



ATTACHMENTS TO MINUTES GENERAL COUNCIL MEETING

20 SEPTEMBER 2017

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Community Housing Policy

Policy Number:	Policy Number to be Inserted by Governance
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Section:	Community Housing
Responsible Manager:	Manager Corporate Services
Date Adopted:	Insert Date adopted
Date to be Reviewed:	Within 3 months of Biennial compliance requirements for Queensland State Regulatory System for Community Housing
Date Reviewed:	Insert Date reviewed (if applicable)
Date Rescinded:	Insert Date rescinded (if applicable)

REVISION RECORD

Date	Version	Revision description

Community Housing Policy

Policy no: *Policy Number*

Updated:

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1 Policy Background

Southern Downs Regional Council manages 44 social housing tenancies across the region. The target group is local seniors aged 55 and over who are in receipt of an Aged or Disability pension.

Council manages 34 tenancies funded under the Long-Term Community Housing Program (LTCH) in partnership with the Queensland Department of Housing & Public Works (DHPW) and are part of the One Social Housing System (OSHS). A requirement of this funding arrangement is for the Council to be registered under the Queensland State Regulatory System for Community Housing (QRSCH).

The 10 Council owned properties are managed along similar lines as the funded properties. The same eligibility criteria and rent policy apply. The Council maintains its own waitlist for these properties – i.e. applicants do not come from the DHPW Housing Register of Need.

When there are vacancies and no referrals provided for Council to consider, only then can those outside the target group be considered for housing.

2 Purpose

This policy area ensures that the Council is:

- managing its community housing tenancies and properties in a way that meets legal, regulatory and funding requirements
- supporting applicants and tenants fairly and equitably
- making objective decisions in relation to its community housing services

3 Scope

This policy area applies to council staff and contractors who manage and provide services to Council's community housing tenants and properties.

4 Legislative Context

- Queensland State Regulatory System for Community Housing (QRSCH) - PO1 Tenant and Housing Services, PO2 Housing Assets
- *Housing Act 2003* and *Housing Regulation 2015* - S13 Compliance with Information Privacy Principles; S14 Eligibility Assessment & Allocations Policy; S15 Applications for Social Housing Services; S17 Rent Policy
- *Residential Tenancy & Rooming Accommodation Act 2008*

- DHPW Community Housing Policies: Social Housing Eligibility Criteria Policy; Social Housing Program Specifications; Social Housing Tenancy Management Policy; Allocations Policy for Funded Social Housing Providers; Community Housing Rent Policy; Allowable Expenditure and Surplus Policy

5 Policy Details

5.1 Community Housing Tenancy and Property Management

Southern Downs Regional Council is committed to:

- upholding the principles of fairness, consistency, transparency and legal compliance in all dealings with applicants and tenants in Council's community housing properties.
- ensuring equitable access to Council's housing services for everyone within agreed target groups
- ensuring Council's tenancy management processes are sensitive to the needs and circumstances of tenants, while ensuring compliance with funding and regulatory requirements.

Southern Downs Regional Council is committed to working with tenants to maintain successful tenancies by ensuring that:

- rights and responsibilities of both tenants and Council as well as any special terms and conditions of the general tenancy agreement and/or the housing assistance are upheld
- issues arising during the tenancy are responded to in a supportive manner
- responses to issues arising are consistent with relevant legislation including the *Residential Tenancies & Rooming Accommodation Act 2008*, funding agreements and Council's own policies and procedures
- tenants are provided the opportunity to ask questions, provide feedback and have information provided to them openly and honestly

Southern Downs Regional Council is committed to ensuring that the process of ending tenancies (forced or voluntary) is managed in a way that:

- meets all legal requirements including that of the *Residential Tenancies & Rooming Accommodation Act 2008* (RTRAA).
- respects the rights of tenants including the right to be treated fairly
- ensures tenancies will only be terminated if there is just cause.

Southern Downs Regional Council is committed to effectively managing its social housing property portfolio by:

- maximising the use of managed stock
- ensuring the standard of properties adhere to all legal requirements and meet an acceptable standard, including environmental sustainability standards

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- ensuring that maintenance is undertaken through an accountable, timely and transparent process
- ensuring tenant security and safety are a priority
- protecting the value of community housing assets and Council assets
- using available resources effectively and efficiently

5.1.1 Eligibility

Council is committed to ensuring equitable access for everyone within agreed target groups. To assist with this, Council has clearly stated eligibility criteria for all housing services. These are determined in accordance with service agreements, organisational objectives and in response to community needs.

Eligibility criteria will be clearly communicated to applicants, other service providers and relevant stakeholders. Council's service delivery processes will ensure consistent implementation of eligibility criteria when assessing whether applicants are eligible to access housing services.

Eligibility criteria are outlined in the DHPW Social Housing Eligibility Criteria Policy. In summary, the criteria are:

- Residency
- Property
- Liquid assets limit
- Independent income
- Household income
- Appropriateness of current housing

Details of the specific requirements of each criteria are available on the DHPW's website at www.hpw.qld.gov.au.

5.1.2 Application & Allocation of Housing

When responding to and managing requests for housing services, Council wants those who seek to use Council's services to be confident that their needs and issues have been understood, and that decisions made about their eligibility and the allocation of housing services are consistent, fair and in line with requirements outlined in service agreements.

Council will apply an empathetic, consistent and systematic approach to how Council:

- responds quickly and appropriately to each new contact with Council, and to new approaches from former or existing tenants.
- ensure Council's processes for assessing eligibility and allocating services are inclusive and transparent
- make appropriate and successful referrals for all clients who are ineligible for Council's housing services or who require the services of other agencies
- monitor application and allocation processes

5.1.3 Establishing the Tenancy

Council has established a tenancy sign up process that:

- is tenant focused
- aims to ensure that tenants are provided adequate and appropriate information to establish a successful tenancy and they understand the requirements of the tenancy agreement and special terms and conditions
- meets the requirements of the *Residential Tenancies and Rooming Accommodation Act 2008*

Council staff will provide a verbal explanation of the tenancy sign up process to new tenants and provide opportunities for tenants to ask questions. Council ensures that information is provided openly and honestly. Tenants are encouraged to have an advocate present, if desired, to ensure a clear understanding of the process and the rights and responsibilities of all parties involved. Interpreters will be organised if required.

Bonds are collected from new tenants (equivalent to 4 weeks rent) and will be lodged with the Residential Tenancies Authority. Council will ensure that the collection of Bonds will not disadvantage tenants.

5.1.4 Rent & Rent Arrears Management

Council will uphold the principles of fairness, consistency and legal compliance with all aspects of the rent management system. Council is committed to ensuring that the rent management system is sensitive to the needs and circumstances of the tenants and will not negatively impact on financial viability.

Council's rent management system is, at all times, compliant with the requirements of the *Residential Tenancies and Rooming Accommodation Act 2008*. Council's processes are also consistent with the Community Housing Rent Policy – an income based rent system where rent levels are reviewed every 12 months. Evidence of household income is required – consequences of failing to supply proof of income will be tenants being charged market rent.

Council will ensure that tenants are provided a clear and concise explanation of how their rent is calculated, what income is used to assess the rent, methods of rent payment options, the rent arrears process, when and how rent reviews are conducted.

Council is committed to maintaining rent arrears at a low rate. When tenants encounter difficulties paying rent, Council will enter into Arrears Payment Plans.

Council does not collect contributions/fees in addition to rent.

5.1.5 Sustaining Tenancies

Council responds to and deals with the changing needs of tenants in a fair and flexible manner within the capacity of the organisation to do so. Council will deal with the changing needs of tenants by:

- transferring and rehousing tenants, including mutual exchange (where possible)
- succession of tenancies (where relevant)
- modifying accommodation (where able)
- referral to more appropriate and safe housing (when needed)
- dealing with over/under occupancy of properties in a productive manner (as required)

5.1.6 Ending the Tenancy

Tenants will be provided information about the ending tenancies process to assist in minimising the impact of the termination on themselves and the Council, and will ensure that they are informed of their rights and responsibilities.

Tenants are encouraged to seek legal advice and advocacy from relevant agencies to assist them with the ending of tenancy process.

5.1.7 Property Management

Council will manage and maintain its community housing portfolio in a strategic manner to maximise the use of the current housing portfolio and enhance Council's ability to respond to community expectations and target group changes over time.

Council will acquire based on the needs of the intended target group and in line with the principles of good design, accessibility and environmental sustainability. Community housing stock will be disposed of when it is in the best interest of the Council to do so.

Council has established systems and processes to effectively manage its community housing portfolio in a manner that ensures ongoing viability for both Council and tenants.

5.1.8 Authority and Delegation

The Manager Corporate Services has delegated authority to sign all Residential Tenancies Authority notices and tenant correspondence on behalf of Council.

The Community Housing Officer has delegated authority to sign Residential Tenancies Authority Entry and Exit Condition Reports and Entry Notices.

6 Definitions (if applicable)

Term	Meaning

7 Related Documents

- PL-GVO49 Privacy Policy
- Enquiries and Allocation Procedure
- Establishing a Tenancy Procedure
- Managing Rents and Rent Arrears Procedure
- Sustaining the Tenancy Procedure
- Ending the Tenancy Procedure
- Managing Community Housing Properties Procedure

8 References (if applicable)

- N/A

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COMMUNITY HOUSING ASSET & SERVICE MANAGEMENT PLAN

August 2017

Draft V0.3



Southern Downs
REGIONAL COUNCIL

Community Housing Asset & Services Management Plan



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0.2	3/08/2017	Review by Council		
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Authorisation

This plan has been approved by Council.

Version	Date adopted by Council	Name	Position	Signature
	TBA			

**Community Housing Asset & Services
Management Plan**



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1. Executive Summary

The objective of Council's facilities management is to maintain the long-term integrity of Council's building assets and related services. The document will assist the Council and Executive to make informed decisions on the allocation of resources to facilitate this in the Community Housing Sector. Council is responsible for 44 long term properties with 10 properties solely owned by council. The other 34 properties Council holds title and the Department of Housing and Public Works (DHPW) has a vested interest by way of funding contributions. A summary of Community Housing built assets is provided below.

Table 1: Asset Summary

Asset Name	Street Address	Location	Gross Value	Annual Depreciation
Carport	19-21 Granite Street	STANTHORPE	\$ 18,720	\$ 175
Common Laundry	56 Fitzroy Street	WARWICK	\$ 18,000	\$ 230
Duplex 1	110 Sugarloaf Road	STANTHORPE	\$ 99,000	\$ 1,220
Duplex 2	110 Sugarloaf Road	STANTHORPE	\$ 87,120	\$ 1,074
Duplex 3	110 Sugarloaf Road	STANTHORPE	\$ 87,120	\$ 1,074
Duplex 4	110 Sugarloaf Road	STANTHORPE	\$ 87,120	\$ 1,074
Duplex 5	110 Sugarloaf Road	STANTHORPE	\$ 99,000	\$ 1,220
Duplex Fibro Sugarloaf (Unit 1)	124 Sugarloaf Road	STANTHORPE	\$ 72,275	\$ 1,102
Duplex Fibro Sugarloaf (Unit 2)	124 Sugarloaf Road	STANTHORPE	\$ 72,275	\$ 1,102
Pensioner Dwellings (5 & 6)	56 Fitzroy Street	WARWICK	\$ 159,600	\$ 2,438
Pensioner Dwellings (7 & 8)	56 Fitzroy Street	WARWICK	\$ 159,600	\$ 2,438
Pensioner Dwellings (Villa 1)	56 Fitzroy Street	WARWICK	\$ 91,200	\$ 1,393
Pensioner Dwellings (Villa 2)	56 Fitzroy Street	WARWICK	\$ 91,200	\$ 1,393
Pensioner Dwellings (Villa 3)	56 Fitzroy Street	WARWICK	\$ 91,200	\$ 1,393
Pensioner Dwellings (Villa 4)	56 Fitzroy Street	WARWICK	\$ 91,200	\$ 1,393
Pensioner Dwellings (7&8)	54 Fitzroy Street	WARWICK	\$ 200,200	\$ 2,529
Pensioner Dwellings (5&6)	54 Fitzroy Street	WARWICK	\$ 200,200	\$ 2,529
Pensioner Dwellings (9&10)	54 Fitzroy Street	WARWICK	\$ 400,400	\$ 5,059
Pensioner Dwellings (1-4)	54 Fitzroy Street	WARWICK	\$ 200,200	\$ 2,529
Shelter	54 Fitzroy Street	WARWICK	\$ 10,350	\$ 102
Pensioner Unit Duplex	29 Pine Crescent	DALVEEN	\$ 406,370	\$ 6,246
Pensioner Units	35-37 Gordon Lane	ALLORA	\$ 215,000	\$ 5,045
Pensioner Units	34 Arbutus Street	KILLARNEY	\$ 200,000	\$ 4,813
Pensioner Units	18-20 Macintyre Street	LEYBURN	\$ 269,200	\$ 3,668
Pensioner Units	10 Sterne Street	WARWICK	\$ 230,000	\$ 6,381
Pensioner Units	10 Sterne Street	WARWICK	\$ 230,000	\$ 6,381
Pensioner Units 19 Granite (4 Units)	19-21 Granite Street	STANTHORPE	\$ 486,115	\$ 6,455
Pensioner Units 21 Granite (Unit 1)	19-21 Granite Street	STANTHORPE	\$ 139,515	\$ 1,777
Pensioner Units 21 Granite (Unit 2)	19-21 Granite Street	STANTHORPE	\$ 139,515	\$ 1,777
Pensioner Units 21 Granite (Unit 3)	19-21 Granite Street	STANTHORPE	\$ 139,515	\$ 2,157
Pensioner Units 21 Granite (Unit 4)	19-21 Granite Street	STANTHORPE	\$ 145,728	\$ 1,856
Pensioner Units 21 Granite (Unit 5)	19-21 Granite Street	STANTHORPE	\$ 145,728	\$ 1,856
TOTAL			\$ 5,082,665	\$ 79,877

Community Housing Asset & Services Management Plan



The following is the expenditure summary based on the current planned budget for community buildings:

Table 2: Current Planned Expenditure Summary

Year	Maintenance Expenditure	Renewal	Upgrade	New	TOTAL
2017	\$ 75,560	\$ 54,000	\$ -	\$ -	\$ 129,560
2018	\$ 56,410	\$ 61,600	\$ -	\$ -	\$ 118,010
2019	\$ 54,910	\$ 72,000	\$ -	\$ -	\$ 126,910
2020	\$ 59,410	\$ 63,800	\$ -	\$ -	\$ 123,210
2021	\$ 56,410	\$ 60,000	\$ -	\$ -	\$ 116,410
2022	\$ 53,410	\$ 71,200	\$ -	\$ -	\$ 124,610
2023	\$ 53,410	\$ 72,000	\$ -	\$ -	\$ 125,410
2024	\$ 53,410	\$ 70,000	\$ -	\$ -	\$ 123,410
2025	\$ 57,910	\$ 64,800	\$ -	\$ -	\$ 122,710
2026	\$ 53,410	\$ 82,200	\$ -	\$ -	\$ 135,610

1.1 Benchmark Comparisons

Renewals

The Department of Local Government, Infrastructure Planning (DILGP) has included the Asset Sustainability Ratio as one of their key measures of sustainability¹. The ratio is defined as follows:

Financial Management (Sustainability)

$$\frac{\text{Capital Expenditure on Replacement of Assets (Renewals)}}{\text{Depreciation Expenditure}}$$

The target range is greater than 90% per annum (on average over the long-term). From Council's most recent Buildings Revaluation the annual depreciation for Community Housing Assets is \$79,877. Based on the 90% target then the target annual renewal expenditure amount should be in the order of \$71,889.

