GLADSTONE
REGIONAL COUNCIL

GENERAL MEETING NOTICE
AND AGENDA

TO BE HELD AT THE COUNCIL CHAMBERS – CIVIC CENTRE
101 GOONDOON STREET, GLADSTONE

On Tuesday 6 February 2024

Commencing at 9.00am

Mark Holmes
CHIEF EXECUTIVE OFFICER, Acting

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G/2. CONFIRMATION OF MINUTES
G/2.1.   CONFIRMATION OF GENERAL MEETING MINUTES FOR 16 JANUARY 2024

Responsible Officer: Chief Executive Officer

Prepared By: Executive Secretary

Council Meeting Date: 6 February 2024

File Ref: CM7.2

Purpose:

Confirmation of the minutes of the General Meeting held on 16 January 2024.

Officer's Recommendation:

That the minutes of the General Meeting of Council held on 16 January 2024 be confirmed.

Attachments:

1.   Minutes of the General Meeting of Council held on 16 January 2024.

G/2.2. CONFIRMATION OF SPECIAL MEETING MINUTES FOR 23 JANUARY 2024

Responsible Officer: Chief Executive Officer

Prepared By: Executive Secretary

Council Meeting Date: 6 February 2024

File Ref: CM7.2

Purpose:

Confirmation of the minutes of the Special Meeting held on 23 January 2024.

Officer's Recommendation:

That the minutes of the Special Meeting of Council held on 23 January 2024 be confirmed.

Attachments:

1. Minutes of the Special Meeting of Council held on 23 January 2024.

G/3. DEPUTATIONS

G/4. OFFICERS' REPORTS
G/4.1.   2023/24 OPERATIONAL PLAN - QUARTER TWO PERFORMANCE REPORT

Responsible Officer: General Manager People and Strategy

Prepared By: Corporate Planning Specialist

Council Meeting Date: 6 February 2023

File Ref: CM14.2

Purpose:

To present Council with the second quarterly performance report for the 2023/24 Operational Plan.

Officer's Recommendation:

That Council endorse the 2023/24 Operational Plan – Quarter Two Performance Report

Summary:

- All nine initiatives are **on track** to be delivered this financial year
- Initiatives have progressed 10 per cent on average, since the last month and 33 per cent on average since quarter one
- During the quarter, three of the initiatives submitted change requests for timeline revisions. These were all endorsed by relevant Sponsors. These revisions do not take any of the completion dates past 30 June 2024.

Link to Corporate Plan:

Accountable Council - We are providing good stewardship built on a foundation of trust.

Background:

- The 2023/24 Operational Plan was endorsed by Council on 20 June 2023 and identifies nine initiatives and 50 core services that progress delivery of the Corporate Plan 2021-2026.
- This report details progress for quarter two, October to December 2023.
- Quarterly Performance Reports have been refreshed, with simplified design changes to enhance transparency, brand alignment and make it a more enjoyable read.

Risk Management Summary:

Based on the progress to date, there is a low risk of the 2023/24 Operational Plan not being delivered in full and on time.

Options and Opportunity Analysis:

Access and Inclusion Action Plan – On Track
- We are clear on existing access and inclusion principles and practices that are currently in place with Gladstone Regional Council.
- Progress for this initiative sits 15 percent ahead of target progress for quarter two as work on January's milestones has already begun ahead of time.

Social Infrastructure Strategic Plan Review and Update (SISP) – On Track
- We have reviewed previous lessons learned to understand the challenges, successes and opportunities we could face when developing and using a SISP. This will better place us to develop a meaningful SISP.
- We have analysed social infrastructure shortfalls in the Gladstone Region, to better understand the gap between what we have now and what we'll need in the future.
- We have the first draft of an updated SISP.

Planning Scheme Review – On Track (ten per cent under target progress)
- We have hosted an Information Session with key internal stakeholders to seek input and provide them with more information about the intent and impact of the initiative, achieve consensus on expectations, commitments, and understanding of what good looks like.
- Following Councillor review and feedback of the Communications and Engagement Plan, the December milestone to launch the project on Council's online engagement platform will now occur in January 2024. This launch will align with an industry forum and subsequent community drop-in sessions also planned for January. This progress variance is not anticipated to impact any other milestones.
- There is also a variance in actual verse planned budget spend. As we now have a contractor awarded, we have a contractor payment schedule. The projected budget spend will be aligned to the contractor payment schedule in January 2024.

