## Version Control

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OUR VISION >>

Townsville, capital of Northern Australia; the city with opportunity and great lifestyle.

OUR MISSION >>

We are committed to delivering quality services to facilitate sustainable growth through inspired leadership, community engagement and sound financial management.

OUR GUIDING PRINCIPLES >>

Our staff: Our staff are our most valuable asset and we will treat everyone with fairness and equity. We value learning teams and a collaborative approach to deliver the best service for our customers.

Our community: We will work with our community and business stakeholders to help build a healthy, progressive and prosperous city.

Our environment: We will provide stewardship to maintain, protect and enhance our natural environment.

OUR VALUES >>

Service: We commit to excellence

People: We value each other

Integrity: We do the right thing

Respect: We learn through listening

Enjoyment: We create a fun workplace
CONTENTS >>

Version Control >> ................................................................. 1

INTRODUCTION >> ........................................................................ 8

Purpose >> ................................................................................ 8
Principal Stakeholders >> ............................................................. 8
What Is Governance >> .............................................................. 8
Why Is Good Governance Important >> ......................................... 9
About This Framework >> .......................................................... 9
Implementation and Review >> ...................................................... 11

Transparent and effective processes, and decision-making in the public interest ........................................... 12

1.1 DECISION MAKING AND MANAGEMENT STRUCTURE >> .... 12

1.1.1 The Role of Local Government >> .......................................... 12
1.1.2 The Composition of Townsville City Council >> ....................... 12
1.1.3 Decision Making Framework >> ............................................ 12
1.1.4 Organisational Structure >> .................................................. 13
1.1.5 Ordinary Council >> ............................................................ 14
1.1.6 Standing Committees >> ....................................................... 14
1.1.7 Advisory Committees >> ...................................................... 15
1.1.8 Representation on External Committees >> .............................. 16
1.1.9 Strategic Planning Framework >> .......................................... 16

2.1 ETHICAL OVERSIGHT OF COUNCIL >> .............................. 19

2.2 ROLES AND RESPONSIBILITIES >> ....................................... 21

2.2.1 Councillors >> ................................................................. 21
2.2.2 Mayor >> ........................................................................ 21
2.2.3 Chief Executive Officer >> ................................................... 22
2.2.4 Employees >> .................................................................. 23
2.2.5 Delegations >> .................................................................. 23
2.2.6 Employee Performance Management >> .......................... 24

2.3 REVIEW AND CONTROL MECHANISMS >> ......................... 24

2.3.1 Staff Code of Conduct >> ................................................... 24
2.3.2 Diversity and Equality >> .................................................... 25
2.3.3 Complaints Management >> ................................................ 25
2.3.4 Fraud and Corruption >> .................................................... 25
2.3.5 Confidentiality >> .............................................................. 25
2.3.6 Contact with Lobbyists >> ................................................... 26
2.3.7 Councillor Interaction with Staff >> ....................................... 26
2.3.8 Material Personal Interests and Conflict of Interest >> ............ 27
2.3.9 Related Parties ................................................................. 27
2.3.10 Register of Interests >> ...................................................... 27
2.3.11 Public Interest Disclosure >> ............................................. 28
2.3.12 Audit Committee >> .......................................................... 28
2.3.13  External Audit >> ................................................................. 29
2.3.14  Internal Audit >> ................................................................. 29

3.1  PLANNING >> ........................................................................ 30
3.1.1  Planning Scheme >> ................................................................. 30
3.1.2  Financial Planning >> ............................................................... 30
3.1.3  Annual Budget >> ................................................................. 31
3.1.4  Procurement Management >> .................................................. 31
3.1.5  Asset Management Planning >> ............................................... 32
3.1.6  Project Management Framework >> ........................................... 33

4.1  COMMUNICATING WITH THE COMMUNITY >> ......................... 34
4.1.1  Community Engagement >> ..................................................... 34
4.1.2  Customer Service Charter >> .................................................... 34
4.1.3  Community Survey >> ............................................................. 35
4.1.4  Media Relations Administrative Directive >> ............................... 35
4.1.5  Advertising Spending Policy >> .................................................. 35

5.1  PLANNING >> ........................................................................ 36
5.1.1  Townsville and North West Queensland Regional Roadmap >> .......... 36
5.1.2  Community Plan >> ................................................................. 37
5.1.3  Corporate Plan >> ................................................................. 37
5.1.4  Business Plans >> ................................................................. 38
5.1.5  Operational Plan >> ............................................................... 38
5.1.6  Community Strategies and Action Plans ........................................ 39

5.2  PERFORMANCE AND REPORTING >> ...................................... 39
5.2.1  Annual Report >> ................................................................. 39
5.2.2  Annual Financial Statements >> ................................................ 40
5.2.3  Community Financial Report >> ............................................... 40
5.2.4  Quarterly Corporate Performance Reports >> ............................ 40
5.2.5  Corporate Planning and Performance Management System >> .......... 41
5.2.6  Outcome Reporting >> ............................................................ 41
5.2.7  Community Report Card >> .................................................... 42

5.3  RISK MANAGEMENT >> ......................................................... 43
5.3.1  Enterprise Wide Risk Management >> ......................................... 43
5.3.2  Business Continuity Management >> ......................................... 43
5.3.3  Disaster Management >> .......................................................... 44
5.3.4  Insurance >> ........................................................................ 44

5.4  INFORMATION MANAGEMENT >> .......................................... 45
5.4.1  Information Communication Technology (ICT) Governance >> .......... 45
5.4.2  Record Keeping >> ................................................................. 45
5.4.3  Information Security >> ............................................................ 45
5.4.4  Right to Information >> ............................................................ 46
5.4.5  Information Privacy >> ............................................................ 47
5.5 LEGAL FRAMEWORK .................................................................................................................. 47
  5.5.1 Policies, Administrative Directives and Procedures ...................................................... 47
  5.5.2 Policy Point ....................................................................................................................... 48
  5.5.3 Legislative Compliance ................................................................................................... 48
  5.5.4 Local Laws ....................................................................................................................... 49
  5.5.5 Registers ........................................................................................................................... 49
  5.5.6 Legal Services .................................................................................................................. 49
6.0 SUPPORTING DOCUMENTATION .................................................................................... 50
  6.1 Annual Governance Cycle .................................................................................................. 50
  6.2 Governance Principles in Practice ..................................................................................... 51
  6.3 Glossary of Terms ............................................................................................................... 52
  6.4 Strategic Planning Framework ............................................................................................ 54
INTRODUCTION >>

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

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

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

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

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

Good governance encompasses authority, accountability, stewardship, leadership, direction and control. It allows our council to evaluate, direct and monitors its activities.
Good governance generally focuses on two main requirements:

- **performance**, whereby the organisation uses its governance arrangements to contribute to its overall performance and the delivery of its goods, services or programs; and
- **conformance**, whereby the organisation uses its governance arrangements to ensure it meets the requirements of the law, regulations, published standards and community expectations of probity, accountability and openness.

