Corporate Services Operational Performance and Key Activities Report

1 August to 30 September 2019

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Executive Summary

This report brings together a monthly summary of the performance of Corporate Services Branches.

The Legal and Governance team continues to lead a number of the transformational projects with a significant number of policies and procedures across Council updated over the last couple of months and the rollout of the complaints management framework. The Information and Communications Technology (ICT) & People and Culture Strategic Plans have been finalised. As part of implementing the ICT governance structure, an ICT Steering Group and ICT Governance Board (including an external member) are in the process of being established.

The annual financial statements and annual audit by Queensland Audit Office is currently being finalised and it is anticipated that the financial statements will be signed off by the mid October 2019.

The People and Culture, Finance, Procurement and ICT teams have been very busy implementing the staff restructure and relocation of staff including updating payroll, finance and purchasing systems and records.

Jeff Keech

Acting General Manager Corporate Services

Finance

Financial Summary

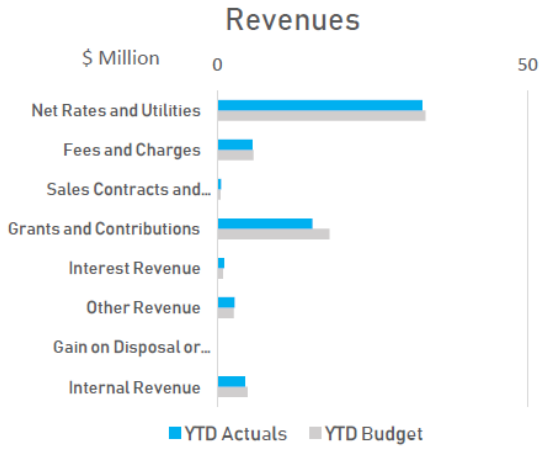
Total revenue for Corporate Services Department was below budget $164k or 0.5%. This includes internal revenue $425k underspend, which is offset by internal expenses across Council. Interest revenue is over budget as a result of holding higher than forecasted cash balances.

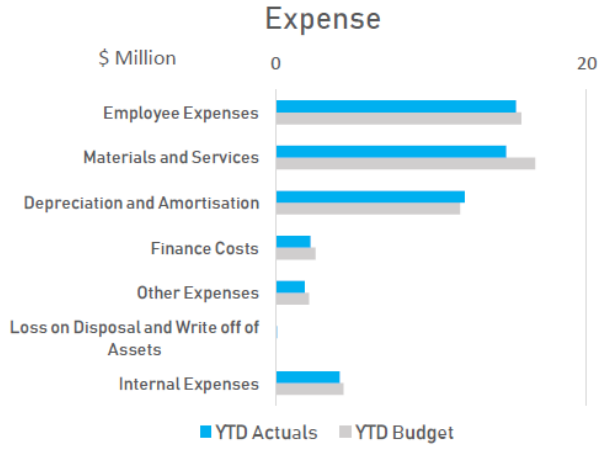
Total expenditure is below budget by $564k in employee expenses (including Labour contracts) and material and services. Employee expenses are under budget due to holding lower than budgeted FTEs so far this year. Materials and services underspend includes timing variance of $95k consultants which will correct in September. Overall the Department's net result for the year is favourable by 2%.

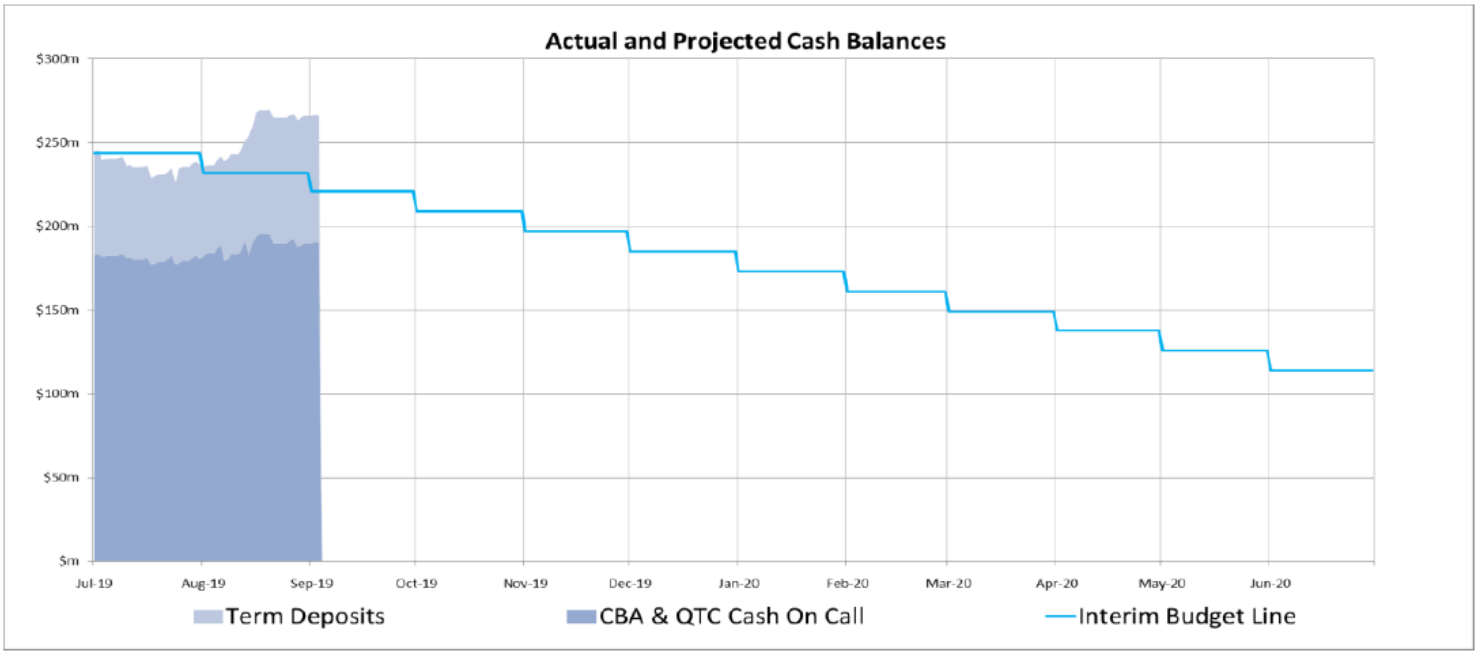
Corporate Services Department — AUGUST 2019

Performance Report

	Annual		YTD				
	Original Budget $'000s	Current Budget $'000s	Current Budget $'000s	Actuals $'000s	Variance $'000s	Variance %	Commentary
Revenue							
Net rates and utilities charges	171,325	171,325	27,326	27,224	(102)	(0.4%)	Satisfactory results.
Fees and charges	1,544	1,544	299	283	(16)	(5.4%)	Satisfactory results.
Government grants and subsidies	4,376	4,376	547	550	3	0.5%	Satisfactory results.
Internal revenue	8,473	8,473	1,786	1,361	(425)	(23.8%)	Offset by internal expense across Council.
Other revenue	5,172	5,172	921	1,297	376	40.8%	Primarily over budget in Interest revenue due to higher than forecast cash balances. Other revenue also includes reimbursement of legal fees.
Total Revenue	190,890	190,890	30,879	30,715	(164)	(0.5%)	
Expense							
Employee expenses	17,887	17,887	2,759	2,542	217	7.9%	Employee expenses under budget as a result of lower than expected FTEs so far this year.
Labour contracts	627	627	132	142	(10)	(7.6%)	Satisfactory results.
Materials and services	14,540	14,540	3,579	3,312	267	7.5%	Satisfactory results. Does not include Consultants of $95k which has been recognised in September.
Internal expense	419	419	65	66	(1)	(1.5%)	Satisfactory results.
Other expenses	24,268	24,268	4,187	4,096	91	2.2%	Satisfactory results.
Total Expenses	57,741	57,741	10,722	10,158	564	5.3%	
Net Result	133,149	133,149	20,157	20,557	400	2.0%	


Revenues
$ Million
0
50
Net Rates and Utilities
Fees and Charges
Sales Contracts and...
Grants and Contributions
Interest Revenue
Other Revenue
Gain on Disposal or...
Internal Revenue
YTD Actuals
YTD Budget


Expense
$ Million
0
20
Employee Expenses
Materials and Services
Depreciation and Amortisation
Finance Costs
Other Expenses
Loss on Disposal and Write off of Assets
Internal Expenses
YTD Actuals
YTD Budget


Actual and Projected Cash Balances
$300m
$250m
$200m
$150m
$100m
$50m
$m
Jul-19
Aug-19
Sep-19
Oct-19
Nov-19
Dec-19
Jan-20
Feb-20
Mar-20
Apr-20
May-20
Jun-20
Term Deposits
CBA & QTC Cash On Call
Interim Budget Line

