General Council 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, 16 April 2019**
**At 2.30 pm**

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

Rodney Ferguson  
Acting 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
AGENDA CONTENTS

1 PRESENT .......................................................................................................................................................4
2 APOLOGIES.......................................................................................................................................................4
3 LEAVE OF ABSENCE ......................................................................................................................................4
4 OPENING PRAYER ............................................................................................................................................4
5 ACKNOWLEDGEMENT OF COUNTRY ........................................................................................................4
6 CONFIRMATION OF MINUTES OF PREVIOUS MEETING ........................................................................4
6.1 Minutes - General Council Meeting - 26 March 2019 ..................................................................................4
7 BUSINESS ARISING OUT OF MINUTES .........................................................................................................21
8 REVIEW OF OUTSTANDING MEETING ACTIONS ....................................................................................21
9 REVIEW OF UPCOMING AGENDA ITEMS ..................................................................................................21
10 MATERIAL PERSONAL INTEREST, CONFLICT OF INTEREST, PERSONAL GIFTS AND BENEFITS ..................................................................................................................................................21
11 PETITIONS ......................................................................................................................................................21
12 DECISION ACTION REPORTS ...................................................................................................................22
12.1 Communities ..............................................................................................................................................22
12.1.1 Game Plan Advisory Committee Meeting #15 - 21 February 2019 ...............................................................................................................................22
12.1.2 Emerald Riding Park Proposal ..................................................................................................................33
12.1.3 Adoption of the Liveability Strategy .........................................................................................................42
12.1.4 Invitation to join: Climate Resilient Councils ..........................................................................................58
12.1.5 RAL013.1-2018 - Reconfiguring a Lot (1 into 2) - Blackwater Road Rolleston - KH Tyson .................................................................67
12.2 Corporate Services ....................................................................................................................................79
12.2.1 Nil Reports ..............................................................................................................................................79
12.3 Customer and Commercial Services ..........................................................................................................80
12.3.1 Nil reports .............................................................................................................................................80
12.3 Infrastructure and Utilities ..........................................................................................................................81
12.3.1 Water Restrictions Procedure .................................................................................................................81
12.4 Chief Executive Officer .............................................................................................................................90
12.4.1 Council External Committee Representative - Queensland Agricultural Training Colleges - Emerald Local Community Stakeholder Committee ........................................................................90
13 DECISION ACTION REPORTS - CLOSED SESSION .........................................................................92
13.1 Gunggari People #4 ..................................................................................................................................92
14 DISCUSSION REPORTS ..............................................................................................................................93
14.1 Communities ..............................................................................................................................................93
14.1.1 Tourism Advisory Panel ..........................................................................................................................93
14.2 Corporate Services .....................................................................................................................................99
14.2.1 Nil reports .............................................................................................................................................99
14.3 Customer and Commercial Services .........................................................................................................100
14.3.1 Nil reports .............................................................................................................................................100
14.4 Infrastructure and Utilities ........................................................................................................................101
14.4.1 Nil reports .............................................................................................................................................101
14.6 Chief Executive Officer ............................................................................................................................102
14.6.1 Nil reports .............................................................................................................................................102
15 DISCUSSION REPORTS - CLOSED SESSION ...............................................................103
15.1 Nil Reports..................................................................................................................103
16 INFORMATION REPORTS ............................................................................................104
16.1 Communities .............................................................................................................104
  16.1.1 Queensland Agricultural Training Colleges Transition Update ..... approx 15 mins ....104
  16.1.2 Development Application Update for March 2019..... approx 5 mins ...............110
16.3 Corporate Services.....................................................................................................123
  16.3.1 Nil reports ............................................................................................................123
16.4 Infrastructure and Utilities..........................................................................................124
  16.4.1 Departmental Update - Infrastructure and Utilities .. approx 5 mins .................124
16.5 Chief Executive Officer...............................................................................................127
  16.5.1 Executive Leadership Team Development Days 2019 ..... approx 10 mins .........127
  16.5.2 Departmental Update - Chief Executive Officer ..... approx 20 mins .....................145
17 INFORMATION REPORTS - CLOSED SESSION .......................................................410
17.1 Departmental Update - Chief Executive Officer - Central Queensland Regional Organisation of
  Councils Chief Executive Officers meeting ........................................................................410
18 GENERAL BUSINESS .................................................................................................411
19 LATE AGENDA ITEMS ...............................................................................................411
20 CLOSURE OF MEETING .............................................................................................411
1 PRESENT

2 APOLOGIES

3 LEAVE OF ABSENCE

4 OPENING PRAYER

Pastor Tim Ahsam from the 7th Day Adventist Church will deliver the opening prayer.

5 ACKNOWLEDGEMENT OF COUNTRY

6 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

6.1 Minutes - General Council Meeting - 26 March 2019
General Council Meeting

Meeting of the Central Highlands Regional Council held in the Council Chambers, 65 Egerton Street, Emerald on

Tuesday, 26 March 2019
Commenced at 2.30pm
# Agenda - General Council Meeting - 16 April 2019