The Australian National Audit Office describes Corporate Governance as:

> “formalising and making clear and consistent the decision-making processes in the organisation. An effective system of corporate governance will help facilitate decision-making and appropriate delegation of accountability and responsibility within and outside the organisation. This should ensure that the varying needs of the stakeholders are appropriately balanced; that decisions are made in a rational, informed and transparent fashion; and that those decisions contribute to the overall efficiency and effectiveness of the organisation.”

**Why Is Good Governance Important >>**

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

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

**About This Framework >>**

There are a range of benefits that can be derived from the development and implementation of an effective Governance Framework. These include:

1. Quality decision making founded on adequate, timely and relevant information disclosure. This means:
   - minimal unintended consequences of decisions
• quadruple bottom line (social, environmental, economic, responsible governance) impacts are clearly enunciated and understood

2. Assurance of desired outcomes or results. This means:
• decisions are not unambiguous
• the accountability of carrying out decisions to required standards is mandated
• controls and monitoring are effective

3. Effective management of risk and opportunities. This means:
• new or previously unforeseen risks and opportunities are routinely identified, assessed and managed

4. Effective and widespread stakeholder commitment and support for good corporate governance. This means:
• Corporate Governance Framework elements are clearly defined and understood
• stakeholder roles and responsibilities are understood
• support for good corporate governance is reflected in behaviours
• stakeholders have access to relevant information to support and fulfil their roles and responsibilities
• stakeholders take part in, and are informed on, corporate changes

5. The system of corporate governance is streamlined and flexible to meet emerging demands or needs. This means:
• integrated information management and support systems
• internal controls
• the overall system is regularly reviewed

6. Strong ethical, performance and values based culture. This means:
• behaviour reflects endorsed values
• robust performance monitoring and evaluation

7. Transparency and disclosure. This means:
• accurate, complete and timely information provided to council and the Chief Executive Officer
high level of community understanding of council policies, decisions, performance etc.

a transparent process with the appropriate checks and balances and separation of powers

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

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

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

Implementation and Review >>

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

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

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<tr>
<td>August</td>
<td>approval of revised document and any recommended actions by the Executive Leadership Team</td>
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<td>circulation of the updated Governance Framework</td>
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Transparent and effective processes, and decision-making in the public interest

1.1 DECISION MAKING AND MANAGEMENT STRUCTURE >>

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

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

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

1.1.2 The Composition of Townsville City Council >>
The Townsville City Council comprises 11 councillors including the mayor. One councillor is elected from each of the city’s ten divisions. The mayor is elected by popular vote from throughout the whole electorate. Local Government elections are conducted every four years on a fixed date prescribed by the State Government, with councillors elected for a term of four years.

Details of the council’s current divisions and Councillors are available on the council’s website. Details about the role and responsibilities of the Mayor and Councillors can be found in Section 2.1.

1.1.3 Decision Making Framework >>
Elected members most important function is their contribution to the decision making process of council. Decisions made by council give direction and authority for the Chief Executive Officer and staff to act upon.
The decision making process is based on a monthly cycle of six standing committees and an ordinary council meeting. Each of the six standing committees has a specific area of focus and is responsible for exploring complex issues and making recommendations to council for determination at the ordinary council meeting. The committees have no delegation or decision making power. The committees are held in the two weeks preceding the ordinary council meeting, which is held on the fourth Tuesday of the month. Further details about council’s committees are provided in Section 1.1.6.

1.1.4 Organisational Structure

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

Council’s organisational structure is designed to support the achievement of the council’s vision and key plans. Reviews of the organisational structure ensure the optimal deployment of resources to deliver identified corporate priorities. Proposals for organisational structure changes are approved by the Chief Executive Officer prior to consideration and approval by council.
Council’s Executive Management Team comprises the Chief Executive Officer and five divisional directors. The Leadership Management Group comprises the Executive Management Team plus the 23 individual department managers. Details about the role and responsibilities of the CEO and staff can be found in Section 2.1.

1.1.5 Ordinary Council >>
Ordinary Meetings of council are held on the fourth Tuesday of each month at 1pm and are open to the public (unless closed to discuss confidential matters under the provisions of the Regulation). Meetings are held at the Council Chambers at 103 Walker Street, Townsville.

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

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

1.1.6 Standing Committees >>
Council currently has six Standing Committees, each held monthly. Each committee comprises of the mayor, the Chair of the committee and four additional councillors as members.

The Committees include:
- Community and Cultural Development Committee
- Community Health and Environment Committee
- Governance and Finance Committee
- Infrastructure Committee
- Planning and Development Committee
- Townsville Water and Waste Committee

The Community and Cultural Development Committee is responsible for considering matters relating to cemeteries, community and cultural services, community support programmes, events, facilities, galleries, libraries and sport and recreation
The **Community Health and Environment Committee** is responsible for considering matters relating to environmental and natural resource management, environmental and sustainability services, sustainability services, enforcement/compliance and emergency management.

The **Governance and Finance Committee** is responsible for considering matters relating to asset management, business management, communication and customer relations, corporate research, financial management, governance, information communication technology and people services.

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

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

The **Townsville Water and Waste Committee** is responsible for considering matters relating to solid waste business management and strategy, solid waste collection and recycling, solid waste treatment and disposal, waste water supply, water supply, laboratory services and trade services.

By forming specialised committees, councillors can focus their knowledge and attention on those areas. The role of the various standing committees is to receive and consider council officer’s reports in order to provide a recommended course of action to council. This allows the ordinary meetings of council to be run more efficiently and effectively.

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

### 1.1.7 Advisory Committees

At its Post-Election Meeting of council on 8 April 2016, council established an advisory committee structure of seven committees to involve residents in the decision making process. The adopted Advisory Committees include:
The Advisory Committees report through council’s Standing Committees and are a key connection for council and the community to provide input, insight and identify collaborative opportunities between council and the community. They serve as a means of promoting equity of access and identifying and advising council on current and emerging issues and policy matters within the Townsville community.

1.1.8 Representation on External Committees >>
Elected members are often appointed to represent the council on various external committees and organisations. Their role is generally to provide advice, identify strategic opportunities and act as a conduit with the council and the community. The process for appointment of a councillor to an external committee or organisation is via nomination, followed by adoption by council. A listing of committees and organisations with councillor representation can be found in the minutes of council’s post-election meeting.

1.1.9 Strategic Planning Framework >>
Council’s Strategic Planning Framework is the overarching framework used to assist council and the community to plan for the future. It is a continuous, systematic process for engaging the community to identify intended future outcomes, monitor how outcomes are being achieved and report how success will be measured. A copy of the Strategic Planning Framework is included in Supporting Documentation - section at 6.4.

The Strategic Planning Framework ensures that efficiencies are achieved through coordinated planning and budgeting and that systems and arrangements are undertaken in an integrated manner to inform a well-considered asset, capital and financial strategic direction for the council.
The Strategic Planning Framework comprises a hierarchy of cascading and interconnecting documents, which when taken together allows council to turn its long term aspirations, goals and plans into reality. It assists in planning for a sustainable future for the council, the community, the environment and the economy. It also ensures methodologies are in place for measuring performance against desired outcomes.