Legal and Governance

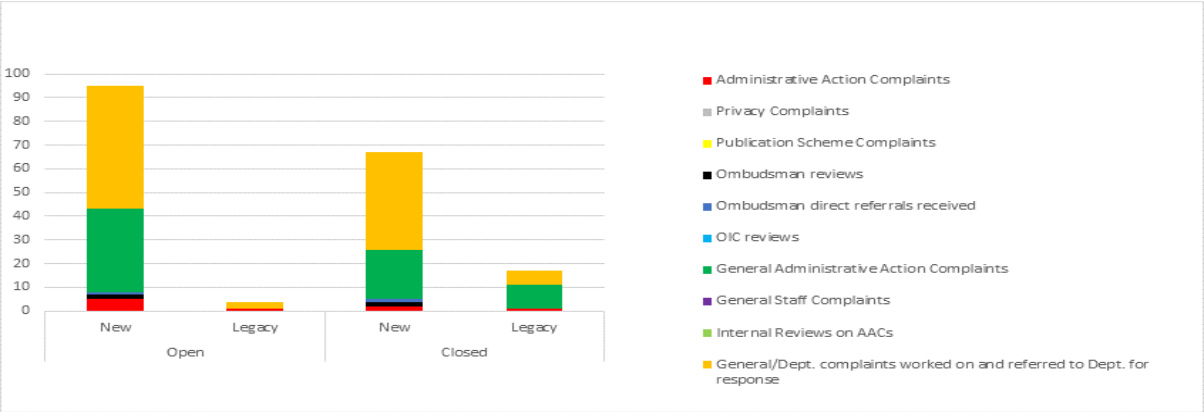
Complaints and RTI

The Complaints Management Unit (CMU) have performed the below functions for the period:

- Management of Complaints & Infringement Reviews
- Management of Right to Information and Information Privacy Applications
- Status of the Transformational Projects:
  - TP#06 Complaints Management Framework
  - TP#7 Risk Management Framework
  - TP#8 Information Knowledge Management
  - TP#11 Delegations

Management of Complaints

The below graph and table provide details of the management of all complaint types for the period:



Complaint Type	Open		Closed	
	New	Legacy	New	Legacy
Administrative Action Complaints	5	1	2	1
Privacy Complaints	0	0	0	0
Publication Scheme Complaints	0	0	0	0
Ombudsman reviews	2	0	2	0
Ombudsman direct referrals received	1	0	1	0
OIC reviews	0	0	0	0
General Administrative Action Complaints	35	0	21	10
General Staff Complaints	0	0	0	0
Internal Reviews on AACs	0	0	0	0
General/Dept. complaints worked on and referred to Dept. for response	52	3	41	6

Significant increase in General/Dept. complaints worked on and referred to Dept. for response in this reporting period. This is indicative of the soft roll out of the CMU and the business engaging in the new Complaints Management Framework. It is anticipated that there will be another notable increase in all General complaint types in the next reporting period, after the CMU has gone live on 21 October.

A rise in General Administrative Action (AA) complaints is noted and again would be indicative of the soft roll out of the CMU.

A slight decrease in AAs received in this period indicates success in the internal review process. More advice being sought by operational areas when drafting responses.

To note there were no requests for Internal Reviews on AAs in this period. This will be monitored in future reporting periods, initial indicators are that the new review process and changes to customer responses having a stronger customer focus may be the drivers here. Monitoring of different processing stages (reviews) will also be undertaken to ensure the efficacy of the new framework and ensuing processes in complaints management.

The percentage of cases closed (new and legacy) has increased. It is anticipated this will continue to improve when the CMU is fully resourced.

Management of Infringement Reviews:

Infringement Review Requests for the period were:

Infringement Review Outcomes	No.
Review Requests Received	721
Total Reviews Undertaken	627
No. Upheld	113
No. Waived	514
Requests carried over for review in the next reporting period	94

Management of Right to Information and Information Privacy Applications

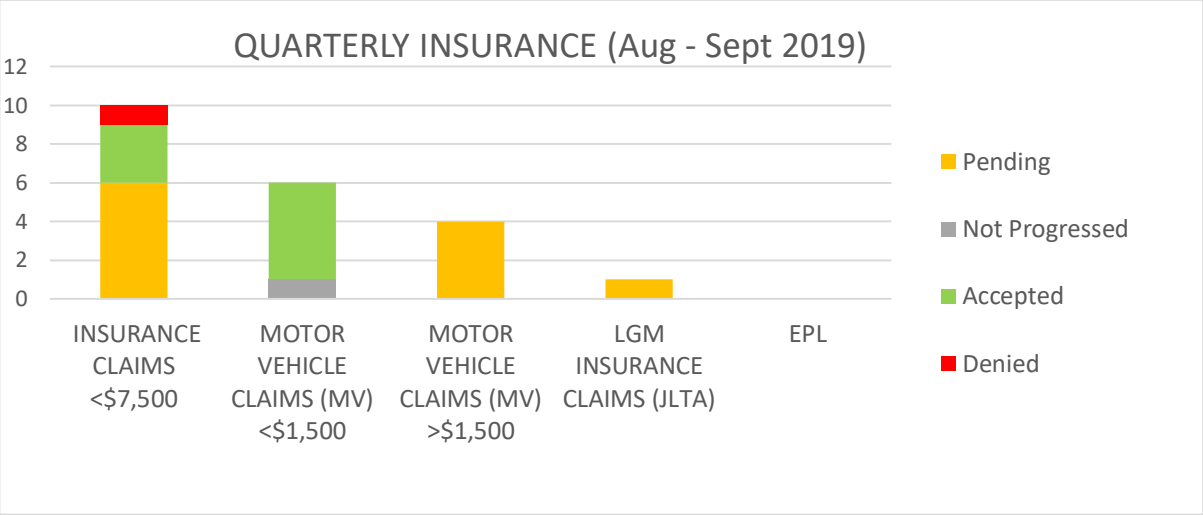
All RTI Applications were processed in accordance with legislative requirements, Council Policy and Procedures. The below table provides details of the management of all RTI Applications for the period.

Status	Application Type	
	RTI No.	IP No.
Carried over from July	3	0
Received	3	5
Received but pending	3	5
Closed	3	0
Open and will carried into October	2	5

One RTI application received during period is still pending (awaiting payment of application fee).
One External Third Party Consultation request was received and completed during the period.

Corporate Insurance

The below graph and table provide a high level snap shot of Insurance claims for the period.



QUARTERLY REPORTING INSURANCE - Aug to Sept 2019	Pending	Not Progressed	Accepted	Denied	TOTAL
INSURANCE CLAIMS <$7,500	6		3	1	10
MOTOR VEHICLE CLAIMS (MV) <$1,500		1	5		6
MOTOR VEHICLE CLAIMS (MV) >$1,500	4				4
LGM INSURANCE CLAIMS (JLTA)	1				1
EPL					0
TOTAL	**11**	**1**	**8**	**1**	**21**

Status of the Transformational Projects

TP#6 Complaints Management Framework

The purpose of the project is to ensure a better practice, legislatively compliant and transparent whole of Council approach to:

- Formal complaints made against Council as a result of dissatisfaction with services provided or a failure to provide a service; and
- Complaints and reports of wrongdoing against council or staff, including allegations of fraud, corrupt conduct and public interest disclosures.

Project Progress during the period

The following key subproject deliverables progressed during the reporting period. The project is on target to 'go live' with the Complaints Management Unit working under the new framework on 21 October 2019:

Sub Project - Supporting Policies and Procedures:

- Continued development of the Complaints Management Policy/Procedure and Unreasonable Complaint Conduct Policy and Manual

Sub Project - Rollout of Complaints Framework across Organisation:

- Meetings held with Department GMs and Level 3 Managers to explain framework and benefit to organisation and operations
- Continued development of communications program to support process, procedures and scripting, supporting templates and web content
- Development of complaints data reporting
- Onboarding of required governance resources to support complaints functions

Project Risks have been identified, appropriately mitigated and are reviewed monthly. The budget has been used to provide training from the Ombudsman's Office in "Managing Organisational Risk' incorporating Ethical Decision Making and Public interest Disclosure Training. With additional training scheduled throughout the life of the project it is anticipated all funds will be expended by the end of the Project.