Works Delivery – On Track
- We have defined standards that provide consistency for our people for how we plan, deliver and monitor maintenance.
- We have the structure and people in place to support successful planning and delivery of maintenance.
- We have refined an approach to implementing our safety priorities and technological enhancements required to improve our maintenance processes.
- The foundational work required to enable our asset data cleansing to be accelerated is complete and this work and additional budget spend will progress through the next quarter.
- Whilst natural disasters (bushfires) had some effect on resources, we have been able to manage this, and outcomes are on track to be completed within the financial year.

Community Waste Education – On track
- The new Community Engagement and Education Specialist – Waste has been appointed and onboarded, providing us with the resources required to successfully deliver this initiative.

Future of Fleet – On Track (seventeen per cent under target progress)
- We have released a tender detailing the resources, skills and expertise we need, with an approach to market that aims to attract qualified professionals to support with setup and implementation of the new Fleet System.
- Data use guidelines have been drafted and are expected to be finalised in January.

Creating Constructive Culture – On track
- The culture survey was made available to our people, enabling them to anonymously express what their experience at work is.
- The survey has closed and we have compared our 2021 and 2023 survey results to understand how our culture is shifting.
- The results show a positive move towards our preferred culture in each of the target areas.
- Leaders have been debriefed on the culture survey results and equipped with the skills and knowledge to create meaningful actions for their teams.
- We have begun to realise benefits from our efforts to improve and we have assessed opportunities to enhance our culture.
- We have identified and reviewed highly constructive teams across the business to improve our understanding of what good looks like at Council and how these teams achieve that.
- We have released an online hub to support contemporary and collaborative work practices for our people, provide opportunities for leadership and a place to foster brand ambassadorship.

Psychosocial Safety – On track (four per cent under target progress)
- We have developed an organisation wide Psychosocial Risk Register to improve our understanding of psychosocial risks across the business, what controls are already in place, the effectiveness of these controls and where we have opportunities to improve our controls for psychosocial risks.
- We have updated our Psychosocial Health Safety & Wellbeing Procedure to make it easy for our people to access and use, to effectively manage psychosocial risks.
- We are compliant with our legislative obligation, and by improving our tools we can make it easier for our people to manage processes and prevent harm
- This quarter saw a new temporary Project Lead appointed following the previous lead ending their employment with Council. A conscious decision was made to move December milestones to the new year to coincide with the onboarding of Council's new Manager Health Safety and Wellbeing.

Information Management – On Track
- We have completed meetings with information owners to better understand how information is used and managed across our business, which will help us to make informed decisions as we progress with this initiative.
- We have created a Register of Information Assets (RIA) that captures all the types of information we collect at Council. The RIA is foundational in enabling ongoing efficiencies in how we manage and improve security for our information assets.

Core Services – The report also details core service delivery highlights, including:
- Celebrating Seniors Month in October
- A busy quarter of success for Tondoon Botanic Gardens
- Celebrating 25 years for Agnes Water Library
- Welcome to the Discovery Coast Region events
- Christmas celebrations in Gladstone
- Ending 2023 with a bang – Council's New Year's Eve celebration
- Mount Larcom Pool reopening to the community
- Reorganising for Maintenance progress
- Yarwun Wastewater Treatment Plan receives much needed upgrade
- Piloting AI for water maintenance optimisation
- Boyne Tannum Aquatic Centre reaches significant milestone
- Economic Transition Roadmap turns one
- Gladstone hosts the 2023 LGAQ Conference
- Council prioritises our people's mental health
- GRC Retirees lunch
- 2024 Apprentice and Trainee Program

- Council pinking it up for breast cancer awareness
- Updates to our Environmental Management System
- Baffle Creek and Lowmead bushfire response
- Central Queensland Council's uniting to keep our communities safe from animal diseases.

The attached report provides a full update for this period being 1 October to 31 December 2023.