## Central Highlands Regional Council

### General Meeting of Council

**Tuesday 26 March 2019**

### Minutes Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present</td>
<td>3</td>
</tr>
<tr>
<td>Apologies</td>
<td>3</td>
</tr>
<tr>
<td>Leave of Absence</td>
<td>3</td>
</tr>
<tr>
<td>Acknowledgement of Country</td>
<td>3</td>
</tr>
<tr>
<td>Confirmation of Minutes of previous meeting</td>
<td>3</td>
</tr>
<tr>
<td>General Council Meeting: 12 March 2019</td>
<td>3</td>
</tr>
<tr>
<td>Review of Upcoming Agenda Items</td>
<td>3</td>
</tr>
<tr>
<td>Material Personal Interest, Conflict of Interest, Personal Gifts and Benefits</td>
<td>4</td>
</tr>
<tr>
<td>Petitions (If Any)</td>
<td>5</td>
</tr>
<tr>
<td>Communities</td>
<td>5</td>
</tr>
<tr>
<td>Requesting Budget for Nogoa November 2019</td>
<td>5</td>
</tr>
<tr>
<td>Game Plan Advisory Committee Meeting #15 - 21 February 2019</td>
<td>5</td>
</tr>
<tr>
<td>Community Grants, Round 1 2019</td>
<td>6</td>
</tr>
<tr>
<td>Old Blackwater Aquatic Centre Amenities and Blackwater Library</td>
<td>8</td>
</tr>
<tr>
<td>Gemfest Shed Request - Alan King Memorial Park</td>
<td>8</td>
</tr>
<tr>
<td>Gemfest Sponsorship Request</td>
<td>8</td>
</tr>
<tr>
<td>Central Highlands Parks and Sports Grounds Irrigation Reductions</td>
<td>9</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>9</td>
</tr>
<tr>
<td>Queensland Disaster Resilience Funding Program</td>
<td>9</td>
</tr>
<tr>
<td>Customer and Commercial Services</td>
<td>10</td>
</tr>
<tr>
<td>Variable Speed Drive Project - Shepton Quarry</td>
<td>10</td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>11</td>
</tr>
<tr>
<td>Australian Local Government Association (ALGA) 2019 National General Assembly - Call for Motions - Additional Motion</td>
<td>11</td>
</tr>
<tr>
<td>Confirmation of Standing Committee Minutes</td>
<td>11</td>
</tr>
<tr>
<td>Departmental Updates</td>
<td>12</td>
</tr>
<tr>
<td>Infrastructure and Utilities</td>
<td>12</td>
</tr>
<tr>
<td>General Business</td>
<td>12</td>
</tr>
<tr>
<td>Capella Bakehouse Project</td>
<td>12</td>
</tr>
<tr>
<td>Letter of Support - Sojitz Meteor Downs Mine – Reduction in Road Curfew Hours</td>
<td>13</td>
</tr>
<tr>
<td>Water Restrictions</td>
<td>13</td>
</tr>
<tr>
<td>Late Agenda Items</td>
<td>14</td>
</tr>
<tr>
<td>Closed Session</td>
<td>14</td>
</tr>
<tr>
<td>Fairbairn Dam Project Pre-feasibility Options Study Report</td>
<td>15</td>
</tr>
<tr>
<td>Recyclables Processing Service Contract Extension</td>
<td>15</td>
</tr>
<tr>
<td>Fee waiver - SwarmFarm Application</td>
<td>15</td>
</tr>
<tr>
<td>Emerald Aquatic Centre</td>
<td>16</td>
</tr>
<tr>
<td>Emerald Showgrounds Camping Area</td>
<td>16</td>
</tr>
<tr>
<td>Closure of Meeting</td>
<td>16</td>
</tr>
</tbody>
</table>
MINUTES – GENERAL COUNCIL MEETING
HELD AT 2.30PM TUESDAY 26 MARCH 2019 IN THE CENTRAL HIGHLANDS REGIONAL COUNCIL
CHAMBERS, EMERALD OFFICE

PRESENT
Councillors
Councillor (Crs) K. Hayes (Mayor), G. Godwin-Smith (Deputy Mayor)
Councillors (Crs) P. Bell AM, M. Daniels, A. McIndoe, C. Rolfe and G. Sypher

Officers
Chief Executive Officer S. Mason, General Manager Communities D. Fletcher, General Manager Corporate
Services M. Gatt, General Manager Customer and Commercial Services M. Webster, General Manager
Infrastructure and Utilities G. Joubert, Minute Secretary M. Wills, Communications A. Ferris

APOLOGIES
Councillors (Crs) C. Brimblecombe and G. Nixon

Resolution:
Cr Daniels moved and seconded by Cr Godwin-Smith “That a leave of absence as previously granted for
Councillors Brimblecombe and Nixon for today’s meeting be recorded.”

2019 / 03 / 26 / 001

LEAVE OF ABSENCE
Nil

ACKNOWLEDGEMENT OF COUNTRY
Mayor Hayes acknowledged the traditional custodians of the land on which we meet today and he paid our
respects to the elders, past, present and emerging.

CONFIRMATION OF MINUTES OF PREVIOUS MEETING
General Council Meeting: 12 March 2019
Resolution:
Cr Sypher moved and seconded by Cr Godwin-Smith “That the minutes of the previous General Council
Meeting held on 12 March 2019 be confirmed.”

2019 / 03 / 26 / 002

BUSINESS ARISING OUT OF MINUTES
Nil

Attendance
General Manager Customer and Commercial Services. M Webster attended the meeting at 2.33pm

OUTSTANDING MEETING ACTIONS
Nil

REVIEW OF UPCOMING AGENDA ITEMS
Nil
MATERIAL PERSONAL INTEREST, CONFLICT OF INTEREST, PERSONAL GIFTS AND BENEFITS

Cr Rolfe declared that she has a conflict of interest in the item 12.2 Game Plan Advisory Group matter (as defined by section 175D of the Local Government Act 2009) as follows: -

(a) President of the Springsure Agricultural and Pastoral Society;

Cr Rolfe advised that she will be dealing with this declared conflict of interest by leaving the meeting while this matter is discussed and voted on.

Cr Bell declared an that he has updated his Register of Interest to include the new appointment as the Commissioner on the Queensland Local Government Grants Commission which is statutory position under section 230-233 of the Local Government Act 2009 for a period of three years. The Commission has the responsibility for providing recommendations to the Ministers for the distribution of the Australian Government Financial Assistance Grants for Queensland.

Cr McIndoe declared that he has a conflict of interest in item 12.2 Game Plan Advisory Group matter (as defined by section 175D of the Local Government Act 2009) as follows: -

(a) Due to McIndoe Park being mentioned in the minutes and that this sporting facility is named after him.

Cr McIndoe determined that this personal interest is not of sufficient significance that it will lead him to making a decision on the matter that is contrary to the public interest. Cr McIndoe will best perform his responsibility of serving the overall public interest of the whole of the Council’s area by participating in the discussion and voting on this matter.