Council's 10 year predicted average renewal expenditure is \$67,160 based on the current LTFP data.

Based on these figures, the actual Asset Sustainability Ratio (for buildings assets) is

$$\frac{\$67,160}{\$79,877} = 84\%.$$

This indicates that the average planned expenditure by Council on renewals across the building assets is just below the benchmark. The following should be noted that the asset class is relatively small and therefore is sensitive to even small changes in the amounts.

Maintenance

The current maintenance is around 1.13% of the replacement value of building assets (those which Council maintains) and is within the recommended State Government benchmark minimum of 1%² (\$50,826). This indicates that Council is spending a reasonable amount on maintenance of its community housing buildings.

¹ Source: Department of Local Government & Planning – Financial Management (Sustainability) Guideline 2013 Vers 1.1

² Department of Housing and Public Works – Maintenance Management Framework – Policy for the Maintenance of Queensland Government Buildings-2012

Community Housing Asset & Services Management Plan



Summary

In summary, the expenditure amounts planned for maintenance and renewals indicate that the community housing assets are being sustainably managed.

1.2 Recommended Actions

- Continue the collection of data through the current program of condition and maintenance assessments to ensure maintenance/renewal programming is a factual representation of asset life-cycle experience.
- Integrate current procedures and sources into an overall operations manual for community housing
- Procurement of an asset management and maintenance management system (as part of a cross Council approach) is required to support the ongoing management of the buildings.
- Identify and categorise maintenance activities according to whether they are reactive or scheduled/cyclic to better optimise the maintenance costs as part of implementing a new maintenance management system

2. Introduction

2.1 Purpose

The purpose of this Asset Management Plan is to document the management practices that will maintain the long-term integrity of Council's Community Housing assets and related services. The document will assist the Council and Executive to make informed decisions on the allocation of resources to facilitate this.

The Plan outlines the key elements involved in managing Community Housing. It combines management, financial and technical perspectives to ensure that Council's facilities portfolio meets community needs at the lowest possible whole-of-life-cost while effectively managing risk.

Council's facility assets covered by this Asset Management Plan comprise the Community Housing buildings.

Council's management of these assets is primarily focused on maintaining the structural integrity of the buildings, management of related services (e.g., power, water, sewer and air conditioning) and ensuring that they are safe to use by staff and the community.

2.2 Document Structure

This Asset and Services Management Plan is comprised of the following sections:

1. **Introduction** - This section explains the purpose, context and structure of this Asset and Services Management Plan.
2. **Organisational Context** - Linkages with corporate documents and legislative framework
3. **Service Level Management** - This section sets out Council's levels of service, future demand, objectives, management plan and current status / Issues for this asset class.
4. **Physical Asset Management** - This section sets out Council's objectives, current status / issues for managing the physical assets involved with delivering these services.
5. **Information Management** - This section sets out Council's objectives, plan and current performance / issues with managing the asset and services data required to enable informed, evidence based asset and service decisions.
6. **Improvement Plan** - This section sets out the coordinated set of tasks required to improve asset and service management performance for this asset class.
7. **Appendices** - This section contains detailed reference material to support the various sections of this plan.

2.3 Planning Context

The Southern Downs Regional Council has a total land area of about 7,100 square kilometres. The profile of the region is predominantly rural, with numerous small townships.

The largest townships are Warwick and Stanthorpe, with smaller townships at Allora, Killarney, Yangan and Wallangarra.

The properties are dispersed across Killarney, Warwick, Allora, Leyburn, Dalveen and Stanthorpe.

As identified in the Strategic Asset Management Plan³, Southern Downs Region has a projected average population growth rate of approximately 1.0% per annum reaching 44,000 residents by 2036.

In terms of demographic trends which will potentially impact on Community Housing in the future, it was

³ SDRC Strategic Asset Management Plan (2017)

**Community Housing Asset & Services
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noted that:

- There is a lower proportion of young people (0 to 17 years) and a higher proportion of people in the older age groups (60+ years).
- The Southern Downs population is ageing, with an increasing share of persons over 80 years between 2009 and 2014.

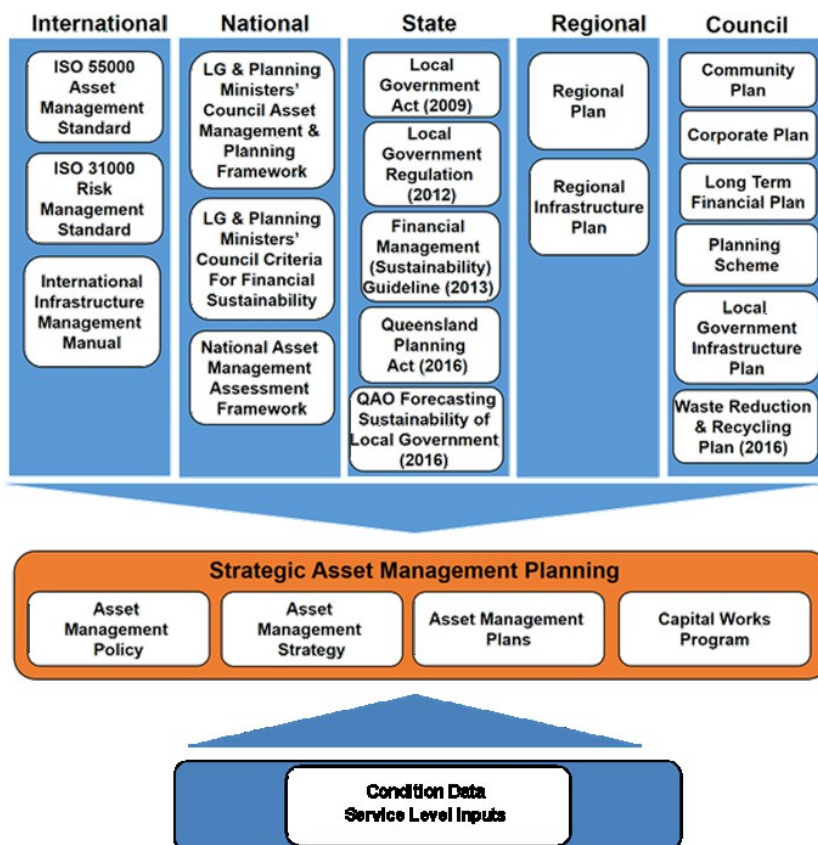
The effects on demand are discussed further in Section 4.6 – Future Demand.

3. Organisational Context

3.1 Organisational Planning Linkages

There are a number of key organisational planning, governance or report documents that inform (or are informed by) this Asset Management Plan as follows:

Figure 1: Asset Management Planning Context



In addition, there are a number of data and information inputs which inform the asset management planning so far as understanding the current state of the assets as well as stakeholder expectations and requirements as to the levels of service to be set for the assets in question.

Community Housing Asset & Services Management Plan



3.2 External Compliance Documents

The following Acts and Standards also inform and shape the Community Housing Asset Management Planning process and set minimum standards and service levels in a number of significant areas.

Figure 2: Key Acts and Standards relevant to Community Housing Assets



Community Housing Asset & Services Management Plan



4. Service Level Management

4.1 Service Overview

SDRC currently maintains 44 long term community housing properties with 10 properties solely owned by council. Council holds title for the other 34 properties and the Department of Housing and Public Works (DHPW) has a vested interest by way of funding contributions.

The purpose of Council's community housing portfolio is to provide safe and fit-for-purpose facilities to support the delivery of social housing to those within the Council area who have applied for social housing assistance as a result of experiencing housing stress. These objectives are discussed in the Service Strategy section of this document.

4.2 Stakeholders

External Stakeholders (Community)	External Stakeholders (Government / Regulatory)
<ul style="list-style-type: none"> Tenants Ratepayers Residents 	<ul style="list-style-type: none"> Public service providers: Funding bodies <ul style="list-style-type: none"> State government including DHPW Federal government

4.3 Service Strategy

The following strategic objectives were extracted from the SDRC Corporate Plan 2014-2019 which affect the Buildings portfolio from a strategic and also need to be taken into account when setting levels of service for both the services provided but also the buildings required to support the service delivery.

Table 3: Organisation Objectives for Council Buildings/Facilities

Strategic Theme	ID	Strategic Objective	Direct	Indirect
Southern Downs Sense of Community	1.1	Undertake best value review of Council's Services	✓	
	1.2	Continually monitor and evaluate all Council operations and conduct independent surveys of client/customer satisfaction levels	✓	
	1.6	Partner with agencies to develop and implement services for young people, people with a disability and our ageing residents	✓	
	1.7	Review Council's long term involvement in Council housing		✓
The Environmentally Sustainable Southern Downs	6.4	Implement innovative measures to reduce Council's energy use and carbon emissions and seek grant funding for alternate energy systems	✓	
	6.10	Encourage the use of renewable energy sources, such as wind and solar power to protect the environment	✓	

Community Housing Asset & Services Management Plan



Strategic Theme	ID	Strategic Objective	Direct	Indirect
The Well Governed Southern Downs	8.16	Promote a proactive approach to risk management, including business continuity	✓	
	8.17	Provide and maintain appropriate security measures to protect Council's assets (buildings, plants, sites, etc.)	✓	
	8.20	Provide and maintain strategies to ensure Council's long-term financial sustainability.	✓	
	8.21	Research a Full Cost Recovery Model for Council Services		✓

4.4 Levels of Service

Council is utilising a building hierarchy to enable the development of differential levels of service for its buildings and facilities. This will then be used to better optimise future maintenance and renewal planning.

The Building hierarchy is a function of the building utilisation, occupancy, heritage value and failure impacts.

The hierarchy scale is a five point scale ranging from low importance buildings (level 5) though to high importance (and/or buildings housing critical services (level 1).

Table 4: Hierarchy – Levels of Service

Category	Description	Examples
Level 1	High usage/importance/profile site/building, substantial infrastructure. Allows provision of essential services.	<ul style="list-style-type: none"> Major Administration Centres Regional Community Centres Major sporting facilities Buildings containing Essential Services (ie water, sewer treatment)
Level 2	Medium usage sites/buildings utilised by the local community and operational council buildings	<ul style="list-style-type: none"> Local Customer Service Centres Key Depots Swimming Pools Town community halls Sporting Facilities Civic Centres Buildings containing Essential Services (ie water, sewer treatment)
Level 3	Sites/Public Buildings with limited/focal use. Buildings built for a specific purpose with limited variety of use.	<ul style="list-style-type: none"> Housing/Accommodation Amenities in tourist/higher use public areas Local/Rural Community Halls Sport & Recreational facilities Minor depot facilities Local Sporting facilities Saleyards
Level 4	Sites/Buildings with low usage and/or limited access and that have a specific use.	<ul style="list-style-type: none"> Amenities (level 2) Minor Depot Buildings Minor Sporting Facilities (Seasonal demand) or low usage Local low use community facilities

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Category	Description	Examples
Level 5	Low use buildings - to be monitored to identify potential problems. Future consideration for usage or disposal	<ul style="list-style-type: none"> Amenities (level 1) Low impact/low use facilities/structures

Council recognises the need to balance stakeholder demand for new and upgraded facilities while concurrently maintaining appropriate and sustainable levels of service on its existing facilities. Under the first draft assessment of all council buildings/facilities/structures, Community Housing, was assessed as being within the Level 3 category.

Consequently Council intends to use the tables described above to define appropriately differentiated levels of service. Whether assets will be hierarchically or non-hierarchically differentiated depends on the nature of the asset.

Specifically, Council will acquire and develop community housing stock based on the needs of the intended target group and in line with the following principles:

- Safe and Secure Housing;
- Appropriate Design;
- Accessible;
- Environmentally sustainable.

The properties will be maintained to ensure the following:

- Meet all legal requirements;
- Meets an acceptable standard of amenity for the tenants

4.4.1 Customer Service Standards

Council has set a number of customer service standards in regards to response times and these are as follows:

Response Category	Planned Response Times
Emergency Immediate	1 hour
Emergency Urgent	4 hours
Standard	Dependent on Availability of In-house Resources
Planned	Undertaken as part of planned works

Response times and actions are logged in a database as part of Council reporting requirements to stakeholders.

4.5 Stakeholder Consultation

The following issues were identified in Council's 2030 Community Plan which directly or indirectly impact on Council's buildings portfolio.

