

Finance and Infrastructure Standing Committee Meeting

Notice is hereby given pursuant to the provisions of the *Local Government Regulation 2012*, that the next Meeting of the Central Highlands Regional Council will be held in the **Council Chambers, 65 Egerton Street, Emerald** on

Tuesday, 10 October 2017
At 8.30 am

For the purpose of considering the items included on the Agenda.

Scott Mason
Chief Executive Officer

OUR VISION

A progressive region creating opportunities for all

OUR MISSION

We are a council committed to continuous improvement, a sustainable future and efficient investment in our communities

OUR VALUES

Respect and Integrity
Accountability and Transparency
Providing Value
Commitment and Teamwork

OUR PRIORITIES

Strong, vibrant communities
Building and maintaining quality infrastructure
Supporting our local economy
Protecting our people and our environment
Leadership and governance
Our organisation



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1 PRESENT

2 APOLOGIES

3 LEAVE OF ABSENCE

4 CONFIRMATION OF MINUTES OF PREVIOUS MEETING - 12 SEPTEMBER 2017

4.1 Minutes - Finance and Infrastructure Standing Committee Meeting - 12 September 2017



Central Highlands Regional Council

Finance and Infrastructure Standing Committee Meeting

MINUTES

Meeting held in the Central Highlands Regional Council Chambers, Emerald Office

Tuesday 12 September 2017

Commenced at 8.30am

CENTRAL HIGHLANDS REGIONAL COUNCIL

FINANCE AND INFRASTRUCTURE STANDING COMMITTEE MEETING

TUESDAY 12 SEPTEMBER 2017

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Unconfirmed

**MINUTES – FINANCE AND INFRASTRUCTURE STANDING COMMITTEE MEETING
HELD AT 8.30AM TUESDAY 12 SEPTEMBER 2017 IN THE CENTRAL HIGHLANDS REGIONAL
COUNCIL CHAMBERS, EMERALD OFFICE**

PRESENT

Councillors

Councillor (Crs) K. Hayes (Mayor), G. Godwin-Smith (Deputy Mayor / Chair)
Councillors (Crs) M. Daniels, and C. Rolfe

Officers

Chief Executive Officer S. Mason, General Manager Corporate Services J. Bradshaw, General Manager Infrastructure and Utilities G. Joubert, General Manager Commercial Services M. Webster, Coordinator Communications A. Ferris, Minute Secretary Susan Cooper

Observers

Nil

APOLOGIES

Nil

LEAVE OF ABSENCE

Leave of absence was previously granted to Cr Brimblecombe for this meeting.

CONFIRMATION OF MINUTES OF PREVIOUS MEETING

Finance and Infrastructure Standing Committee Meeting: 08 August 2017

Resolution:

Cr Rolfe moved and seconded by Cr Daniels "That the minutes of the previous Finance and Infrastructure Standing Committee Meeting held on 08 August 2017 be confirmed."

FISC 2017 / 09 / 12 / 001

Carried (4-0)

Business Arising Out Of Minutes

Cr Godwin-Smith advised the Council's motions for the upcoming Local Government Association Queensland Annual Meeting were presented to the recent meeting of Central Queensland Regional Organisation of Councils.

Outstanding Meeting Actions

Central Highlands Development Corporation are finalising a briefing to Council regarding the ANZ Bank closure in Springsure and an overview of financial services in the region.

Upcoming Agenda Items

Conflict of Interest, Personal Gifts and Benefits

Nil

Petitions (if any)

COMMITTEE RECOMMENDATIONS / NOTES

Emerald Airport Advisory Committee Meeting Minutes 21 August 2017

Resolution:

Cr Rolfe moved and seconded by Cr Daniels "That Central Highlands Regional Council endorse the Minutes of the Emerald Airport Advisory Committee Meeting of 21 August 2017".

FISC 2017 / 09 / 12 / 002

Carried (4-0)

COMMERCIAL SERVICES

Emerald Airport Runway Enrichment Program Part A

Executive summary:

In September 2017 Emerald airport completed the remaining 10% component of Part A of the runway 06/24 enrichment program. The work has been completed to a satisfactory standard and to date all feedback received from Regular Public Transport pilots has been positive. Post enrichment friction testing has also returned positive results indicating that the work has been successful. The runway enrichment project will provide for an ongoing safe and compliant runway surface and it will ensure the continuation of Regular Public Transport services to Emerald airport on an ongoing basis.

Resolution:

Cr Daniels moved and seconded by Cr Rolfe 'That Central Highlands Regional Council receive the Emerald Airport Runway Enrichment Program Part A report'.

FISC 2017 / 09 / 12 / 003

Carried (4-0)

DEPARTMENTAL UPDATES

Attendance

Manager Water Utilities, Peter Manning and Manager Infrastructure, Jason Hoolihan entered the meeting.

Executive summary:

The following information provides an update on key activities for the Commercial Services and Infrastructure and Utilities Departments.

Considered by Council.

Attendance

Manager Water Utilities, Manager Infrastructure and Coordinator Communications left the meeting.

