



GLADSTONE
REGIONAL COUNCIL

MINUTES OF A **BUSINESS IMPROVEMENT**
COMMITTEE MEETING OF
GLADSTONE REGIONAL COUNCIL

HELD AT THE GLADSTONE ADMINISTRATION
CENTRE BOARDROOM
101 GOONDOON STREET, GLADSTONE

ON 12 DECEMBER 2018 COMMENCING AT 9:00 AM

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PRESENT

Ross Cook (Committee Chair & Business Improvement Committee External Appointee)
Kerry Phillips (Business Improvement Committee External Appointee)
Carolyn Eagle (Business Improvement Committee External Appointee)
Cr Rick Hansen (Councillor)
Cr Desley O'Grady (Councillor – Proxy Delegate)

OTHERS IN ATTENDANCE

Officers

Leisa Dowling, Chief Executive Officer
Mark Holmes, General Manager Finance, Governance and Risk
Brooke Saunders, Manager Governance
Rowena Smallcombe, Ethics, Integrity and Audit Specialist
Terri Pienaar, Acting General Manager People Culture and Safety
Peter Billing, General Manager Operations
Kristie Wockner, Manager Contracts & Procurement
Anna Scott, General Manager Strategic Asset Performance
Ashleigh Tomkins, Manager Asset Governance
Carly Quinn, Acting General Manager Strategy and Transformation
Kylie Lee, General Manager, Community Development and Events
Vicky Hankinson, Governance Advisor (Minutes)
Nerrilynne Taylor, Team Leader Financial Operations
Holly Davison, Compliance and Assurance Officer
Ashlyn Chalker, Compliance and Reporting Officer
Shawn Corcoran, Manager Health, Safety and Wellbeing
Chris Kelso, Technical Officer Assets

External Representatives

Chantelle Hanna, Queensland Audit Office (by telephone link)
Matthew Monaghan, William Buck, External Audit (in person)

Observers

Sandra Collins
Stephen Coates
Mayor Matthew Burnett

1. APOLOGIES

Cr Kahn Goodluck

2. DECLARATION OF CONFLICTS OF INTEREST

Cr Hansen declared that he is a Council appointee to the Gladstone Airport Corporation.

3. CONFIRMATION OF MINUTES

Officer's Recommendation:

That the Committee confirm the Minutes of the Business Improvement Committee Meeting held on the 12 September 2018.

Decision:

The Committee endorsed the Officer Recommendation.

4. BUSINESS ARISING FROM MINUTES

Item 7.4.1 - Internal Audit Report - Tender Review Bio-Solids

Carloyn Eagle advised that she had advocated for those who participated on the Bio Solids Tender Review Panel to retrospectively sign conflict of interest declarations. The Ethics Integrity and Audit Specialist advised that the four individuals who participated on the tender assessment panel are no longer with Council and therefore it is not possible to have them sign declarations. It was agreed that this task be removed from the Open Tasks Report.

During this agenda item Chantelle Hanna from the Queensland Audit Office joined the meeting via telephone link.

Item 8.4.1 - Financial Statements 2017/18

The General Manager Finance Governance and Risk apologised to the Committee for not keeping Members apprised on progress with finalisation of the statements.

The meeting noted the late report item that was circulated to the Business Improvement Committee via email on the 11 December 2018 at 5.00pm providing the Committee with an update on progress with the 2017/18 Financial Statements. Members noted that the delay in finalising the financial statements is primarily as a result of amendments to asset valuation data.

Officers have been working closely with external audit to finalise asset values. On the 7 December External Audit forwarded four issues to the QAO for consideration and are now awaiting a response on those matters. Once received, it will allow Council to finalise the statements.

Carolyn Eagle enquired if Council has considered applying for an extension of time for the submission of the Annual Report. The General Manager Finance Governance and Risk

advised that this has been discussed with the Department of Infrastructure, Local Government and Planning and advice is that it is unlikely that an extension will be granted as the Department consider there is not sufficient grounds to warrant an extension. Carolyn Eagle suggested that Council consider lodging an application for an extension of time (possibly to the 28 February 2019) regardless of the advice received to date, as there is more than just the asset data that provides grounds for the extension. The organisational redesign, delays associated with the Gladstone Airport Corporation's financials, the asset data issue and possibly the recent bushfire disaster event are all contributing factors. If the extension is not granted Council has its position formally documented on public record.