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

**Townsville City Council Business Model**

To complement council’s Strategic Planning Framework the following business model was developed to demonstrate how council transform inputs, through its business activities, into outputs and outcomes in order to fulfil its strategic goals and create value over the short, medium and long term.
The following diagram represents council’s performance management and reporting on the achievement of the outcomes (identified in its strategic planning documents) and complements the Strategic Planning Framework.
2 Ethical and legal behaviour of councillors and local government employees

2.1 ETHICAL OVERSIGHT OF COUNCIL >>

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

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

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

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

Council is also accountable to a range of external bodies that may independently review, investigate or monitor council’s performance, which in turn helps to ensure ethical decision-making. Guidance and oversight is provided by the Crime and Corruption Commissioner, Integrity Commissioner, Local Government Association of Queensland and other ethic advisory bodies. The Queensland Ombudsman, Queensland Audit Office, Office of Information Commissioner, Queensland Treasury and Department of Infrastructure, Local Government and Planning also play a key role in the oversight of local government.
The reputation of the council in general relies upon our staff acting with integrity. Council’s Fraud Management Framework reinforces ethical practices, including management’s actions to eliminate or mitigate incentives or opportunities that might prompt personnel to engage in dishonest, illegal or unethical behaviour.

To assist council’s employees and councillors to make decisions in the public interest there are a range of frameworks, policies and standards that complement the legislative requirements for local government. These are designed, in part, to achieve good governance and ultimately, to guide council towards providing value to the community and enhancing public trust and reputation. They include but are not limited to:

- Code of Conduct (applicable to all staff, including executives and relevant contractors)
- Legislative Compliance program
- Enterprise Risk Management Framework
- Complaints Management policy
- Fraud Management Framework
- Training programs - specifically addressing the meaning and applicability to all levels of the organisation of such terms, where used, as ‘ethical conduct’, ‘acting with integrity’ and ‘public interest’
- Council’s values and expectations in relation to behaviour and decision making through statements and human resource management
- Service Level Agreements and Customer standards to provide clarity on the expectations of staff when interacting with the community, councillors and fellow staff
- Maintaining registers and minutes of meetings for disclosure of material personal and conflict of interests
- Council’ Annual Report providing a statement of compliance with policies and procedures that address ethics and integrity
- Council’s Public Interest Disclosure policy framework
- Achievement Planning for employees
- Corporate Performance Management
- Providing appropriate induction and training for new employees, with regular ongoing training for all employees at all levels demonstrating the organisation’s sustained commitment
• Policy Point and Learning Seat to ensure all staff are aware of relevant policies and are trained in core policies such as Drug and Alcohol, Code of Conduct and Workplace Harassment and Bullying.

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

2.2 ROLES AND RESPONSIBILITIES

2.2.1 Councillors

Councillors must represent the interests of current and future residents of the local government area. In accordance with the Act, all councillors are responsible for:
• ensuring council discharges its responsibilities under the Local Government Act
• achieves the Corporate Plan, and
• complies with all laws that apply to local governments.

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

Upon being successfully elected, councillors are inducted to council, which provides them with much of the information and resources needed to effectively discharge their responsibilities. Councillors also participate in ongoing professional development programs and activities.

2.2.2 Mayor

In addition to the responsibilities of all councillors, the mayor is also responsible for:
• leading and managing meetings of the local government at which the mayor is the chairperson, including managing the conduct of the participants at the meetings;
• preparing a budget to present to the council;
• leading, managing, and providing strategic direction to, the chief executive officer in order to achieve the high quality administration of the council;
• directing the chief executive officer and senior executive employees, in accordance with the council’s policies;
• conducting a performance appraisal of the chief executive officer, at least annually, in the way that is decided by the council (including as a member of a committee, for example);
• ensuring that the council promptly provides the Minister with the information about the local government area, or the council, that is requested by the Minister;
• being a member of each standing committee of the local government;
• representing the council at ceremonial or civic functions.

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

- implementing the policies and priorities of the council in a way that promotes:
  - the effective, efficient and economical management of public resources
  - excellence in service delivery
  - continual improvement
- carrying out their duties in a way that ensures the council:
  - discharges its responsibilities under the Act
  - complies with all laws that apply to council
  - achieves its corporate and community plans
- providing sound and impartial advice to the council
- carrying out their duties impartially and with integrity
- ensuring the employee’s personal conduct does not reflect adversely on the reputation of the council
- improving all aspects of the employee’s work performance
- observing all laws relating to their employment
- observing the ethics principles under the Public Sector Ethics Act 1994, section 4
- complying with a code of conduct under the Public Sector Ethics Act 1994.

All council employees, including the Chief Executive Officer, are subject to performance management while employed by council. Further details on performance management can be found in Section 2.1.8.

2.2.5 Delegations >>
Under Sections 257-260 of the Local Government Act 2009, the council can delegate authority to the Mayor, Chief Executive Officer, a Standing Committee, a Committee Chair or another Local Government.

In turn, the Mayor can delegate to another councillor (however, the mayor must not delegate the power to give directions to the chief executive officer). The Chief Executive Officer can delegate authority to an appropriately qualified staff member or contractor. However, the Chief Executive Officer must not delegate a power delegated by the council, if directed not to further delegate the power, or as defined by the Act.
Council has a register of delegations, as required by the Act and it records all delegations by the council, mayor or the chief executive officer. The Delegations Register covers all possible delegations from council to CEO, and from CEO to employees or contractors. It is based on the Local Government Association Queensland register that includes regular notifications of changes to legislation.

The Register of Delegations is maintained by Corporate Governance and is available for inspection on request.

2.2.6 Employee Performance Management >>
Performance management for council employees below Executive Manager level is managed utilising the Achievement Planning process. Achievement Planning is a mandatory council-wide process for identified staff, designed to measure and drive employee improvement and offer career and skills development. Achievement Planning aims to provide each employee with the capability, resources and direction to identify work that will contribute to achieving council goals, managing workloads, and developing future capability. Achievement Planning occurs according to an annual cycle. Council has adopted the Local Government Managers Australia (LGMA) Performance Management tool for use for Directors and Executive Managers’ performance planning.

2.3 REVIEW AND CONTROL MECHANISMS >>
2.3.1 Staff Code of Conduct >>
All employees of the council must seek to achieve the highest standards of behaviour when dealing with customers and each other and must encourage a culture where ethical conduct is recognised, valued and followed at all levels and ensure appropriate action is taken to prevent fraud and corruption.

The council has developed a Code of Conduct for staff which is based on the principles of the Public Sector Ethics Act 1994. Staff are introduced to the Code of Conduct at the point of induction and review its content on a scheduled basis via council’s policy review system.

The Staff Code of Conduct is available for inspection via the council’s website.
2.3.2 Diversity and Equality>
Council is committed to diversity, equality and fair treatment in the workplace. Council’s Diversity and Equality in the Workplace Policy directs the organisation’s efforts in recruitment, promotional and staff development procedures to ensure equal opportunities which are free from any unlawful discriminatory practices. The policy outlines how the council will confidentially and impartially investigate and respond to any breaches of legislation, the policy itself or any associated procedures.