Stakeholder Engagement:

This report is collated with internal resources and involves contributions from approximately 80 people across the business. Initiative progress is provided by Initiative Leads. Core service highlights are shared by employees across the business and reviewed by relevant Managers.

Legal and Regulatory Implications:

Section 174(3) Local Government Regulation 2021 (Preparation and adoption of annual operational plan) states that: The Chief Executive Officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals of not more than 3 months.

Financial and Resource Implications:

Allocated budget and spend to date for each Operational Plan initiative is detailed in the attached report.

Anticipated Resolution Completion Date:

N/A - information only report.

Attachments:

1. 2023/24 Operational Plan – Quarter Two Performance Report

G/4.2.   AUDIT RISK AND IMPROVEMENT COMMITTEE MINUTES - 6 DECEMBER 2023

Responsible Officer: General Manager Finance Governance and Risk

Prepared By: Ethics Integrity and Audit Specialist

Council Meeting Date: 6 February 2024

File Ref: CM26.2

Purpose:

To present a report about the matters presented at the Audit Risk and Improvement Committee meeting held 6 December 2023, pursuant to section 211 of the *Local Government Regulation 2012*.

Officer's Recommendation:

The Council receive the minutes of the Audit Risk and Improvement Committee Meeting held on 6 December 2023.

Summary:

Council's audit committee, the Audit Risk and Improvement Committee (ARIC), met on 6 December 2023. In accordance with section 211(1)(c) of the *Local Government Regulation 2012*, the audit committee of Council must, as soon as practicable after a meeting of the committee, give a written report about the matters reviewed at the meeting and the committee's recommendations about the matters.

The minutes of the Audit Risk and Improvement Committee meeting held on 6 December 2023 are attached for Council's consideration.

Link to Corporate Plan:

Accountable Council - We are providing good stewardship built on a foundation of trust.

Risk Management Summary:

The responsibilities of the Audit Risk and Improvement Committee related to risk management includes:
- Review the effectiveness of the risk management framework and assist with the development of a risk aware culture through the facilitation of risk management.
- Monitor that Council's risk management activities are not limited to insurance coverage but includes active risk minimisation.
- Ascertain whether fraud and corruption risks have been included in the assessment of the risk profile of Council. Consider risk and probity matters associated with significant procurement activities.
- Consider reports on changes in the corporate risk profile including consideration of emerging risk areas.

Options and Opportunity Analysis:

Below are some of the highlights from the minutes:

Item 7.1 – Environmental Performance Report

A discussion was held regarding the potential penalties for the period of 1 April - 30 September 2023. It was noted that the likelihood of the potential penalties being applied was low and that the focus is on the remediation or actions to achieve results. It was mentioned that should the Department of Environment and Science (DES) reach the point of forceable undertaking or similar action, it would be expected that the works be undertaken in a shorter timeframe which will increase the costs to deliver the project by up to 5 times more than what it would to deliver the project normally. It was acknowledged that rather than financial penalties it is more in the capital work that Council undertakes which is where the costs in rectifying the problem(s) are and that it is a financial implication that needs to be captured in Council's budget and capital portfolio delivery to prevent the likelihood of receiving fines / penalties.

It was mentioned that previously there had been a proposal for changes to the EA conditions that would differentiate between the breaches, however following discussion with DES it would trigger a major amendment. Due to this advice, and in consultation with the local department, it was decided not to progress with the condition changes until there is an understanding of the work needed to the plants to enable the change to conditions.

Item 7.3 – People and Safety Report

The committee enquired regarding the flexible work arrangements and what the main theme of the requests / arrangements are. Advice was provided that work is being undertaken to better understand the flexible work arrangement themes / trends however it is a majority of requests for the same hours but different start and finish times, e.g. starting earlier than 8am and finishing earlier than 5pm. It was mentioned that there has been some concern regarding requests to reduce hours and the impact on other people within the team. The committee highlighted that the flexible work arrangements shouldn't be increasing costs and that there are ways to do flexibility without the impact.

The committee raised concerns regarding the FTE budget v's actual differences. Advice was provided that there are issues with the reporting of FTE with the system and that investigation into the system reporting is underway to ensure accurate FTE reporting in future.