TP#7 Risk Management

The purpose of the TP7 project is to develop a better practice and consistent whole of Council approach to Enterprise Risk Management (ERM) in order to proactively identify, manage and respond to issues that represent risks to the achievement of Council's strategic objectives. The project is critical to increase the operational effectiveness and efficiency of Council through a framework of transparent, compliance driven, informed decision making processes. The project comprises five (5) sub-projects with the following Key deliverables:

Sub-Project	Key Deliverables
1. Review Risk Management Program 2. Fraud & Corruption Control Program 3. Good Decision Making and Integrity	• A leading practice and legislatively compliant ERM framework is implemented and operational • Strategic and operational risk registers are current with risks and their mitigation strategies cyclically reviewed • Strengthened internal risk management capability through targeted risk management training and key personnel acquisitions within a compliant policy and process framework • Best practice risk management software is being utilised to ensure effective risk management • Cyclical and disciplined risk management reporting to ELT and the Audit and Risk Committee • The Fraud and Corruption Control Framework, Fraud Risk Register and Fraud Control Plan are implemented, current and cyclically reviewed • A decision making framework with a supporting toolkit is available to staff
4. Business Continuity Plans 5. Project Risk Management Model	• BCPs developed and tested for departments and their key activities/services • The Project Risk Management Model is adopted

Project Progress during the period

Sub Project	Key Deliverable	Progress
Sub-project 1 - Risk Management Program	Risk Management Framework & Policy	The Risk Management Policy, Framework and Procedure will be finalised and presented to ELT for endorsement prior to review and endorsement at the next Steering Committee. The following draft documents have been reviewed and endorsed by the Steering Committee: ERM Framework ERM Procedure ERM Administrative Directive Delay to this deliverable has been caused by delivery of the Annual Risk Management Calendar. The calendar has been drafted and is now undergoing review with expected completion by 31/10/19.
	Risk Appetite Statement (RAS)	PWC still developing the Risk Appetite Statement. After consultation and discussion with ICC it has been decided that the Statement will not be finalised until early in the new year after the next round of Risk Workshops (Nov/Dec 2019). RAS will be finalised prior to the return of elected representatives.
	Corporate Risk Register	The Corporate Risk Register has been approved by the CEO. Each risk has had a General Manager allocated as the risk owner (with three risks having two GM's as the risk owner). The next step (which will be undertaken as a BAU activity) during October and November 2019 is to review the risk descriptions, the causes, the impacts, likelihood and consequence rating and development of action plans for the eight risks which are the primary area of focus for review at the November workshop with ELT/IMC.

Sub Project	Key Deliverable	Progress
	Department Risk Registers	The five Departmental Risk Register have been created. Going forward, further review of the registers will be undertaken as a BAU activity by Corporate Governance. Meetings are being held with the GM's during the last week of September and first week of October 2019. To review the risks, allocate a Branch Manager as the risk owner to the relevant risks. Then during October and November 2019 review the risk descriptions, the causes, the impacts, likelihood and consequence rating and development of action plans for the risks which are the primary area of focus for each Department for at the November/December workshops with the GM's and Branch Managers
	Training	PWC have provided a Risk Management Training pack which will be used and included in the Induction training for all new staff. In the longer term risk management training will be developed, a Learning and Development Request Form was submitted at the end of August 2019
	Reporting Regime	PWC have provided "draft" templates for reporting, still progressing the reporting timeframes and reporting templates with the TP#1 project team
Sub-project 2 - Fraud & Corruption	Fraud and Corruption Control Plan	Due to delays PWC report not expected to be received until early October 2019. Decision to be made by ELT on key responsibilities within Fraud & Corruption Process going forward, timing of decision may cause further delay to this deliverable.
	Fraud and Corruption Risk Register	Due to delays PWC register not expected to be received until early October 2019
	Training/Education	Until PWC report is received work on the development of training/education has not been developed. Still within schedule
	Establishment of Fraud Control Committee	Nil - project not yet scheduled for commencement
	Reporting Regime	PWC to provided "draft" templates for reporting, still progressing the reporting timeframes and reporting templates with the TP#1 project team
Sub-project 3 - Good Decision Making and Integrity	Good and Ethical Decision Making Framework	• Draft conflict of interest policy has been provided to internal stakeholders for comment by 2/10 (copy attached). • List of stormwater and drainage issues is being compiled for process mapping and action planning. Draft listing of issues has gone to a broader group for their contributions.
	Toolkit Resources	
	Conflict of Interest Policy and associated materials	
	Process Mapping - Property Decisions	

Sub Project	Key Deliverable	Progress
	Process Mapping - Stormwater & Drainage	• Draft framework for good and ethical decision making is been developed, CEO's feedback has been sought prior to going to broader group to ensure document meet's CEO's requirements. • Discussions held with People and Culture, Coordination and Performance, re development of an internal change and communications plan. • Development of toolkit resources has begun. • Initial discussions held with CCED officers re grants, sponsorships, partnerships, financial incentives process mapping
	Process Mapping - Grants, Sponsorships, Partnerships	
	Staff Awareness and Support Program	
Sub-project 4 - Business Continuity	Business Continuity Policy	Finalised
	Business Continuity Administrative Directive	Finalised
	Business Continuity Framework	Finalised
	Business Impact Analysis Template	Finalised
	Business Continuity Plan Template	Finalised
	Develop Organisational Business Continuity Plans	Whole of Council BCP developed, along with Response Plans for Property, Media & Communications, People and Culture and the ICT Disaster Plan, will be operational early October 2019. • ICC Business Continuity Plan • ICC Property Response Plan • ICC People and Culture Plan • ICC Media and Communications Response Plan
Sub-project 5 - Project Risk Management	Project Risk Management Manual	Finalised
Sub-project 6 - Supporting Systems	Identify required supporting systems	Nil - deliverable not planned for commencement

Project Risks have been identified, appropriately mitigated and are reviewed monthly. Price Waterhouse Cooper have been delivering facilitated workshops with ELT and individual departments, in November 2019 and February and August 2020.

TP#8 Knowledge Management

This project involves designing and implementing a new information knowledge management system. It will ensure:

- There is a mandatory Information and Knowledge Management (IKM) Framework that is both effective and easy to use;
- The organisation utilises an identified and endorsed IKM Framework at all times and in a consistent manner;
- There is a mandatory IKM system that is both effective and easy to use;
- The organisation utilises an identified and endorsed IKM system at all times and in a consistent manner;
- Council can appropriately identify and leverage off its intellectual capital;
- Appropriate traceability, auditability and completeness of records;
- Appropriate support, monitoring, management and reporting as it relates to identified IKM systems; and
- Appropriate support, monitoring, management and reporting as it relates to identified IKM Framework.

However in September the CEO requested that the project focus on adopting Objective as the primary document repository in Council, and to remove or reduce the use of H:/ drives, through a series of activities to initiate building Information and Knowledge Management ("IKM")capability across Council. To achieve the best outcome, it is proposed to develop and commence the embedding of key IKM activities such as business rules and guidelines, and to use these tools to inform the review and refinement of training materials and activities. The successful delivery of this initiative will commence the process of building IKM capability across Council, will leverage our existing system and will launch staff on the journey of increasing IKM maturity in preparation for Council's proposed implementation of a Platform of the Future.

As part of the project, departmental H:/ drives will be removed and a shared, Council wide H:/ drive will be implemented. The project will work with ICT and the Internal Communications Officer in order to coordinate and successfully deliver the project.

The following governance deliverables have been identified, however it is possible the deliverables will change based on identification of additional or alternative deliverables, prioritisation and resource allocation.

- Naming convention guidelines
- Objective business rules
- Document lifecycle definitions
- Subject Matter Expert role statement
- Reporting (Objective utilisation)
- Quality assurance program
- Security / privileges process
- Information Management Unit Charter

The project has two subprojects with key deliverables:

Subproject - Knowledge Management

- IKM Fundamentals
- Change Management

- Technical Actions

Subproject - Lifting the Freeze

- Lifting of Disposal Freeze
- IKM Specialist Requirement

Project Progress during the period

The following key subproject deliverables progressed during the reporting period:

Sub Project	Key Deliverable	Progress achieved this period
Knowledge Management	IKM Fundamentals	Key business rules - draft; SME role statement - draft
	Change Management	Objective face to face training content reviewed; initial changes identified
	Technical Actions	Nil - Deliverable not yet planned to commence
Disposal Freeze	Lifting of Disposal Freeze	Report created by Angi Harms; pending Interim Administrator sign off
	IKM Specialist Recruitment	Candidate appointed, start date: 8 October

Project Risks have been identified, appropriately mitigated and are reviewed monthly.

TP#11 Delegations

The delegations project involves improving the compliance and effectiveness of delegations Council wide in order to meet Council's legislative obligations for delegated powers.
This project involves reviewing the current framework of delegations and the application of Council's delegations register.

The purpose of the project is to:

Undertake a Review of Delegations Framework

- A comprehensive review of all relevant legislation under which power may be delegated to council officers to make decisions, in accordance with the delegation, under the appropriate legislation.
- Establish a legislative authority database to capture all sources of delegations, including any conditions or limitations or restrictions under the delegation.
- Review the current delegation framework as to how delegations are approved by Council and recorded in the appropriate registers.

Improvement to the Delegations Framework

- Improvement to the compliance and effectiveness of delegations.
- Creation of a new delegation database which integrates with position requirements and competencies of the delegate and limitations on delegate powers.
- Identification of gaps in delegated powers and amend as appropriate.