CLOSED SESSION

Cr G. Godwin-Smith declared a perceived conflict of interest in relation to Item No. 14.2 (as defined in section 173 of the Local Government Act 2009) due to her associations with Anglicare Central Queensland and dealt with the perceived conflict of interest and stated that when the item came up for consideration she would deal with her perceived conflict of interest by leaving the room and take no part in the debate or decision on the matter.

Into Closed Session

Resolution

Cr Daniels moved and seconded by Cr Rolfe "That Council close its meeting to the public in accordance with Section 275 (1)(h) of the Local Government Regulation 2012 that only Council staff involved in the closed discussions remain in the room."

FISC 2017 / 09 / 12 / 004

Carried (4-0)

Attendance

General Manager Corporate Services J. Bradshaw, General Manager Infrastructure and Utilities G. Joubert and Manager Finance Shelly Fogg remained in the room. General Manager Commercial Services left the Room.

The meeting was closed at 9.40am

Cr Hayes declared a conflict of interest in relation to Item No. 14.1 (as defined in s173 of the Local Government Act 2009) due to being the Chair of the Central Highlands (Queensland) Housing Company Pty Ltd, and he stated that when the item is up for consideration he would deal with his conflict of interest by leaving the room and take no part in the debate or decision on the matter.

Attendance

Upon invitation, Commercial Services Manager, Michelle Webster re-entered the meeting at 9.43am

14.1 Community Organisation Rates Concession

14.2 Rates Concession Request

14.3 Building our Regions Funding Update

14.4 Departmental Update

Out of Closed Session

Resolution

Cr Rolfe moved and seconded by Cr Daniels "That the meeting now be re-opened to the public."

FISC 2017 / 09 / 12 / 005

Carried (4-0)

The meeting reopened to the public at 9.52am

14.1 Community Organisation Rates Concession

14.2. Rates Concession Request

It was recommended that both items of business should not be discussed, rather that they be deferred to the General Council Meeting later today

Resolution

Cr Daniels moved and Cr Rolfe seconded "That items 14.1 and 14.2 be deferred to the General Council Meeting of 12 September 2017".

FISC 2017 / 09 / 12 / 006

Carried (4-0)

14.3 Building Our Regions Funding Feedback

Executive Summary

The Building our Regions Regional Infrastructure Fund (BOR) is a State Government initiative aimed at funding selected local government infrastructure projects.

The Central Highlands Regional Council submitted five (5) detailed applications for funding under the BOR – Round 3 funding program, with three (3) being approved and two (2) being unsuccessful.

This report provides feedback with respect to the unsuccessful projects, to assist with future submissions.

Considered by Council

14.4 Departmental Updates

Considered by Council

GENERAL BUSINESS

Springsure Creek

Cr Rolfe moved and seconded by Cr Daniels "That Council develop a Strategy for Springsure Creek that addresses ongoing fuel load hazard reduction, mosquito management, de-siltation, recreation and aesthetic enhancements with a view that the Strategy can be utilised to leverage funding to maintain Springsure Creek and enhance the liveability of Springsure Township.

FISC 2017 / 09 / 12 / 007

Carried (4-0)

CLOSURE OF MEETING

There being no further business, the Chair closed the meeting at 10.00am

CONFIRMED

CHAIR

DATE

5 BUSINESS ARISING OUT OF MINUTES

6 REVIEW OF OUTSTANDING MEETING ACTIONS

7 MATERIAL PERSONAL INTEREST, CONFLICT OF INTEREST, PERSONAL GIFTS AND BENEFITS

8 PETITION

8.1 To be tabled (if any)

9 DEPARTMENTAL UPDATES

DEPARTMENTAL UPDATE REPORT

Author / Authorising **Officer:** Michelle Webster, General Manager Commercial Services
Gerhard Joubert, General Manager Infrastructure & Utilities

EXECUTIVE SUMMARY:

The following information provides an update on key activities for the Commercial Services and Infrastructure and Utilities Departments for September 2017.

❖ Commercial Services

Key Activities Summary

1. Airport
2. Quarry
3. Saleyards
4. Land Development
5. General Manager Commercial Services

❖ Infrastructure and Utilities

Key Activities Summary

1. LN1, LN12 and LN121 Drain – Update of Land and Asset Transfer Negotiations
2. Report from Water Scholarship Week Including the Innovation Forum
3. Rolleston Water Reticulation
4. Workshop Strategy
5. Evacuation Sub-Plan
6. IPWEAQ Forum at Longreach
7. Tieri Discoloured Water
8. Water and Sewerage Customer Service Standards
9. BBRRTG Meeting of 22 September 2017