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Table 5: Community Concerns – Extract of Themes Relevant to Facilities

ID	Theme	Issue	Response
2	Improving value for money from rates	Concern that increases in the cost of living are putting pressure on ratepayers.	Ensure that maintenance and renewals are optimised to match the agreed levels of service required of each building. Review under-utilised buildings to determine future use or disposal
3	Infrastructure to support growth	Community infrastructure priorities are: <ul style="list-style-type: none"> • expansion of hospital services; • provision of adequate facilities to support community life; • provision of sewerage services to smaller townships; • road maintenance and upgrade, including heavy vehicle bypass for large centres; • securing a reliable water supply for the southern end of the region 	Continue to monitor community requirements for facilities to support community activities etc. Review under-utilised buildings to determine future use, re-purposing or disposal
5	Keeping small towns and villages alive	maintaining the small town feel and village life will be compromised if suburban sprawl allowed	Continue to monitor community requirements for facilities to support community activities etc. Review under-utilised buildings to determine future use, re-purposing. Ensure any upgrades/new buildings are sympathetic in design to suit the local environment
6	Maintaining sporting fields and facilities	The region has an active sporting culture, and the community recognises the importance of maintenance and upkeep of facilities	Continue to monitor community requirements for facilities to support community activities etc. Ensure that maintenance and renewals are optimised to match the agreed levels of service required of each building.
11	Population change	The Southern Downs is becoming an increasingly desirable place to live, and this will put pressure on services. It will also require extra revenue to fund new and upgraded services.	Continue to monitor the demand for services both by type of services and geographical location. Review portfolio to ensure buildings portfolio support the required levels of service
12		Ageing population is seen as a particular challenge because this will place increasing pressure on local health services	Monitor and upgrade where necessary accessibility to Council facilities as required.
14	Protecting the Environment	Want to look at renewal energy options, especially solar and wind power.	Continue to invest and implement energy efficient technologies Council facilities as they become economically viable and returns on investment are achieved.

In addition to the above stakeholder consultation processes, Community Housing also has the following key stakeholders:

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- **Tenants:** The requirements of the tenants (current and future) of Council's community housing assets should be reflected in the agreed levels of service.
- **Department of Housing and Public Works:** The DHPW has an interest in the management of our community housing assets as a result of funding and service delivery.

4.6 Future Demand

4.6.1 General

Council regularly assesses current and future client needs for community housing. This includes the following inputs such as:

- analysis of feedback from current tenants
- assessment of the demographics of client needs by way of recording unmet demand of people presenting at the organisation who are experiencing housing stress
- review of feedback garnered from networks and community research.

As noted in the Strategic Asset Management Plan⁴, Southern Downs Region has a projected average population growth rate of approximately 1.0% per annum reaching 44,000 residents by 2036. It was also identified from a demographic perspective that:

- There is a lower proportion of young people (0 to 17 years) and a higher proportion of people in the older age groups (60+ years).
- The Southern Downs population is ageing, with an increasing share of persons over 80 years between 2009 and 2014.

The following observations are made about the impact of demographic change on the provision of Council's buildings services:

Table 6: Demographic Change Observations

Item	Observation	Implication	Recommendation
1	Rising community expectations are likely to drive demand for upgrades to existing community facilities.	This will put pressure on Council's Capital Works program.	• Review the Capital Works Program prioritisation rules to effectively balance demand for new, upgraded and renewed assets.
2	Demographic, social and technological change are likely to be significant drivers of service demand.	Customer expectations about the levels of service of Council's facilities are likely to rise beyond Council's capacity to meet them. Accessibility issues to older buildings will become prevalent and will require greater compliance to BCA Accessibility Codes and the need for the appropriate building modifications	• Community expectations must be balanced with Council's capacity to fund desired levels of service.
3	Council has a limited rating base for raising funds internally.	This places constraints on the levels of service that can be sustainably offered.	• Focus on optimised asset management decision making to maximise the value of available funding.
4	Expected reduction in future external funding (e.g. grants, , NDORRA funding)		
5	There is likely to be an increase in the frequency and severity of	This may have a significant impact on Council's facilities / buildings portfolio	• Factor this in to Council's disaster management and contingency

⁴ SDRC Strategic Asset Management Plan (2017)

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Item	Consequence	Contribution	Recommendations
	droughts but also storm and flood events due to global climate change.	(i.e., increased damage , flooding events, bush fires and storm events. The required preventative and remediation activities would put more pressure on Council budgets going forward. Need for resilient structures to withstand storm events or bush fire resistance increases the cost of buildings.	planning.

4.6.2 Community Housing Specific Demographic Profiles

Recent information from the *Queensland Housing Profiles for Toowoomba Housing Service Centre*⁵, includes:

Southern Downs Regional Council's geographical area falls within the Toowoomba Housing Service Centre (HSC) Region. The overall demand for social housing is moderate to minimal and private rents are below the State average and appear reasonable. Stanthorpe has 14 applications for social housing and Warwick has 12 (as at 30 June, 2016).

Toowoomba HSC profile reflects:

- 26.3% of applicants on the register as at 30 June 2016 were assessed as having a very high need for social housing,
- 26.0% of applicants on the register were assessed as having a high need for social housing.

Queensland HSC profile reflects:

- 31.7% of applicants on the register as at 30 June 2016 were assessed as having a very high need for social housing, and
- 33.4% of applicants on the register were assessed as having a high need for social housing

Toowoomba HSC private rental reflects:

- 30.3% of low income private rental tenants as at 30 June 2015 were paying 30% or more of their gross income on private rent

Queensland private rental statistics reflect:

- 42.5% of low income private rental tenants as at 30 June 2015 were paying 30% or more of their gross income on private rent

4.7 Technological Change

Council's facility management services are likely to be affected by technological change. These changes may have both positive and negative consequences. The potential issues and implications of technological change for this service are shown below

Table 7: Technological Impacts on Buildings

Short Term Technological Change Issues (1-2 Years)

Change	Expected Outcome	Implication
--------	------------------	-------------

⁵ *Queensland Housing Profiles for Toowoomba Housing Service Centre*⁵, Queensland Government Statistician's Office, Queensland Treasury pp 24 & 36

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Change	Expected Outcome	Implication
Improved construction techniques and maintenance practices.	<ul style="list-style-type: none"> Better material technologies: <ul style="list-style-type: none"> Greater use of recycled materials and composites. LED lighting installed during upgrades. Non-slip toilet block flooring. UV fencing panels. Use of prefabricated structures where appropriate, e.g.: 	<ul style="list-style-type: none"> Reduced total cost of ownership. Improved environmental sustainability of Council housing.
Increased emphasis towards lower carbon emissions and Better energy efficiency design and operation (Green Star, Nabers, BCA Section J) , e.g.: <ul style="list-style-type: none"> Solar energy Improved Insulation More efficient air-conditioning systems Shading of buildings to reduce solar heat loads 	<ul style="list-style-type: none"> Adoption of energy efficient targets and technologies across Council facilities 	<ul style="list-style-type: none"> Potentially higher capital costs offset by reduced lower operational costs of ownership Potential to generate revenue by selling excess power back to the grid at peak times and utilising battery power to augment loads at peak times.
Improved Corporate IT systems	<ul style="list-style-type: none"> Introduction of workflow and digital signature and customer self-service technologies. 	<ul style="list-style-type: none"> Reduced use of paper forms. Quicker approvals. More efficient processes. Improved asset data quality for asset and service decision making.
Improved communications / Data mobility	<ul style="list-style-type: none"> Ability to access information systems in the field 	<ul style="list-style-type: none"> Quicker diagnosis and rectification of facility related problems / maintenance requests. Reduced total cost of ownership. Improved asset data quality for asset and service decision making.

Medium Term Technological Change Issues (3-5 Years)

Change	Expected Outcome	Implication
Advent of smart devices and the "Internet of Things" (IoT)	<ul style="list-style-type: none"> Ability for facility / building elements to communicate directly with corporate IT systems (e.g., self-diagnostics). Self-reporting building systems: <ul style="list-style-type: none"> Meters Building monitors / management systems (heat / temp) Smart bins Light aware building tinting 	<ul style="list-style-type: none"> Improved levels of service. Quicker diagnosis and rectification of facility related problems / maintenance requests. Reduced total cost of ownership. Improved asset data quality for asset and service decision making.
Use of drones for condition / engineering assessment / disaster management	<ul style="list-style-type: none"> Ability to capture better quality asset data. Ability to collect data in difficult to reach places (e.g., roofs). 	<ul style="list-style-type: none"> Improved maintenance and renewal decision making Improved asset data quality for asset and service decision making.

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Change	Expected Outcome	Implication
Lower carbon Emission Buildings with more stringent requirements on new buildings	<ul style="list-style-type: none">• Increase emphasis on environmental impacts and carbon emissions (energy efficiency etc)	<ul style="list-style-type: none">• Potentially higher capital costs offset by reduced lower operational costs of ownership.

5. Physical Asset Management

5.1 Overview

5.1.1 Scope

The assets within the scope of this Asset Management Plan are as follows:

Table 8: Asset Types in Scope of this Plan

Scope	Asset Group	Facility Type	Asset Type
In scope	Community Housing	Duplexes Units Laundries Shelter Carports	Buildings

5.1.2 Asset Management Hierarchy

For valuation, depreciation and financial reporting purposes, each of the asset types shown above is broken down into the following component structures:

- Floor
- Building Envelope (Super-Structure)
- Fit-out
 - Floor coverings
 - Internal Screens
- Roof
- Services
 - Mechanical
 - Electrical
 - Hydraulic
 - Fire
 - Security

Community Housing Asset & Services Management Plan



5.2 Asset Summary

5.2.1 Asset Quantities and Valuations

The summary of all the facility assets within the scope of this plan is shown below:

Table 9: All Buildings and Other Structures Assets and Gross Replacement Value as at 30 June 2016⁶

Asset Name	Street Address	Location	Gross Value	Annual Depreciation
Car port	19-21 Granite Street	STANTHORPE	\$ 18,720	\$ 175
Common Laundry	56 Fitzroy Street	WARWICK	\$ 18,000	\$ 230
Duplex 1	110 Sugarloaf Road	STANTHORPE	\$ 99,000	\$ 1,220
Duplex 2	110 Sugarloaf Road	STANTHORPE	\$ 87,120	\$ 1,074
Duplex 3	110 Sugarloaf Road	STANTHORPE	\$ 87,120	\$ 1,074
Duplex 4	110 Sugarloaf Road	STANTHORPE	\$ 87,120	\$ 1,074
Duplex 5	110 Sugarloaf Road	STANTHORPE	\$ 99,000	\$ 1,220
Duplex Fibro Sugarloaf (Unit 1)	124 Sugarloaf Road	STANTHORPE	\$ 72,275	\$ 1,102
Duplex Fibro Sugarloaf (Unit 2)	124 Sugarloaf Road	STANTHORPE	\$ 72,275	\$ 1,102
Pensioner Dwellings (5 & 6)	56 Fitzroy Street	WARWICK	\$ 159,600	\$ 2,438
Pensioner Dwellings (7 & 8)	56 Fitzroy Street	WARWICK	\$ 159,600	\$ 2,438
Pensioner Dwellings (Villa 1)	56 Fitzroy Street	WARWICK	\$ 91,200	\$ 1,393
Pensioner Dwellings (Villa 2)	56 Fitzroy Street	WARWICK	\$ 91,200	\$ 1,393
Pensioner Dwellings (Villa 3)	56 Fitzroy Street	WARWICK	\$ 91,200	\$ 1,393
Pensioner Dwellings (Villa 4)	56 Fitzroy Street	WARWICK	\$ 91,200	\$ 1,393
Pensioner Dwellings (7&8)	54 Fitzroy Street	WARWICK	\$ 200,200	\$ 2,529
Pensioner Dwellings (5&6)	54 Fitzroy Street	WARWICK	\$ 200,200	\$ 2,529
Pensioner Dwellings (9&10)	54 Fitzroy Street	WARWICK	\$ 400,400	\$ 5,059
Pensioner Dwellings (1-4)	54 Fitzroy Street	WARWICK	\$ 200,200	\$ 2,529
Shelter	54 Fitzroy Street	WARWICK	\$ 10,350	\$ 102
Pensioner Unit Duplex	29 Pine Crescent	DALVEEN	\$ 406,370	\$ 6,246
Pensioner Units	35-37 Gordon Lane	ALLORA	\$ 215,000	\$ 5,045
Pensioner Units	34 Arbutus Street	KILLARNEY	\$ 200,000	\$ 4,813
Pensioner Units	18-20 Macintyre Street	LEYBURN	\$ 269,200	\$ 3,668
Pensioner Units	10 Sterne Street	WARWICK	\$ 230,000	\$ 6,381
Pensioner Units	10 Sterne Street	WARWICK	\$ 230,000	\$ 6,381
Pensioner Units 19 Granite (4 Units)	19-21 Granite Street	STANTHORPE	\$ 486,115	\$ 6,455
Pensioner Units 21 Granite (Unit 1)	19-21 Granite Street	STANTHORPE	\$ 139,515	\$ 1,777
Pensioner Units 21 Granite (Unit 2)	19-21 Granite Street	STANTHORPE	\$ 139,515	\$ 1,777
Pensioner Units 21 Granite (Unit 3)	19-21 Granite Street	STANTHORPE	\$ 139,515	\$ 2,157
Pensioner Units 21 Granite (Unit 4)	19-21 Granite Street	STANTHORPE	\$ 145,728	\$ 1,856
Pensioner Units 21 Granite (Unit 5)	19-21 Granite Street	STANTHORPE	\$ 145,728	\$ 1,856
TOTAL			\$ 5,082,665	\$ 79,877

⁶ Source: APV Valuation 2016

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5.3 Asset Condition

Council undertakes regular inspections of all community housing properties to check their condition and provide current information to update a 10 Year Maintenance Plan. Three main types of inspections are carried out:

1. Condition Assessments

- These are carried out by suitable qualified staff from Engineering Services
- These inspections will be conducted every three years.

2. Routine Property Inspections

- Conducted by Community Housing Officer at least annually including whenever a property is vacant through a tenancy termination.

3. Pest Inspections

- Conducted annually by qualified contractors.