- Create a new register format for Council, to ensure ongoing update of delegate powers and creation of powers for new delegates.

This project is important to Council given:

- There is a strict legislative requirement to ensure important governance processes are in place to maintain Council's compliance.
- To provide assurance of the currency of legislative powers and provide context for the delegation of powers.
- In order to ensure Council's governance systems are robust and operational effective, where it involves the delegation of legislative powers.
- To ensure that the assignment of delegated power complies with the relevant legislation and is made in recognition of appropriate risk management.
- To improve governance and transparency of decisions made under delegation.
- In order to provide clarity of roles and accountabilities to those exercising delegated decision making.
- To ensure those exercising delegated authority, possess the appropriate skills and competencies to exercise the delegation.

The project has five subprojects:

- Review of Existing Delegations to the CEO
- Review of existing sub-delegations and appropriateness of consultation clauses
- Identify any issues associated with potential new delegations
- Review/determine Council's subscription to LGAQ
- Development of new Administrative Directive

Project Progress during the period

The following key subproject deliverables progressed during the reporting period:

Subproject	Deliverable	Progress
Review of Existing Delegations to the CEO	Review existing delegations	Continued to identify delegations to the CEO. Prepared committee report to delegate the powers (by exception) for adoption at the 29 October 2019 Council meeting.
Review of existing sub-delegations and appropriateness of consultation clauses	Review all existing sub-delegations to officers	Legal provided advice to CEO and GMs regarding subdelegations. Education/coms on obligations and responsibilities of delegations and need to not simply subdelegate 'everything'. CEO to approve identified powers to be subdelegated to positions.

Identify any issues associated with potential new delegations	Review list of potential new delegations and subdelegations. External Lawyers to create documents for new delegations/subdelegation	Legal provided advice to CEO and GMs regarding new delegations and new subdelegations, education/coms on obligations and responsibilities in accepting the delegation/subdelegation and need to not simply subdelegate 'everything'. CEO to approve new subdelegations.
Review/determine Council's subscription to LGAQ	Renew subscription to LGAQ Delegations	Subscription renewed and confirmed notification process of legislative changes from LGAQ. Such information will be included in Administrative Directive and work instructions
Development of new Administrative Directive	Create new Administrative Directive	Administrative Directive to be drafted in conjunction with new delegations and subdelegations.

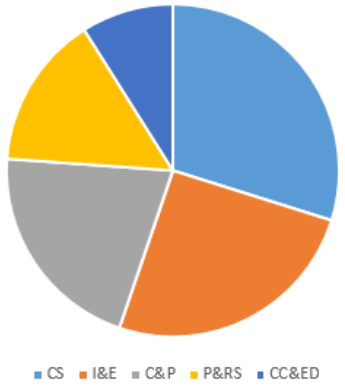
Project Risks have been identified, appropriately mitigated and are reviewed monthly. External legal firm have pushed back on agreed delivery dates for CEO delegations and sub-delegations which will potentially result in these not being in place by December as originally planned. Twice weekly contact is in place with legal firm to ensure they are on track and will meet agreed deadlines.

Legal Services Section

Requests received 31 Jul 2019 – 30 Sep 2019:

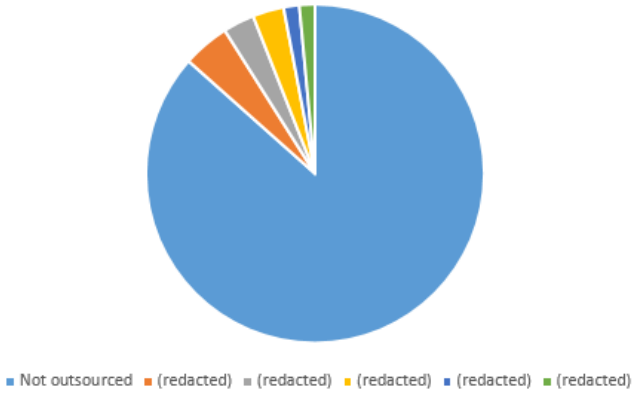
by Department

CS	20	30%
I&E	17	25%
C&P	14	21%
P&RS	10	15%
CC&ED	6	9%
Totals	*67*	*100%*



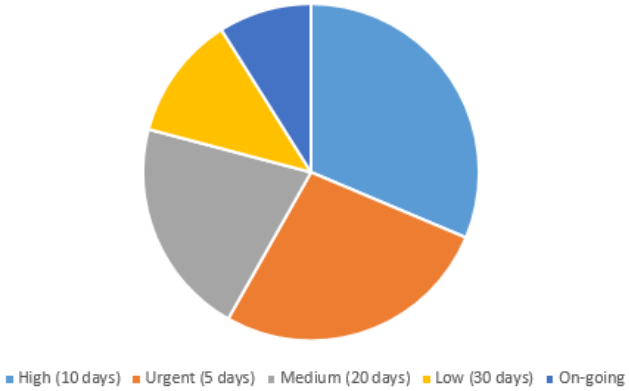
by Firm

Not outsourced	58	87%
(redacted)	3	4%
(redacted)	2	3%
(redacted)	2	3%
(redacted)	1	2%
(redacted)	1	2%
Totals	*67*	*100%*

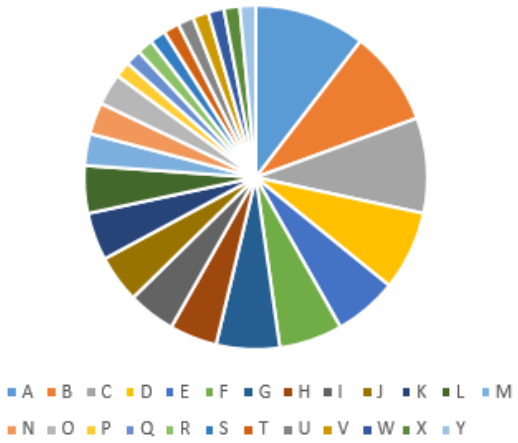


by Priority

High (10 days)	21	31%
Urgent (5 days)	18	27%
Medium (20 days)	14	21%
Low (30 days)	8	12%
On-going	6	9%
Totals	*67*	*100%*



by Work Type			
A	Procurement - Departures	7	10%
B	Advice - Statutory Interpretation	6	9%
C	Property - Licence	6	9%
D	Advice - Commercial	5	7%
E	Advice - Other	4	6%
F	Document Review - Funding Agreement	4	6%
G	Litgation - P&E	4	6%
H	Document Review - Terms & Conditions	3	4%
I	Litgation - Civil	3	4%
J	Procurement - Novations	3	4%
K	Property - Lease	3	4%
L	Property - Resumption	3	4%
M	Document Review - Other	2	3%
N	Document Review - Release, Waiver, Indemnity	2	3%
O	Procurement - Variations	2	3%
P	Document Review - Infrastructure Agreement	1	1%
Q	Document Review - Memorandum of Understanding	1	1%
R	Document Review - Procedure	1	1%
S	Litgation - QCAT	1	1%
T	Litgation - Rate Recovery	1	1%
U	Procurement - Contract	1	1%
V	Procurement - Expression of Interest	1	1%
W	Project - Unspecified	1	1%
X	Property - Easement	1	1%
Y	Property - Acquisition	1	1%
	Totals	*67*	*100%*