❖ Commercial Services

1. Airport

Operational

- Airport compliance status/update;
 - Office of Transport Security (OTS); No change to The National Terrorism Threat Level remains PROBABLE (this information is readily available to the public).
 - Emerald Airport Revised Transport Security Program (TSP) approved by OTS and relevant section of the TSP will be provided to Emerald Airport Stakeholders.
 - Civil Aviation Safety Authority (CASA); no confirmed date has been advised yet for the 2017 audit.
 - CASA regulatory framework for aerodromes; Manual of Standards (MOS) Part 139, will be undergoing civil aviation regulatory changes. A Notice of Proposed Rule Making (NPRM) has been released to industry. As a certified aerodrome Emerald has approximately 6 months to review the proposed changes and then provide feedback to CASA. It will then take another 6 to 12 months after that for the Government to review the industry feedback before finalising the changes to the regulations and introducing them. So it will likely be around 18 months for all of this to come into effect, after which a tentative 6 month timeframe will be given for aerodromes to meet compliance with the new rules. At this early stage there appears to be changes that Emerald airport will need to comply with. However, there will likely be significant changes to the Rolleston and Springsure aerodrome classification, and possibly Capella also. It is possible that Rolleston and Springsure will under the new legislation be classified as 'regulated' (certified) which would mean they would require an annual technical inspection which dovetails in with an individual Safety Management System tailored to that aerodrome. A reasonable body of work initially would be required and then ongoing additional and increased levels of compliance would come into play.
- Bird and Wildlife hazard management audit conducted by third party provider at Emerald airport. Audit report due October 2017.
- Security system CCTV third party audit; report due October 2017.
- Ongoing collaboration with Black Gully treatment plant regarding mitigation of potential crane intrusions into OLS during construction.
- Part B Emerald airport runway enrichment project tender closed. Only two tender were submitted; currently under review.
- Emerald airport solar investigations; concept report including recommendation has been received by Manager Airport. A report to be submitted to Council in November 2017.

Car Parking Revenue

This matter was queried by the Finance and Infrastructure Standing Committee at its last meeting. The following information outline car parking activity for 2017/18 to end August 2017. Note, at the time of preparing this report car parking data relating to September 2017 was not available.

The following comparison is provided for the period June – August 2017 to the same period last year as follows:

- Car parking revenue is down by 3.9% from 202K to 194K.
- Passenger numbers are down by 1.0% from 54.4K to 53.8K
- Long-term parking numbers are up by 6.5% from 2,044 to 2,176
- Short-term parking numbers are down by 6.7% from 11,272 to 10,513
- Combined parking numbers are down by 4.7% from 13,316 to 12,689

The fact that revenue is down by less than parking numbers means that revenue per parking event is up slightly by 0.8% (from \$15.16 to \$15.28). Parking events per passenger or the reciprocal (passengers per parking event) are remarkably steady.

It is reasonable to conclude that installation of the additional boom gates has only had a very small impact on revenue to date. In fact, it would appear that passengers are planning their trips to the airport better and using the parking facilities less.

Capital Projects

Emerald Airport Runway Enrichment

- Runway enrichment project Part A; 100% complete. Actual cost approximately \$340K. The budget for this project is estimated into Phases (Preliminary, Design, Construction, etc.). With no reference to project components of Part A (Runway Enrichment) and B (Runway Ends Reconstruction). Budget cost for the Runway Enrichment phase is approximately \$340,000. The overall budget for the project is \$5.3M.
- Runway enrichment project Part B; two tenders were submitted; tenders to be reviewed.

Emerald Airport - hangar upgrade inc toilets, electrical, kitchen

- Request for quote has been issued with a closing date of 3 October 2017.

Emerald Airport - hangar front office building inc fencing

- Request for quote has been issued with a closing date of 3 October 2017.

Road Entrance Fencing – cattle rail

- Completed.

2. Quarry

Operational

- Some 100mm minus ballast has been produced this month, and although labour is light on, by utilising one of the Emerald truck drivers whose truck was out of service, the site still managed to fulfil this order.
- All crushing operations at Shepton Quarry will require use of Council internal resources, or conducting 5 day campaign crushing.
- Crushing at Mungabunda has commenced this month for the requirement of 20,000 tonnes of Roadbase for the Taroom Road Project. An additional order of 5,000 tonnes of Roadbase product has been placed by a private contractor.



Capital Projects

Remote camp with showers and kitchens - quotations being sourced.

3. Saleyards

Operational

- Total numbers sold at Regular Auction Sale was 4,439 head plus an additional 186 head Private Weigh cattle.
- Total gross sales for the month of September \$4,376,382.44. Plus one additional sale still to be conducted on the 28 September that will be added to these numbers.
- In general the cattle market has softened again over the last month. The average sale yardings still remain low do to season and market forces.

Capital Projects

Draft Area – Additional Shade

- Quotes received were in excess of budget allocation therefore this project is now on hold.
- Note budget allocation for this job of \$25,000 plus requested transfer of \$7,000 from job W18319.

Concrete Pens 1 to 8

- This project has been awarded to Install Solutions with a commencement date for 6 October 2017.

Full Weighbridge Deck

- Met with representatives of Mettler Toledo on the 26 September regarding fine tuning the quote and logistics of access for installation of the weighbridge.

4. Land Development

- Progressed the Vacant Land Management Plan and Vacant Land Business Process Model.
- Met with DNRM staff at the Emerald Office and discussed the Land Management Plans for the trust land under the control of CHRC.
- Confirmed with the Assessment Manager that no appeal or request for negotiated decision notice is necessary for the Shepton Quarry Development Application.
- Progressed the Lease Agreement for Hangar 7 at the Emerald Airport for Heli-Central Pty Ltd.
- Finalised Council's response to DNRM in relation to Leases 0/210904 affecting Lot 11 on SP106038 and 0/210929 affecting Lot 7 on TT309.
- Progressed request from DNRM in relation to 12 renewal Lease applications to DNRM requiring Council input.