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

In order to facilitate the effective management of complaints, council has committed to:
- maintaining policies and procedures and ensuring that training is provided to staff
- ensuring that potential complainants are aware of the avenues available to lodge a complaint with council
- providing an environment of continuous improvement through reporting and customer feedback.

The Complaints Management Policy is available for inspection via the council’s website.

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

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

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

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

The council’s Confidentiality Policy is available for inspection via the council’s website.

Details about Right to Information and Information Privacy can be found in Section 5.4.

2.3.6 Contact with Lobbyists >>

As governed by the Integrity Act 2009, council maintains a Register of Contacts with Lobbyists. This register is accessible via the council’s website. The council has a policy for Councillor Contact with Lobbyists, Developers and Submitters – Officers Present. This policy is aimed to preserve confidence in the council, minimise the likelihood of claims being made of improper dealings, bias or conflict of interest and promote integrity.

The Councillor Contact with Lobbyists, Developers and Submitters – Officers Present Policy is available for inspection via council’s website. The Register of Contacts with Lobbyists is available on request from council’s Planning & Development Division.

2.3.7 Councillor Interaction with Staff >>

The council has Acceptable Request Guidelines (Councillors) in relation to the provision and exchange of information and advice between staff and councillors. The Guidelines ensure that requests for information comply with the intent and purpose of the Principles of the Local Government Act 2009. Staff are to provide reasonable assistance to councillors in the exercise of their role and the performance of their duties. Interaction must be carried out in a professional manner at all times with respect and regard for councillor and staff positions.
2.3.8 Material Personal Interests and Conflict of Interest >>

Material personal interests and conflicts of interests must be declared by councillors at council meetings and recorded in the minutes if a matter to be discussed at that meeting could be perceived to result in a personal gain.

A Material Personal Interest may exist if the councillor themselves, or their parent, child, sibling, partner, employer (other than government entity) or entity (other than a government entity) stands to gain a benefit or suffer a loss depending on the matter being discussed. A Conflict of Interest is a conflict between a councillor’s personal interests and the public’s interests.

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

All council officers are required to disclose conflicts of interest to the Chief Executive Officer under council’s Code of Conduct. All tender panel members are required to complete a declaration that there is no conflict of interest.

2.3.9 Related Parties

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

2.3.10 Register of Interests >>

As required by the Local Government Regulation 2012, council maintains a register of interests for councillors, the Chief Executive Officer, senior contract staff and persons who are related to all of the aforementioned. Statements of Interests for all councillors are available via council’s website, while statements for all other people are kept by the office of the Chief Executive Officer.
2.3.11 Public Interest Disclosure >>

Council’s Public Interest Disclosure Policy and Procedure outline its commitment to investigating all public interest disclosures in a confidential and timely manner. Council encourages and supports public interest disclosures of wrongdoing in council and will take appropriate action to investigate each disclosure.

Reportable conduct is conduct by a person or persons connected with council which is dishonest, fraudulent, corrupt, illegal, a breach of legislation or local laws, unethical, unsafe work practices, conduct which may cause financial or non-financial loss to the council, gross mismanagement, serious or substantial waste or repeated instance of breach of administrative procedures.

The Public Interest Disclosure Policy is available for inspection via the council’s website.

2.3.12 Audit Committee >>

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

The Local Government Regulation 2012 defines the membership of the Audit Committee as consisting of between three and six members, at least one (and no more than two) are to be councillors. At least one member must have significant experience and skills in financial matters and one member is to be appointed as the chairperson of the committee. The committee meets quarterly and must submit to council a copy of the meeting report of each Audit Committee meeting and prepare an annual report for council.
2.3.13 External Audit >>

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

The audit report identifies financial and compliance issues and categorises them into high, medium and low risks. The Queensland Audit Office also rate council’s controls issues and categories them as a deficiency or and significant deficiency. These risks are reviewed and addressed by council’s management via the coordination and stewardship of the Finance and Corporate Governance departments. In addition to financial and compliance audits, the Queensland Audit Office carries out performance management system audits and information systems audits.

2.3.14 Internal Audit >>

Council has established an Internal Audit function in accordance with Section 207 of the Local Government Regulation 2012 and Section 105 of the Local Government Act 2009. The Internal Audit function is an independent and objective review and advisory service, established within council to provide assurance to the Audit Committee and management that council’s controls are designed to manage council’s risks and achieve objectives by operating in an efficient, effective and ethical manner.

The primary objectives of the Internal Audit Unit are to evaluate council’s systems of internal control in order to provide assurance that:

- council is achieving its goals and objectives efficiently, effectively and in an ethical manner
- financial and operating information produced is accurate, timely and complete
- there is compliance with relevant laws, regulations and other external requirements and with council policies, directives and other internal requirements
- council’s assets and liabilities are competently managed and protected against loss or other negative consequences.
3 Sustainable development and management of assets and infrastructure, and delivery of effective services

3.1 PLANNING >>

3.1.1 Planning Scheme >>
Council was proud to adopt the Townsville City Plan on 13 October 2014 (and came into effect on 27 October 2014). Prior to this, council maintained the former Townsville and Thuringowa Planning Schemes. The new Townsville City Plan looks at our city with a fresh perspective; it sets the vision and consistent plan for how Townsville should grow over the next 25 years.

The primary function of the Planning Scheme is to:
- Further the aims of Planning Act 2016 and the vision for the city to achieve ecologically sustainable development
- Provide a robust, responsive and transparent environment for simplified development assessment reflecting the aspirations of the local community
- Provide a blueprint for the future economic development and social well-being of the city.

The new Planning is available via council’s website.

3.1.2 Financial Planning >>

Council’s long-term financial strategy and financial plan support the implementation of the council’s long term plans. Long-term financial planning is an essential governance tool, which supports:
- Fiscal responsibility and financial sustainability
- Transparency and accountability to the local community and other stakeholders
- Appropriate levels of inter-generational equity
- The delivery of reporting against financial targets and goals
- The capacity of managers to effectively plan and deliver their services
- The development of performance measures (qualitative and quantitative) and target service levels
- The development of council’s annual budget
Section 169 of the *Local Government Regulation 2012* requires that the long term financial forecast must cover a period of at least 10 years and include the relevant financial sustainability ratios, including

- asset sustainability ratio
- net financial liabilities ratio
- operating surplus ratio

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

### 3.1.3 Annual Budget >>

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

The annual budget is available for inspection on the council [website](#). Monthly Budget Variance Reports are completed by all departments and reviews of the budget conducted at four and eight months.

### 3.1.4 Procurement Management >>

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

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

- Value for Money
• Open and Effective Competition
• The Development of Competitive Local Business and Industry
• Environmental Protection
• Ethical Behaviour and Fair Dealing

Council may also have to comply with other procurement requirements, particularly in the expenditure of grant monies received from other government departments. A copy of the Procurement Policy is available on council’s website.