Property Section

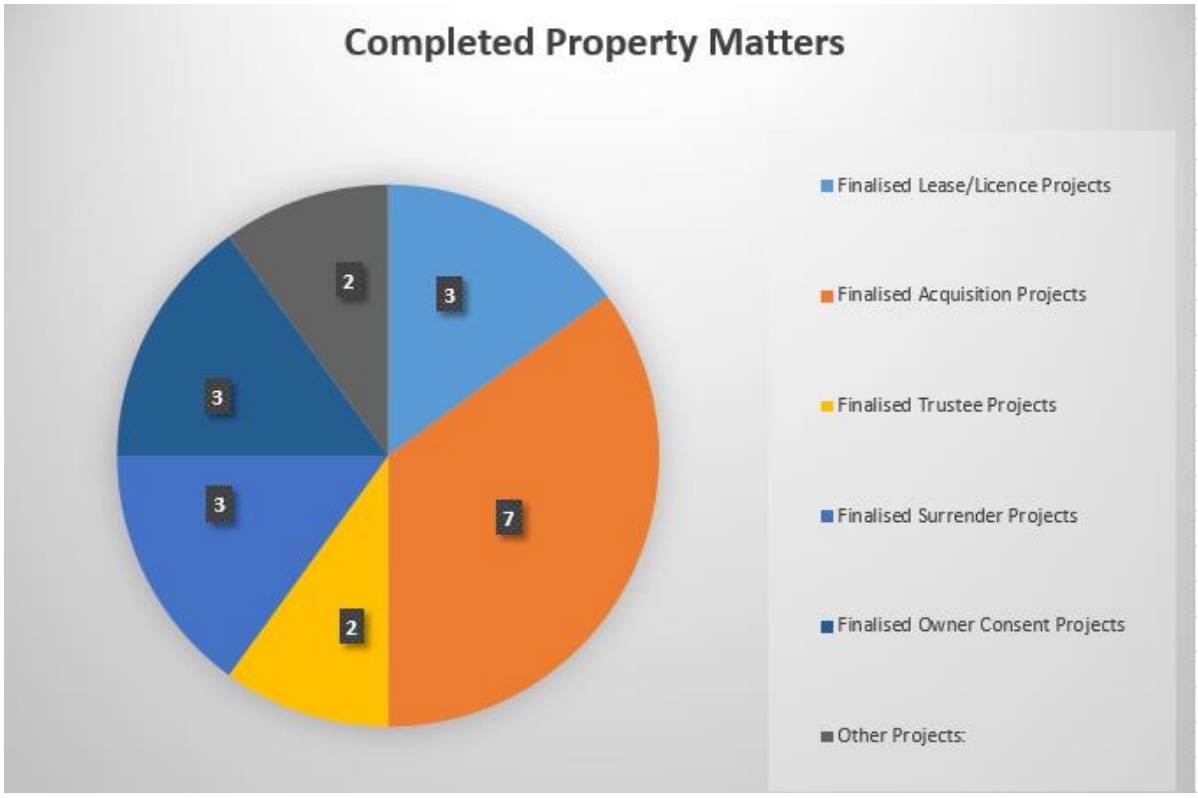
Reporting for 1 August 2019 – 30 October 2019

New and Current Matters

	Transaction	No.
	New Lease/Licence Projects	9
	New Disposal Projects	1
	New Trustee Projects	-
	New Surrender Projects	-
	New Land Management Plan Projects	-
	New Owner Consent Projects	1
	New Dividing Fence Projects	1
	Other Projects: Road Opening – Kavanagh Road Thagoona Renewal of Term Lease (Axicom) Easement Over Reserve (Castle Hill) Change purpose of DOGIT – Tivoli	4

Finalised Matters

	Transaction	No.
	Finalised Lease/Licence Projects	3
	Finalised Acquisition Projects	7
	Finalised Disposal (Sale) Projects	0
	Finalised Trustee Projects	2
	Finalised Surrender Projects	3
	Finalised Land Management Plan Projects	-
	Finalised Owner Consent Projects	3
	Finalised Dividing Fence Projects	
	Other Projects: Easement complaint – 12 Shirley Street Redbank Plains Subterranean Land Purchase	2



People and Culture

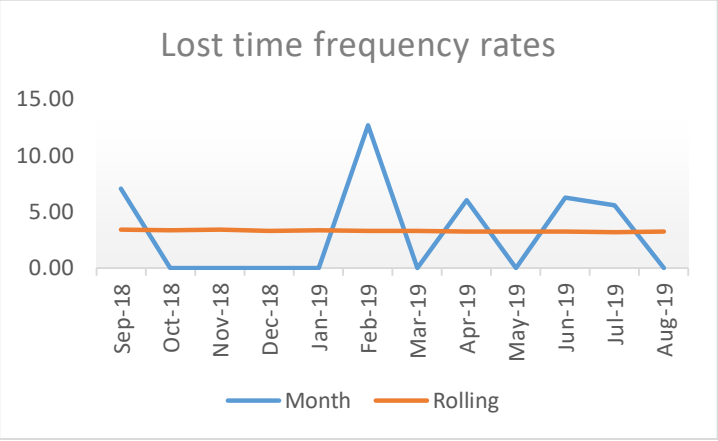
Workplace Safety and Wellbeing

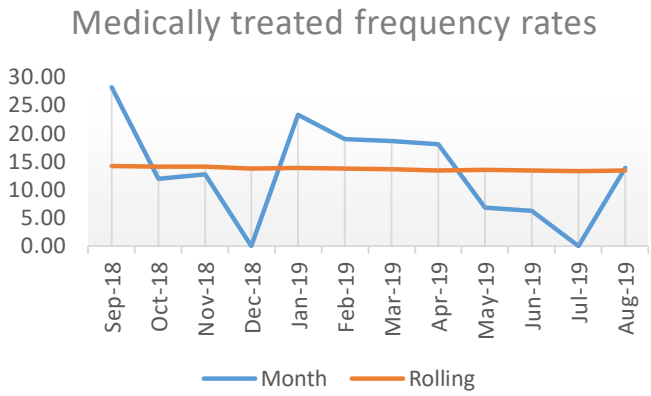
Injury Frequency	Frequency Rate (Month)	Frequency Rate (Rolling 12 months)
Lost Time	0 ↓	3.21
Medically treated	13.8 ↑	13.37 ↑

DAYS LOST
Rolling 12 mth
79

Percentage of 'harm' incidents - month	Percentage of 'harm' incidents - year
28.8% ↓	35.5%

LTIFR and MTIFR - number of occurrences per one million hours worked. A Medical Treatment Injury (MTI) is defined as an injury, illness or disease that resulted in a level of treatment (above First Aid) given by a Registered Health Practitioner.





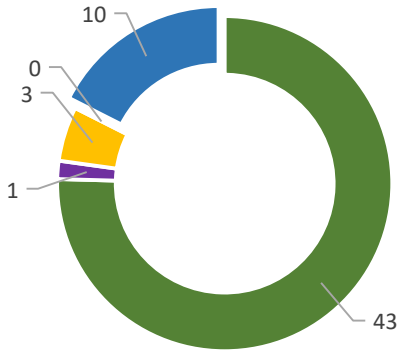
Lost time and medically treated by Department – monthly / rolling 12 months

Department	Lost time by Dept month	Lost time by Dept rolling 12 month	Medically Treated by Dept month	Medically treated by Dept rolling 12 month
I&E	0	6	2	22
PRS	0	0	0	2
CS	0	0	0	3
CP	0	0	0	1
CED	0	0	0	2

Number of incidents reported for the month

Department	Number of incidents	Incident rates	Injury Rates
I&E Infrastructure and Environment	43 ↓	6.87	1.28
PRS Planning and Regulatory Services	1 ↓	0.51	0.00
CS Corporate Services	3 ↑	1.18	1.18
CP Coordination and Performance	0 ↓	0.00	0.00
CED Community and Economic Development	10 ↓	4.42	2.21
Grand Total	*57* ↓	*2.60*	*0.93*

incident and injury rate is number of occurrences / workers x 100



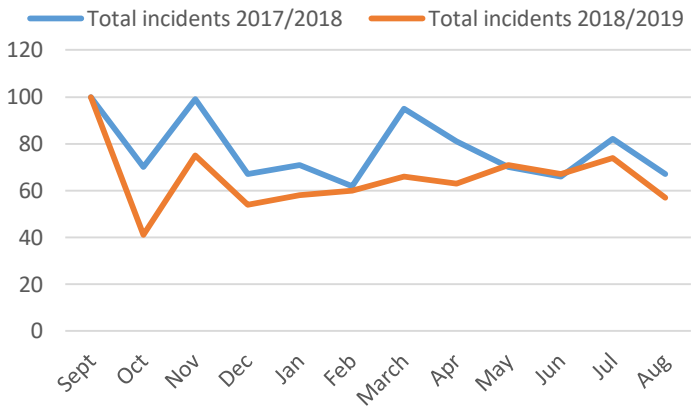
↓ = Indicates decline from previous month. ↑ = indicates increase from previous month.

Incidents by type in reporting month – Departments

Incidents monthly comparison

Department	Fire	Environmental	Equipment Failure	Injury	Motor Vehicle/ Plant	Occupational Illness	Property Damage	Public Liability	Regulatory	Security
I&E	1		1	8	18	2	6	4		3
PRS					1					
CS				3						
CP										
CED				5			1	3		1
Total	**1**		**1**	**16**	**19**	**2**	**7**	**7**		**4**

Month	Total incidents 2017/2018	Total incidents 2018/2019	Notifiable Incidents to WHS Qld 18/19
Sept	69	100	-
Oct	70	41	-
Nov	99	75	-
Dec	67	54	2
Jan	71	58	-
Feb	62	60	-
March	95	66	-
Apr	81	63	1
May	70	72	-
Jun	66	67	-
Jul	82	74	-
Aug	67	57	



Information and Communications Technology

Strategic Projects

Follow me Print – Roaming and Secure Print

- Production system updated to new version
- Pilot is underway containing people from ICT and Finance.
- Pilot groups to be expanded in October to other areas
- New Printer Device replacement and system rollout is expected in early Nov

Skype for Business – VoIP Telecommunications

- System is built with Vendor testing completed
- ICC Early adopters are system testing (160 people) with multiple of devices
- Phone lines to be changed over from existing system to Skype on Thursday Sep 26
- All Users can make internal calls from Skype to Skype
- Business Communications underway
- Training and rollout