The meeting noted that in relation to finalising the financial statements, a decision was made by Management to delay submission of the statements to allow time to correct the asset valuation data, in full knowledge that this will incur a red light from the QAO in terms of timing. The risk to Council in this decision is that Council will be identified by the Queensland Audit Office in its report to Parliament on the Local Government Entities results of financial audits, as not having financials completed on time. Management considered this to be the better option than risking a qualification on the organisation's financial statements which has far greater financial and reputational risks. Chantelle Hanna from the Queensland Audit Office advised that if Council were to apply for an extension of time and it is granted, and Council meets the extension deadline, it will receive an amber light instead of a red light for timing.

Decision:

That the Business Improvement Committee recommend that Council consider applying for an extension of time for the submission of its 2017/18 Annual Report.

5. OFFICER'S REPORTS

5.1. BIC MEETING DATES FOR 2019

Discussion:

Kerry Phillips advised that it was her understanding from last meeting, that the timing of all meetings were to be extended to 9am to 1pm given that all meetings for the past 12 months have run past 12 noon. It was agreed to adjust the meeting durations in 2019 accordingly.

Stephen Coates advised that he had clashes with the timing of the April, September and December 2019 meetings.

It was agreed that the Governance Advisor explore some alternative arrangements for these months, possibly as follows:

1. The September 2019 meeting be scheduled on the 25 September 2018;
2. The December 2019 meeting be scheduled for Monday 9th; and
3. The 9 April 2019 meeting be moved to an alternative date to be determined by Council.

Officer's Recommendation:

That the Business Improvement Committee:

1. Schedule ordinary business meetings for the following dates and times in 2019:

Wednesday 20 March 2019 from 9am to 12noon;

Wednesday 26 June 2019 from 9am to 12noon;
Wednesday 18 September 2019 from 9am to 1pm;
Wednesday 11 December 2019 from 9am to 12noon; and

2. Undertake an Information Briefing at a Councillor Information Session scheduled for the 9 April and 8 October 2019.

Decision:

That the Business Improvement Committee:

1. Schedule ordinary business meetings for the following dates and times in 2019:
 - Wednesday 20 March 2019 from 9am to 1pm;
 - Wednesday 26 June 2019 from 9am to 1pm;
 - Wednesday 25 September 2019 from 9am to 1pm (subject to BIC member confirmation)
 - Monday 9 December 2019 from 9am to 1pm (subject to BIC member confirmation).
2. Meet informally with Council on the following dates:
 - A date to be determined by Council in April 2019;
 - Monday 8 October 2019 (subject to Council approval).

5.2. 2018/19 WORKPLAN - DECEMBER AGENDA CONTENT

Officer's Recommendation:

That the Committee note the report.

Decision:

The Officer recommendation was endorsed.

5.3. CONTRACTS AND PROCUREMENT

Discussion:

Carolyn Eagle commended the strategic approach being taken to the contract and procurement report and the metrics that Council proposes to track. The report format is a great foundation for future reporting which will no doubt evolve further as the contract and procurement functions develop under the new operating model.

In relation to matters to be considered in future reports it was recommended that consideration be given to:

1. Setting a benchmark in relation to non-compliant procurement that the organisation considers is acceptable; and
2. Track non-compliance where purchase orders are raised "on or after invoice date".

Cr Hansen commented that it was refreshing to see the new approach being taken to contracting and procurement.

Officer's Recommendation:

It is recommended that the Business Improvement Committee endorse the action plan and KPIs proposed in the paper for measuring the improvement of contract and procurement performance across Council in accordance with the 2018/19 Operational Plan and for the control of risks associated with contracting and procurement activities.

Decision:

The Committee endorsed the Officer Recommendation.

5.4. ANNUAL INSURANCE REPORT

Discussion:

The General Manager Finance Governance and Risk advised that there has been some cost reductions in Council's pool schemes. As a result, Council is hoping to secure some additional policies to reduce risks associated with the cyber security and crime. At this stage indications are that Council will be able to secure these additional insurances within the current 2018/19 budget due to the savings associated with the pool schemes.

Carolyn Eagle advised that it has recently been reported that overseas criminal entities are now targeting individuals as part of cons / scams rather than attempting to hack entities cyber security systems. This indicates not only the need for adequate network protections, but also ensuring that people are trained in identifying potential cons and scams.