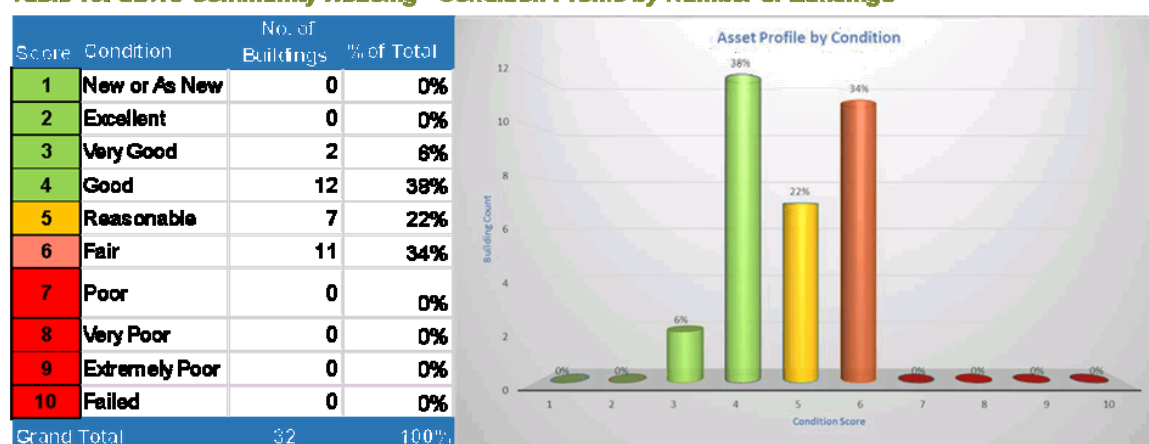
As noted, Council undertakes periodic condition assessments on a three year cycle with the last being late to 2016. This data has been utilised in this asset management plan. Inspectors apply the SDRC Service Level Manual as a guide in rating properties against Property Condition Standards and aim to identify maintenance and upgrade requirements. The Condition Standards outlined in the SDRC Service Level Manual align with the DHPW's S4 required rating for community housing properties.

The data included a condition rating for each building element. The overall condition rating was derived from the summation of the individual building elements condition scores weighted by typical values attributed to each building component for a residential dwelling. For this plan, the scoring system was converted to a 1-10 scale for improved clarity.

The intent is to upload this data into Council's future asset management system and to contribute to driving the maintenance management of the facilities. The intent is have an integrated work order management system and when completed, the attending officer will update the asset condition, note any remaining defects at the completion of each work order and identify completed work items.

The known condition distribution⁷ of all facility assets within the scope of this plan is shown below. A breakdown by hierarchy is contained in the next section.

Table 10: SDRC Community Housing –Condition Profile by Number of Buildings



Note that the above values reference the asset revaluation data which combines some property units under a one asset.

⁷ Based on the Asset Condition Score.

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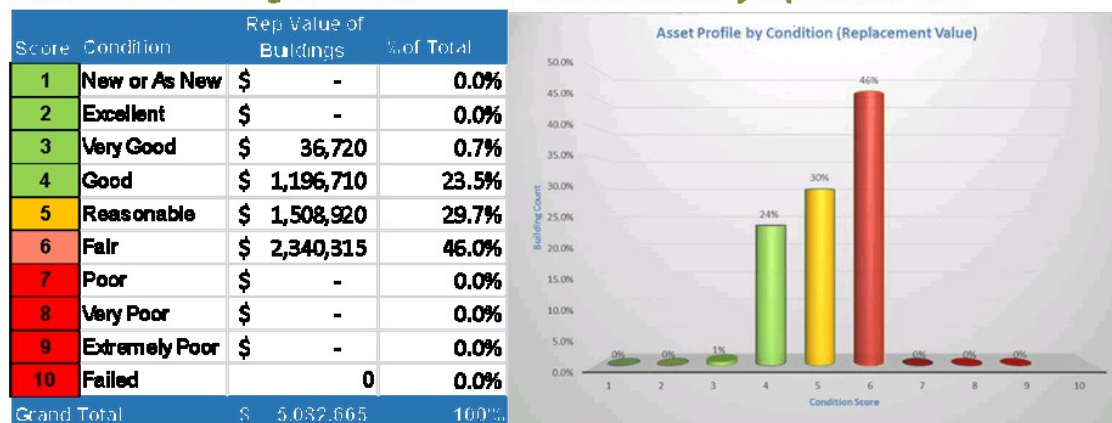


The key information from the above condition profile is as follows:

- 14 Buildings/Structures are in good to very good condition (44%)
- 7 Buildings/Structures are in reasonable condition (22%)
- 11 Buildings/Structures are in fair condition (22%)

Another way of understanding, the condition profile is by reviewing it by replacement value and this is illustrated as follows:

Table 11: SDRC Buildings & Other Structures –Condition Profile by Replacement Value



The key information from the above condition profile is as follows:

- \$1.23 Million of Buildings are in good to very good condition (24%)
- \$1.51 Million of Buildings are in reasonable condition (30%)
- \$2.34 Million of Buildings are in fair condition (46%)

Key Issues

- There are 11 Buildings (\$2.34M by replacement value) which will require management attention in terms of either scheduling maintenance/renewals or reviewing long term future of the individual buildings on an individual case by case basis.

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5.4 Risk Management

Council operates a Risk Management Framework (updated 2017) across Council based on the Australian Standard AS/NZS ISO 31000 Risk Management. There are a number of risks that have been previously identified that are directly related to buildings and these are identified in Table 12. In relation to buildings in particular, it is planned to assign a buildings hierarchy to each of the individual buildings and set the level of service (including maintenance and renewals priorities) accordingly.

The hierarchy is a function of the building utilisation, occupancy and failure impact. The buildings are assigned a rating of level 1 to 5 with those considered to be of a higher risk profile are categorised as Level 5 buildings. The rating assessment guideline is included as Appendix A. A general risk management matrix for buildings is included as Appendix B. This can be utilised as a basis to further develop risk registers for individual buildings and building types.

5.4.1 Related Buildings Risk Management Documents

Other risk related Facilities management documents include:

- An Asbestos Register
- Hazardous Materials Storage Instructions consistent with the Australian Standards
- Organisational Safety Management System

Table 12: SDRC Extract from Corporate Risk Management Framework for Community Housing Assets

Risk Category	Risk Description	Risk Owner	Potential Exposure	Current Risk Rating	Controls	Control Effectiveness
Asset Management	Inadequate asset management practices impacts on Council's ability to ensure acceptable levels of service from its infrastructure.	Director Engineering Services	Extreme	High	<ul style="list-style-type: none"> • Asset Management Policy • Low level Asset management plans existing – wastewater, water, buildings, recycled water, community housing • Asset Management Strategy • Reflect Road Condition System • Capital works plans • Budgets 	Satisfactory
Service Delivery	Inadequate management of community housing negatively affecting Council's ability to operate community housing.	Manager Corporate Services	Moderate	Low	<ul style="list-style-type: none"> • Regular inspections of units • Communication with tenants • Reporting to DPHW • Budgeting in accordance with Maintenance & Capital Works Program 	Good

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5.4.2 Risk Reduction Processes

The approach taken in risk reduction by Council for its building assets is to:

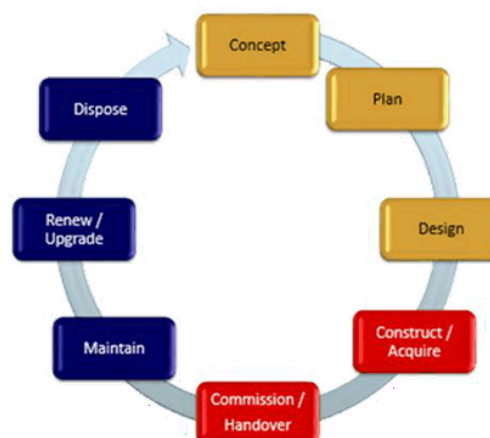
- Complete routine inspections of Council's buildings and facilities and associated assets at specified intervals to identify hazards and maintenance requirements which is underway.
- Initiate additional inspections, as required, in relation issues raised by tenants or Council employees through Council's customer request system;
- Record defects that may result in a potential hazard to the public;
- Assess the potential risk to building users due to defects identified which needs to be more formally recorded;
- Prioritise maintenance activities based on assessment of risk, taking into account the need to complete work in an efficient and cost effective manner, and the need to preserve the assets condition;
- Prepare appropriate work schedules;
- Undertake scheduled maintenance; and
- Record and document all actions taken at various stages throughout this process.

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5.5 Lifecycle Management Planning

For building assets, the following is a representation of the asset management life cycle. The first three stages (concept to Design) are typical for new capital works and upgrades and extensions to buildings. Buildings are then either constructed or acquired.

Figure 3: Asset Management Life Cycle



5.5.1 Operations and Maintenance

Operations and Maintenance Plans

In terms of maintenance activities, Council utilises the following definitions which are based around the *International Infrastructure Management Manual* (2015) NAMS Group:

- **Reactive maintenance** - is unplanned repair work carried out in response to service requests and management / supervisory directions. In the Community Housing area this has categorised into the following:
 - **Emergency Maintenance:** maintenance carried out immediately, based on risk and RTA provisions (Residential Tenancies and Rooming Accommodation Act 2008)
 - **Responsive Maintenance:** repairs that are not considered emergency repairs. These are responded to dependent upon priority level and budget capabilities, but usually within a 12 month timeframe.
- **Planned maintenance** - is repair work that is identified and managed through a maintenance management system (MMS) or standardised processes. MMS activities include inspection, assessing the condition against failure / breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- **Cyclic / Scheduled maintenance** - is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, etc. This work generally falls below the capital/maintenance threshold. Cyclic maintenance expenditure is included with the planned maintenance expenditure.

Council has yet to fully identify maintenance by category and a recommended task is to categorise maintenance once a new asset and maintenance management system is procured. By categorising maintenance, Council will be able to optimise its maintenance expenditure.

Benchmarking collated by the International Facility Manager's Association (IFMA)⁸ identified across a number of facility types that the total maintenance costs are minimised if planned/scheduled maintenance are in the order of 65-85% of the total maintenance cost. The following is the maintenance expenditure extracted from the Council LTFP budget for Community Housing.

⁸ Benchmarking for Facility Professionals –IFMA Foundation Whitepaper, 2013

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Table 13: SDRC Planned Operations and Maintenance Expenditure (Community Housing)

	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Amount	\$ 75,560	\$ 56,410	\$ 54,910	\$ 59,410	\$ 56,410	\$ 53,410	\$ 53,410	\$ 53,410	\$ 57,910	\$ 53,410

5.5.2 Asset Renewal Plan

The general definition of asset is the replacement or refurbishment of an existing asset (or component) capable of delivering the same level of service as the existing asset. It is a periodically required expenditure, relatively significant (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time.

Council has developed a detailed renewal plan for operational, LTFP purposes and for reporting to other stakeholders. Currently, asset renewal requests for facilities are considered as part of the annual review of the Capital Works Planning process. The data in the capital works program is reviewed annually and formally approved by Council. The process for reviewing the Year Capital Works Plan includes feedback from users/stakeholders as the starting point and then priorities developed out the stakeholder inputs and the Council designated preferences. The plan is then continually updated and adjusted on an annual basis.

In general, the focus of renewals approval and planning will be to renew assets in order to meet specified levels of service in a financially sustainable way. Council undertakes and records regular condition assessments on community housing portfolio.

Table 14: SDRC Planned Renewals Expenditure (Community Housing)

	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Amount	\$ 54,000	\$ 61,600	\$ 72,000	\$ 63,800	\$ 60,000	\$ 71,200	\$ 72,000	\$ 70,000	\$ 64,800	\$ 82,200

Source: SDRC Community Housing LTFP Forecasts

5.5.3 New and Upgrade Plan

Council has no current plans for the acquisition of, upgrades or development of new community housing property. This will be reviewed on a regular basis as part of the ongoing management of existing properties or if external grant funding is made available to meet demand.

As per the previous section, any new and upgraded facility assets would be approved as part of development of the CAPEX Budget as approved by Council on a yearly basis.

5.5.4 Disposal / Rationalisation

Council does not have a formal rationalisation plan for facility assets. Should a property be deemed to be below standard or no longer appropriate (eg as identified through Council's Housing Needs Assessment), and a decision is made to dispose of/return the property, Council will negotiate with the DHPW and ensure compliance requirements are followed.

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5.5.5 Financial Projections

The following expenditure summary is based on the above data and assumptions and has been split into the various maintenance types.

Table 15: SDRC Expenditure Summary (Community Housing)

Year	Maintenance Expenditure	Renewal	Upgrade	New	TOTAL
2018	\$ 75,560	\$ 54,000	\$ -	\$ -	\$ 129,560
2019	\$ 56,410	\$ 61,600	\$ -	\$ -	\$ 118,010
2020	\$ 54,910	\$ 72,000	\$ -	\$ -	\$ 126,910
2021	\$ 59,410	\$ 63,800	\$ -	\$ -	\$ 123,210
2022	\$ 56,410	\$ 60,000	\$ -	\$ -	\$ 116,410
2023	\$ 53,410	\$ 71,200	\$ -	\$ -	\$ 124,610
2024	\$ 53,410	\$ 72,000	\$ -	\$ -	\$ 125,410
2025	\$ 53,410	\$ 70,000	\$ -	\$ -	\$ 123,410
2026	\$ 57,910	\$ 64,800	\$ -	\$ -	\$ 122,710
2027	\$ 53,410	\$ 82,200	\$ -	\$ -	\$ 135,610

5.5.6 Measures of Sustainability – Benchmark Comparisons

Renewals

The Department of Local Government, Infrastructure Planning (DILGP) has included the Asset Sustainability Ratio as one of their key measures of sustainability⁹. The ratio is defined as follows:

Financial Management (Sustainability)

$$\frac{\text{Capital Expenditure on Replacement of Assets (Renewals)}}{\text{Depreciation Expenditure}}$$

The target range is greater than 90% per annum (on average over the long-term). From Council's most recent Buildings Revaluation the annual depreciation for Community Housing Assets is **\$79,877**. Based on the 90% target then the target annual renewal expenditure amount should be in the order of **\$71,889**.

Council's 10 year predicted average renewal expenditure is **\$67,160** based on the current LTFP data.

Based on these figures, the actual Asset Sustainability Ratio (for buildings assets) is

$$\$67,160 / \$79,877 = 84\%.$$

This indicates that the average planned expenditure by Council on renewals across the building assets is slightly below the benchmark. The following should be noted that the asset class is relatively small and therefore is sensitive to even small changes in the amounts.

⁹ Source: Department of Local Government & Planning – Financial Management (Sustainability) Guideline 2013 Vers 1.1

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Maintenance

The current maintenance (Average of \$57,425) is around 1.13% of the replacement value of building assets (those which Council maintains) and is within the recommended State Government benchmark minimum of 1%¹⁰ (\$50,826). This indicates that Council is spending a reasonable amount on maintenance of its community housing buildings.

Summary

In summary, the expenditure amounts planned for maintenance and renewals indicate that the community housing assets are being sustainably managed.