Library Public Use Computers

- All computers in the Public libraries are being upgraded to Windows 10 and simplifying printing solution
- New computer images are created and are being tested by Library staff

CBD Redevelopment / Central Library

- Working with Vendors in the Design and stage
- Network design underway

Rosewood Library

- Design and Construction work underway
- Data network into the new site is underway

Achievements

Service Delivery

- Microsoft Server and Desktop Patching schedule now embedded as a Monthly process
- Strategic Directions Final Report delivered, the key findings will be added to the existing Service Improvement Plan with Datacom
- Pilot candidate identified to store Spatial data to lower cost storage leading to ongoing cost savings
- Customer Survey Satisfaction score of 4.75 out of 5
- 132 positive surveys out of 137
- 29% of surveys were responded to for the month up from 20% previous month
- Backup Success reporting now in place resulting in a 98.69% completion

- Successful move of 300 staff to new locations
- Single Touch Payroll Project has commenced

Strategy and Architecture

- External review of ICT Strategy by Gartner
- Initial planning and allocation of ICT Strategy initiatives amongst ICT Managers
- Captured and profiled critical systems for ongoing management under revised ICT Application Portfolio Management regime (89 individual items)
- Revised/aligned Terms-of-Reference for IT Steering Committee and IT Strategy Governance Board to GM for review/approval
- Restructured extant ICT Policies in support of TP#9
- Delivered ICT Controls brief to ARC
- Structure and functional accountability for revised section developed and agreed in principle with GM
- Full review of PDs for team complete and provided to HR for review
- Mobilise bi-annual penetration testing of critical ICC systems (anticipate complete end Nov)
- Request to market for support on Identity Lifecycle Management Remediation, anticipate mobilise project early Oct 19
- Completed specification for Office 365 Migration and provided to ICT Delivery
- Facilitated new ICT capability proposals through Concept Review Board
- ICTCB0112 Skytrust Intelligence System
- ICTCB0113 Councillors Administrative Support Portal
- ICTCB0114 InfoCouncil Upgrade Version
- ICTCB0115 Stakeholder Management Database
- ICTCB0116 Identity Lifecycle Management
- ICTCB0117 Learning and Development
- ICTCB0118 Enterprise Cloud Process Mapping Solution

Digital

- Ipswich Online Refresh going live 30th October 2019
- Ipswich Mobile App going live 31st October 2019
- Progressing support SEQ City, 5G and Digital Twin initiatives
- Completed the Ipswich CBD 3D project joint project with DNRME
- Completed the Urban Ipswich 3D project with Nearmap

Critical Incidents – Priority 1

There were 4 P1 Incidents for period, with respect to the outage of Pharos it is a known error and final resolution will be complete with the implementation of the software upgrade due in the current SCCM Library Project. All P1 incidents were resolved within Service Level

Incident Number	**INC0023312**
Description	Pharos down across all libraries(could not confirm Plaza only open at 1 pm)
Resolution Notes	Datacom Wintel team resolved. Users confirmed Pharos now working as expected.

Incident Number	**INC0023359**
Description	The Public computers at the libraries are showing a Gateway timeout error.
Root Cause Description	The issue caused at Ipswich Library was due to 3rd party devices at council not terminating the socket connections successfully and not due to a server issue. Two additional SIP Addresses were also added to assist.
Incident Number	**INC0023845**
Description	Internet Services have been reported down. No access to Internet Services (Service Now etc.). Skype For Business and Email Services are still working. Service Desk spoke to Telstra and DXC to resolve this issue. Libraries unable to access Spydus
Root Cause Description	ICC rebooted servers and confirmed that all services are now working as expected. DXC will partially roll back the change (01) and extract logs for the vendor (Symantec) to investigate for RCA.
Incident Number	**INC0024176**
Description	EHub login going to Success Factors screen.
Root Cause Description	The ADFS Signing Certificate was due to expire and was automatically updated.

Critical Incidents – Priority 2

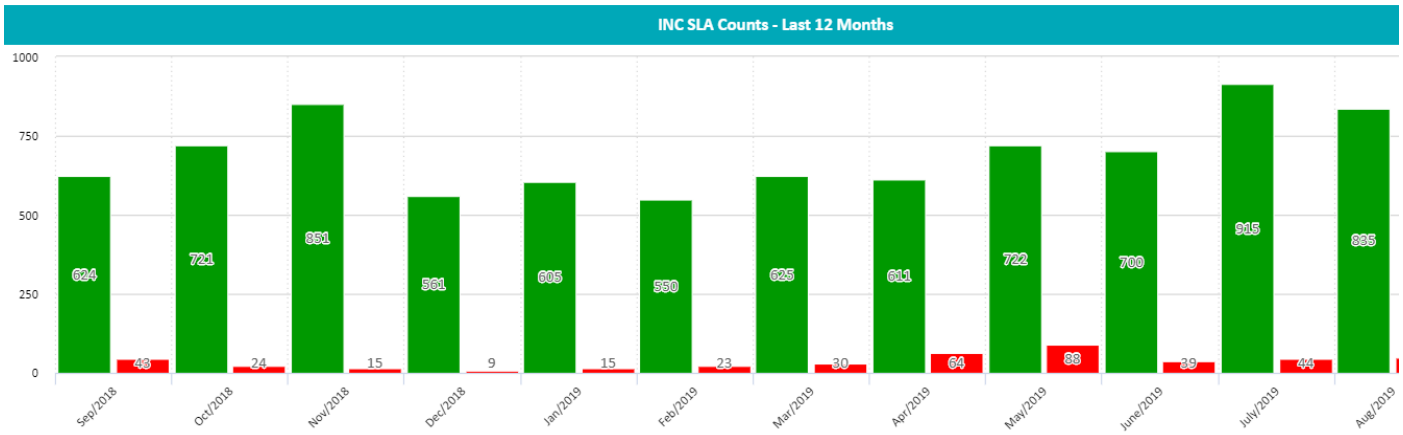
There were 11 P2 Incidents for period with the majority of the outages relating to the known issue with the Library Pharos application which it is a known error and final resolution will be complete with the implementation of the software upgrade due in the current SCCM Library Project. All P2 incidents were resolved within Service Level

Incident Number	**INC0023748; INC0023771; INC0023807; INC0023976; INC0023988; INC0024131; INC0024212**
Description	Gateway timeout error on Pharos public PC's
Root Cause Description	Pharos SIPs Gateway Service needed to be restarted.
Incident Number	**INC0023878**
Description	Users having trouble using the computer as it is very slow: All the applications (running through internet) are really Slow - Outlook is also very slow
Root Cause Description	Resolved - Spoke to users Supervisor and the issue resolved itself on Saturday
Incident Number	**INC0024433**
Description	User has reported that there is currently no network access in the Ipswich Civic Centre site for all workstations. All phones, internet access, network access and network applications are unavailable. Has tested multiple workstations.
Root Cause Description	Issue was caused by an IOS update on the switch. Switch IOS has been reverted to previous IOS 152-2.E7 and users at Civic Centre are connecting to the network successfully.

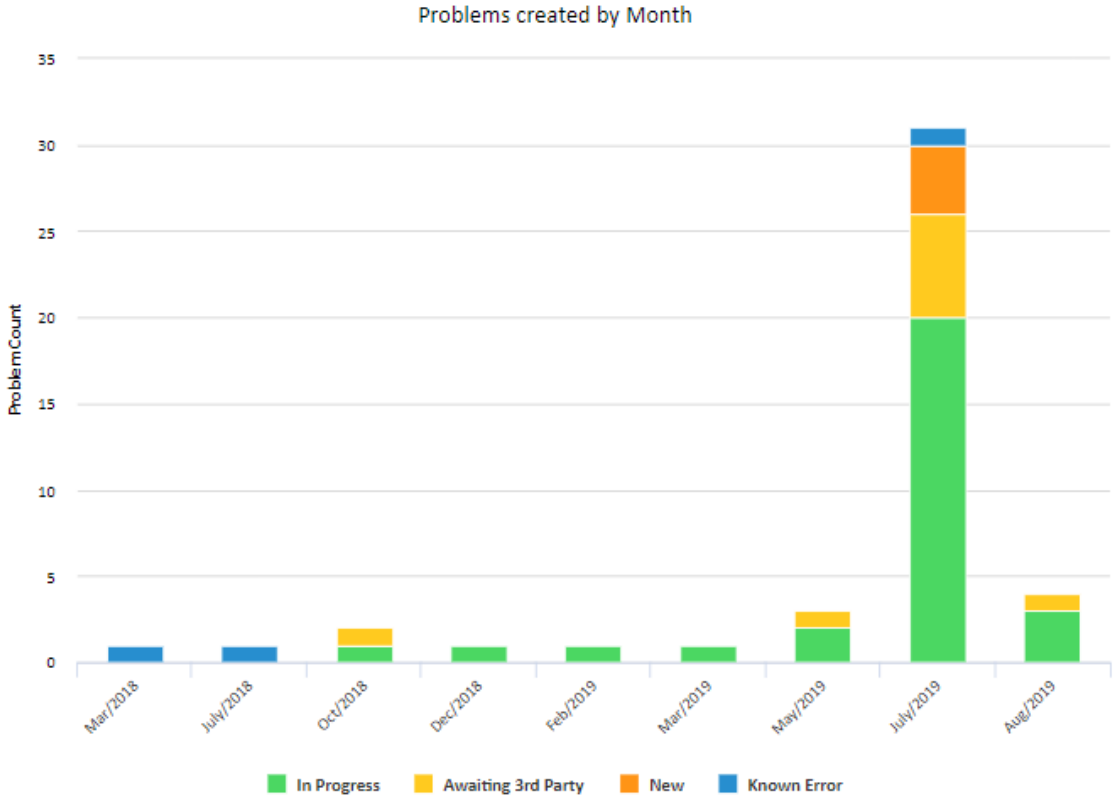
Incident Number	**INC0024644**
Description	Network outage at Firestation 101
Root Cause Description	Configuration of switch had been updated after an unexpected reboot on 18/8.
Incident Number	**INC0024738**
Description	Pharos Error – Gateway Timeout
Root Cause Description	Pharos SIPs Gateway required restart.
Incident Number	**INC0024536**
Description	Unable to log into E-Hub DEV (Training Environment)
Root Cause Description	Certificate reinstalled by PoIT