3.1.5 Asset Management Planning >>

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

Council’s Asset Management Summary Plan 2014/15 – 2023/24 outlines how council will deliver on its commitment for the provision and upkeep of infrastructure and associated services. Council has also developed an Asset Management Strategy 2011 – 2015 (2013 Update) and has in place the following detailed plans:

• Townsville Water Asset Management Plan
• Transport Asset Management Plan
• Stormwater Asset Management Plan
• Property Asset Management Plan
• Fleet Asset Management Plan
• Parks Asset Management Plan
• Knowledge Management Asset Management Plan

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

A copy of the Townsville City Council Asset Management Summary Plan is available on the council’s website.

### 3.1.6 Project Management Framework

Council’s Project Management Framework was developed to assist all staff involved in the management or delivery of projects, to undertake project management effectively and efficiently. The Framework is tailored to council’s project management needs and supports the consistent application of sound project management to the wide range of projects in the council’s portfolio of capital and operational programs.

The Framework explains the key project management concepts and the importance of project management in the council’s annual business cycle and its project and product lifecycle. It specifically provides the following benefits:

- The consistent application of project management practice by all of the departments within council
- The effective integration of relevant departments’ needs in the early phases of a project
- The effective transfer and sharing of information between departments at the end of project delivery
- An increased project management capability and capacity within council
- The promotion and support of the continuous improvement of project management understanding and capability within council.
4 Democratic representation, social inclusion and meaningful community engagement

4.1 COMMUNICATING WITH THE COMMUNITY >>

4.1.1 Community Engagement >>

Townsville City Council is committed to ensuring inclusive and effective community engagement. Council believes that fostering democratic representation, social inclusion and meaningful community engagement greatly assists in the delivery of high quality local government. The council has adopted a Community Engagement Framework and Policy to guide efforts to enhance the planning and delivery of services and programs.

The Community Engagement Policy is based upon the following principles:

- Provision of inclusive opportunities for informed community involvement in council's decision making
- Ensuring that all groups in the community are provided with opportunities to engage with council
- Commitment to the provision of culturally appropriate processes to encourage increased access by Aboriginal people, Torres Strait and South Sea Islanders, and people from culturally and linguistically diverse backgrounds to participate in discussions about council initiatives
- Adherence to an engagement policy and framework to achieve meaningful community engagement
- Fostering a council-wide culture of community engagement.

The Community Engagement Policy is available for inspection via the council’s website.

4.1.2 Customer Service Charter >>

Council’s Customer Service Charter is the organisation’s commitment to always provide customers with the highest standards of customer service. The council commits to provide customers with prompt and efficient services, easy access to services and friendly, professional service and will consider customer needs when developing products and services and making decisions.
Council has adopted Customer Service Standards. These Standards provide details about the level of service to be provided by Council and its commercial business units - Townsville Water and Townsville Waste Services, the process for establishing new services, billing, collections, metering, accounting, customer consultation, lodging complaints and dispute resolution.

The Customer Service Charter is available for inspection via the council’s website.

4.1.3 Community Survey >>

Council commissions a Community Survey every two years to gain independent feedback on the views and expectations of the community. The surveys seek a range of resident satisfaction and opinions on the importance of various services that council provides and residents’ satisfaction with the standard of these services.

The surveys allow council to trend community satisfaction year on year and benchmark with other local governments. The results provide valuable information for council’s ongoing strategic planning and quality improvement processes.

The results of the Community Survey are available for inspection via council’s website.

4.1.4 Media Relations Administrative Directive >>

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

4.1.5 Advertising Spending Policy >>

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

5.0 Good governance of, and by, local government

5.1 PLANNING >>

5.1.1 Townsville and North West Queensland Regional Roadmap >>

Regional Development Australia is an Australian Government initiative that brings together all levels of government to enhance the growth and development of Australia’s regions through the development of Regional Roadmaps.

The Townsville Local Government Area sits within the Townsville and North West Queensland Regional Roadmap. This ‘region’ accounts for one quarter of Queensland’s land mass, has a population of approximately 272,000 and represents 5.8% of Queensland’s population. The 15 Local Government areas included in the region are Boulia, Burdekin, Burke, Carpentaria, Charters Towers, Cloncurry, Doomadgee, Flinders, Hinchinbrook, McKinlay, Mornington Island, Mount Isa, Palm Island, Richmond and Townsville.

The RDA Townsville and North West Queensland Committee’s vision is to achieve a prosperous, sustainable, cohesive and liveable region.

The vision will be achieved by working in the following directions:

- Focusing on infrastructure for current and future projected needs
- Focusing on strengthening and developing industry sectors
- Focusing on infrastructure and services for enhancing liveability
- Focusing on promotion of the region and its opportunities
- Focusing on strengthening partnerships and networks for progression of the region
- Focusing on natural resource management stewardship
The full Roadmap, including the committee members and Townsville City Council’s responsibilities, can be found on the Regional Development Australia Townsville and North West Queensland website.

5.1.2 Community Plan >>

The Community Plan is a long term plan (10 years) for Townsville that identifies the community’s needs and desires. The plan was developed by the community for the community, through a community consultation phase involving more than 7,000 people. The resultant Plan articulates the community’s long-term vision and articulates four key themes, 19 guiding principles and a suite of subsequent strategies.

The vision of the Townsville Community Plan is:

*Townsville is the northern gateway to Queensland. Our well-built city connects people to their community, via an active lifestyle that is enjoyed by all who live and visit. We are leaders of positive environmental action. We are acclaimed for our business entrepreneurship, government enterprise, innovation, technology and cultural stewardship.*

The Community Plan is a ‘whole of community’ plan not just a local government plan. It involves a wide range of stakeholders and all levels of government, though responsibility for individual actions is not articulated within the Plan.

The council’s Community Plan is available for inspection on the council’s website and at its Customer Service Centres and Libraries.

5.1.3 Corporate Plan >>

The Corporate Plan translates the community’s vision into actionable programs deliverable by the council. It articulates how the council will implement a five year period of the Community Plan in those areas that it carries responsibility for (as opposed to the other areas of the Community Plan where responsibility lies with other government agencies or organisations). Council’s Corporate Plan also defines the outcome measures that it will use to demonstrate progress towards achieving the vision outlined in the Community Plan. These measures are reported against through council’s Annual Report.
The Corporate Plan is defined in accordance with the globally recognised sustainability framework of Quadruple Bottom Line (QBL), which focuses on the goals of economic sustainability, environmental sustainability, social sustainability and responsible governance. The Plan is adopted prior to the start of the first financial year covered by the plan and reviewed on an annual basis.

The council’s Corporate Plan is available for inspection on the council’s website and at its Customer Service Centres and Libraries.

5.1.4 Business Plans >>

Divisional/departmental Business Plans are encouraged within council as a best practice approach to business planning. The Business Plan defines the purpose of the division/department and their role within the Corporate Plan and Community Plan context. It defines how the division/department intends to address the service-related challenges it expects to face over the next three to five years and links the defined standards of services with programs and resources.

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

5.1.5 Operational Plan >>

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

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

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

The council’s Operational Plan is available for inspection on the council’s website.