However, Cr McIndoe acknowledged that the remaining councillors must determine, pursuant to section 175E(4) of the Local Government Act 2009:

(a) Whether he has a real conflict of interest in this matter or a perceived conflict of interest in this matter; and
(b) If so, whether:
   a. Cr McIndoe must leave the meeting while this matter is discussed or voted on; or
   b. If he may participate in the meeting in relation to the matter, including by voting on the matter.

Cr Sypher declared that she has a perceived conflict of interest in item 12.2 Game Plan Advisory Group (as defined by section 175D of the Local Government Act 2009) as follows: -

(a) That she is no longer the Chair of the Central Highlands Science Centre, but she is now an employee of the Central Highlands Science Centre.

Cr Sypher determined that this personal interest is not of sufficient significance that it will lead her to making a decision on the matter that is contrary to the public interest. Cr Sypher will best perform her responsibility of serving the overall public interest of the whole of the Council’s area by participating in the discussion and voting on this matter.

However, Cr Sypher acknowledged that the remaining councillors must determine, pursuant to section 175E(4) of the Local Government Act 2009:

(c) Whether she has a real conflict of interest in this matter or a perceived conflict of interest in this matter; and
(d) If so, whether:
   a. Cr Sypher must leave the meeting while this matter is discussed or voted on; or
b. If she may participate in the meeting in relation to the matter, including by voting on the matter.

PETITIONS (IF ANY)
Nil

Attendance
Manager Planning and Environment, K. Byrne attended the meeting at 2.39pm
Chief Executive Officer S. Mason left the meeting at 2.44pm
Chief Executive Officer S. Mason returned to the meeting at 2.45pm

COMMUNITIES

Requesting Budget for Nogoa November 2019

Executive summary:
This report is seeking a resolution to continue the events of Nogoa November for 2019 and leverage off the collaboration with the Central Highlands Regional Resources Use Planning Cooperative Limited (CHRRUP) to ensure the continued success of this community event.

Resolution:
Cr Daniels moved and seconded by Cr Sypher “That the Central Highlands Regional Council allocate $24,000 in the 2019/2020 budget to deliver Nogoa November 2019. Further, that this allocation is subject to the budget adoption process.”

2019 / 03 / 26 / 003 Carried (6-1)

Attendance
Manager Planning and Environment, K. Byrne left meeting at 2.47pm
Sport and Recreation Coordinator, E Walshe and Jarrod Bryant attended the meeting at 2.47pm

Conflict of Interest
Councillors Rolfe, Sypher and McIndoe confirmed their previous conflict of interest in the following matter and left the meeting while the matter was being considered. Cr Rolfe left the meeting at 2.47pm

Attendance
Sport and Recreation Coordinator, E Walshe and Jarrod left the meeting at 2.52pm
Councillors Rolfe, Sypher and McIndoe returned to the meeting at 2.52pm

Game Plan Advisory Committee Meeting #15 - 21 February 2019

Executive summary:
The Game Plan Advisory Committee (GPAC) is an advisory committee of Council, with representation from Councillors, senior staff and community members appointed for the period of development and implementation of the Game Plan. The committee met on 21 February 2019 to conduct their 15th meeting.

Council considered the matter of a quorum and took the following action.
Cr Godwin-Smith moved “That Central Highlands Regional Council defer this matter to a later General Council Meeting of 16 April 2019.”

2019 / 03 / 26 / 004 Carried 7-0

Material Personal Interest
Cr Daniels declared that she may have a material personal interest in the following matter of Community Grants Round 1 2019 report (as defined by section 175B of the Local Government Act 2009) as follows:

(i) My children attend a facility that is a recipient of a community grant
(ii) I am a member of Borilla Kindergarten which stand to gain a benefit depending on the outcome of Council’s consideration of this matter;

Cr Daniels left the meeting at 2.54pm

Attendance
Manager Connected Communities S. Poulter and Community Development Officer Communities, A. Burton attended the meeting at 2.55pm

Community Grants, Round 1 2019

Executive summary:
The Central Highlands Regional Council Community Grants Program provides financial assistance to local community groups and organisations that make positive contributions to the quality of life in the Central Highlands. Each year there are two rounds, February and August.

Applications for the first round of 2019 closed on 28 February 2019. There were 40 applications received and evaluated by the Community Grants Assessment Panel on 7 March 2019.

This report puts forward the Community Grant Assessment Panel’s recommendation for council to endorse 21 grant applications, to the total value of $178,637.19.