Item 7.5 – Review of Corporate Risk Register

A discussion was held regarding the identification and review of unsatisfactory controls. It was noted that the controls would be reported to the monthly Executive Leadership Team meetings to assist in the management of them including determining if they are unsatisfactory controls.

A discussion was held regarding the level of risk management maturity. It was noted that a survey was completed on risk maturity with 20 responses received, and that while positive to receive the responses, when compared with the number of risk owners it doesn't hit the mark. Feedback received from engagement is that people aren't comfortable in managing their risks and are still cautious. It was noted that a strategy is being developed on how to address this which will be provided at the next meeting. It was further noted that the audit identified that the misunderstanding of controls and treatments is across the whole risk framework and that a better strategy is needed. The committee suggested including the risk register in the committee planning day to undertake a deep dive into how it is being embedded and what strategies the committee might be able to assist with. The committee offered to provided details of another council to connect with that might be able to provide some assistance.

A discussion was held regarding new councillors and providing them with an understanding of risk management. It was noted that risk management is included as part of the Councillor Onboarding program. It was further noted that the new council will need to understand and set Council's risk appetite.

Item 8.1 – Queensland Audit Office Briefing

The Queensland Audit Office (QAO) provided an overview of the briefing paper and highlighted the following:

- The contract with PWC has been canceled and KPMG have been appointed to undertake the 2024 audit.
- The 'Responding to and recovering from cyber security incidents' report has the inclusion of a regional council.
- The 'Effectiveness of local government audit committees' report is in the planning stages however not anticipating any issues for Council.
- The fraud and corruption model and tool have been updated.

Item 9.1 – Ethics Integrity and Audit Progress Report

A discussion was held regarding the proposal to amend the 2023-2024 Internal Audit Plan to replace the Workforce Management - Staff Wellbeing and Resilience review with Payroll review. It was noted that the Workforce Planning Strategy is due to be completed by 30 June 2024 and that there was a need to have that in place and embedded prior to undertaking a Workforce Management audit.

Item 9.2 – Internal Audit Reports

A discussion was held regarding the Disaster Prevention and Recovery Plans internal audit. The committee complimented the quality of the report noting the report highlights the way the root cause analysis has been built into the reports which gives a good insight into the report and the development of the risk rating. The committee enquired if the target maturity level that Council aims to achieve has been identified. Advice was provided that it has been identified as a gap with work undertaken in implementing the overall policy prior to progressing the maturity piece. It was noted that Council broadly responds well to incidents.

The committee sought clarification regarding the statement in the report 'Overall, Council demonstrated the ability to respond to events and incidents...' and if that statement is in relation to an emergency incident. It was noted that 'events and incidents' could be separated to distinguish the different between events and incidents however further clarification would be needed. The committee commented that this is something that is being seen across councils where business continuity can be mixed up with disaster management.

A discussion was held regarding the Corporate Risk, Critical Asset Failure, Effectiveness of Mitigating Controls internal audit. It was noted that there are bodies of work in place however it was identified that the controls aren't fully embedded. The committee mentioned that it reinforces the value of the asset management plans and it was noted that the plans exist however not necessarily the resources to implement them.

Item 12 – Committee Self Development

It was mentioned that Sandra Collins and Stephen Coates have been reappointed to the committee until the end of 2024.

Stakeholder Engagement:

The minutes of the Audit Risk and Improvement Committee are reviewed by the committee members and relevant internal stakeholders.

Legal and Regulatory Implications:

The *Local Government Act 2009* requires that the audit committee of Council – the Audit Risk and Improvement Committee – oversee audit, annual financial reporting and other relevant governance functions to provide Council with an additional level of assurance that systems and controls are in place to minimise risk exposure.

The Audit Risk and Improvement Committee also operates in accordance with Council's Audit Risk and Improvement Committee Policy (P-2020-15).

Financial and Resource Implications:

N/A

Anticipated Resolution Completion Date:

N/A

Attachments:

1. Minutes of the Audit Risk and Improvement Committee Meeting held 6 December 2023

G/5. COUNCILLORS REPORT

G/6. URGENT BUSINESS

G/7. NOTICE OF MOTION

G/8. CONFIDENTIAL ITEMS