Incident Trend History

Total incident volumes are expected to trend as per recent volumes, due to good planning there were minimal incidents raised as a result of the large volumes of staff relocations

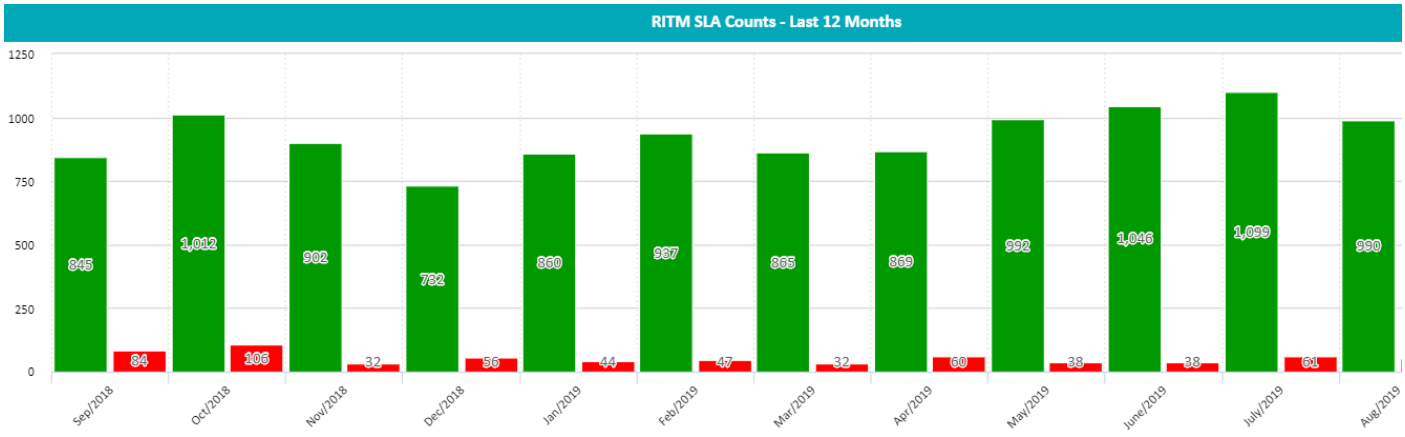


A number of new Problem Records were raised during July due to closure of aged Incidents for known errors, there will be tracked and managed under a Problem Record allowing Incidents to be in line with the process



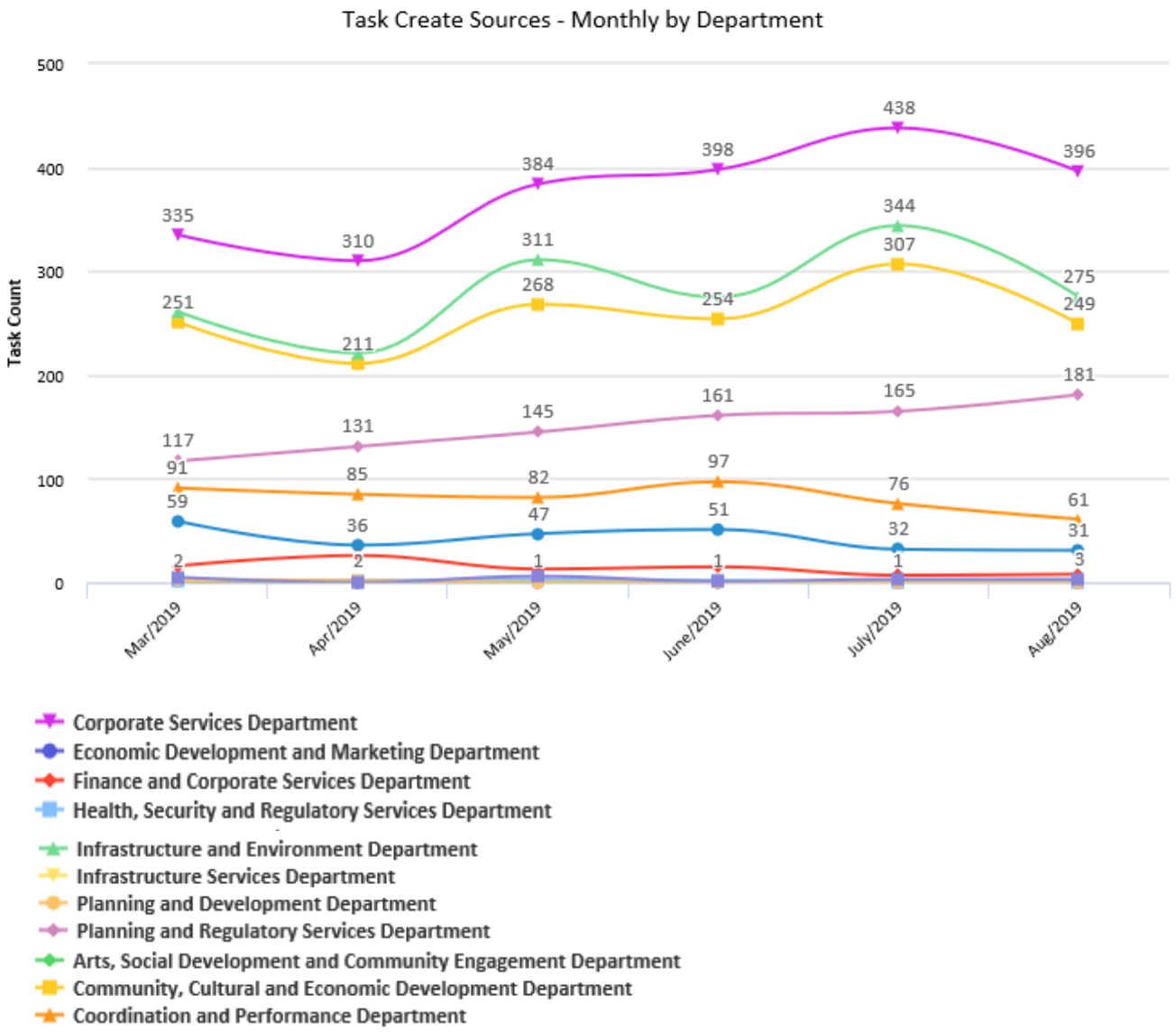
Service Request Trend History

The volume of Service Requests raised via Self Service, Phone and Email remains relatively steady over recent months