¹⁰ Department of Housing and Public Works – Maintenance Management Framework – Policy for the Maintenance of Queensland Government Buildings-2012

6. Information Management

6.1 Current information Management

Council maintains a number of registers for all Council Properties which have been extracted from various Council databases. It is planned to develop a single Community Housing Property Register which combines and builds on these current Council data bases (including expanded/more relevant headings). This will be linked into the proposed new AM system when it is rolled out.

The following are the current information sources, plans and registers that are utilised:

- 1. Property Register**
 - a. Community Housing Assets – property register extracted from SDRC spreadsheet
 - b. SDRC Pensioner Buildings – property details extracted from SDRC spreadsheet
- 2. Asset Condition Inspection Reports**
 - a. Condition Reports for each property
 - b. Unit Rectification Report (summary of results of individual reports)
 - c. Unit Rectification Report Less Upgrades (Identifying responsive maintenance items only)
- 3. History of Maintenance Requests & Progress:**
 - a. 3.1 Urgent & Responsive Maintenance
 - b. 3.2 Maintenance
 - c. Spreadsheet: internal external paint – floor coverings – hardware – all properties
- 4. 10 Year Forecast Maintenance Community Housing** (including replacement frequency, individual forecasts & summary with \$)
- 5. Community Housing Annual Planning Schedule** (including schedule for preventative maintenance)
- 6. ISR Certificate of Currency + Property Insurances**
- 7. SDRC Service Level Manual**
- 8. HPW Housing Profiles** (Housing needs)
- 9. SLAs** (handyman, lawn Maintenance, water & waste management maintenance)
- 10. Managing Community Housing Property Procedures**

6.2 Future Council Directions in Information Management

The recently adopted Asset Management Strategy has identified the following actions and strategy for implementation of an appropriate AM System which can be utilised across asset classes including community housing.

Table 16: SDRC AM Information Strategy

**Community Housing Asset & Services
Management Plan**



AM System Dimension	Action	Task	Priority	Task Owner	Program Year
Technology	Perform AM application analysis	Develop AM systems roadmap	Medium	Manager Finance and IT	Year 1
Technology	Define AM business requirements	Determine AM functional requirements for TechnologyOne implementation	Medium	Asset Custodians, Asset Management Team & Manager Finance and IT	Year 1
Technology	Define AM business requirements	Identify AM systems gaps and opportunities	Medium	Asset Management Team & Finance	Year 1
Technology	Define AM business requirements	Determine non-functional requirements for TechnologyOne implementation	Medium	Asset Custodians, Asset Management Team & Manager Finance and IT	Year 1
Technology	Define AM business requirements	Determine AM application interface requirements	Low	Asset Management Team & Finance	Year 1
Technology	Select and implement improved AM software	Implement TechnologyOne asset management solution	Medium	Asset Custodians, Asset Management Team & Manager Finance and IT	Year 1
Technology	Select and implement improved AM software	Select and implement Capital Project Prioritisation / Optimal Decision Making software	Medium	Asset Custodians, Asset Management Team & Manager Finance and IT	Year 2

Source: Asset Management Strategy 2017

Community Housing Asset & Services Management Plan



7. Improvement Plan

The following are the recommended improvements to assist in improving the management of Council's Community Housing assets.

ID	Activity	Responsibility	Required by
Governance			
1	Develop a Community Housing Operations Manual to integrate the following: <ul style="list-style-type: none"> • Copy of register • Inspection reports • Insurances • Maintenance Definitions and response times • Property procedures • Service Level Agreements 		31/12/2018
People			
2	Identify and develop a stakeholder database for input/review into standards (e.g., data standards, asset construction and maintenance standards)		31/12/2018
Process			
3	Review level of integration and improving consistency with condition assessment processes, maintenance definitions, condition rating system etc with other asset managers across Council.		31/12/2018
Data			
4	Identify and confirm accuracy of actual buildings recorded on asset register and valuations and ensure consistency with other data sources.		On-going
5	Establish a single "point of truth" source for the complete asset register for community housing as part of the overall buildings portfolio.		31/03/2018
Technology			
6	Support decision making at all levels with fit-for-purpose asset information management systems in conjunction with other asset managers across Council and Finance.		31/12/2018

Appendix A: General Facilities Risk Management Matrix Summary

**Community Housing Asset & Services
Management Plan**



General Details		Risk Assessment		Treatment Strategy
Risk	Likelihood	Consequence	Risk Rating	
Asbestos found in public buildings.	Likely	Catastrophic	Extreme	<ul style="list-style-type: none"> All buildings surveyed for asbestos. Asbestos replacement program by Council (as work is conducted to relevant structure)). Preparation of Asbestos Management Plan Policy.
Asset condition deteriorates at a greater than acceptable rate due to failure to adequately fund maintenance (reactive and programmed) programs or renewal programs	Likely	Minor	Moderate	<ul style="list-style-type: none"> Professional Asset Management staff. Use of Industry 'best practice' processes for asset management Asset inventory and condition status maintained. Whole of life management of assets adopted.
Asset value decreases at greater than acceptable rate due to failure to adequately fund preventative maintenance programmes, or intervention maintenance programmes.	Likely	Minor	Moderate	<ul style="list-style-type: none"> Annual budget process. Annual assessment of asset condition and prioritisation of funding needs.
Increase in staffing levels in response to community demand for services	Likely	Minor	Moderate	<ul style="list-style-type: none"> Adequate strategic planning for future accommodation needs
Design or layout does not provide access to the disabled in accordance with requirements of the Disability (Access to Premises – Buildings) Standards 2010	Likely	Major	Extreme	<ul style="list-style-type: none"> Disability Access Audit completed. All new assets designed in accordance with the requirements for disabled access.

**Community Housing Asset & Services
Management Plan**



General Details		Risk Assessment		Treatment Strategy
Risk	Likelihood	Consequence	Risk Rating	
Faulty electrical system results in building user becoming electrocuted.	Likely	Catastrophic	Extreme	<ul style="list-style-type: none"> • Inspection and maintenance contracts with external electrician. • RCDs fitted to all buildings. • Routine and regular switchboard inspection and maintenance. • Public Liability Insurance.
Fire suppression equipment fails	Likely	Catastrophic	Extreme	<ul style="list-style-type: none"> • Inspection and maintenance service contractor. • Regular scheduled inspection and testing of fire suppression equipment. • Public Liability Insurance.
Emergency lighting fails during an emergency Fire detection system fails resulting in fire getting out of control.	Likely	Catastrophic	Extreme	<ul style="list-style-type: none"> • Routine and regular inspection and testing of emergency lighting. • Routine and regular inspection and testing of fire system • Public Liability Insurance.
Destruction of Corporate building	Possible	Major	High	<ul style="list-style-type: none"> • Maintain adequate insurance • Disaster Management Plan updated and current • Offsite storage of data backups
Increased injury risk to users due to age and condition Inadequate maintenance program.	Likely	Moderate	High	<ul style="list-style-type: none"> • Capital works and maintenance program in place. • Communication with clubs and lease holders.
Fire in kitchen of public building.	Likely	Catastrophic	Extreme	<ul style="list-style-type: none"> • Fire response equipment (extinguishers, hose and reels) placed in buildings. • Kitchen equipment regularly inspected for faults. • Fire blankets provided in kitchen areas. • Staff training in fire response and emergency evacuation.

**Community Housing Asset & Services
Management Plan**



General Details		Risk Assessment		Treatment Strategy
Risk	Likelihood	Consequence	Risk Rating	
Non compliance with relevant legislation, standards, codes of practice, etc	Likely	Major	Extreme	<ul style="list-style-type: none"> Non-compliance works to be given priority. Undertake regular inspection and maintenance regimes. Allocation of appropriate funding and resources.
Poor or inappropriate maintenance practices accelerates building portfolio deterioration	Possible	Major	High	<ul style="list-style-type: none"> Maintenance programs and treatments developed by experienced staff. Experienced and competent maintenance personnel employed on maintenance tasks. Competent and experienced contractors used for maintenance tasks.
Inappropriate construction and maintenance methods expose work personnel to unacceptable risks	Likely	Catastrophic	Extreme	<ul style="list-style-type: none"> Selection process for Contractors considers OH&S status. OH&S requirements incorporated into Contract documentation. Regular inspections of contract works and contractor performance.
Poor management practices by Committees of Management, user groups, lessees, etc (e.g. storage of flammable liquids) results in property damage.	Likely	Moderate	High	<ul style="list-style-type: none"> Leases, agreements, etc set minimum requirements. Develop building policy that applies equally to all user groups. Currency of insurances is verified annually. Regular Inspection programmes
Break-in and/or inappropriate behaviour	Possible	Moderate	Moderate	<ul style="list-style-type: none"> Access controlled to authorized personnel. Access codes controlled. Staff key return policy on resignation or termination. Regular inspection of building security/doors/windows/locks. Inspection and review of systems in place Regular review of other sites without systems

**Community Housing Asset & Services
Management Plan**



General Details		Risk Assessment		Treatment Strategy
Risk	Likelihood	Consequence	Risk Rating	
Building user slips on surface that has insufficient traction	Likely	Moderate	High	<ul style="list-style-type: none"> • Programmed regular building inspections. • Dedicated maintenance budget. • Onsite surveillance and clean up of slippery material from floor areas. • Use of floor materials with appropriate slip ratings in buildings. Public Liability Insurance.
Building user trips and injures themselves	Likely	Moderate	High	<ul style="list-style-type: none"> • Programmed regular building inspections. • Dedicated maintenance budget. • Onsite surveillance. • Public Liability Insurance.
Damage to buildings causing closure of infrastructure	Possible	Moderate	Moderate	<ul style="list-style-type: none"> • Staff temporarily repair damage. • Contractor engaged. • Routine maintenance inspections.
Illegal or unauthorized entry into public buildings results in damage to property. Damage to buildings causing closure of infrastructure	Likely	Moderate	High	<ul style="list-style-type: none"> • Access controlled to authorized personnel. • Access codes controlled. • Staff key return policy on resignation or termination. • Regular inspection of building security/doors/windows/locks. • Use of CCTV monitoring if appropriate
Flood / Storm damage results in water entry to building.	Likely	Moderate	High	<ul style="list-style-type: none"> • Programmed regular building inspections. • Dedicated maintenance budget. • Property Insurance.

Appendix B: Asset Condition Rating Scale

A summary of the condition rating scale is shown below.

Figure 4: SDRC Asset Condition Rating Scale

Rating	Condition Rating Description
1	A new or near new asset with no visible signs of deterioration.
2	An asset in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.
3	An asset in very good overall condition but with some early stages of deterioration evident, but the deterioration still minor in nature and causing no serviceability problems.
4	An asset in good overall condition but with some obvious deterioration evident, serviceability would be impaired very slightly.
5	An asset in fair overall condition deterioration in condition would be obvious and there would be some serviceability loss.
6	An asset in Fair to poor overall condition. The condition deterioration would be quite obvious. Asset serviceability would now be affected and maintenance cost would be rising.
7	An asset in poor overall condition deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance cost would be high
8	An asset in very poor overall condition with serviceability now being heavily impacted upon by the poor condition. Maintenance cost would be very high and the asset would at a point where it needed to be rehabilitated.
9	An asset in extremely poor condition with severe serviceability problems and needing rehabilitation immediately. Could also be a risk to remain in service
10	An asset that has failed is no longer serviceable and should not remain in service. There would be an extreme risk in leaving the asset in service.

Appendix C: Supporting Data and Information Inputs for Community Housing Assets

1. Property Register

- Community Housing Assets – property register extracted from SDRC spreadsheet
- SDRC Pensioner Buildings – property details extracted from SDRC spreadsheet

2. Asset Condition Inspection Reports

- Condition Reports for each property
- Unit Rectification Report (summary of results of individual reports)

3. History of Maintenance Requests & Progress:

- 3.1 Urgent & Responsive Maintenance
- 3.2 Maintenance to be actioned
- 3.3 Maintenance actioned

4. Long Term Financial Plan Community Housing (including replacement frequency, individual forecasts & summary with cost estimates)

5. Budget for all Properties 2017-2018

6. ISR Certificate of Currency + Property Insurances

7. SDRC Asset Management Strategy

8. HPW Housing Profiles (Housing needs)

9. SLAs (handyman, lawn Maintenance, water & waste management maintenance)

10. Managing Community Housing Property Procedures



Fraud and Corruption Control Policy

Policy Number:	PL-FS065
Department:	Corporate Services
Section:	Executive Services
Responsible Manager:	Manager Corporate Services
Date Adopted:	24 April 2012
Date to be Reviewed:	Within 6 months of the quadrennial election
Date Reviewed:	21 July 2017
Date Rescinded:	N/A

REVISION RECORD

Date	Version	Revision description
Dec 2014	1	New Format & Review
July 2016	2	Major Review
July 2017	3	Minor Review

Fraud and Corruption Control Policy

Policy no: Policy Number PL-FN065

Updated: July 2017

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1 Purpose

The purpose of this policy is to articulate Council's strategic position in relation to fraud and corruption, by:

- Acknowledging Council's obligations as a public sector entity to eradicate all instances of fraudulent and corrupt activities through appropriate control measures; and
- Establishing Council's commitment to the promotion and proper management of the Fraud and Corruption Control Framework.

2 Scope

The policy applies to any fraud or corruption, or suspected fraud or corruption, involving all Council employees, Elected Members, contractors, consultants, volunteers, work experience students, vendors or any other party with a business relationship with the Southern Downs Regional Council.

3 Legislative Context

Local Government Act 2009 and Local Government Regulation 2012
Crime and Corruption Act 2001
Public Interest Disclosure Act 2010
AS 8001 – 2008 Fraud and Corruption Control

4 Policy Details

4.1 Fraud and Corruption Control Framework

A Fraud and Corruption Control Framework assists Council to discharge its responsibility for preventing, detecting and properly responding to fraud. Council's Fraud and Corruption Control Framework has been prepared in accordance with various resources including the Audit Office of New South Wales' *Fraud Control Improvement Kit (February 2015)* and the Crime and Corruption Commission's *Fraud and Corruption Control: Guidelines for Best Practice (2005)* which use key attributes under the key themes of prevention, detection and response. Council's strategies for the implementation of these key attributes are outlined below.