Resolution:
Cr Rolfe moved and seconded by Cr McIndoe “That Central Highlands Regional Council endorse the Community Grants Program Assessment Panel recommendation that the 21 applications listed below are deemed successful for Round 1, 2019:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Project</th>
<th>Grant Category</th>
<th>Grant $</th>
<th>GST (applicable if GST registered) $</th>
<th>Total $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blackwater State High School P &amp; C</td>
<td>43rd Annual Art Competition and Exhibition</td>
<td>Community Assistance</td>
<td>$350.00</td>
<td>NA</td>
<td>$350.00</td>
</tr>
<tr>
<td>Borilla Community Kindergarten</td>
<td>Upgrade internal storage facility</td>
<td>Community Assistance</td>
<td>$5,000.00</td>
<td>$500.00</td>
<td>$5,500.00</td>
</tr>
<tr>
<td>Capella Pioneer Village</td>
<td>Maintain the 150-year-old Peak Downs Homestead exterior</td>
<td>Community Improvement</td>
<td>$20,000.00</td>
<td>$2,000.00</td>
<td>$22,000.00</td>
</tr>
<tr>
<td>Central Highlands Cricket Inc</td>
<td>Strengthening CH Cricket Clubs</td>
<td>Sports and Recreation</td>
<td>$5,000.00</td>
<td>NA</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Organisation</td>
<td>Project Description</td>
<td>Category</td>
<td>Amount</td>
<td>Co-Funding</td>
<td>Total</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>----------------------------------------------------------</td>
<td>-------------------------------</td>
<td>-----------</td>
<td>------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Comet Sporting and Agricultural</td>
<td>CSASS upgrade facilities</td>
<td>Community Improvement</td>
<td>$15,875.00</td>
<td>NA</td>
<td>$15,875.00</td>
</tr>
<tr>
<td>Show Society Inc</td>
<td>30th Anniversary World Cup Dingo Trap Throwing Competition</td>
<td>Community Assistance</td>
<td>$5,000.00</td>
<td>NA</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Dingo Race Club Inc</td>
<td>Kitchen equipment and small appliances</td>
<td>Sports and Recreation</td>
<td>$5,000.00</td>
<td>NA</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Dingo Rodeo Club</td>
<td>Dingo Town Hall catering upgrade</td>
<td>Community Assistance</td>
<td>$4,995.00</td>
<td>NA</td>
<td>$4,995.00</td>
</tr>
<tr>
<td>Dingo State School P &amp; C</td>
<td>Replacement of signage</td>
<td>Sports and Recreation</td>
<td>$5,000.00</td>
<td>NA</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Duaringa Golf Club</td>
<td>Sun protection for bowlers and spectators</td>
<td>Sports and Recreation</td>
<td>$2,985.00</td>
<td>$298.50</td>
<td>$3,283.50</td>
</tr>
<tr>
<td>Emerald Bowls Club</td>
<td>Amenity block upgrade</td>
<td>Sports and Recreation</td>
<td>$5,000.00</td>
<td>$500.00</td>
<td>$5,500.00</td>
</tr>
<tr>
<td>Emerald Rodeo Association</td>
<td>Grandstands 4 grand events</td>
<td>Community Improvement</td>
<td>$20,000.00</td>
<td>$2,000.00</td>
<td>$22,000.00</td>
</tr>
<tr>
<td>Emerald Show Society Inc</td>
<td>Central Highlands Festival of Bands</td>
<td>Community Assistance</td>
<td>$2,359.00</td>
<td>NA</td>
<td>$2,359.00</td>
</tr>
<tr>
<td>Emerald Town Band</td>
<td>ESHS Bites</td>
<td>Community Improvement</td>
<td>$20,000.00</td>
<td>NA</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Emerald High State School P &amp; C</td>
<td>Equipment and resources for our community playgroup</td>
<td>Community Assistance</td>
<td>$5,000.00</td>
<td>$500.00</td>
<td>$5,500.00</td>
</tr>
<tr>
<td>Gemfields Playgroup</td>
<td>Rotary Club of Emerald All Abilities Playground</td>
<td>Community Improvement</td>
<td>$20,000.00</td>
<td>NA</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Rotary Club of Emerald</td>
<td>Many Mobs Festival Naidoc Week 2019</td>
<td>Sports and Recreation</td>
<td>$3,734.19</td>
<td>NA</td>
<td>$3,734.19</td>
</tr>
<tr>
<td>Rural Skate Park Development</td>
<td>Childrens playground</td>
<td>Community Improvement</td>
<td>$19,057.00</td>
<td>NA</td>
<td>$19,057.00</td>
</tr>
<tr>
<td>Initiative</td>
<td>Replace boundary fence</td>
<td>Sports and Recreation</td>
<td>$5,000.00</td>
<td>$500.00</td>
<td>$5,500.00</td>
</tr>
<tr>
<td>Springsure Gun Club Inc</td>
<td>Ceiling replacement at Springsure RSL Hall</td>
<td>Community Assistance</td>
<td>$5,000.00</td>
<td>$500.00</td>
<td>$5,500.00</td>
</tr>
<tr>
<td>Springsure Jockey Club</td>
<td>Cooler Heads - Capella</td>
<td>Community Assistance</td>
<td>$4,282.00</td>
<td>$428.20</td>
<td>$4,710.20</td>
</tr>
<tr>
<td>Springsure RSL Sub Branch</td>
<td></td>
<td></td>
<td>$178,637.19</td>
<td>$7,226.70</td>
<td>$185,863.89</td>
</tr>
</tbody>
</table>

Total Community Grants Program Round 1, 2019 is $178,637.19."

2019 / 03 / 26 / 005 Carried (6-0)
Old Blackwater Aquatic Centre Amenities and Blackwater Library

Executive summary:
The report considers the reallocation of funds from an existing budget item for the Old Blackwater Aquatic Centre Amenities building refurbishment towards the development of a design for a new Library to the north of the amenities building on a vacant area of land.

Resolution:
Cr Godwin-Smith moved and seconded by Cr Rolfe “That Central Highlands Regional Council:

1. Endorse the reallocation of funds from the Old Blackwater Aquatic Centre Amenities and Kiosk Refurbishment budget item towards the development of a design for a new Library for Blackwater;

2. Endorse Council officers conducting community consultation to obtain feedback from the community on the elements which may inform the development of the design for a new Library for Blackwater; and

3. Note the status of planning for the redevelopment of the Old Blackwater Aquatic Centre site and surrounds; and

4. Details regarding the project budget for 2018/2019 will be provided during budget review 3 process.”

2019 / 03 / 26 / 006 Carried (7-0)

Gemfest Shed Request - Alan King Memorial Park

Executive summary:
Gemfest organisers have requested Council’s permission to erect a new shed at Alan King Memorial Park in Anakie to support Gemfest activities. They are also seeking Council financial support for part of the proposed project.

Resolution:
Cr Sypher moved and seconded by Cr Daniels “That Central Highlands Regional Council consider the request from Gemfest organisers for financial support to construct a new shed at Alan King Memorial Park in Anakie as part of either the 2019/20 financial year budget process or the community grants process.”

2019 / 03 / 26 / 007 Carried (6-1)

Gemfest Sponsorship Request

Executive summary:
Council has received a request from the Gemfest organising committee, which has been discussed and supported at the Tourism Action Group, to be progressed to the Central Highlands Regional Council to consider supporting the Gemfest 2019 event through a formal sponsorship to the value of $25,500.
Resolution:
Cr Rolfe moved and seconded by Cr Sypher “That Central Highlands Regional Council:

1. Approve the allocation of $25,500 plus goods and services tax for the ‘Platinum Sponsorship Proposal’ for the Gemfest 2019 event; and

2. Councils 2018/2019 budget be amended accordingly.”

2019 / 03 / 26 / 008 Carried (7-0)

Central Highlands Parks and Sports Grounds Irrigation Reductions

Executive summary:
Council Parks Coordinators have been working closely with water and sewer officers to facilitate suitable reductions in parks and sports ground irrigation levels to adhere to Level 2 water restrictions throughout the region.