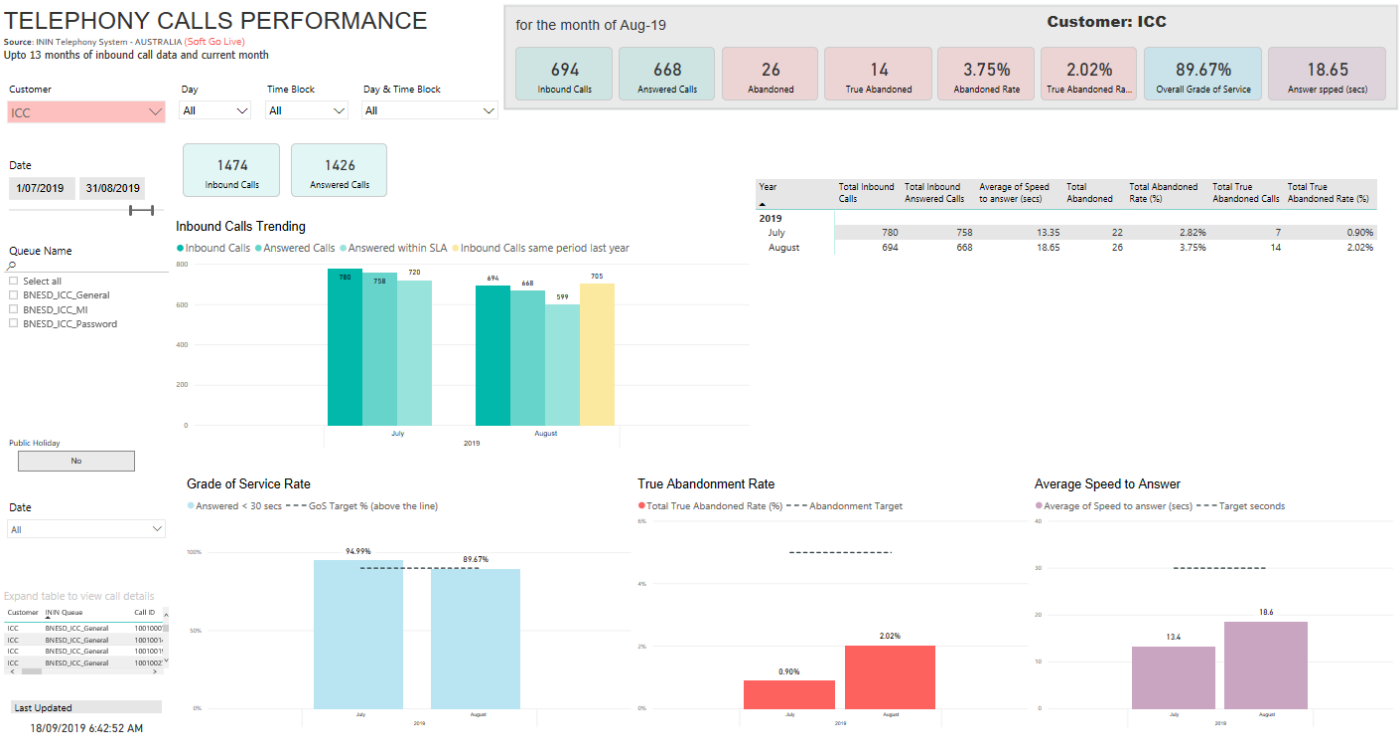
Task View by ICC Department Trend History

The Task View by Department is in line with the slightly downward trend of the total of Incident and Service Requests raised across all of ICC



Service Desk Telephony Metrics

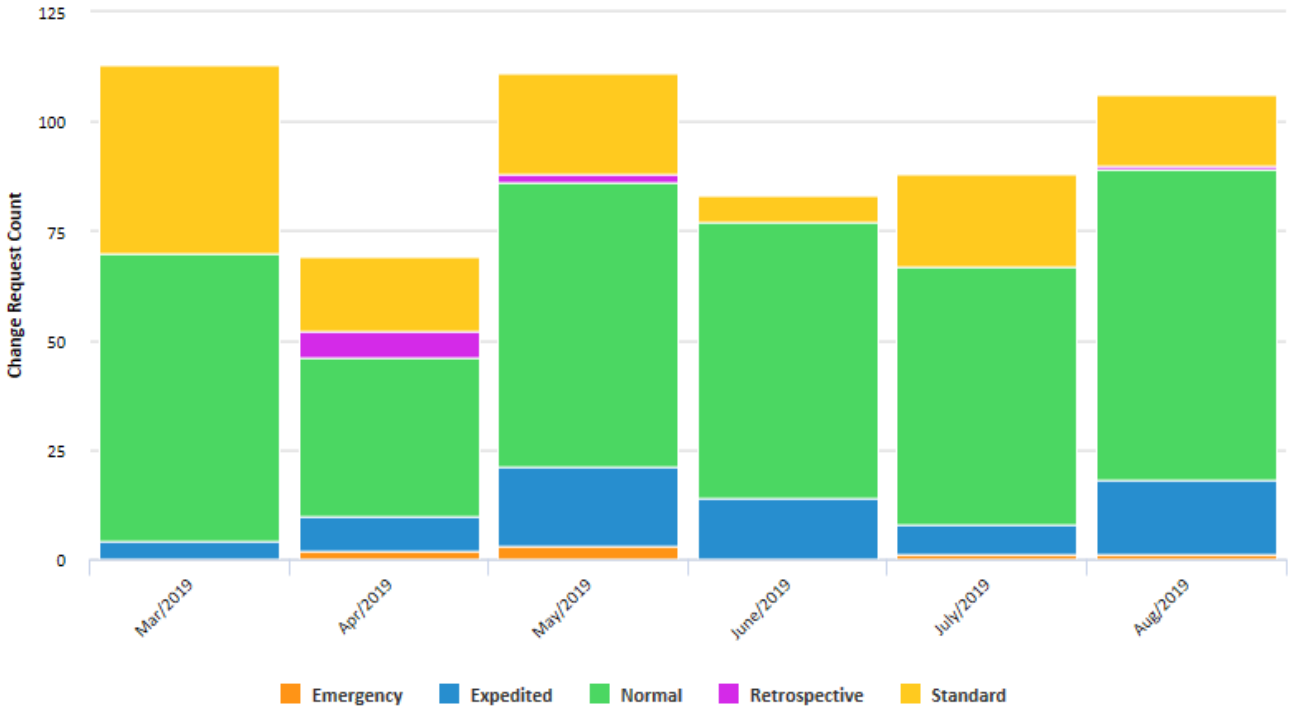
The increase in Average speed to Answer and overall Grade of Service compared to the previous period is due to the resource challenges Datacom has had with the Service Desk



Change Management Trend History

The Change volume trend is showing an increase due to:

- Regular Microsoft Monthly patching now in place
- Ensuring all changes are logged for all relevant work types
- A higher volume of Project based activities requiring Change records to support the work being performed



Information Security

A total of 14 tickets were raised and closed in the period, 11 High and 3 Medium Priority
From the total of 1741 ICC Devices (Desktops, Servers, Network Devices) the Security Incident and Event Management Service connectors parse, filter and aggregated a total of 1343 events before passing them on to the correlation engine for processing against a security rule base to generate alerts. Once an alert is presented to the Security Operation Centre they analyse and respond to them by creating tickets as necessary based on the content of the alert, the rule fired, and the response actions agreed, frequently, many alerts are combined into a single ticket. Suspected security incidents are incidents marked as such by the Security Operations Centre analyst as likely to be true security incidents following investigation. For the period a total 14 tickets were raised and 0 were determined by the Security Operations Centre to be genuine security incidents. i.e. the threat detected is considered to be real, fit the security use cases agreed and to not be a false positive

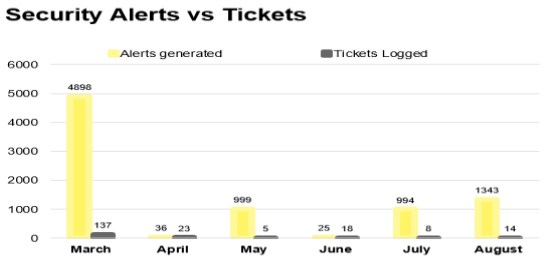
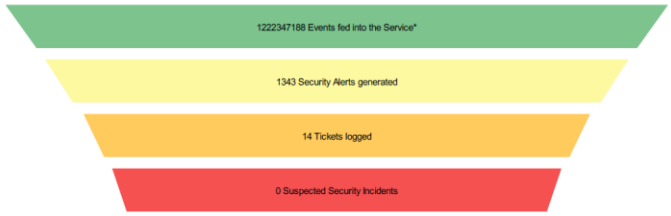
Devices	Metric	Jun	Jul	August
Desktops				
	Number of devices	770	572	1269
	Total No Vulnerabilities	123	129	129
	Average number of vulnerabilities per device	6.26	4.43	9.84
	Average CVSS	0.52	0.54	0.33
	Highest CVSS	10	10	10
	Number of network devices with no known critical vulnerabilities	662	567	1263
	% of network devices with no known critical vulnerabilities	86%	99.10%	99.50%

Devices	Metric	Jun	Jul	August
Internal Servers				
	Number of devices	301	302	299
	Total No Vulnerabilities	144	147	152
	Average number of vulnerabilities per device	2.09	2.05	1.97
	Average CVSS	0.75	0.73	0.76
	Highest CVSS	9.8	9.8	9.8
	Number of internal servers with no known critical vulnerabilities	62	286	285
	% of servers with no known critical vulnerabilities	20.60%	94.70%	95.30%

1741
Total devices Scanned

1343
Security Alerts

14
Tickets



This funnel shows how the events that feed into the SIEM system are distilled through the system, resulting in the suspected security incidents that are detailed at the end of this report.