4.1.1 Leadership

Council is committed to the control and elimination of all forms of fraud and corruption, and to create an ethical environment and culture that discourages and prevents fraud. Council has zero tolerance to activities related to fraud and corruption.

The Chief Executive Officer (CEO) and the Senior Leadership Team are responsible for implementing the Fraud and Corruption Control Framework. To demonstrate this ongoing commitment, all Executive Management Team, Senior Leadership Team and staff meetings will have a standing agenda item for discussion of fraud and corruption issues.

4.1.2 Ethical Framework

While integrity forms the basis for all Council policies and decisions, the following are the key policies adopted by Council which support the Ethical Framework by providing parameters and guidance for ethical behavior and decisions:

Fraud and Corruption Control Policy

Policy no: *Policy Number PL-FN065*

Updated: July 2017

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- Code of Conduct Policy PL-HR052;
- Councillors Code of Conduct Policy PL-EX067;
- Related Party Disclosure Policy PL-FS025;
- Public Interest Disclosure Management Program and Procedure GL-EX06;
- Information Technology Hardware and Systems Security Policy PL-IS044;
- Advertising Expenditure Policy PL-GV012; and
- Entertainment and Hospitality Expenditure Policy PL-GV011.

These policies are all available to the public, staff and Councillors with the Code of Conduct for staff and Councillors forming part of the induction process.

4.1.3 Responsibility Structures

All staff are responsible for the prevention and detection of fraud and corruption. The following stakeholders have key responsibilities:

Councillors– set the strategic direction and priorities for fraud and corruption control within the organisation.

CEO and Senior Leadership Team – implement the strategic priorities for fraud and corruption control by ensuring that all relevant policies and procedures are implemented and communicated to staff.

Audit and Risk Management Committee – monitors and reviews: the integrity of financial documents; the internal audit function; the effectiveness and objectivity of the Local Government's internal auditors; the Risk Management practices; and makes recommendations to the Local Government about any matters that the Audit Committee considers need action or improvement (Audit and Risk Management Committee Charter, May 2017 and section 105 (4) (a) and (b) of the *Local Government Act 2009*).

Internal Auditors – is responsible for assessing the adequacy of internal controls within business areas as part of routine auditing activity and making recommendations to improve internal controls. The Internal Audit Plan is in accordance with the fraud detection, deterrence and response provisions of The Professional Practices Framework (PPF) of the Institute Internal Auditors.

External Auditors – provide an opinion on whether the Annual Report represents a true and fair view of the financial position at a certain date. Annual external audit of the Financial Reports assists in the detection of fraud under Australian Auditing Standards ASA240. The Auditors' Responsibility is to consider fraud in an audit of a Financial Report.

4.1.4 Fraud Control and Corruption Policy

This Policy is aligned with the Australian and New Zealand Standard 8001-2008 Fraud and Corruption Control which provides a best practice approach to controlling fraud and corruption.

4.1.5 Prevention Systems

Council will undertake a fraud and corruption risk assessment at least every two years. After each review, Council will update its Fraud and Corruption Control Plan. Council's various policies support the intent of this policy by outlining strategies which contribute to the prevention of fraud and corruption.

4.1.6 Fraud Awareness

Council will take proactive steps towards ensuring that employees, Elected Members and the wider community are aware of the Council's zero-tolerance stance towards fraud and corruption.

Council will aim to increase employees, Elected Members and community awareness by:

- promoting Council initiatives and policies regarding the control and prevention of fraud and corruption on Council's website and at Council offices;
- including guidance on their website, for both Council employees and external parties, on how to report suspicions of fraud;
- making reference to fraud and corruption initiatives in Council's Annual Report; and
- facilitating public access to all of the documents that constitute the Council's Fraud and Corruption framework.

Council maintains a Public Interest Disclosure Management Program and Procedure which aims to promote the public interest by facilitating detection and prevention of:

- unlawful, negligent or improper public sector conduct; or
- maladministration; or
- danger to public health or safety, or the environment.

The Public Interest Disclosure Management Program and Procedure affords various levels of protection for disclosers which are proportionate to the risk of reprisal.

4.1.7 Third party Management Systems

Council maintains sound contracting principles in all of its procurement activities through the ethical behavior and fair objectives within the Procurement Policy. Council officers involved in procurement are to behave with impartiality, fairness, independence, openness, integrity and professionalism in their discussions and negotiations with suppliers and their representatives.

All employees of Council are required to seek approval from the Chief Executive Officer to undertake secondary employment.

Full disclosure of related parties and transactions are maintained for Councilors, the CEO, Directors and Managers in accordance with the *Local Government Act 2009*, *Local Government Regulation 2012*, the Australian Accounting Standards AASB 124- Related Party Disclosures and Council's Related Party Disclosure Policy PL-FS025.

4.1.8 Notification Systems

Employees must report any concerns or suspicions that they have about fraudulent or corrupt activity to the Manager Corporate Services or by using the 'Postcard to the CEO' option. If the employee believes that the Manager Corporate Services may be involved in the activity, then the report must be made to the relevant Director or to the Manager Human Resources.

Concerns and suspicions must be reported as soon as possible. An employee must not attempt to investigate the matter. Council must ensure that any report of suspected fraud or corrupt activity is treated confidentially to the fullest extent possible under the law. All practical steps will be undertaken in order to protect the welfare of the person reporting the suspected fraud or corruption.

In accordance with section 307A (4) of the *Local Government Regulation 2012*, the CEO keeps written records about suspected and actual reportable losses and actual material losses. Further, if the Chief Executive Officer is satisfied the material loss is also a reportable loss, the CEO will

notify the following as soon as practicable, but no more than 6 months after the CEO becomes aware of the loss:

- (a) The Minister;
- (b) The Auditor-General;
- (c) For a loss resulting from the commission of an offence under the Criminal Code or another Act – a police officer;
- (d) For a loss resulting from the corrupt conduct of a Councillor, Local Government employee or Local Government employee – the Crime and Corruption Commission.

4.1.9 Detection Systems

Council will maintain an internal control structure to minimise exposure to fraud and corruption. The primary mechanism for this control will be within the Fraud and Corruption Control Plan, operating in conjunction with established audit and financial management practices.

4.1.10 Investigations Systems

As statutorily required, Council will investigate or otherwise formally enquire into all instances of suspected fraudulent or corrupt conduct exposed as a result of receiving an allegation or detecting fraudulent or corrupt activities.

Investigations will be carried out in accordance with the Fraud and Corruption Control Plan and the rules of procedural fairness or natural justice will apply in all cases.

5 Definitions

Term	Meaning
Corruption	Corruption is defined by the Crime and Corruption Commission as behaviour that may involve fraud, theft, misuse of position or authority or other acts that are unacceptable to an organisation and which may cause loss to the organisation, its clients or the general community. It may also include such elements as breaches of trust and confidentiality. The behaviour need not necessarily be criminal in order to qualify as being "corrupt".
Fraud	<p>Fraud is characterised by intentional deception to facilitate or conceal the misappropriation of assets or a false representation or concealment of material fact for the purpose of inducing another party to act upon it to their financial detriment. Fraud also includes corruption or a breach of trust or confidentiality in the performance of official duties in order to achieve some personal gain or advantage for themselves or another person or entity.</p> <p>A basic test for fraud could include the following questions:</p> <ul style="list-style-type: none"> • Was deceit used? • Was the action unlawful? • Did it result in money or other benefits being received to which the person was not entitled? • Was a deliberate attempt made to do this?
Fraud and Corruption Control Plan	<p>A plan which provides direction and guidance to Council employees and stakeholders on the processes for:</p> <ul style="list-style-type: none"> • Prevention of fraud and corruption; • Detection of fraud and corruption; and • Responding to fraud and corruption.
Material Loss	<p>In accordance with section 307A (4) of the <i>Local Government Regulation 2012</i> is defined as:</p> <p>For an asset belonging to a local government, means:</p> <ol style="list-style-type: none"> For money – a loss of more than \$500; or For any other asset – a loss valued by the Chief Executive Officer at more than \$1,000.
Reportable Loss	<p>In accordance with section 307A (4) of the <i>Local Government Regulation 2012</i> is defined as:</p> <p>For an asset belonging to a local government, means a loss resulting from:</p> <ol style="list-style-type: none"> The commission of an offence under the Criminal Code or another Act; or The corrupt conduct of a Councillor, local government employee or local government worker; or Conduct of a contractor of the local government that would be corrupt conduct if the contractor were a Councillor, local government employee or local government.

6 Related Documents

1. Fraud and Corruption Control Plan
2. Fraud and Corruption Investigation Procedure
3. Code of Conduct Policy PL-HR052;
4. Councillors Code of Conduct Policy PL-EX067;
5. Related Party Disclosure Policy PL-FS025;
6. Public Interest Disclosure Management Program and Procedure GL-EX06;
7. Information Technology Hardware and Systems Security Policy PL-IS044;
8. Advertising Expenditure Policy PL-GV012; and
9. Entertainment and Hospitality Expenditure Policy PL-GV011.

7 References

1. Audit Office of New South Wales, Fraud Control Improvement Kit, February 2015
2. Crime and Corruption Commission, Fraud and Corruption Control: Guidelines for Best Practice, 2005



Risk Register

Risk Category	Risk Description	Risk Owner	Potential Exposure	Current Risk Rating	Controls And Effectiveness
Asset Management	RISK0005 - Council Buildings Poorly managed Council facilities may result in inappropriate/unsuitable spaces for staff, community and visitors, including Visitor Information Centre and result in decreased productivity.	Manager Community Services and Major Projects	High Risk	High Risk	Work Health & Safety Policy - Satisfactory Building asset management plan - Satisfactory Building condition report - Satisfactory Capital works plan and budget - Satisfactory Maintenance plan and schedule - Satisfactory
Asset Management	RISK0022 - Council Saleyards Operations Council saleyards are financially and operationally unviable due to issues relating to financial management, health & safety, animal welfare and environmental sustainability.	Manager Finance and Information Technology	High Risk	High Risk	Work Health & Safety Policy - Satisfactory Training - Satisfactory Animal Management Procedures - Satisfactory Saleyad Advisory Committee - Satisfactory Capital works plan - Satisfactory Maintenance plan and schedule - Satisfactory Budget management - Satisfactory WHS auditing and assessments - Satisfactory WHS Committee - Satisfactory Contractual arrangements - Satisfactory
Asset Management	RISK0026 - Loss of Council Property Council assets or inventories are not adequately secured leading to theft or misuse and financial loss to Council.	Manager Finance and Information Technology	Moderate Risk	Low Risk	Non-current Asset Accounting Policy - Satisfactory Code of Conduct Policy - Satisfactory Budget preparation and review - Satisfactory Financial performance reporting - Satisfactory Project planning and review - Satisfactory Fixed assets register - Satisfactory Asset stocktake processes - Satisfactory Security over council assets & inventory - Satisfactory
Asset Management	RISK0052 - Non Compliance with Water Legislation Stanthorpe WW treatment plant effluent non compliance Because Stanthorpe WWTP's sometimes discharges effluent to Quart pot Creek which does not meet licence requirements Council may be prosecuted by the regulator	Manager Water and Wastewater	Extreme Risk	Extreme Risk	Works Near Water Supply and or Sewerage Infrastructure Policy - Satisfactory
Consumer & Customer Relations	RISK0007 - Council not providing Social Development Programs Council does not provide appropriate social development programs to consumers and customers which increases the overall social capability and sustainability of the region.	Manager Community Services and Major Projects	Extreme Risk	Moderate Risk	Community Engagement Policy - Satisfactory Funding to Community Policy - Satisfactory Grants and Funding Programs – Community Grants, Community Support, Fast-Response - Satisfactory Grant Funding Application Procedures - Satisfactory Financial and Performance Reporting to Council - Satisfactory Funding Body Grant Acquittals - Satisfactory QAO Financial Statements Audits - Satisfactory

Risk Register

					Community Services Advisory Committee - Satisfactory Community Services Strategy 2017-2021 - Satisfactory
Consumer & Customer Relations	RISK0009 - Community Housing Inadequate management of community housing negatively affecting Council's ability to operate community housing.	Manager Corporate Services	Moderate Risk	Low Risk	Regular inspections of units - Satisfactory Communication with tenants - Satisfactory Reporting to DPHW - Satisfactory Budgeting in accordance with Maintenance & Capital Works Program - Satisfactory
Consumer & Customer Relations	RISK0012 - Backpacker & Seasonal Worker Employment Opportunities Southern Downs does not become a destination of choice for backpackers and seasonal workers. This will impact on strong employment opportunities and Council and community support, which will result in a decrease in community capacity and economic growth.	Manager Economic Development and Tourism	High Risk	Moderate Risk	Rental Property Inspections - Satisfactory Accommodation/Rental Fact Sheets - Satisfactory Backpacker & Seasonal Workers General Information Packs, Guides and Forums - Satisfactory Itinerant Workers & Backpackers Industry Workshops - Satisfactory Economic development work plan - Satisfactory
Consumer & Customer Relations	RISK0013 - Visitor Information Centre & Volunteer Management A poorly trained cohort of volunteers and inadequate visitor information centre facilities will impact on the quality of visitor experience and may negatively impact upon the reputation of the region.	Manager Economic Development and Tourism	Moderate Risk	Moderate Risk	Work Health & Safety Policy - Satisfactory Recruitment & retention strategy - Satisfactory Volunteer training - Satisfactory Business review of visitor information centre operations - Satisfactory Visitor information centre business plan - Satisfactory Stakeholder engagement - Satisfactory Rosters and connectivity - Satisfactory Visitor Information centre audits - Satisfactory Relocation - Satisfactory Health & safety audits and assessments - Satisfactory Health & safety committee - Satisfactory Volunteer Policy and Procedure - Satisfactory
Consumer & Customer Relations	RISK0049 - Council's community relationships The community accepts that the Council understands community needs and provides advice to consumers and customers on service delivery across agencies or providers.	Chief Executive Officer	Moderate Risk	Low Risk	Community Engagement Policy - Satisfactory Complaints Management Policy - Satisfactory Annual Reports - Satisfactory 2014-2019 Corporate Plan - Satisfactory 2015-2016 Operational Plans - Satisfactory New Residents Information Booklet - Satisfactory Community Attendance at Council Meetings - Satisfactory Community Forums/Meetings/Events - Satisfactory Community Contact Centre Knowledge System - Satisfactory Council website & App - Satisfactory Performance Reporting to Council - Satisfactory Complaints Reporting to Council and Audit Committee - Satisfactory
Consumer & Customer	RISK0054 - Community Service Expectations	Chief Executive	High Risk	Moderate Risk	Community Engagement Policy - Satisfactory Southern Downs Community Plan & Community Engagement

