during the reporting period. - Strategic Advisor Strategic Directions Group have been engaged to provide independent assurance and governance advice to Council on the overall Stage 3 Delivery Plan and other key deliverables and milestones. - Program Director A revised resourcing approach has been agreed whereby an experienced Program Manager will be engaged to lead the planning and delivery of Stage 3. Procurement activities for this role have been finalised during the reporting period. 	Requires Further Attention	<ul style="list-style-type: none"> - Ensure the revised Stage 3 resourcing model is fully understood and supported by key stakeholders in order to engage the necessary resources to successfully and effectively deliver required Stage 3 Outcomes. - Ensure scopes of work for Program Director and SA roles are clearly defined with respect to required outcomes when engaging successful respondents. - Ensure decision making is undertaken in an open and transparent forum and all stakeholders understand and support any proposed approaches and associated requirements for successfully resourcing and delivering the project. - Be prepared to pause the project to ensure factors influencing effective and accurate decision making can be adequately considered to prevent later project complications and/or mitigate the risk of project failure. 	<p>1. Finalise engagement of the Program Director and any identified additional project resources required for delivery of Stage 3 Conduct and finalise appropriate procurement activities to engage specialist expertise to supplement and address internal capability gaps.</p> <p>2. Develop Stage 3 Delivery Plan Prepare a detailed delivery plan for Stage 3 which is relevant, complete and achievable in order to meet the required outcomes to deliver a robust Final Business Case with a recommended fit for purpose vendor solution/(s).</p> <p>3. Commence delivery of Stage 3 Project Plan Undertake relevant project tasks to progress the Stage 3 Delivery Plan in a timely, consistent and effective manner in line with with best practice and good governance guidelines.</p>

MAJOR FOCUS AREAS, KEY CONCERNS AND OPPORTUNITIES

Major Focus Areas <small>(as per QAO report - Delivering Successful Technology Projects)</small>	Key Project Controls	Control Effectiveness	Trend from Last Report	Key Concerns	Opportunities
	1. Engagement with ICTSC at key decision points	Reasonably Effective	>	ICTSC understands the significance of this project as an organisational transformation, not just an ICT project	Promote a greater understanding of the extent of business transformation and the associated implications across organisational leadership

Item 7 / Attachment 1.

Major Focus Areas (as per QAO report - Delivering Successful Technology Projects)	Key Project Controls	Control Effectiveness	Trend from Last Report	Key Concerns	Opportunities
Leadership and Stakeholder Engagement	2. Establishment of Project Advisory Group to identify business considerations	Requires Further Attention	V	Business engagement has stalled due to delays in engaging resources to deliver Stage 3. The appropriate business engagement model will need to be reconsidered once the Program Management Plan is agreed and Stage 3 delivery resources have been engaged.	Re-engage with middle managers and associated business areas with clearly articulated engagement and change strategy plans to gain buy-in and support. Ongoing role of Project Advisory Group and membership will be reviewed as part of Stage 3 planning activities to ensure the project continues to be supported as required moving forward.
	3. Development of Preliminary/Final Business Case to articulate the case for change	Reasonably Effective	>	Ensuring that the required outcomes, outlined in the approved PBC as part of the case for change, remain relevant and achievable as the Final Business Case is developed. Given the need for significant organisational change and transformation, realistic achievement of stated benefits may prove difficult.	Focus heavily on understanding the organisational readiness to transform and the imperative to change in order to identify an achievable and realistic solution recommendation in the Final Business Case.
	4. Encourage visible and active change sponsorship	Reasonably Effective	>	Ensure the extent of change management, associated organisational impacts of this project and the roles and responsibilities of key stakeholders in change management are understood and supported in order to deliver successful and effective outcomes	Utilise specialist knowledge and experience to firmly embed the importance of effective change management and the roles and responsibilities of key stakeholders across all levels of the organisation to ensure successful outcomes. Establishment of key change management activities is a key focus of Stage 3 with continual reinforcement, management and monitoring to be ongoing through the life of the project.
Alignment with Clearly Articulated & Understood Outcomes	1. Due Diligence review points to confirm continued understanding of issues and required actions and outcomes	Reasonably Effective	V	Implications of decisions made during each stage of the project need to be fully transparent and articulated so they are clearly understood by key stakeholders and the relevant support is provided to ensure the project can be successfully and effectively delivered and/or significant risks are adequately mitigated.	<ul style="list-style-type: none"> - Facilitate greater understanding by ICTSC of extent business transformation and associated resourcing implications for project success - Continue to leverage knowledge from other councils to ensure a greater understanding of risks and opportunities - Utilise specialist knowledge and experience to identify key areas of concern and reinforce extent of, and commitment to, required change for delivery of successful outcomes
	2. Regular Status reporting to inform stakeholders	Effective	>	None at this stage	Additional quarterly reporting to the Governance and Transparency Committee established to ensure continual engagement with elected representatives.
	3. Establishment of Project Advisory Group to identify business considerations	Requires Further Attention	V	Business engagement has stalled due to delays in engaging resources to deliver Stage 3. The appropriate business engagement model will need to be reconsidered to ensure greater focus and attention on appropriately and effectively engaging with business areas.	<ul style="list-style-type: none"> - Identify barriers preventing buy-in and engagement of key stakeholders and develop mitigation strategies to influence the success of organisational change. - Ongoing role of Project Advisory Group and membership will be reviewed as part of Stage 3 planning activities to ensure the project continues to be supported as required moving forward.

Item 7 / Attachment 1.