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

5.1.6 Community Strategies and Action Plans

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

The following Strategic Action Plans have been devised for the next three years.
- Community Development Strategy 2014 – 2017

5.2 PERFORMANCE AND REPORTING >>

5.2.1 Annual Report >>

Council is must adopt its annual report within one month after the day the auditor-general gives the auditor-general’s audit report about council’s financial statements for the financial year. The Annual Report is one of council’s key planning and accountability documents. It provides a comprehensive assessment of council’s performance in implementing the long-term Community Plan, 5 year Corporate Plan and annual Operational Plan. The Annual Report is also one of the only documents that provides a report on council’s financial performance throughout the preceding financial year.
The Report provides council with a tool to market achievements to potential investors and city partners and demonstrates to stakeholders that the council has delivered its committed outcomes.

The Annual Report is available for inspection on the council's website and at its Customer Service Centres and Libraries. Copies are provided to the Minister for Local Government, local members of parliament and other city leaders.

5.2.2 Annual Financial Statements >>

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

The financial Statements are included in the council’s Annual Report which is available for inspection via the council’s website, Customer Service Centres or Libraries.

5.2.3 Community Financial Report >>

The Community Financial Report is a brief summary of the information contained in council’s financial statements and is intended to provide an overview of council’s financial position in an easily understood format.

The financial Statements are included in the council’s Annual Report which is available for inspection via the council’s website, Customer Service Centres or Libraries.

5.2.4 Quarterly Corporate Performance Reports >>

Section 174 of the Local Government Regulation 2012 requires the chief executive officer to present a written assessment of the local government’s progress towards implementing the annual Operational Plan at meetings of the local government held at regular intervals of not more than three months.
Council meets this requirement through the preparation of a Quarterly Corporate Performance Report, which provides substantive evidence for council and the community of progress in delivering on the annual Operational Plan each quarter.

Progress against each operational planning activity is measured using key performance indicators and provides the basis for an annual assessment of progress towards meeting the goals and strategies outlined in the Corporate Plan.

The council’s quarterly Corporate Performance Reports are available for inspection on the council’s website.

5.2.5 Corporate Planning and Performance Management System >>

Council’s Corporate Performance Management (CPM) system is an online management application used to develop and monitor council’s Corporate and Operational Plans. The application is used to capture performance of these plans and enables the coordination of council’s quarterly Corporate Performance Reports.

5.2.6 Outcome Reporting >>

Council is currently in the process of developing more mature reporting mechanisms and is implementing outcome reporting. Council currently measures and reports on the resources we use to do our work (inputs), the work we do (activities) and if we are meeting our targets and KPI’s in our quarterly performance report.

Outcome reporting provides a broader set of information on our commitments to the community. It considers the inputs, activities, and outputs we deliver and whether we are, is achieving our community and corporate goals as identified in the Community Plan and Corporate Plan.

Outcomes are qualitative in nature and the information gathered can be used to understand, the effectiveness of organisational programs and our responsiveness to the community’s needs and desires. This information can also help manage and improve services and organisational outcomes and demonstrate accountability for results.
5.2.7 Community Report Card >>

Council produces a simple one page Community Report Card at the end of each financial year. The Report Card has been designed specifically for residents, to provide a snapshot of what council has delivered over the past year. It provides performance information in the form of outputs delivered and is a valuable resource and point of interest for the community and allows a comparison of achievements year on year.

The Community Report Card is provided to residents via a number of outlets, including council’s website, Customer Service Centres or Libraries.
5.3 RISK MANAGEMENT >>

5.3.1 Enterprise Wide Risk Management >>

Council has an Enterprise Wide Risk Management Framework. These documents demonstrate that council understands and manages risk and seeks to ensure there is consistency to the methods used in assessing, monitoring and communicating risks across the organisation.

There are two distinct parts contained within the Enterprise Wide Risk Management Framework:

1. An overview of council’s Strategic Enterprise Wide Risk Management Framework. This maps council’s approach and the structures and processes that support an integrated risk management environment, which links business objectives and supports management decision making on a daily basis - all of which will ultimately enhance council’s delivery of services to the community.

2. The specific processes associated with risk management activities within council. It facilitates the preparation and documentation of comprehensive risk management practices across council.

The Enterprise Wide Risk Management Policy is available for inspection via council’s website.

5.3.2 Business Continuity Management >>

Council recognises the importance of organisational resilience to ensure the uninterrupted availability of all key business resources and critical business functions. Effective business continuity management helps to prevent and mitigate the severity of potential business interruptions on the organisation and its stakeholders. The council has developed an Enterprise Wide Business Continuity Management Framework.

In the event of a significant business interruption, council will:

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

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

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

The primary aim of the Townsville Local Disaster Management Group is to ensure that the community can return to normal functioning as quickly as possible following a disaster event. This involves ensuring that critical infrastructure and essential services are restored as soon as possible, providing longer-term psycho-social support and welfare to those in need, minimising and redressing environmental impacts and facilitating recovery of the business sector. The Local Disaster Management Group Plans are available for inspection via council’s website.

5.3.4 Insurance >>

Council’s insurance is centrally managed through the Corporate Governance Department. The Department manages council’s insurance program, public liability claims, third party property damage claims, motor vehicle and plant damage claims and council property damage claims. Workers compensation insurance is managed by council’s Human Resource Department.

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

- Public Liability
- Industrial Special Risks
- Motor Vehicle
- Fidelity Guarantee
- Personal Accident (Employees & Volunteers)
- Personal Accident (Mayor & Councillors)
- Business Travel
5.4 INFORMATION MANAGEMENT >>

5.4.1 Information Communication Technology (ICT) Governance >>

In recognising the importance of ICT, council’s Executive Management Team established an Information Management Steering Committee. The Information Management (IM) Steering Committee is the senior governance and policy making body for ICT at council. Its role is to ensure that the planning and investment in ICT as approved by the Executive Management Team (EMT), is implemented so as to support council’s strategic and operations goals. The IM Steering Committee reports to the Executive Management Team (EMT) through its Chair – Director Corporate Services.

Council has also established an Enterprise Resource Planning (ERP) Board that is the executive body that manages significant change events within our ERP Applications with high potential for corporate or customer impact. The board is responsible for approving releases, appointing an appropriate Release Manager and overseeing the changes in line with the ERP Framework.

5.4.2 Record Keeping >>

Council is committed to ensuring all records retained are complete and accurate and can be identified, accessed and retrieved in a useable format that preserves the record’s evidential integrity. Council’s Information Management Policy provides guidance to staff to ensure mandatory compliance with the Public Records Act and the principles of IS40 - Recordkeeping and IS31 – Retention and Disposal of Public Records.

5.4.3 Information Security >>

Council information must remain secure and accessible only to authorised users. The completeness, accuracy and trustworthiness of council’s information and information systems must be maintained at all times. Council’s information systems adopt industry-specific information
security standards including but not limited to AS/NZS ISO/IEC 27001:2006 and the relevant Queensland Government Enterprise Architecture Information Standards and associated documents. Council’s information security policies and related procedure manual have been drafted to meet or exceed the protections found in these existing standards and regulations.