Risk Register

Relations	Increasing community expectations for services cause pressure on limited financial and other resources causing upward pressure on rates.	Officer			Strategy - Satisfactory Council meetings open to public for certain sessions - Satisfactory Community forums, e.g. developers, backpackers - Satisfactory Councillor attendance at public events - Satisfactory Community Advisory Committee - Satisfactory Annual draft budget information sessions - Satisfactory
Consumer & Customer Relations	RISK00055 - Community Health Council strategies do not result in increased sporting and recreational activities which impacts the overall health of the community.	Chief Executive Officer	Moderate Risk	Moderate Risk	Community Engagement Policy - Satisfactory Funding to Community Policy - Satisfactory Grants to Community Organisations Policy - Satisfactory Footway and Bikeway Master Plan - Satisfactory Council Initiatives, e.g. Women in Sport - Satisfactory Southern Downs Community Plan & Community Engagement Strategy - Satisfactory SDRC Website – Parks & Open Spaces, Things to see and do webpages - Satisfactory Capital Works Plan and Budget for recreation facilities, bike ways and footpaths - Satisfactory
Consumer & Customer Relations	RISK00056 - Council's involvement in Community Learning and Development Council strategies do not result in increased educational and development activities which impacts the overall educational levels in the community.	Chief Executive Officer	Moderate Risk	Low Risk	Community Engagement Policy - Satisfactory Funding to Community Policy - Satisfactory Grants to Community Organisations Policy - Satisfactory Library Procedures – collection management, membership, public internet use - Satisfactory Libraries resources including mobile library - Satisfactory Southern Downs Community Plan & Community Engagement Strategy - Satisfactory Council support for community activities, e.g. markets and organisations, e.g. P - Satisfactory SDRC Website – Library webpages - Satisfactory Capital Works Plan and Budget for libraries - Satisfactory Community Advisory Committee - Satisfactory
Consumer & Customer Relations	RISK00059 - Events and Tourism Council strategies do not result in increased events and tourism which impacts the marketable tourism product and impacts the financial sustainability of the community.	Manager Economic Development and Tourism	High Risk	Moderate Risk	Visitor Information Centre - Satisfactory Volunteer supervision and training - Satisfactory Planning Scheme - Satisfactory Council support for community events, e.g. rodeo, markets - Satisfactory Events, Sport & Recreation Advisory Committee - Satisfactory Regional Promotion, Touring and The Arts Advisory Committee - Satisfactory Economic Development Advisory Committee - Satisfactory



Risk Register

Continuity & Disaster Recovery	RISK00001 - Communications and Stakeholder Engagement An uncoordinated approach to external communications content on SDRC channels causes uncontrolled content being issued which may impact on Council's brand, reputation and the effectiveness of the message	Chief Executive Officer	Moderate Risk	Moderate Risk	Policy - Satisfactory Trained staff to review and monitor - Satisfactory Procedures - Satisfactory
Continuity & Disaster Recovery	RISK00003 - Inadequate Disaster Response Because Council's response to Disasters utilizes a significant proportion of Council's staff/resources, there is a risk that Council will ignore its other essential services and impacts on its ability to provide appropriate services to its community.	Director Engineering Services	Low Risk	Low Risk	Business Continuity Plan - Satisfactory Utilisation of skilled staff - Satisfactory Old Disaster Management arrangements - Satisfactory Availability of extra resources from LDMG agencies - Satisfactory
Continuity & Disaster Recovery	RISK00008 - Business Continuity Planning Business continuity plans are not regularly updated which negatively impacts Council's ability to continue to operate in times of business interruption.	Manager Corporate Services	High Risk	High Risk	Business continuity plans developed and tested - Satisfactory Audit & Risk Mgt Committee oversight - Satisfactory Due diligence - Satisfactory Annual review - Satisfactory
Continuity & Disaster Recovery	RISK00025 - Information Security & Infrastructure Cyber attacks and infrastructure downtime cause loss of data and downtime which impacts on Council's ability to function.	Manager Finance and Information Technology	Extreme Risk	Moderate Risk	Firewalls in place - Satisfactory Logical security controls – passwords, access controls - Satisfactory Training - Satisfactory Policies and procedures - Satisfactory Disaster recovery planning & testing - Satisfactory Business continuity planning & testing - Satisfactory
Continuity & Disaster Recovery	RISK00046 - Community Capability & Sustainability Council strategies do not result in increased social and community capability which negatively impacts on the community.	Chief Executive Officer	High Risk	Low Risk	Community Engagement Policy - Satisfactory Funding to Community Policy - Satisfactory Grant to Community Organisations Policy - Satisfactory Southern Downs Community Plan & Community Engagement Strategy - Satisfactory Southern Downs Youth Policy - Satisfactory Youth Action Plan 2016-2017 - Satisfactory Southern Downs Community Recovery Plan - Satisfactory New Residents Information Booklet - Satisfactory Council meetings open to public for certain sessions - Satisfactory Community forums, e.g. youth leaders, backpackers - Satisfactory Councilor attendance at public events - Satisfactory Community Contact Centre - Satisfactory SDRC Website – Community Directory webpages - Satisfactory Capital Works Plan - Satisfactory Budget - Satisfactory



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					Community Advisory Committee - Satisfactory Safeyards Advisory Committee - Satisfactory
Environmental Sustainability	RISK00014 - Environmental Contamination Pollution of waterways, air or land by SDRC activities leads to negative impact on community and environment and may result in penalties.	Manager Environmental Services	Moderate Risk	Low Risk	Procedures - Satisfactory Inspection programs - Satisfactory Toolbox talks - Satisfactory Press releases - Satisfactory Upgrade & maintenance of facilities - Satisfactory Training - Satisfactory
Environmental Sustainability	RISK00015 - Waste Collection Council does not adequately manage waste collection and storage after natural disaster events resulting in environmental damage.	Manager Environmental Services	Moderate Risk	Low Risk	Nil for natural disaster - Satisfactory More space/land area for waste as result of event - Satisfactory Alternative waste disposal sites - Satisfactory Procedures post event - Satisfactory Access to additional vehicles & machines via contractors - Satisfactory Business Continuity Plan - Satisfactory
Environmental Sustainability	RISK00016 - Waste Facility Management Rain water penetration of waste facilities results in environmental damage leading to urgent remedial works and possible investigations and penalties.	Manager Environmental Services	High Risk	High Risk	Asset Management Policy - Satisfactory Asset Management Plans - Satisfactory Capital Works Plan - Satisfactory Maintenance Schedule and Plan - Satisfactory Budget Preparation and Reporting - Satisfactory Performance Reporting to Council - Satisfactory Financial Reporting to Council - Satisfactory
Environmental Sustainability	RISK00017 - Waste Management Council does not adequately manage waste collection, storage and destruction as part of normal business operations resulting in environmental damage.	Manager Environmental Services	High Risk	Low Risk	Trade Waste Management Policy - Satisfactory Asset Management Policy - Satisfactory Complaint Management Policy - Satisfactory Public Interest Disclosure Program and Procedures - Satisfactory Total Asset Management Plans - Satisfactory Capital Works Plan - Satisfactory Maintenance Schedule and Plan - Satisfactory Budget Preparation and Reporting - Satisfactory Recycling Bin Collection Calendar - Satisfactory New Residents Information Booklet - Satisfactory Waste Reduction & Recycling Plan - Satisfactory SDRC Service Request Form – Website and App - Satisfactory Performance Reporting to Council - Satisfactory Financial Reporting to Council - Satisfactory
Environmental Sustainability	RISK00050 - Inappropriate land zoning & development application assessment of agricultural land Inappropriate land zoning & development application assessment of	Director Planning, Environment and	Low Risk	Low Risk	Planning Scheme - Satisfactory State Planning Policy - Satisfactory Qld Planning Act - Satisfactory Development assessment procedures - Satisfactory

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	agricultural land	Corporate Services			
Environmental Sustainability	<p>RISK00060 - Environmental Sustainability</p> <p>Council does not innovatively meet its environmental obligations which negatively impacts on the community and environmental sustainability</p>	Manager Environmental Services	High Risk	Moderate Risk	<p>Trade Waste Management Policy - Satisfactory</p> <p>Asset Management Policy - Satisfactory</p> <p>Contributed Assets Lifecycle Management Plan Policy - Satisfactory</p> <p>SDRC Website – Commercial Waste Mgt, Plumbing & Drainage webpages - Satisfactory</p> <p>Water and Wastewater Advisory Committee - Satisfactory</p> <p>Pest Management Advisory Committee - Satisfactory</p> <p>Asset Management Plans - Satisfactory</p> <p>Budget - Satisfactory</p> <p>Capital Works Plan - Satisfactory</p>
Financial & Operational Sustainability	<p>RISK00006 - Community Grants</p> <p>Community grants are provided inequitably due to inappropriate relationships between community members and Council staff resulting in financial loss and reputation damage to the Council.</p>	Manager Community Services and Major Projects	Moderate Risk	Low Risk	<p>Funding to Community Policy - Satisfactory</p> <p>Regional Acts Development Fund - Satisfactory</p> <p>Budget preparation & review - Satisfactory</p> <p>Financial performance reporting - Satisfactory</p>
Financial & Operational Sustainability	<p>RISK00011 - Insurance</p> <p>Inadequate insurance coverage for Council's activities and assets.</p>	Manager Corporate Services	High Risk	Moderate Risk	<p>Audit of assets - Satisfactory</p> <p>Annual review of coverage - Satisfactory</p> <p>Asset inspections - Satisfactory</p> <p>Revaluations of assets annually - Satisfactory</p>
Financial & Operational Sustainability	<p>RISK00018 - Asset Disposal</p> <p>Assets are disposed of inappropriately, including before end of useful life or sale under valuation, resulting in financial loss to the Council.</p>	Manager Finance and Information Technology	Moderate Risk	Low Risk	<p>Asset Management Policy - Satisfactory</p> <p>Procurement Policy - Satisfactory</p> <p>Asset register and registration processes - Satisfactory</p> <p>Asset stocktaking - Satisfactory</p> <p>Asset Replacement Plan - Satisfactory</p> <p>Budget Preparation - Satisfactory</p> <p>Financial Performance Review - Satisfactory</p>
Financial & Operational Sustainability	<p>RISK00019 - Cancelled revenue invoices</p> <p>Invalid invoices for fees and charges or rates notices generated with payment received and cancelled, resulting in opportunities to steal cash payments.</p>	Manager Finance and Information Technology	Moderate Risk	Low Risk	<p>Debt Policy - Satisfactory</p> <p>Debt Recovery Policy - Satisfactory</p> <p>Rate Exemption by Resolution Policy - Satisfactory</p> <p>Revenue Policy - Satisfactory</p> <p>Supplementary Rates Policy - Satisfactory</p> <p>Delegations Register Policy - Satisfactory</p> <p>Rates reconciliations - Satisfactory</p> <p>Management review of fees and charges invoices - Satisfactory</p> <p>Segregation of duties between billing and cashing - Satisfactory</p> <p>Bank reconciliations - Satisfactory</p> <p>Budget Preparation - Satisfactory</p>

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Financial & Operational Sustainability	RISK00020 - Conflicts of Interests/Related Persons Undisclosed and unmanaged conflicts of interest between the Council and Council staff and other parties (including Council staff personal interests) could result in poor decision making, reputational damage and financial loss to the Council.	Manager Finance and Information Technology	Moderate Risk	Moderate Risk	Financial Performance Review - Satisfactory Procurement Policy - Satisfactory Councillor's Code of Conduct Policy - Satisfactory Caretaker Period Procedure - Satisfactory Complaints Management Policy - Satisfactory Funding to Community Policy - Satisfactory Grants to Community Organisations Policy - Satisfactory Code of Conduct Policy - Satisfactory Fraud Control Policy - Satisfactory Related Policy Disclosure Policy - Satisfactory Conflict of Interest Disclosures for key activities - Satisfactory Complaints Management Procedures - Satisfactory
Financial & Operational Sustainability	RISK00021 - Contractual Arrangements Inadequate contracting controls and poorly scoped specifications in place over large tenders/contracts can lead to poor decision making and value for money	Manager Finance and Information Technology	Extreme Risk	High Risk	Procurement Policy - Satisfactory Delegations Register Policy - Satisfactory Procedures - Satisfactory Segregation of duties - Satisfactory Tendering processes - Satisfactory Local Buy - Satisfactory
Financial & Operational Sustainability	RISK00023 - Fake Invoicing/Expenditure Unauthorised payments are made to suppliers by council due to fake invoices resulting in financial loss to the Council.	Manager Finance and Information Technology	Moderate Risk	Low Risk	Procurement Policy - Satisfactory Procedures for accounts payable processing - Satisfactory Follow up of invoices without purchase orders - Satisfactory Invoice matching to purchase orders - Satisfactory Validation of new suppliers - Satisfactory
Financial & Operational Sustainability	RISK00024 - Financial Sustainability Budget overspend leads to loss of operating funding which impacts on Council's ability to pay suppliers and staff.	Manager Finance and Information Technology	Extreme Risk	Moderate Risk	Budget management - Satisfactory Monthly financial performance reports - Satisfactory Quarterly financial performance reports - Satisfactory Audit and Risk Management Committee - Satisfactory Trained staff - Satisfactory
Financial & Operational Sustainability	RISK00027 - Vendor Master Data Unauthorised changes to vendor master data could result in payments to non-existent suppliers or incorrect bank accounts and result in financial loss to the Council.	Manager Finance and Information Technology	Moderate Risk	Low Risk	Master vendor data procedures - Satisfactory Segregation of duties - Satisfactory Validation of master vendor changes - Satisfactory Staff training - Satisfactory
Financial & Operational Sustainability	RISK00029 - Rating Categories and Discounts Rating discounts or categories changed without authorisation or deliberately incorrectly applied, resulting in decreased revenue for Council.	Manager Finance and Information Technology	Moderate Risk	Moderate Risk	Delegations Register Policy - Satisfactory Discount Policy - Satisfactory Rate Exemption by Resolution Policy - Satisfactory Revenue Policy - Satisfactory Supplementary Rates Policy - Satisfactory Budget preparation and review - Satisfactory
Financial & Operational Sustainability	RISK00030 - Services not Invoiced Staff do not identify and invoice for services provided to rate payers	Manager Finance and Information	Moderate Risk	Low Risk	Fees and Charges Schedule - Satisfactory Revenue Policy - Satisfactory Project/Capital Works Budgeting - Satisfactory