Officer's Recommendation:

That the report be noted.

Decision:

The Officer recommendation was endorsed.

5.5. SAFETY UPDATE

Discussion:

The Acting General Manager People Culture and Safety, Terri Pienaar and Council's new Manager of Health Safety and Wellbeing, Shawn Corcoran presented the Safety Update report to the meeting. Key issues of discussion included:

1. The proposal to implement behavioural programs to assist in developing an improved safety culture;
2. Members discussed the work arising out of the independent OHS Audit conducted in late 2017 and the requirements of the Department of Transport and Main Roads and advice from Council insurers in relation to further audits;
3. How safety is being managed at the grassroots level through to the Executive Team level.

Kerry Phillips sought clarification and suggested corrections in relation to:

1. Page 56 - Review of Safety System - clarification of the meaning of "Re-alignment of terms is currently occurring in LOGOSS" - Officers advised that alternative safety systems to the current software system (LOGOSS) are being investigated.
2. Page 58 - Graph - Lost Time Injuries / Month and LTIFR Rolling 12 months - Bar graph title shows 'July 2017' is was suggested that this should be 'July 2018'.
3. Page 68 - Second dot point under Success - what timeframe is proposed for the success indicators? Officers advised that the success indicators are for the 5 year term of the strategy. Some of the success indicators will be KPIs for the current financial year's operational plan.
4. Page 74 - Performance Monitoring Table - Indicator 13 TRIFR - what is the timeframe on this indicator? Officers confirmed that this is a 30 June 2019 KPI.

Members considered the report tabled to be very thorough and very well considered.

Members commended those involved in the development of the documents. Kerry Phillips advised that she has worked with other organisations that have implemented behavioural based learning to guide culture with high levels of success and fully endorsed Council's proposal to implement these programs to assist in changing Council's safety culture.

The Mayor posed a question to Officers on their views on how they consider the high turnover of staff is affecting grassroots safety given that so many employees have exited the organisation taking their local knowledge and experience of Council's work environments with them. Officers were of the view that often change of this nature can have a positive effect on safety in that new employees are looking at work practices and work environments with fresh perspectives and ensuring that all aspects of safety are being considered before undertaking work. Often longer term employees can become complacent about work practices and work environments having done it for an extended period of time.

It was agreed that the organisational redesign is a perfect time to be making improvements and changes in safety as new staff coming into the organisation will be more accepting of the new culture if it is learnt right from the outset of their tenure.

Officers reported that there is new energy in the organisation and a revitalization of work practices and environments which is exciting to be involved in.

Elected Members present considered that Council is moving in the right direction with its new safety culture and wellbeing programs and strategies.

Officer's Recommendation:

That the report be noted.

Decision:

The meeting endorsed the Officer recommendation.

6. FINANCE REPORTS

6.1. MONTHLY FINANCIAL STATEMENTS FOR THE PERIOD END 31ST OCTOBER 2018

Discussion:

Kerry Phillips made a number of enquiries regarding specific line items in the statements as follows:

1. Page 85 - It was noted that costs associated with materials are only at 22% expenditure. It was suggested that for the time of year (31 10 2018), that materials expended should be closer to 30%. Officers advised that this is mainly attributed to the delays in the commencement and/or lodgement of claims for some of the larger operational works projects.
2. It was suggested that in future, reports may benefit from showing outstanding rates amounts as a dollar figure as well as a percentage.
3. Pensioner Discounts have almost been fully expended - is there a reason for this? Officers advised that the State Government component of pensioner remissions had not been reimbursed by the State at that point in time (31/10/2018).
4. Other Capital Grants - it was noted that only \$1M of an anticipated \$18M has been received at this point in time. Officers advised that this aligns with capital works spending. It was suggested that Council may not be able to fully deliver its proposed capital program.
5. It was noted that disaster recovery activities have diverted some of Council's resources away from capital and operational works, however, Council does not anticipate incurring significant costs associated with the bushfire event (approximately \$200,000).

The Chief Executive Officer advised that Council will be undertaking a comprehensive 6-monthly review of the budget during December 2018 which will provide members with an updated forecast of Council's budget delivery.

The Mayor enquired of Officers if they can foresee any difficulties in developing the 2019/20 budget prior to the 30 June 2019. Officers advised that Council has recently recruited the accounting position responsible for a large portion of budget development work, so at this time, Officers do not foresee any problems with delivering the next budget prior to the end of financial year.