5. General Manager – Commercial Services

- Worked from the Springsure Office 01/09/2017.
- Attended Compulsory Fraud and Corruption Training 04/09/2017.
- Attended Iman People ILUA Local Government Consultative Meeting via teleconference 08/09/2017.
- Attended Saleyards Coordination Committee meeting 11/09/2017.
- Attended LGMA Conference 13 to 15 September 2017.
- Attended compulsory Learning and Development Information Session 18/09/2017.
- Attended a meeting with the DNRM in relation to the service and assistance they are able to provide to Council in relation to State Land 20/09/2017.
- Attended meeting with Member for Flynn Ken O'Dowd and Senators 20/09/2017.
- Attended ELT sessions with Chris Rose 22/09/2017 and 25/09/2017.
- Completed Performance Appraisal 22/09/2017.

- Participated in a number of meetings and assisted in preparation along with other ELT members for Whole of Organisation Day 28/09/2017
- New Corporate Software – Technology One.
 - Participation in Project Board Meeting 27/09/2017.
 - Participation in Project Steering Group Meeting 27/09/2017.
 - Participation in Change Management sessions hosted by Seechange 15/09/2017 and 21/09/2017.
- Attended meeting with SeeChange in Brisbane to discuss Change Management Projects (Technology, Customer Service, Service Delivery and Safety and Wellness) 29/09/2017.
- Attended QTC Regional Airports Information Workshop 29/09/2017.

LGMA Conference

- Michael Henderson, Get Tribal – To Be or Not to Be, Unlocking the power of human performance; www.michaelhenderson.com
 - Have we optimised our culture? In indigenous cultures we resource our humans. Culture is a combined group of 3 or more people who consistently care about something. When we have people come together who care about someone we create culture. Engagement surveys indicate that 32% of your workforce is engaged, so your productivity is under threat already, you have people who do not want to there. The power of culture belongs to the staff, not the leader. Leaders need to inspire culture. Do I believe, therefore I behave and therefore I become. Power of culture is in the sense of belonging. Your culture is at work before you are. To get everyone's ideas and suggestions you need them to feel safe, give everyone around you permission to step up and communicate. Video on leading culture from the Timatanga Haka – culture starts fresh everyday and you need to ignite the fire everyday. Haka – fire and breath – what is the fire in your belly?
 - *Concept 1 – Rangatira - culturing* – walking around looking at people. If you want to be really effective as a leader, if humility is beneath you, then leadership is beyond you. This is the action at the Haka at the start and is about being humble, humble yourself to the group and the people will follow you. Leadership question – are you humble enough to see greatness in others? If you are leading a cult you only see greatness in yourself.
 - *Concept 2 – Turangawaewae – clarity* (our place to stand) – absolute clarity of what you are here for – stand for something meaningful, as a team, a family. Ask your team what we stand for. Question – what do you stand for as a leader? People around you need to know what you stand for as a leader. If you are a leader you do not have the luxury of being passive, you need to demonstrate what you feel and stand for.
 - *Concept 3 – Tenakoi – connection*. Make connection, I see you today, any victories you have today will be acknowledged. Haka – leaning across means are you ready. Checking in before the day starts or the work starts. If you have not got your A game, then have their back. Greet with intent before you start the work. Question – how authentic are your greetings?
 - *Concept 4 – Rauponga – consistency*. Repeat that which makes a difference. In the workplace what are the key things that make a difference, listening, talking about good ideas, finding the thing in your culture that which makes a difference. Question – what is your most repeated leadership behaviour? What difference does it make? Is it making a difference and making a real difference?
 - *Concept 5 – Tupuna – context of those that came before and those yet to become*. We are the ancestors for the future generations in local government and our working environments. Haka – hands in the air and looking up is about those who came before us and played this game. Question – is who you have become, as a leader, creating your ideal legacy? What is the legacy when you leave and what are the stories do you want to hear?
 - *Concept 6 – Kia Kaha – courage*. Tongue out – I am going to eat you if we win, so fight hard, if you don't want that to happen then bring your A game. Indication to team mates I will die for your today. The person who leads the culture is the bravest person, at any given moment. Question – are you brave enough, often enough?
- Sarah Wilton, City of Gold Coast – Practical Strategy – Making Good Choices
 - There are many futures not just one. You need to tell people the story and what the story is about your strategy. 70% of strategies fail – need to focus on development of the strategy and time spend on defining the future state is really important. Strategy needs to be consistent and flexible.