Resolution:
Cr Rolfe moved and seconded by Cr Sypher “That Central Highlands Regional Council receive the report noting the reductions in irrigation activities in Council’s parks and sports grounds throughout the region to adhere to Level 2 water restrictions and further actions being undertaken to communicate and support these activities.”

2019 / 03 / 26 / 009 Carried (7-0)

Attendance
Manager Community Recreation and Facilities, J. Bryant left the meeting at 3.38pm
Coordinator Asset Accounting, A. Dias and Coordinator Financial Accounting H. Kirby attended the meeting at 3.39pm
Coordinator Disaster Management and Community Resilience, G. Bell attended the meeting at 3.44pm
Cr Bell AM left the meeting at 3.49pm
Cr Bell AM returned to the meeting at 3.50pm
Coordinator Disaster Management and Community Resilience, G. Bell left the meeting at 3.52pm

CORPORATE SERVICES

Queensland Disaster Resilience Funding Program

Executive summary:
The Queensland Disaster Resilience Fund Program (QDRF) supports projects to strengthen the resilience of Queensland communities and help them better prepare for disasters. The QDRF is a grants and subsidies program administered in Queensland by the Queensland Reconstruction Authority (QRA). The Queensland Government commitment of $38 million over four (4) years commencing 2018-19, with $9.5 million available in the first round of funding in 2018–19. The first funding available for the 2018-19 financial year is $9.5 million and applicants are expected to contribute to the project.

Applications for competitive assessment are open and will close on 18 April 2019. This report is seeking Council endorsement of the following proposed project applications to be submitted.

Resolution:
Cr Godwin-Smith moved and seconded by Cr McIndoe “That Central Highlands Regional Council endorse the following project applications for competitive assessment under the Queensland Disaster Resilience Funding:
1. All Hazards-Focused Disaster Risk Management Study - Disaster Risk Assessment and comprehensive Disaster Risk Register $150,000
2. Regional Community Safety Education Trailer $25,000
3. Regional Disaster bedding supply $20,400
4. Bluff Flood Mitigation Concept Feasibility Study $120,000
5. Flood Warning Network Asset Management Plan $100,000
6. Capricorn Highway (Duaringa- Emerald) – Codenwarra Road to Opal Street; flood immunity, traffic capacity and safety upgrade project - Business Case $2,500,000

---

2019 / 03 / 26 / 010

**Attendance**
Cr Sypher left the meeting at 4.06pm
Cr Sypher returned to the meeting at 4.08pm

**Monthly Financial Report - February 2019**

**Executive summary:**
Operating activities are generally in accordance with forecasts, though there have been some delays in rural roads maintenance, recoverable works, and work on the Yamala Inland Port project, which is partially offset by some Roadworks Performance Contract (RPC) work undertaken for the Queensland Department of Transport and Main Roads.

Capital works delivery continues to show variances against the original forecast cashflows, though Managers have expressed confidence that the works will be substantially completed within the budget year.

**Resolution:**
Cr Rolfe moved and seconded by Cr Daniels “That Central Highlands Regional Council receive the Monthly Financial Report for the period ended 28 February 2019.”

2019 / 03 / 26 / 011

**Attendance**
Coordinator Asset Accounting, A. Dias and Coordinator Financial Accounting H. Kirby left the meeting at 4.16pm

---

**CUSTOMER AND COMMERCIAL SERVICES**

**Variable Speed Drive Project - Shepton Quarry**

**Executive summary:**
The proposed Variable Speed Drive (VSD) for CR04 Canica crusher otherwise known as the Variable Speed Impact Crusher (VSI) will allow Shepton Quarry to alter the speed on CR04. This is needed to create bottom end fines in road base products to Transport and Main Road (TMR) standards. The ability for Shepton Quarry to procure suitable fines (known as loam) for road base production has become restrictive due to lack of availability of local loam supplies. Installation of this equipment will allow the crusher to operate at lower speed when in aggregate producing mode which will lower the amount of crusher dust produced by the fixed crushing plant. The report seeks Council’s consideration to reallocate Shepton Quarry capital funds to support the acquisition of the required equipment.
Resolution:
Cr Rolfe moved and seconded by Cr Daniels “That Central Highlands Regional Council reallocate $140,000 funding from work order 17510 for the supply and installation of two (2) 160 kilowatt variable speed drives for Shepton Quarry Crusher 4 within the 2018/19 capital budget.”

2019 / 03 / 26 / 012 Carried (7-0)

CHIEF EXECUTIVE OFFICER

Australian Local Government Association (ALGA) 2019 National General Assembly - Call for Motions - Additional Motion

Executive summary:
The Australian Local Government Association (ALGA) 2019 National General Assembly (NGA) is being held in Canberra from 16 - 19 June 2019. ALGA is calling for motions under the theme “Future Focused”. Motions are due to be lodged by 29 March 2019.

Submissions are currently being sought for motions to the ALGA National General Assembly which are required to be lodged by 29 March 2019.

This report is to seek Council's endorsement of an additional motion for submission.

Resolution:
Cr Rolfe moved and seconded by Cr Godwin-Smith “That Central Highlands Regional Council endorse the additional motion of ‘Technical Resourcing for Sustainable Horticulture’ for inclusion on the agenda for the Australian Local Government Association (ALGA) 2019 National General Assembly.”

2019 / 03 / 26 / 013 Carried (7-0)

Confirmation of Standing Committee Minutes

Executive summary:
Councils current practice is to present the minutes of each of the Standing Committee Meetings to the General Council Meeting on the same day for confirmation which creates timing issues with the preparation of the minutes for consideration as a late agenda item.