Officer's Recommendation:

That the Committee note the attached report.

Decision:

The Officer Recommendation was endorsed.

7. ASSET MANAGEMENT

7.1. SINGLE SOURCE OF TRUTH FOR ASSET DATA

Discussion:

The General Manager Strategic Asset Performance, Manager Asset Governance and Senior Technical Officer - Asset Governance presented the report to Members. Officers advised that the report has not yet been considered by Council's Executive Team.

The meeting had a considerable discussion around particular aspects of the report including:

1. The proposed process for establishing the governance framework and the ongoing maintenance of asset data;
2. The gap in the migration of some 30,000 data records which did not come across from the old asset management system to the new asset management system;
3. The proposed timeframe for achieving a single source of truth for asset data.

Members agreed that the proposed timeline for achieving a single source of asset data was too long at 18 months. Members suggested that Council should attempt to avoid placing itself in its current position again, with delays in completing its financial statements as a direct result of poor asset information. It was suggested that Council may wish to consider allocating additional asset management resources to fast track the timeline for achieving single source of truth for asset data. This may require contracting or hiring in additional resources.

The Councillors present fully supported fast tracking the process and considered improved asset management to be one of the highest priorities for the organisation. The Mayor expressed a preference for this project to be completed with in-house resources if possible.

Committee members commented that it is troubling that it appears from the report that there is not the sense of urgency attached to the project that should be present. Carolyn Eagle made the following comments:

1. It is pleasing to see the way forward mapped out in the report.
2. She considered that stages 2, 3, and 4 of the project need to be fast tracked.
3. There needs to be an assessment of what components of the project are essential and what are the 'nice to haves' and resources be focussed on the essentials, with the nice to haves to come at a later time.
4. Consideration be given to whether the software supplier has some obligation to assist Council with the reconciliation of the data that did not come across into the new system.

Carolyn Eagle made the following suggestion in relation to a recommendation to Council:

That Council:

1. Urgently commit all necessary resources to complete the data integrity component of Council infrastructure asset registers;

2. As a priority consider appointing a project manager or contracting on a short-term arrangement to direct the improvements needed; and
3. Consider a 'pay for outcome' component of the project management contract to ensure the key elements are achieved.

This suggestion was supported by the Committee.

It was further suggested that the Committee might benefit from a summary level report that shows how Council is proposing to deal with the resourcing of the respective areas of Asset Governance if Council resolves to allocate further resources to fast-track the asset data project.

Officers advised that some consideration has been given to separating Asset Governance into two areas, one area tasked specifically with the asset data project and the other to continue with normal operations and other projects.

It was agreed to bring information back to the committee in the form of a resource management plan on how the respective tasks will be resourced and the associated reporting lines and accountabilities.

Kerry Phillips also recommended that asset management consider working closely with People Culture and Safety and introduce behavioural based learning programs to assist the organisation in improving its asset management culture.

Officer's Recommendation:

It is recommended that the report be noted.

Decision:

That the Business Improvement Committee recommend:-

- A. That Council:
 - Urgently commit all necessary resources to complete the data integrity component of Council infrastructure asset registers;
 - As a priority consider appointing a project manager or contracting on a short-term arrangement to direct the improvements needed;
 - Consider a 'pay for outcome' component of the project management contract to ensure the key elements are achieved.
- B. That Officers bring a report back to the committee in the form of a summary level resource management plan showing how the respective asset governance functions will be resourced and the associated reporting lines and accountabilities.

7.2. ASSET MANAGEMENT SYSTEM UPDATE

Discussion:

Members were of the view that given the current status of Asset Management the Committee would benefit from a continuation of 3 monthly reporting. It was also noted that

the attachments to this report were not provided as part of the agenda. Officers apologised for the oversight and undertook to onforward the attachments to Members.

Officer's Recommendation:

It is recommended that:

1. The Business Improvement Committee note the progress report; and
2. The updates on this project to the business improvement committee be changed to 6-monthly.

Decision:

The meeting did not support the recommendation in relation to 6 monthly reporting and suggested that reports continue to come to the Committee every 3 months. In addition, Officers are to onforward the report attachments to Members immediately following the meeting.