- Business tensions of strategy implementation – manage the present, develop the business, create the future. Challenges for local government – short versus longer term focus. Keeping business as usual on track, organisational balance relating to management and leadership and can be confusion between strategy, planning and budgeting, managing financial sustainability and business as usual versus change. Citizen pressure for leadership in challenging times and making difficult change stick.
- Gold Coast reviewed strategy process, what worked and what did not. Today 6 City strategies which are endorsed by Council, has been reduced from 28 strategies. No one strategy can be solely delivered in one business unit – focuses the integration across the organisation. Multiple disciplinary teams design the corporate planning, budgeting and deliverables. Project pipeline and project decision making framework – questions is it achievable and deliverable (if not, then not included in budget). Portfolio management is now being implemented to support project management.
- Strategy needs to have vision and outcomes defined really well, without it you do not know what you are delivering.
- Panel – Managing people to drive strategy and productivity
 - Andrew Hurford, Redland City Council (Lean) – spoke in regard to changes at Redland with the implementation of Lean (Leadership, People, Process, Outcome). Redland partnered with City of Melbourne in regard to implementing Lean leadership within Redland. Change for Redland was around not focusing on the dollars, but the change focus was more around the organisation culture and people, with that came the savings.
 - Jennifer McCarthy, Mareeba Shire Council – spoke in regard to the de-amalgamation of Mareeba Council – financial transformation. Community understood the risk, staff understood the risk of employment security, management focus on change and financial outcomes. Councillors led from the front and made very difficult decisions. Key strategies – clear direction, communication and trust.
 - Ken Diehm, Fraser Coast Regional Council – Productivity and People – presentation was in regard to Geraldton Council, Western Australia – challenges 27% rate increase and then 7.6% increase each year, no long term financial plans. Spoke about values – service, trust, accountability, respect and solidarity. Established a change management framework, which was important. Organisational effectiveness model – strategic intent, business process and culture behaviour. Key learnings from Geraldton – culture change takes time and needs to be planned, need to use established tools and you cannot ‘wing’ it. Values are the biggest impact on future. Managers need to be held accountable for culture in their areas. You need to identify the influencers within your organisation and you need to ensure you empower the teams to have an influence themselves.
 - Fox Rogers, Noosa Council – Why Local Government needs Mavericks – We are equal – what you earn has no relationship to the importance of the job you do. Local government employees are not risk adverse and therefore to be more innovative with our communities we need more creative people. Need to employ people with a different approach and more mavericks. Leadership matters most to those in teams of around 5 or 6 people, this is where it has the greatest impact. Real power is the capacity to lead and inspire. Mavericks can be your best assets, they just want to make a better system. Find ways to harness their energy and commitment.
- Rosemary Vilgan (former CEO QSuper), Building a culture of continuous innovation – the external world is just going to get tougher. Robotics taking over, skills shortages, ageing workforce, scrutinising of public service and it being very difficult to be successful in the public service workforce. Change is still going to happen but we still want to innovate. Reference to Japan – incredibly respectful people, but problems have come with that. In an investment world they have not progressed due to their culture, they are rule bound and do not deviate from the rules. Setting the tone from the top is important – if you do not like change do not work here! Strategy – a lot of organisations do not pay attention to what is success, define what is the success and what is the real problem we are trying to solve. Can you articulate to your staff what true success is? What does good look like and what does navaanah look like, be very clear about what success looks like and how we move towards that. Put the stake in the ground, this is success and ask people how do we work towards it. If they are not signed up to the big picture then you will not get them across the line with the little things and succeed. Needs to be outcomes focussed and how do you measure this. Hard skills – if you want free thinking, then do not meet in the same room, go somewhere else. Soft skills – photos on the walls – know who you are working for. Always hire for culture instead of technical skills, the right people at the table with the right attitudes. Bridgeman investment

organisation referenced – commitment to excellence and believe in transparency. The more senior you are the further out your thinking should be. Is it law or lore? Accept change is going to happen, you have internal challenges, but you need to get enthusiastic about what is the true success you are wanting.

- Bronwyn Forster, Sunshine Coast Council – Healthy workplace – health output – spoke about Fresh Minds program within Sunshine Coast Council and her own self anxiety and depression. Mental health needs to be taken as seriously as physical health in organisations.
- Shona Barnes, City of Ipswich – iHealth – specific programs that address the older worker and if you want to work longer we will support you. Budget \$60,000 a year to deliver iHealth to 1500 people.
- Matthew Magin, Balonne Shire Council – Shifting entrenched cultures – people don't buy what you do, they buy why you do it. What you do simply provides proof of what you believe. People who believe in the dream will give you the sweat and tears, work with them.
- Dr Amanda Biggs, Griffith University – Mental and physical health in community and workplaces – what can we do to help people flourish at work? Think about yourself – individual barriers, your mental and physical health, individual motivators.
- Dan Collins – Building a culture of accountability – the single biggest driver of organisational success
 - No one wants to be average, they want to be excellent but they need leadership and you may need to help them. They may need to know how to win. Schools do not teach how to win.
 - No. 1 accountability as a leader is to create an environment where people can come to work and be a winner. Definition of being a winner, you need to care deeply about something. You are prepared at discretion of all other things to put effort at that, then you are a winner. Effort is the thing that stands true, to the level at which you put effort to it. It takes just as much effort to be a sh... leader as it does a good one. No one wants to be average, create an environment where people can be their best and somewhere along the continuum there will be results. Leadership is tough work and sometimes you need to say no to the coach. Heart of all leadership is accountability and you need to understand your role in setting that standard around that.
 - Coaching piece is important, minute to minute, day to day, week to week, helping people to be better. Answering what it is you can help them with, things you notice and how you can help them be better.
 - The level to which you can make people accountable is to the level of their personal responsibility. There is a kangaroo and emu on the coat of arms and this is because they cannot walk backwards. Need to always be moving forward.