It has also been suggested by some councillors for the Leadership and Governance and Communities Standing Committee meetings to start at a different time to allow greater time for reports to be discussed at the Communities Standing Committee Meetings.

This report is seeking Council’s agreeance to changes around confirmation of the Standing Committee minutes and new start times for the Leadership and Governance Standing Committee Meeting and the Communities Standing Committee Meeting.

Resolution:
Cr Sypher moved and seconded by Cr Godwin-Smith “That Central Highlands Regional Council agree the following changes regarding Standing Committees:

1. Noting the delegated authority given to the Standing Committees to make decisions on matters before them that the practice of presenting the Minutes from the Standing Committee Meetings to the General Meeting held on that same day cease;

2. That copies of the draft Minutes be distributed to all Councillors no later than 5.00pm on the Thursday after the Standing Committee Meetings;
3. The minutes to be presented to the following General Council Meeting (second meeting of the month) for confirmation;

4. That the Leadership and Governance Standing Committee Meeting to be held from 10.15am – 11.15am; and

5. That the Communities Standing Committee Meeting to be held from 11.30am – 1.00pm.”

2019 / 03 / 26 / 014  Carried (7-0)

DEPARTMENTAL UPDATES

Infrastructure and Utilities

Executive summary:
The following report provides an update on key activities for the Infrastructure and Utilities department.

❖ Building Better Regions Fund Infrastructure - Round Three

Resolution:
Cr Rolfe moved and seconded by Cr Godwin-Smith “That Central Highlands Regional Council receive the departmental update report, highlighting key activities for the month of February 2019 for the Infrastructure and Utilities department.”

2019 / 03 / 26 / 015  Carried (7-0)

GENERAL BUSINESS

(Verbal matters raised by Councillors either as a question, acknowledgement and or additional follow-up by officers)

Cr Sypher
• Capella Bakehouse Project – Capella Community Reference Group (CRG) project which was endorsed by Council in September 2018. Attended the CRG Meeting last night to be advised that they have engaged a builder to commence the works. Council officers had obtained quotes for this Project which far exceeded the budget that the CRG had obtained. The CRG had has come to an agreement to utilise lower quality steel to reduce the cost and that there could be an additional $70,000 required to finish the project. Cr Sypher requested a report to the next council meeting on the revised budget for the Capella Bakehouse Project with the possible need for a budget adjustment to complete the project. This Project has been on the books for approximately 5 years now and concern exists about the timing of the Project in that quotes have only just been obtained.

Capella Bakehouse Project

Resolution:
Cr Sypher moved and seconded by Cr Bell “That a report on the Capella Bakehouse Project be provided at the next General Council Meeting including a revised budget for this project for consideration by Council.”

2019 / 03 / 26 / 016  Carried (7-0)
Cr Rolfe
- Following the recent presentation by Sojitz and their request for a reduction in curfew hours on the Springsure Streets for the contract with Kalari, Cr Rolfe requested that council provide a letter of support to the Department of Transport and Main Roads for the reduction of the curfew hours.
- The presentation that Sojitz provided to the Springsure Community Reference Group (CRG) is the same presentation that they provided to Council on 11 March 2019, which was supported by the CRG for a 45 minutes curfew times of 8.15am – 9.00am and 2.45pm – 3.30pm.
- The bunching of the trucks is far greater community safety issue.

Letter of Support - Sojitz Meteor Downs Mine – Reduction in Road Curfew Hours

Resolution:
Cr Rolfe moved and seconded by Cr Godwin-Smith “That Central Highlands Regional Council provide a letter of support to Sojitz for the reduction of the curfew hours for Kalari for the transport of product through the township of Springsure to 8.15am – 9.00am and 2.45pm – 3.30pm.

Further that Council provides is support for the following reasons:
1. Improved community safety;
2. Elimination of the bunching of ‘heavy vehicle congestion’; and
3. Consistency with the original Sojitz proposal to the Springsure Community Consultation held in Springsure on 25 September 2017.”

2019 / 03 / 26 / 017 Carried (7-0)

Cr Bell AM
- Requested the level 2 water restrictions be reset back to Level 1 to the communities of Emerald, Blackwater, Bluff and Tieri impacted by the Fairbairn Dam
- Further requested for the development of a drought management strategy that is to be rolled out immediately
- We need to have community education and best practice for the strengthening the water sustainability in the Central Highlands if drought conditions persist

Water Restrictions
Resolution:
Cr Bell moved and seconded by Cr McIndoe “That Central Highlands Regional Council having regard to Resolution #2019/01/22/021 – Clarification of Level 1 Water Restrictions, reinstate Level 1 water restrictions (reducing the restrictions from Level 2 to Level 1) for the communities of Emerald, Blackwater and Bluff, on the basis that the inflows to the Fairbairn Dam have increased the storage capacity to 12.64%.

Further, that Level 1 water restrictions are to be interpreted as:
- No impact for households with greywater re-use systems or rainwater tanks, where that is the water source
- No impact for households with functioning bores accessing groundwater, where that is the water source
- No sprinklers on Mondays
- Odd numbered houses can water garden beds and shrubbery by means of micro sprays, drip systems or sprinklers on Tuesdays, Thursdays and Saturdays between the hours of 7pm and 9am the following day. Lawns can be watered by sprinklers, micro-spray and drip systems between 6am and 8am and between 7pm and 9pm on Tuesdays, Thursdays and Saturdays.
- Even numbered houses can water garden beds and shrubbery by means of micro sprays, drip systems or sprinklers on Wednesdays, Fridays and Sundays between the hours of 7pm and 9am the following day. Lawns can be watered by sprinklers, micro-spray and drip systems between 6am and 8am and between 7pm and 9pm on Wednesdays, Fridays and Sundays.
Further again, this decision is an operationalization of Council’s Drought Management Plan 2009.”

2019 / 03 / 26 / 018

Carried (5-2)

Attendance
Coordinator Corporate Communications A. Ferris left the meeting at 5.18pm

LATE AGENDA ITEMS

Nil

CLOSED SESSION

Into Closed Session
Resolution:
Cr Godwin-Smith moved and seconded by Cr Rolfe “That Council close its meeting to the public in accordance with Section 275 (1) (e) (g) (h) of the Local Government Regulation 2012 and that Council staff involved in the closed discussions remain in the room.”