5.4.4 Right to Information >>

Under the Right to Information Act 2009 any person has the right of access to most documents held by council. Documents held include paper files, print-outs, computer records, files, visual material, and audio recordings. Council has developed a Right to Information Policy, which acknowledges the right of the public to:

- obtain information about council’s structure, policies and activities unless disclosure would, on balance, be contrary to the public interest
- ensure that personal information held about members of the public by council is accurate and complete.

The Right to Information Policy is available for inspection via the council’s website.

The council also has available for the community on its website, a Publication Scheme which outlines the following information:

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

The protection of personal information which can identify an individual is a matter of great significance to the council. Council is committed to protecting the privacy of individuals and has developed an Information Privacy Policy to facilitate this. The council will take all reasonable steps to ensure that the collection, use, disclosure and handling of all personal information by council complies with all relevant legislation.

The Information Privacy Policy is available for inspection via the council’s website.

5.5 LEGAL FRAMEWORK >>

5.5.1 Policies, Administrative Directives and Procedures >>

Council maintains a number of policies, administrative directives and procedures which provide guidance to the organisations decisions and actions.

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

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

Procedures assist in the implementation of council policies or administrative directives. A procedure may establish a set of steps to be undertaken in implementing a policy. Such procedures describe how decisions or actions must be undertaken. Procedures do not have to be approved by the Chief Executive Officer or adopted by council, however Directors or Executive Managers of the responsible department may refer a procedure to the Chief Executive Officer.
All approved policies are included in a policy register on council’s intranet and copies of the policies are available for public inspection on request. All policies have review dates and are reviewed and evaluated in accordance with a schedule, ensuring that corporate policies are up-to-date, accurate and continuing to achieve their objectives. There is a formal procedure for reviewing, amending and rescinding policies. A policy report is presented to the Audit Committee on a quarterly basis.

5.5.2 Policy Point

Policy Point is council’s online policy management compliance education program that monitors and assesses employee understanding of policies. Staff automatically receive copies of adopted council policies on a regular basis with a three week timeframe to complete each policy assessment/acknowledgement.

This compliance program ensures that everyone at council from the Executive Management Team down has the opportunity to gain an understanding of what council does and the decisions made.

5.5.3 Legislative Compliance

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

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

The compliance program is designed to:

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

Quarterly compliance reports are provided to council’s Executive Management Team and Audit Committee.

5.5.4 Local Laws >>

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

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

Local Laws are available for inspection via the council’s website.

5.5.5 Registers >>

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

5.5.6 Legal Services >>

The Legal Services Section of council is a service provider to the whole of council and aims to provide a high level of support by professionally performing and delivering all of the council’s legal work to a specialist, industry-leader standard in a way that enhances confidence in the organisation, its actions and its decisions. Legal Services provides advice, litigation, prosecution, appeals, debt recovery, reporting, property transfers, agreements/contracts and lease preparation.
6.0 Supporting Documentation >>

6.1 Annual Governance Cycle >>

<table>
<thead>
<tr>
<th>Item and Section Reference</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
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<td>Financial Statements &amp; Community Financial Report</td>
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6.2 Governance Principles in Practice >>

**Principal**
- Transparent and effective processes, and decision-making in the public interest
  - Decision Making and Management Structure

**Council Documentation**
- Council Vision, Mission, Guiding Principles and Values
- Organisational Structure
- Ordinary Council
- Standing Committee Terms of Reference
- Advisory Committee Terms of Reference
- Strategic Planning Framework
- Community Plan
- Corporate Plan
- Operational Plan
- Budget

**Objective**
- Achieve an integrated approach to planning
- Achieve community and corporate goals
- Address complex/strategic issues
- Support transparency and effective decision making
- Provide effective management and operations

**Performance Measures**
- Council Vision, Mission, Guiding Principles and Values
- Organisational Structure
- Ordinary Council
- Standing Committee Terms of Reference
- Advisory Committee Terms of Reference
- Strategic Planning Framework
- Community Plan
- Corporate Plan
- Operational Plan
- Budget

**Ethical and legal behaviour of councillors and local government employees.**
- Roles and Responsibilities
- Review and Control Mechanisms

**Council Documentation**
- Delegations Policy
- Employee Performance Management Framework
- Staff Code of Conduct
- Equal Employment Opportunity Directive
- Prevention of Sexual Harassment Directive
- Prevention of Workplace Harassment Directive
- Recruitment and Selection Directive
- Complaint Management Policy
- Management of Fraud and Corruption Policy
- Fraud Management Policy
- Confidentiality Policy
- Contact with Lobbyists Policy
- Guidelines - Councillor Interaction with Staff
- Councillor Statement of Interests
- Public Interest Disclosure Policy
- Internal Audit Charter
- External Audit Terms of Reference

**Objective**
- Provide formal authority and delegation
- Merit-based recruitment and selection
- Conduct its business with integrity, honesty and fairness
- Comply with all relevant laws, regulations, codes and corporate standards
- Achieve council’s desired culture
- Show leadership qualities, recognise performance, build positive working relationships, manage underperformance, achieve continuous improvement
- Rigorously manage the risk of fraud and corruption
- Preserving the confidentiality of information held by the council
- Transparent, effective and timely resolution of complaints
- Encourage and support public interest disclosures of wrongdoing in council

**Performance Measures**
- Council Vision, Mission, Guiding Principles and Values
- Organisational Structure
- Ordinary Council
- Standing Committee Terms of Reference
- Advisory Committee Terms of Reference
- Strategic Planning Framework
- Community Plan
- Corporate Plan
- Operational Plan
- Budget

**Sustainable development and management of assets and infrastructure, and delivery of effective services.**
- Planning

**Council Documentation**
- Annual Report
- Annual Return
- Financial Statements
- Community Financial Report
- Planning Scheme
- Budget
- Procurement Policy
- Asset Management Plan

**Objective**
- Monitor performance of council
- Communicate performance to stakeholder groups
- Make recommendations about matters that need action or improvement
- Monitor, oversee and enhance the council’s corporate governance

**Performance Measures**
- Council Vision, Mission, Guiding Principles and Values
- Organisational Structure
- Ordinary Council
- Standing Committee Terms of Reference
- Advisory Committee Terms of Reference
- Strategic Planning Framework
- Community Plan
- Corporate Plan
- Operational Plan
- Budget

**Democratic representation, social inclusion and meaningful community engagement.**
- Communicating with the Community

**Council Documentation**
- Community Engagement Policy
- Customer Service Charter
- Community Attitude Survey
- Media Relations Administrative Directive
- Advertising Spending Policy

**Objective**
- Provide opportunities for involvement in council’s decision making
- Inform, educate and promote council programs, services and facilities
- Provide council with the highest standards of customer service

**Performance Measures**
- Council Vision, Mission, Guiding Principles and Values
- Organisational Structure
- Ordinary Council
- Standing Committee Terms of Reference
- Advisory Committee Terms of Reference
- Strategic Planning Framework
- Community Plan
- Corporate Plan
- Operational Plan
- Budget

**Good governance of, and by, local government.**
- Planning
- Performance and Reporting
- Risk Management
- Information Management
- Legal Framework