Major Focus Areas (as per QAO report - Delivering Successful Technology Projects)	Key Project Controls	Control Effectiveness	Trend from Last Report	Key Concerns	Opportunities
Appropriate Resourcing in Place (Skills, Experience & Capability)	1. Project and Resourcing Plan in place for each project stage	Requires Further Attention	V	Project resourcing plans have had to be revised due to a market response to the engagement of a BP that did not fully meet expectations to lead delivery of Stage 3. The revised plan will only be effective if it is endorsed and supported by stakeholders to ensure appropriately skilled resources can be funded, engaged and retained to deliver required project outcomes.	Focus on identifying the right mix of skills and capability as a foundation element for success and communicate the associated costs/benefits and risks to build a case for supporting recommendations
	2. Continual identification of skill and capability gaps	Reasonably Effective	>	Identified resource needs are not fully supported particularly in relation to the need for specialist skills including change management. Short term budget constraints should be weighed against the longer term need to ensure the project is successfully delivered in line with good governance guidelines and lessons learned.	- Focus on identifying the right mix of skills and capability as a foundation element for success and communicate the associated costs/benefits and risks to build a case for supporting recommendations - Leverage specialist knowledge, skills and expertise to identify and address capability gaps within the agreed engagement scope.
	3. Accessing the right people and ensuring availability as and when needed	Requires Further Attention	V	Identified resource needs are not fully supported particularly in relation to the need for specialist skills including change management. Short term budget constraints should be weighed against the longer term need to ensure the project is successfully delivered in line with good governance guidelines and lessons learned.	- Focus on identifying the right mix of skills and capability as a foundation element for success and communicate the associated costs/benefits and risks to build a case for supporting recommendations - Leverage specialist knowledge, skills and expertise to identify and address potential resourcing gaps within the agreed engagement scope.
Working Collaboratively to Ensure Success	1. Agreeing clear scopes of work with external parties	Requires Further Attention	V	Agreed Statements of Work with external specialists will need to be clearly developed, articulated and closely monitored to ensure adherence, compliance and that required project outcomes can be successfully and effectively met.	Focus on ensuring any external specialists deliver required outcomes and meet expectations within required timeframes according to the agreed Statement of Work
	2. Clearly articulating roles, responsibilities, time frames, and deliverables for all parties at each project stage.	Requires Further Attention	V	The revised project resourcing approach means current stage deliverables and timeframes for the project will need to be re-examined in light of the need to agree the roles and responsibilities of required resources and the ability of those resources to meet required outcomes and timelines. As part of the engagement of any external specialists there will be a need to closely monitor and manage these resources to prevent slippage, scope creep and non delivery of required outcomes.	Focus on working closely with any external specialists to pre-emptively identify potential issues and risks that may adversely affect deliverables and timelines through regular project status reports and meetings outlining progress against the clearly articulated delivery timelines in the agreed Statement of Work
	3. Clearly articulated Terms of Reference for Project Advisory and Working Groups	Requires Further Attention	V	The appropriate business engagement model will need to be reconsidered once the Program Management Plan is agreed and Stage 3 delivery resources have been engaged.	Focus on developing the appropriate Terms of Reference to maximise business engagement from Project Advisory and Working Groups
	1. Clearly identified Stage Go/No Go Gates within the agreed governance process	Reasonably Effective	V	Agreed governance process needs to be revised now that the project sits under the Office of the CIO to ensure stage Go/No Go gates are understood, agreed and widely communicated to key stakeholders when and where applicable.	Provide opportunities to re-evaluate stage gates and governance process where adjustments and revisions may lead to better project outcomes in terms of delivery times and reduced costs.

Item 7 / Attachment 1.

Major Focus Areas <small>(as per QAO report - Delivering Successful Technology Projects)</small>	Key Project Controls	Control Effectiveness	Trend from Last Report	Key Concerns	Opportunities
Issues and Risks are Managed Effectively	2. Continual assessment of effectiveness of mitigation of identified risks and take actions to correct the course of the project as necessary	Effective	>	None at this stage	Not applicable at this stage

Major Focus Areas <small>(as per QAO report - Delivering Successful Technology Projects)</small>	Key Project Controls	Control Effectiveness	Trend from Last Report	Key Concerns	Opportunities
	3. Document and report on key lessons learned in stage closure reports to inform the management of latter project stages	Reasonably Effective	>	Documented lessons learned are not fully valued or understood by key stakeholders	Developing a best practice methodology focused on good governance and management of identified risks and issues will contribute to successful outcomes and an iterative knowledge resource for future projects

CURRENT PROJECT FOCUS	
Primary Project Focus:	The primary focus of the project at this point is get the project timelines back on track by identifying and securing the necessary resources to deliver Stage 3 of the project.
Why:	Stage 3 is critical to identifying and sourcing the most appropriate, fit for purpose, vendor solution/(s) to meet Council's needs now and into the future, supported by an endorsed Final Business Case.
How:	A revised resourcing plan will enable the project to move forward and build on the Preliminary Business Case by establishing a clear solution specification to be taken to the market and supported by change and culture management plans and strong vendor and contract negotiation expertise to arrive at a recommended vendor solution/(s).
Potential Risks/Impacts:	Appropriate specialist expertise cannot be adequately identified, engaged and/or funded to address key capability gaps throughout Stage 3 of this project resulting in further project delays, suboptimal solution selection and/or vendor/contract negotiation outcomes.
Opportunities:	Appropriate engagement of specialist expertise delivers the requisite knowledge, experience and capability to mitigate known skill and capability gap risks to deliver a Final Business Case which identifies a fit for purpose vendor solution/(s) for Council.