At the heart of building and creating teams and workplaces is your ability to coach people into this accountability space. It just takes effort and commitment.

QUT Review of Body Corporate Procedural Issues

- The Queensland University of Technology's (QUT) review of body corporate procedural issues have been released for public consultation.
- The recommendations put forward are the result of earlier consultation. As part of Queensland's property laws review, and examined by QUT's Commercial and Property Law Research Centre, the report makes 64 recommendations. It proposes changes to:
 - Body corporate governance procedures to address common concerns of lot owners
 - Streamline and modernise administrative processes
 - Reduce red tape
 - Improve transparency in decision making
 - Facilitate legislative compliance and increase consumer protection
- Lot owners, committees, body corporate service professionals and anyone else with an interest in community title schemes have been invited to make their comments on the QUT's report by 6 October.

As public consultation is an important part of the review, contact was made with the Community Manager, Aurora Close Body Corporate – SSKB, who advised that there is no requirement for the Aurora Close Committee or Body Corporate to make a submission, adding that Body Corporate owners could make their own individual submissions if desired.

❖ Infrastructure and Utilities

1. LN1, LN12 and LN121 Drain – Update of Land and Asset Transfer Negotiations

The previous meeting with SunWater was held 10 August 2017. A follow up date has not yet been agreed to, to progress discussions at officer level on both LN1 drain and Fairbairn Dam.

Since then Council have forwarded copies of the Royalties for Regions application previously submitted by CHRC in partnership with SunWater and DTMR for the proposed \$3,800,000 upgrade of LN1 Drain to both SunWater and Department of Transport and Main Roads (DTMR). DTMR has been advised of the details of the proposed upgrade of the existing five (5) 2.5 metre wide by 2.2 metre high Reinforced Concrete Box Culverts (RCBCs) under the Gregory Highway (Hospital Road) to three (3) 2.1 metre by 2.1 metre RCBCs and eight (8) 1.2 metre by 1 metre RCBC's (or equivalent).

We have further requested that SunWater provide the extents of LN1, LN12 and LN121 drains that will be subject to discussion regarding transfer submitted with the supporting engineering drawings with chainages, etc.

Finally official correspondence was sent to DTMR on 27 July 2017 for the design model for Link Road, for use in hydraulic modelling of LN1, but have not yet received the data. This data is required for use in flood modelling for the review of the current KBR Emerald flood model, post Council's decision not to proceed with levees.

The same design data will be used to prepare a design and estimate of costs for the proposed Type 2 road train Link Road west of Emerald between Tyson Road and Moffat Road.

2. Queensland Water Regional Communities Innovations Program Scholarship - N Litzow - Report from Water Scholarship Week Including the Innovation Forum

Nathan Litzow was one of two recipients of an inaugural Queensland Water Regional Communities Innovations Program Scholarship this year. Nathan travelled to the Gold Coast and Brisbane for the week of 4 to 8 September. He has identified the following highlights and learnings from this week.

The first two days were spent as a guest of City of Gold Coast's (CoGC) Water and Waste directorate. Time was spent with the network reliability team learning of asset management challenges, both the day-to-day, and from large events such as ex tropical Cyclone Debbie and the Commonwealth Games. He also met with the product quality team who, due to organisation scale, have staff specialising in water, recycled water and wastewater.

The remaining three days he attended the qldwater Annual Forum and Technical Reference Group meeting. The highlights from this were the presentations on technologies and investments which can reduce capital expenditure on capacity upgrades and the panel discussions with the regulators which included alternative ways to achieving regulatory outcomes.

3. Rolleston Water Reticulation

There is a current project under Works for Queensland to install booster pumps to improve water pressure in Rolleston. The intended pressure boost is approximately 9m head (90 kPa). This is to improve the water pressure at the higher end of town from under 12m to a 20m residual to reach our Desired Standard of Service and there will be a corresponding increase at the lower end of town which currently achieves 20m.

The mains in town are asbestos cement (AC) installed in the 1976. There is no indication that these are of a lesser class than our other towns. Rolleston has had minimal water leak issues (1 CRM classified as a mains break last financial year, with 7 other water related issues).

The booster pumps will only increase the network pressure to a level similar of other towns such as Emerald. The risk assessment for the project has identified that there is a possibility of increased leaks following the pump commissioning. There is a greater chance that these will be on the service

connections which are more likely to be galvanised pipe. It is planned to have network staff available during commissioning if issues do occur. Residents will be advised prior to the commencement of works.

4. Workshop Strategy

A meeting was held with Ged Brennan, **Geneng**, on Tuesday 26 September 2017, to commence scoping the consultants brief for the preparation of a Workshop Strategy or a 3 - 5 year Workshop Master Plan.