8. RISK MANAGEMENT

8.1. RISK MANAGEMENT REPORT - SEPTEMBER QUARTER

Discussion:

The General Manager Finance Governance and Risk advised that there has been less 'buy-in' from management in this quarter in relation to updating risk management plan actions. However, now that Council has a full-time risk specialist appointed, Members will be provided with a full and comprehensive report at the next meeting. As the Committee would be aware, Council has recently undertaken a review of its risk appetites via workshops facilitated by Council insurers and that information will also form part of the next period's reporting.

Members enquired on the status of the Goondoon Street sink hole and the Auckland Hill Lookout land stability issues. The General Manager Strategic Asset Performance reported that consultants that specialise in these areas have been appointed to perform a risk assessment and provide technical advice.

Officer's Recommendation:

That the report be noted.

Decision:

The Officer recommendation was endorsed.

9. COMPLIANCE AND ASSURANCE ACTIVITIES

9.1. PROGRESS REPORT ON COMPLIANCE AND AUDIT RECOMMENDATIONS

Discussion:

The Ethics Integrity and Audit (EIA) Specialist advised that whilst there has not been significant movement in the open audit report this quarter, Executives have given a strong undertaking to ensure that these matters are progressed as quickly as possible. The meeting noted that EIA are now using the Audit Tracking Tool software to track other compliance matters. There has been some discussion at management level on investigating a single system to track all matters that require follow up attention by General Managers and this will be investigated further over the coming months.

Kerry Phillips made enquiries in relation to page 139 of the agenda regarding the Mandatory Position Descriptions audit. Officers advised that this action will be updated as there is currently a system in place where all position descriptions are reviewed (including mandatory requirements) when a position becomes vacant before going back out for recruitment.

Officer's Recommendation:

That the report be received and noted.

Decision:

The Officer recommendation was endorsed.

9.2. ETHICS INTEGRITY AND AUDIT PROGRESS UPDATE

Discussion:

Members made enquiries on whether Officers consider they can achieve the planned 2018/19 audit plan. Officers advised that the majority of planned actions will be achievable given the Ethics Integrity and Audit team now has additional resources. However, there are two items where the organisation considers it appropriate to hold over planned activity, including the audit of the Complaint Management process and the Procurement Audit given that Council is currently redesigning these systems to align with its new operating model. Management considers there would be more benefit in auditing these functions once they are fully embedded into the organisation which won't occur in the current financial year.

Members noted Officer advice that Council has implemented the requirements of the Belcarra Report in relation to adopting new policies and standards on Councillor conduct and associated complaint investigation and meeting procedures. Councillors have received training on the new legislative requirements from the Department of Infrastructure, Local Government and Planning. The Mayor provided some comments on the training and his views on the legislation. Members were also briefed on some of the complications arising out of the new provisions in relation to both perceived and real conflicts of interest.

Officer's Recommendation:

That:

1. The report be received and noted.
2. That the Contracts Administration Internal Audit be recognised as an audit project brought forward from the previous year.
3. That Cybersecurity Governance Risk, Benaraby Landfill External Compliance Assessment, Delegation processes, Payroll and Payment Card Industry Security Standard Assessment projects be added to the audit plan.
4. That the Complaints Management Process audit be deferred until 2019/2020.
5. That the internal audit project for procurement be deferred from the 2018/2019 audit plan.

Decision:

The Officer recommendation was endorsed.

9.3. COMPLIANCE AND REPORTING ACTIVITIES

Discussion:

Members were introduced to Council's Compliance and Reporting Officer, Ashlyn Chalker and were briefed on the Officer's work to date.

Officer's Recommendation:

That the report be received and noted.

Decision:

The Officer recommendation was endorsed.

9.4. COMPLIANCE AND ASSURANCE REPORT

Discussion:

Members were introduced to Council's Compliance and Assurance Officer, Holly Davison and received an overview of current and planned activities for this role. Members made a number of enquiries and were satisfied with the responses provided.

Officer's Recommendation:

That the report be received and noted by the Business Improvement Committee.

Decision:

The Officer recommendation was endorsed.

9.5. INTERNAL AUDIT REPORT - CONTRACT ADMINISTRATION CM27.21

Officer's Recommendation:

That the Internal Audit Report on Contract Administration be received and noted.

Decision:

The Committee endorsed the Officer Recommendation.

9.6. COMPLIANCE REPORTING

Discussion:

Members noted that theft of fuel is a rising trend and the Ethics Integrity and Audit team are working with management to investigate tighter controls around fuel storage and access to machinery when parked off-site.