2019 / 03 / 26 / 019

Carried (7-0)

The meeting was closed at 5.36pm

Attendance
Minute Secretary M. Wills left the meeting at 5.36pm
Manager Planning and Environment K. Byrne attended the meeting at 5.36pm
General Manager Infrastructure and Utilities G. Joubert left the meeting at 5.37pm
Minute Secretary M. Wills and General Manager Infrastructure and Utilities G. Joubert returned to the meeting at 5.38pm

Recyclables Processing Service Contract Extension

Fee waiver - Swarmfarm Application

Attendance
Manager Planning and Environment, K Byrne left the meeting at 5.51pm
Manager Community Recreation and Facilities, J Bryant attended the meeting at 5.52pm

Emerald Aquatic Centre

Attendance
Manager Planning and Environment, K Byrne returned to the meeting at 6.03pm

Emerald Showgrounds Camping Area
Out of Closed Session
Resolution:
Cr Sypher moved and seconded by Cr Rolfe “That the meeting now be re-opened to the public.”

2019 / 03 / 26 / 020 Carried (7-0)

The meeting was opened at 6.41pm

Fairbairn Dam Project Pre-feasibility Options Study Report

Executive summary:
Central Highlands Regional Council (CHRC) has been engaging with SunWater Limited about a pre-emptive offer to have selected land holdings located at Fairbairn Dam transferred to CHRC ownership. The potential various options have been studied to identify significant risks, liabilities and benefits associated with investing in such a proposal.

The objective of this is to verify the potential to invest further resources in evaluating a preferred option to acquire a deeper understanding of the critical success factors at play which may undermine or support the viability of the development vision. If a case for CHRC to facilitate development as the proponent is evident, then the need to acquire the land, or selected individual areas, could be validated.

This report was not considered by Council.

Recyclables Processing Service Contract Extension

Executive summary:
The purpose of this report is to allow council to consider a contractual arrangement pursuant to Section 235 Other exceptions of the Local Government Regulation 2012 for Recyclable Processing Services. The Central Highlands Regional Council (CHRC) is contracted within the recyclables processing contract to Orora (formerly Amcor) with separate but nearly identical contracts developed by the Central Queensland Local Government Association (CQLGA). The other regional councils contracted include Rockhampton Regional Council (RCC), Livingstone Shire Council and Gladstone Regional Council.

Each of these Councils have received resolutions from their respective Councils this month in support of the contractual arrangement with RCC seeking legal advice in support of this. Due to agenda timing CHRC is the only remaining Council to seek a resolution on this matter.

Resolution:
Cr Daniels moved and seconded by Cr Rolfe “That Central Highlands Regional Council approve the one (1) year agreement to cover the period 1 January 2020 to 31 December 2021 with a one (1) year extension option with Kriaris for kerbside recyclable processing services.”

2019 / 03 / 26 / 021 Carried (7-0)

Fee waiver - SwarmFarm Application

Executive summary:
The purpose of this report is to support Council’s feedback for a fee waiver for the development application fees for the SwarmFarm. This fee based on current plans (not yet lodged) is $3,688.66

In accordance with the Commercial and Cost Recovery Fees 2017/18, “A request to waive a fee outside the provisions included in item will require a decision to be made by Council (i.e. at a General Council meeting)."
Resolution:
Cr Rolfe moved and seconded by Cr Godwin-Smith “That Central Highlands Regional Council waive the development application fee of $3,688.66 for a development application for the SwarmFarm.”

2019 / 03 / 26 / 022
Carried (7-0)

Emerald Aquatic Centre

Executive summary:
Council have received correspondence from the lessees of the Emerald Aquatic Centre seeking consideration of buying back items that they have installed on site.

Resolution:
Cr McIndoe moved and seconded by Cr Sypher “That Central Highlands Regional Council not support the request to buy back the items noted in the correspondence from the Emerald Aquatic Centre lessees.”

2019 / 03 / 26 / 023
Carried (7-0)

Emerald Showgrounds Camping Area

Executive summary:
The report provides Council with options for consideration regarding the continued operation of the Emerald Showgrounds Camping area.

Resolution:
Cr Godwin-Smith moved and seconded by Cr Sypher “That Central Highlands Regional Council foreshadows the application of a sunset clause to Council operated Showground Camping areas. And further, that the transition to the permitted uses for these facilities will be considered in a report to a forthcoming meeting of Council.”

2019 / 03 / 26 / 024
Carried (7-0)

CLOSURE OF MEETING

There being no further business, the Mayor closed the meeting at 6.50pm

CONFIRMED

MAYOR

DATE
7 BUSINESS ARISING OUT OF MINUTES

8 REVIEW OF OUTSTANDING MEETING ACTIONS

9 REVIEW OF UPCOMING AGENDA ITEMS

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

11 PETITIONS

11.1 To be tabled (if any)
12 DECISION ACTION REPORTS

12.1 Communities

12.1.1 Game Plan Advisory Committee Meeting #15 - 21 February 2019..... approx 10 mins

EXECUTIVE SUMMARY:
The Game Plan Advisory Committee (GPAC) is an advisory committee of Council, with representation from Councillors, senior staff and community members appointed for the period of development and implementation of the Game Plan. The committee met on 21 February 2019 to conduct their 15th meeting.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council endorse the minutes of the Game Plan Advisory Committee Meeting held 21 February 2019; and endorse the recommendation that no exemption be granted to the Springsure Pastoral and Agricultural Society Inc. to resume a lease area on Lot 11 of CP896640, cattle yards, for exclusion from the Game Plan Tenure Framework Policy on the basis that the facility is utilised by other sport and recreation clubs.