Further it must be noted that this work will also have to take into consideration the whole of Council **Service Planning and Delivery** project that is to commence over the next few months that will define what programs, services, activities and projects Council currently provide that will address the needs of our community and also our fellow departments into the future.

5. Evacuation Sub-Plan (including Echidna Valley)

Echidna Valley planning will be integrated into Emerald Evacuation plan. First planning meeting has been scheduled for 27 November 2017 and the draft plan is scheduled for completion by end of December 2017 (dependant on staff availability, resources and competing priorities).

6. IPWEAQ Forum at Longreach

Cr Rolfe, Margaret Gatt and Jason Hoolihan had the privilege of representing Central Highlands Regional Council at the IPWEAQ Western Roads Symposium in Longreach on 6 and 7 September 2017.

The 14 sessions over the two days are as follows:

Session 1 - Selection and use of non-standard materials

Session 2 - Maximising outcomes with material testing

Session 3 - Development of a performance based evaluation protocol for non-standard granular pavement materials

Session 4 - Pavement design

Session 5 - Pickanjinie North Road upgrade project

Session 6 - How to manage unsealed roads on limited funds

Session 7 - Linke's Road floodway & reconstruction

Session 8 - Lime Stabilisation of Subgrades

Session 9 - Foamed bitumen stabilisation of existing unbound granular pavements

Session 10 - Rehabilitation practices

Session 11 - Seal design

Session 12 - Latest innovations in modified seals - Crumbed Rubber

Session 13 - NACoE research

Session 14 - Best practice in spray seal application

All sessions were very informative and were a mix of reinforcing existing techniques and processes to new and improved processes that Transport and Main Roads (TMR) are investing in through research and development.

The overall focus of the symposium was making the best with what we have, having limited access to "in specification pavement materials" and treatments that may help to extend the life of the pavement. While there was an underlying focus of using these learnings to benefit TMR projects the same technologies may be beneficial on some of our higher order rural roads.

There was a consensus that all western shires feel the pressure financially when it comes to roads. The need of our networks far out way the income, therefore it is imperative that we have a good understanding of the condition of our network through asset data, define a service level that council will

provide and use this to inform our decisions. We need to be innovative and invest in trailing new ways of doing things, this may cost more initially but success will be measured by a reduction in operational costs.

7. Tieri Discoloured Water

On Friday 29 September, Glencore Management advised Council that complaints on discoloured water in Tieri had been received.

Initial indications were that the colouration in the water was due to manganese in the water. Normally at the Tieri water treatment plant, chlorine is dosed at two places:

- Pre-chlorination – which assists with oxidation of manganese, allowing it to be removed in the filters
- Post –chlorination – for disinfection

Pre-chlorination was not operating due to an issue with the chlorine gas system. We are trying to arrange a specialist supplier to carry out a service on the chlorine gas system to resolve this issue. Pricing has now been received and a technician will be on site in early November.

Further notification was received from the site operator later in the day that the clarifier was performing poorly. Additional support was sent to Tieri and determined that the alum dose was not optimal, leading to water with higher colour and turbidity.

Jar testing was undertaken and the alum dose adjusted. Clarified water was diverted to the lagoons while the process was stabilised. In parallel, a redundant chlorine regulator from Emerald was installed as an interim solution for pre-chlorination.

The discolouration in the water will only be an aesthetic issue. Previous long term sampling of the raw water has always shown manganese at <0.01 mg/L (with the health guideline being 0.5 mg/L).

Our weekly microbial testing of the water has shown no issues.

It was then necessary to turn over the discoloured water in the reservoirs. This takes a number of days and was assisted by flushing of the network on Friday evening and Saturday.

Further issues with the chlorine system on Saturday required both chlorination systems being changed to 70kg bottles from the 910kg drums.

Residents were advised via social media and Council's website.

8. Water and Sewerage Customer Service Standards

Our Desired Standards of Service (DSoS) were adopted by Council in December 2014. These include measures such as water quality and response time to water and sewerage complaints. Under the current Water Supply (Safety and Reliability) Act the service standards are to be reviewed at least every 5 years. We are intending a review prior to this as the regulator has made suggestions on other information to include in the service standards.

We currently report against different parameters in the DSoS in two different documents:

- The annual state reporting Key Performance Indicators (KPIs) includes reporting compliance with our response times for incidents
- The Drinking Water Quality Management Plan Annual Report provides information on drinking water quality compliance.

The current CRM systems does not easily collect all data required for measuring response times, and that is an improvement intended to be made with the new corporate software package.

9. BBRRTG Meeting of 22 September 2017

Business Arising from Previous Minutes

Joint State and Local Government Road Project Recognition Policy

The following information was noted:

- TMR released its revised "*Joint State and Local Government Road Project Recognition*" policy in July covering signage, media and events for road projects jointly funded by State Government and Councils, including TIDS projects.
- It is a revision of the 2010 policy which had never really been enforced or monitored, and is a more succinct and clearer version.
- Project signs must be erected by Councils for all jointly funded road projects for which TIDS funding is > \$250,000.
- Project signs are to be erected two weeks before a project commences and removed no later than 12 months following completion of the project.
- The supply & installation costs of signage are eligible to be included in project costs.
- Any press releases, media, events etc must acknowledge the funding contribution by the State Government and are to be reviewed by the TMR District prior to release.
- TMR has some standard wording which can be used for press releases etc which would accelerate the review process.