The meeting was also provided with an overview of the environmental non-compliance relating to a sewer overflow. Council has been issued with a warning from the Department of Environment and Science in relation to this incident.

Officer's Recommendation:

That the report on compliance breaches, fraud and reportable/material losses be received and noted.

Decision:

The Committee endorsed the Officer Recommendation.

10. EXTERNAL AUDIT

10.1. EXTERNAL AUDIT BRIEFING PAPER TO BUSINESS IMPROVEMENT COMMITTEE - 29 NOVEMBER 2018

Discussion:

Members again discussed progress with the finalisation of the 2017/18 financial statements. Matthew Monaghan advised that apart from the asset data issues already discussed, the recent audit identified only two or three immaterial differences which were not necessary to adjust. The consolidation adjustments in respect of the airport have been completed in readiness for the finalisation of the financial statements which are subject to the asset adjustments.

Chantelle Hanna from the Queensland Audit Officer drew members attention to items of interest contained in the briefing paper. Members made some enquiries around those matters and were satisfied with the information provided.

Officer's Recommendation:

That the Business Improvement Committee note the report.

Decision:

The Committee endorsed the Recommendation.

11. SELF-DEVELOPMENT

Kerry Phillips reported that she had attended the Queensland Audit Office briefing for Audit Committee Chairs and briefed members on items of interest from that forum. Kerry Phillips also took the opportunity to commend the Queensland Audit Office's blog which replaces the monthly newsletter and includes articles that can be easily shared with others.

12. COUNCIL REFERRALS

There were no referrals from Council.

13. GENERAL BUSINESS

13.1.1 Member Views on new Organisational Structure

The Mayor sought the views of the Chair and former Chair on Council's new organisational structure and any comments or insights that they might like to share in this regard.

Ross Cook offered the view that renewal has many positives but also requires the full support of Council's elected body to be successful. He considered that there will always be 'teething' problems with any change process. From the Committee's observations, there are matters that perhaps did not receive the required level of attention under the old organisational structure and it is pleasing to see it being addressed in the new operating model. The Chair recommended that Council consider allocating additional resources in these areas to ensure that the new model is given the opportunity to work as effectively as envisioned. In summary the Chair considered change was needed and provided that Council allocates sufficient resources to the areas that require attention, it has every chance of success.

Carolyn Eagle commented that in her opinion change was needed. The previous structure was very traditional and whilst that comes with a certain amount of comfort for the organisation and community, it does not provide an ideal platform for reinvigoration. From observations made to date, it appears that the change process at this Council has gone a lot more smoothly than in other organisations. How it has been managed here is relatively good in comparison to some. It was suggested that the most important question to ask is, does the community support you? You will never know if you made the right decision on the extent of change required. The most important thing now is to focus on keeping people invested in their work. Carolyn commented that she believes that this Council can be successful in its change process. Her advice is to focus on the fundamental issues, many of which have been talked about today, and drive the accountabilities across the organisation.

The Mayor thanked the Chair and former Chair for their views and suggestions.

14. CLOSED SESSION - AUDIT REPRESENTATIVES

Council's management representatives left the meeting at this point and the Committee had a closed session with internal and external audit to discuss any matters that the Committee or audit representatives wished to raise.

During the closed session, the Chair reported that Members had a discussion on the financial statements for period ending 31 October 2018 as presented in the agenda and raised concerns that the Capital Works Program may not be completed prior to the end of the financial year. This may present potential reputational and financial risks for Council as Council has levied rates on the basis of delivering that program and therefore it could be perceived by the community that Council has unnecessarily rated residents based on a program it may be unable to deliver.

Officer's Recommendation:

That the general business items be received and noted.

Decision:

That the Committee be provided with a report on the delivery of Council's Capital Works Program showing project status against the project budgets for the next Committee Meeting.

15. NEXT MEETING DATE

The next meeting of the Committee is scheduled for Wednesday 20 March 2019 (9am to 1pm).

THE MEETING CLOSED AT 12.34PM

CERTIFICATION

I hereby confirm that I have read the minutes and they are a true and correct record of the proceedings of the meeting. I certify that these 17 pages form the official copy of Gladstone Regional Council Business Improvement Committee Meeting Minutes of the 12 December 2018.

.....
Ross Cook (Chairperson)

...../...../.....
Date