**Council Documentation**
- Community Plan
- Corporate Plan
- Business Plan
- Operational Plan
- Annual Report
- Annual Return
- Corporate Quarterly Performance Reports
- Corporate Quarterly Performance Reports
- Enterprise-Wide Risk Management
- Business Continuity Management
- Insurance Policies
- Right to Information Policy
- Information Privacy Policy
- Policies and Procedures
- Local Laws
- Registers
- ICT Governance
- Information Security Usage Policy
- Information Management Policy
- Information Network Security Policy

**Objective**
- Ensure risk-based decision making within the council
- Ensure organisational resilience during significant business interruptions
- Insure against financial loss
- Provide the public with access to documents held by council
- Provide local laws to govern administrative and regulatory roles
- Clearly state council’s intent, commitment and position on strategic issues
- Monitor performance of council
- Ensure secure storage and management of information

**Performance Measures**
- Council Vision, Mission, Guiding Principles and Values
- Organisational Structure
- Ordinary Council
- Standing Committee Terms of Reference
- Advisory Committee Terms of Reference
- Strategic Planning Framework
- Community Plan
- Corporate Plan
- Operational Plan
- Budget

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Townsville City Council Governance Framework

Page 51 of 55
### 6.3 Glossary of Terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advisory Committee</td>
<td>A committee made up of councillors and representatives from the community that report through council’s Standing Committees</td>
</tr>
<tr>
<td>Benchmarking</td>
<td>A process of comparing performance with standards achieved in a comparable environment, often with the aim of improving performance.</td>
</tr>
<tr>
<td>Business Continuity</td>
<td>Business Continuity Management is a management and governance process, which ensures the impact of a potential disruption to Council’s critical operations is minimised and that critical operations are sustained until normal services are restored.</td>
</tr>
<tr>
<td>Chief Executive Officer (CEO)</td>
<td>The most senior officer in the administration. He or she is directly accountable to the council.</td>
</tr>
<tr>
<td>Community</td>
<td>The entire population of the local government area made up of numerous local and shared interest groups e.g. residents, ratepayers, business investors.</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>The process of formally engaging the community either through seeking input in a particular area or through providing information to the community on the organisation’s plan, activities and performance.</td>
</tr>
<tr>
<td>Community Plan</td>
<td>A minimum ten-year plan identifying the priorities and activities that are planned for delivering the Council’s Bold Future Vision. It is developed in collaboration with the community and other partners to reflect the actions and activities required to deliver the Bold Future City Vision.</td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>Corporate Governance is how decisions are taken and implemented; how organisations are controlled and managed to achieve their objectives; and how organisations are directed, reviewed and held to account.</td>
</tr>
<tr>
<td>Corporate Governance Framework</td>
<td>Council’s Corporate Governance Framework details the various instruments used in Council to ensure exemplary standards of corporate governance. It aims to reinforce the accountability standards within Council and ensure that the organisation’s objectives are being achieved efficiently and effectively to ultimately deliver community value.</td>
</tr>
<tr>
<td>Corporate Plan</td>
<td>Council’s Corporate Plan outlines the Council’s vision and translates it into medium and long-term priorities, outcomes and strategies for a minimum five-year period.</td>
</tr>
<tr>
<td>Corporate Values</td>
<td>Council’s approved corporate values are: service, people, integrity, respect and enjoyment</td>
</tr>
<tr>
<td>Council</td>
<td>The Elected Members of Council under the Local Government Act 2009.</td>
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<tr>
<td>Councillor</td>
<td>An individual elected representative of a local government.</td>
</tr>
<tr>
<td>Council Meeting</td>
<td>The Elected Members meeting formally in accordance with legislation.</td>
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<tr>
<td>Delegation</td>
<td>The Council routinely delegates its powers to the Chief Executive Officer who is empowered under the Local Government Act, with certain exceptions, to further on-delegate these powers to other Council officers.</td>
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<tr>
<td>Directors</td>
<td>The senior positions in the organisation directly responsible to the CEO. Also referred to as the Executive Management Team.</td>
</tr>
<tr>
<td>Elected Member</td>
<td>An elected representative of the local government; also referred to as councillors or mayor.</td>
</tr>
<tr>
<td>Employee</td>
<td>An employee of the council including casual or contract employees.</td>
</tr>
<tr>
<td>Ethics</td>
<td>A system of moral principles, by which actions and proposals can be judged.</td>
</tr>
<tr>
<td>Executive Management Team</td>
<td>Comprised of the CEO and Directors.</td>
</tr>
<tr>
<td>External Audit</td>
<td>External auditors appointed by Queensland Audit Office, or contractors appointed by the Queensland Audit Office, audit Council’s financial statements and provide an independent audit report.</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>Council’s Internal Audit unit provides and independent evaluation of the adequacy and effectiveness of the systems of internal control established and implemented by management.</td>
</tr>
<tr>
<td>Local Government Act 2009</td>
<td>The Local Government Act 2009 and amendments or regulations.</td>
</tr>
<tr>
<td>Local Laws</td>
<td>A law adopted by Council that reflects community needs and helps ensure the good rule and government of the City. They allow Council to establish permit or license regimes for activities that require regulation, to create offences for</td>
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<tr>
<td>Term</td>
<td>Definition</td>
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<tr>
<td>Mayor</td>
<td>A person elected by the community to hold the position as the elected leader of the council.</td>
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<tr>
<td>Operational Plan</td>
<td>Council’s Operational Plan translates strategic and operational aims and objectives into actions to give effect to a one-year portion of the Corporate Plan.</td>
</tr>
<tr>
<td>Outcomes</td>
<td>The effect, impact and result on, or consequence for the community, environment or organisation, of strategies, services, policies or activities.</td>
</tr>
<tr>
<td>Performance</td>
<td>The results of activities and progress in achieving the desired outcomes over a given period of time.</td>
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<tr>
<td>Quadruple Bottom Line</td>
<td>A framework for reporting an organisation’s performance against social, economic, environmental and internal governance outcomes.</td>
</tr>
<tr>
<td>Risk Management</td>
<td>A risk is the effect of uncertainty of council achieving its objectives. It may be the chance of something occurring that has the potential to cause loss, damage or injury.</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>A person or organisation with an interest in the outcome or output or is affected by services, activities, policies, services, programs, or strategies.</td>
</tr>
<tr>
<td>Standing Committees</td>
<td>A committee made up of councillors formed under the Local Government Act that meets to discuss topics relevant to the committee.</td>
</tr>
<tr>
<td>Stewardship</td>
<td>Public officials exercise their power on behalf of the community. Officials are therefore stewards of those powers and associated resources and are responsible for ensuring that the public interest is always maintained or improved over time.</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>The process by which the organisation envisions its future and develops strategies, goals, objectives and action plans to achieve that future.</td>
</tr>
<tr>
<td>Terms of Reference</td>
<td>A document which defines the purpose, scope, stakeholders and high level deliverables from a particular activity, requirement or Working Group.</td>
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<tr>
<td>Vision</td>
<td>A statement that embraces the desired future the organisation is working towards.</td>
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6.4 Strategic Planning Framework >>