Local Roads of Regional Significance Network Additions

- The following Central Highlands Regional Council roads were removed from the BBRRTG LRRS Network
 - Fairbairn Dam Road
 - Willies Creek Road

Joint Purchasing, Resource Sharing and Training

2017/18 Joint Bitumen Reseals Project

The following information was noted

- Work schedules from Central Highlands, Isaac, Woorabinda and Gladstone have been finalised.
- The 2016/17 contracts with Boral had an extension option of 1 year for 2017/18 and all agreed to investigate this option.
- As Central Highlands was not included in 2016/17 approval was required from Isaac, Woorabinda, Gladstone and Boral for Central Highlands to be considered for 2017/18 – this was granted and was permitted under the General Conditions of Contract.
- Boral were requested to provide unit pricing based on the 2017/18 work schedules and provided this on 8 September.
- If Council representatives do not wish to exercise the extension option, tenders will be called as per previous years.
- Central Highlands, Gladstone and Woorabinda have accepted the pricing.
- Boral was requested to review the pricing provided for Isaac, as it appeared to increase significantly from previous years and was high on a \$/m² basis compared to Central Highlands and Gladstone.
- Boral had responded with justification of its price increases for Isaac – awaiting a response from Isaac.

RTA Acknowledgement – State-wide Capability Development Fund (SCDF)

Council arranged and hosted the following training/workshops/courses and the Roads and Transport Alliance provided 50% SCDF funding for RRTG staff.

- CCI Contract Management
- CCI Administration of Construction Contracts course on 29-30 August 2017 in Emerald.
- CCI Contract Management for Superintendents course on 5-6 September 2017 in Emerald.

Future training to be undertaken:

- IPWEA Professional Certificate in Asset Management Planning (online) from September to November 2017.
- AAPA Flexible Pavements Principles and Practice course on 28-30 November 2017 in Rockhampton.

General Business

Agforce – Length Limits for Trucks and Self-Propelled Harvesters

Cr Rolfe advised:

- Sharon Howard (Agforce) had previously met with Central Highlands to discuss the current difficulties with length limits for trucks and self-propelled harvesters, and their wish to have the length limits increased from 25m to 30m to better reflect the new sizes of harvester fronts – it hasn't been changed for 16 years.
- She requested that we consider this at our next RRTG meeting to obtain approval from our Councils to advocate TMR for the change.
- She was asked to provide correspondence to the RRTG with a recommendation from the Agforce Transport Committee, however nothing has been presented to date.

Safe School Travel

Cr Hayes advised:

- The issue of improvement works around schools to facilitate better transport solutions (eg. set down/pick up areas, parking, footpaths etc) has been raised by Central Highlands' community reference groups.
- How can these works be funded?
- Can the RRTG play a role in this?

Gerard Read gave a brief history of the former SafeST TIDS subprogram and advised:

- It was approximately \$5m statewide annually and based on a regional allocative model ie. each TMR region (not district) received an allocation.
- Competitive bids were submitted by Councils annually to TMR for funding.
- Most schools had a SafeST Committee with representatives from the school, Council, TMR and QPS.
- The funding was absorbed into the RTA TIDS program in 2013 as part of the "TIDS one bucket" model.

Michelle Connolly and Kirsten Pietzner advised:

- These SafeST projects can be funded from an RRTG's annual RTA TIDS allocation.
- RRTGs have the autonomy to prioritise and allocate the RTA TIDS funding.
- The restriction on allocating a maximum of 20% of an RRTG's annual RTA TIDS allocation to non-LRRS roads does not apply when considering SafeST projects – it is understood a lot the roads/streets where these works occur are likely to be non-LRRS.

- Theoretically an RRTG could allocate 100% of its annual RTA TIDS allocation to SafeST projects should the prioritisation process determine that.

Attachments

Nil

– END OF REPORT –

10 GENERAL BUSINESS

11 CLOSED SESSION

11.1 Sale of Land Report

CLOSED SESSION REPORT

This report is CONFIDENTIAL under Section 275 (1) (f) of the Local Government Regulation 2012 which permits the Council meeting to be closed to the public to discuss:

- (f) *starting or defending legal proceedings involving the local government;*
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11.2 Blackwater Mine Workers Club

CLOSED SESSION REPORT

This report is CONFIDENTIAL under Section 275 (1) (h) of the Local Government Regulation 2012 which permits the Council meeting to be closed to the public to discuss:

- (h) *other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.*
-

11.3 Departmental Updates

CLOSED SESSION REPORT

This report is CONFIDENTIAL under Section 275 (1) (h) of the Local Government Regulation 2012 which permits the Council meeting to be closed to the public to discuss:

- (h) *other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.*
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12 CLOSURE OF MEETING