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	and other clients conducted under fees and charges, resulting in lost revenue for the Council.	Technology			Budget preparation and review - Satisfactory Management supervision - Satisfactory Financial performance reporting - Satisfactory
Financial & Operational Sustainability	RISK00033 - False Workers Compensation Claims Employees making false injury and workers compensation claims which impacts on workplace morale, productivity and Council's Local Government Workcare ("LGW") Insurance premium.	Manager Human Resources	Moderate Risk	Low Risk	Work Health & Safety Policy - Satisfactory Code of Conduct Policy - Satisfactory Fraud Policy - Satisfactory Training - Satisfactory Toolbox talks - Satisfactory Work Health and Safety audits and assessments - Satisfactory Work Health and Safety Committee - Satisfactory Management supervision - Satisfactory Incident Reporting - Satisfactory LGW liaison and procedures - Satisfactory
Financial & Operational Sustainability	RISK00034 - Staff Leave Management Staff members deliberately not completing leave applications for leave taken, resulting in excessive leave balances accruing and increased financial costs for Council.	Manager Human Resources	Moderate Risk	Low Risk	Employee Self Service for leave applications - Satisfactory Leave Reporting - Satisfactory Timesheet completion and review - Satisfactory Supervision - Satisfactory
Financial & Operational Sustainability	RISK00040 - Unauthorised employee payments Employees claim work hours or allowances that they are not entitled to, resulting in financial loss to the Council.	Manager Human Resources	Moderate Risk	Low Risk	Delegations Register Policy - Satisfactory Prior approval for payment of allowances - Satisfactory Budget preparation and review - Satisfactory Financial performance reporting - Satisfactory Project planning and budgeting - Satisfactory Improved management of staff and approval processes - Satisfactory
Financial & Operational Sustainability	RISK00041 - Unauthorised employees Unauthorised or non-existent persons added to the Council payroll, resulting in financial loss to the Council.	Manager Human Resources	High Risk	Low Risk	Delegations Register Policy - Satisfactory Budget preparation and review - Satisfactory Check of new employee entered onto payroll by independent officer - Satisfactory Financial performance review - Satisfactory Workforce management plan and reporting - Satisfactory Management supervision - Satisfactory Employment checks - Satisfactory
Financial & Operational Sustainability	RISK00053 - Federal Roads Funding Due to a lack of security of federal roads funding eg Roads to Recovery and Bridge Renewal Programme, there is a risk that Council will not be able to continue to renew its roads assets.	Manager Works – Construction , Workshops and Assets	High Risk	High Risk	Continue to support LGAQ and ALGA with their lobbying of Federal and State Government - Satisfactory
Health & Safety	RISK00031 - Drug, Alcohol and Fatigue Management	Manager Human	High Risk	High Risk	Work Health & Safety Policy - Satisfactory Procedures - Satisfactory

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	Council has inadequate procedures in place to manage issues associated with drugs, alcohol or fatigue management.	Resources			Work health & safety audits and assessments - Satisfactory Work health & safety committee - Satisfactory Performance reviews - Satisfactory Supervision - Satisfactory Training - Satisfactory Code of Conduct Policy - Satisfactory Contractual Arrangements - Satisfactory
Health & Safety	RISK00037 - Safety Culture Complacent safety culture resulting in increased incidents and LTIC which impacts safety of employees and Workcover premiums	Manager Human Resources	Extreme Risk	High Risk	Work Health & Safety Policy - Satisfactory Training - Satisfactory Legislative compliance - Satisfactory Toolbox talks - Satisfactory Health & safety audits and assessments - Satisfactory Health & safety committee - Satisfactory
Health & Safety	RISK00039 - Staff Physical Safety Possibility of staff being physically assaulted while carrying out their duties, resulting in personal harm or injury, loss of productivity and penalties.	Manager Human Resources	High Risk	Moderate Risk	Work Health & Safety Policy - Satisfactory Multiple staff presence when dealing with difficult situations - Satisfactory Physical security (swipe cards, duress alarms, CCTV, body cameras) - Satisfactory Training - Satisfactory Back up plans/edit strategy - Satisfactory Toolbox talks/meetings - Satisfactory Incident reporting - Satisfactory
Health & Safety	RISK00043 - Work Health and Safety Lack of an effective Work Health and Safety system causing situations where a serious work health and safety incident may occur resulting in Council's inability to provide a safe workplace.	Manager Human Resources	High Risk	High Risk	Work Health and Safety Policy PL-HR003 - Satisfactory Development and implementation of effective safety management system - Satisfactory Procedures - Satisfactory Training - Satisfactory Toolbox talks/meetings - Satisfactory Incident reporting - Satisfactory Audits - Satisfactory
Fraud & Corruption	RISK00010 - Fraud Management Poor internal controls can lead to fraudulent activities being undertaken which can cause financial and reputational loss.	Manager Corporate Services	High Risk	Moderate Risk	Policies and procedures - Satisfactory Staff training - Satisfactory Internal controls in place - Satisfactory Delegations and financial limits - Satisfactory Internal and external audit - Satisfactory Audit and Risk Management Committee - Satisfactory Stocktakes - Satisfactory Staff background checks - Satisfactory
Legal &	RISK00004 - Risk Management	Manager	High Risk	High Risk	Audit and Risk Management Committee - Satisfactory



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Compliance Obligations	The key risks are not identified and mitigated which negatively impacts Council's ability to deliver services and meet objectives.	Corporate Services			Development of updated risk framework - Satisfactory Policies - Satisfactory
Legal & Compliance Obligations	RISK00048 - Legislative Compliance Failure to comply with legislation results in potential liabilities to Council	Chief Executive Officer	High Risk	Moderate Risk	Policies and procedures - Satisfactory Training and professional development - Satisfactory Legislation updates - Satisfactory Management oversight - Satisfactory Audit and risk mgt committee - Satisfactory Delegations - Satisfactory Records mgt - Satisfactory
Legal & Compliance Obligations	RISK00051 - Development Applications are not processed in accordance with the Planning Act Development applications are not processed in accordance with Planning Act and Planning Scheme and community expectations.	Director Planning, Environment and Corporate Services	Moderate Risk	Moderate Risk	Planning Act - Satisfactory Planning Scheme - Satisfactory Qualified and trained staff - Satisfactory Weekly Development Assessment meetings with multi-disciplinary staff - Satisfactory Weekly Development Assessment Register update - Satisfactory Fortnightly Development Assessment Register update to Councillors - Satisfactory Monthly update to Councillors re status of legal actions relating to Development - Satisfactory Quarterly report to Council re Development Assessment application processing - Satisfactory
Government & Stakeholder Management	RISK00057 - Advocacy Activities Council failing to develop and maintain appropriate strategic relationships which impacts on Council's ability to advocate in the community's favour.	Chief Executive Officer	High Risk	Moderate Risk	Community Engagement Policy - Satisfactory Councillor's Code of Conduct Policy - Satisfactory Media Relations Policy - Satisfactory Privacy Policy - Satisfactory Caretaker Period Procedure - Satisfactory Councillor and staff training - Satisfactory Mayor and CEO Briefings - Satisfactory Review of documentation - Satisfactory Community FAQ developed for staff - Satisfactory
Government & Stakeholder Management	RISK00058 - Asset Management Inadequate asset management practices impacts on Council's ability to ensure acceptable levels of service from its infrastructure.	Chief Executive Officer	Extreme Risk	High Risk	Asset Management Policy - Satisfactory Low level Asset management plans existing – wastewater, water, buildings, recycle - Satisfactory Asset Management Strategy - Satisfactory Reflect Road Condition System - Satisfactory Capital works plans - Satisfactory Budgets - Satisfactory
Government & Stakeholder Management	RISK00063 - State & Federal Transport Infrastructure If state & federal transport infrastructure is not maintained and	Director Engineering Services	Moderate Risk	Moderate Risk	Continue to support LGAQ and ALGA with their lobbying of Federal and State Government - Satisfactory Maintain strong relations with DTMR - Satisfactory



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	enhanced, it can result in road safety issues and/or impact on economic growth which in turn impacts on economic and social sustainability.				Lobbying State and Federal members - Satisfactory
Government & Stakeholder Management	RISK00065 - Strategic Focus Focus on operational matters causes an inability to think and plan strategically which impacts on the reputation of council	Chief Executive Officer	Moderate Risk	Moderate Risk	Corporate Plan - Satisfactory Operational Plan - Satisfactory Operational Plan Quarterly Reviews - Satisfactory 2030 Community Plan - Satisfactory Climate Change Adaption Action Plan - Satisfactory Invasive Pests Action Plan and Strategic Plan - Satisfactory Southern Downs Community Recovery Plan - Satisfactory
Information Security & Management	RISK00045 - Information Security Loss of all records and stored data (hard copy and electronic) would negatively impact on Council's ability to provide services to the community.	Manager Finance and Information Technology	High Risk	High Risk	IT Hardware & Systems Security Policy - Satisfactory IT Strategy 2014-2015 - Satisfactory Data back-up offsite - Satisfactory Several sources of data - Satisfactory Fire safety & monitoring - Satisfactory Procedures and practices - Satisfactory Staffing & training - Satisfactory Equipment in place - Satisfactory Auditing - Satisfactory
People & Culture	RISK00028 - Favouritism of suppliers and contractors Because officers have community and personal relationships with suppliers/contractors they favour these suppliers/contractors when making procurement decisions which is inconsistent with Council values.	Manager Finance and Information Technology	High Risk	High Risk	Fraud & Corruption Control Policy - Satisfactory Delegations Register Policy - Satisfactory Procurement Policy - Satisfactory Related Party Disclosure Policy - Satisfactory Segregation of duties – procurement & payments - Satisfactory Delegations - Satisfactory Corporate credit card reconciliations - Satisfactory Budget management - Satisfactory
People & Culture	RISK00032 - Enterprise Bargaining Council fails to negotiate an equitable enterprise bargaining agreement in a timely manner.	Manager Human Resources	High Risk	High Risk	Negotiation - Satisfactory Budgetary – financial sustainability - Satisfactory Employee Assistance Program - Satisfactory
People & Culture	RISK00035 - Loss of corporate knowledge Significant risk of corporate knowledge being lost when staff leave the organization.	Manager Human Resources	Moderate Risk	Moderate Risk	Recruitment processes and procedures - Satisfactory Informal succession planning - Satisfactory Documented work processes and procedures developed - Satisfactory Development opportunities provided to staff - Satisfactory
People & Culture	RISK00036 - Poor Decision Making Due to professional/departmental/locality loyalties, self-interested decisions are made which may hinder the delivery of whole of Council objectives.	Manager Human Resources	Moderate Risk	Moderate Risk	Documented Values - Satisfactory Effective leadership - Satisfactory Opportunity for cross departmental working groups - Satisfactory



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People & Culture	RISK00038 - Retention of Highly Efficient Staff Through over-reliance on high performing staff, they are at risk of leaving the organisation due to burnout, reducing the capacity of the organisation to deliver its objectives.	Manager Human Resources	High Risk	High Risk	Work Health and Safety Policy - Satisfactory Rigorous recruitment and selection processes - Satisfactory Performance management - Satisfactory
People & Culture	RISK00042 - Values Management Provide direction to staff and recognise behaviours that will lead to a resilient organisation which responds to internal and external needs	Manager Human Resources	High Risk	High Risk	Documented values - Satisfactory Effective leadership - Satisfactory
People & Culture	RISK00044 - Community Feedback Council not implementing processes which obtain community feedback resulting in an impact on delivery of services or development of new services	Director Engineering Services	Moderate Risk	Low Risk	Community Engagement Policy - Satisfactory Complaints Management Policy - Satisfactory Media Relations Policy - Satisfactory Unreasonable Customer Conduct Procedure - Satisfactory Southern Downs Community Plan & Community Engagement Strategy - Satisfactory Council meetings open to public for certain sessions - Satisfactory Community forums, e.g. developers, backpackers - Satisfactory Councillor attendance at public events - Satisfactory Community Contact Centre - Satisfactory Community FAQ captured for SDRC staff - Satisfactory SDRC Website – Have Your Say, Right to Information & Complaints webpages - Satisfactory My SDRC App - Satisfactory Community Advisory Committee - Satisfactory
People & Culture	RISK00047 - Partnerships and alliances Strategic alliances developed with other Councils do not add value to the core operations resulting in little value to the community.	Chief Executive Officer	High Risk	High Risk	SDRC Priorities - Satisfactory Workshop with Councillors and officers - Satisfactory Priorities statement - Satisfactory Councillor and staff training - Satisfactory Mayor and CEO Briefings - Satisfactory Memorandums of Understanding - Satisfactory Attendance at local government events and forums - Satisfactory
People & Culture	RISK00064 - Recruitment and Retention Failure to attract and retain competent staff will result in inadequate service, inefficiencies, poor reputation and financial cost.	Manager Human Resources	Moderate Risk	Moderate Risk	Strong corporate culture - Satisfactory Rigorous recruitment processes - Satisfactory Performance management processes - Satisfactory Anti-discrimination and Equal Employment Opportunity Policy PL-HR060 - Satisfactory Code of Conduct Policy - Satisfactory Work Health & Safety Policy - Satisfactory



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Service Delivery	RISK00061 - Commercial Water Supply Council does not have financial capacity or will to proceed with provision of water for regional development which impacts on reputation of council and/or industry	Director Engineering Services	High Risk	High Risk	Capital Works Plan - Satisfactory Budget – financial sustainability - Satisfactory
Service Delivery	RISK00062 - Urban Water Sustainability Unsustainable water supply can cause urban water supply shortages which can negatively impact delivery of water to the community	Director Engineering Services	High Risk	High Risk	Reserve water supply for Warwick - Satisfactory Education on water wise behaviours - Satisfactory Water restrictions in Stanthorpe - Satisfactory Asset Management Policy - Satisfactory Asset Management Plans - Satisfactory Capital Works Plan - Satisfactory Budget - Satisfactory