REPORT:
The Game Plan Advisory Committee (GPAC) has been established to provide advice to Central Highlands Regional Council (CHRC) to ensure:

- Community sport and recreation (focus on organised sport) facility access, use, maintenance, improvement and renewal is planned, systemised and sustainable; and
- Support to community sport clubs is systemised and sustainable

The establishment of the GPAC provides an important forum for identifying issues and opportunities relating to community facilities and advising Council about effective policy, service provision and investment within the Central Highlands region.

GPAC operates under the Terms of Reference endorsed by Council 23 May 2017.

GPAC’s last meeting date was 21 February 2019 and the attachment to this report provides a copy of the minutes to be received.

GPAC Meeting 16 date is to be advised.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference:
1. Strong Vibrant Communities;
1.1 - Corporate Plan Strategy: Strong diverse communities
1.1.1 - Provide and maintain accessible community services and facilities that meet the needs of our diverse communities.
1.1.2 - Position the community at the heart of the advocacy strategy.
1.3 - Corporate Plan Strategy: Active and inclusive communities.
1.3.1 - Lead active community planning and engagement by encouraging community participation and input into council’s decision making.
1.3.2 - Lead and influence community participation in healthy and active lifestyles.

Budget/Financial/Resourcing:
There is a budget for the costs and resources utilised during advisory committee meetings. There is also volunteered hours from our three community members.

Legal/Policy/Delegations:
The committee act in strict accordance with the Terms of Reference.

Communication/Engagement:
Committee members are appointed by Council as an advisory body.

Risk Assessment:
There are no particular risks related to the presentation of these minutes, however, it is considered best practice to share these to be ‘received’ by council.

Timings/Deadlines:
Not applicable

ATTACHMENTS:
1. Minutes - Game Plan Advisory Committee Meeting #15 - 21 February 2019 [12.1.1.1]

– END OF REPORT –
MEETING MINUTES

PURPOSE: Game Plan Advisory Committee Meeting – Meeting 15
DATE: 21 February 2019
TIME: 10:00am
LOCATION: Executive Meeting Room 1
PRESENT: Cr McIndoe (Chair), Clinton Adams, Michael Connelly (ClubCOACH), Emma Walshe, Lynn Brown, Cr Godwin-Smith, Cr Gail Nixon, Anne Carpenter, Daniel Fletcher, Cr Kerry Hayes (Mayor), Robyn Bailey – (Minute Taker), Jarrod Bryant
APOLOGIES: Cr Brimblecombe

Meeting Open: 10:00am

<table>
<thead>
<tr>
<th>Discussions</th>
<th>Actions to be Taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome and introduction</td>
<td>Cr McIndoe (Chair) welcomed the group and mentioned apologies from Cr Brimblecombe</td>
</tr>
<tr>
<td>Conflict of Interest</td>
<td>Cr McIndoe declared a Conflict of Interest in that McIndoe Park is named after him</td>
</tr>
</tbody>
</table>
| **Presentation from MacDonnells Lawyers** | Cr McIndoe welcomed the committee to the meeting and introduced Russell from MacDonnells Lawyers who had joined via Skype. Cr McIndoe queried the different structure of licences and leases and would a lease extend into the Town Planning space. Subdivision of approval for grant of tenure, a licence doesn’t involve town planning.  

There was an explanation by Russell and then discussion around the historical claims on old leases in towns’ showgrounds and how this should be managed. Is a lease appropriate?  

Consider:  
- Fees  
- Survey Plan  
- Expenses  

Is the same result achievable with a licence arrangement. There are various forms of tenure, rights and obligations. Some grants of tenure are different to standard conditions, then special conditions can be added to a licence to reflect individual needs of the clubs. It is advisable to maintain standard documents and add specific conditions if necessary.  

Cr Nixon posed a question to Russell – what is the longest term of a licence?  

Russell went into an explanation of how, historically, Queensland Councils’ having tenure over land from the State Government and a general explanation of tenant control and council leasing for peppercorn rents which, being long term, over time, assume perpetual rights with no limitations.  

Russell explained the differences between a Lease and a Licence – A Lease is a Statutory document which is legal speak where a Licence is a more user-friendly document and easy to understand. Russell recommended that the terms within the document aim for consistency to make for a thorough process which simplifies the tenure. Training for Council officers will ensure success of the process. The proposal is that each club can complete an application form on line requiring the club to provide information which then goes to council. Documents need to be filled in correctly so there is no weak link. This should work well for both parties. |

dependent on well trained officers. The documents are designed to be fair to all reasonable parties.

Cr McIndoe endorsed the concept - all members in agreement.

Stakeholders will meet on Saturday to hear Russell explain via Skype, he will be here in person for the actual training.

Daniel Fletcher asked if there were any questions for Russell.

Lyn Brown mentioned that on Saturday, some members may be hung up on the historical agreements and would like a simple explanation to have more people on side. Russell replied the arrangements are not designed to disadvantage anyone but to look after everyone’s interests and it is important to keep the process easy. It is a fair document as long as everyone involved does the right thing, and, being modern legal thinking will get things done quickly.

Daniel Fletcher asked to please explain this to the group on Saturday and that council has been generous in the past, waiving rates and charges.

Cr McIndoe remarked that there is likely to be pushback, but the goal is to be on the front foot and bring sport to the forefront of the plan.

The presentation from MacDonells Lawyers ended.

| Sports Forum | Cr McIndoe asked Emma for numbers attending the Forum on Saturday
28 groups booked with 44 people attending – bookings will be taken up to commencement time.

Lyn Brown would like to see input from the committee members of the clubs |
### Game Plan

**Implementation**

The implementation date has been pushed back to March 2019

- Phase 1 – Consultation and feedback
- Phase 2 – Tenure Framework
- Phase 3 – Implementation phases – workshopping phase 1

---

### Tenure Framework

**Implementation Update**

Emma presented the budget. There was discussion around the budget and where this may need to be increased due to the decline of infrastructure and specialised facilities. Is there enough funding for this? There is no breakdown of shared costs – Rolleston and Capella showgrounds need funding as a priority.

Daniel Fletcher said to expect evolving requests throughout the budget period as we may need to allocate more funding to this to allow for general and unplanned maintenance.

Cr Hayes suggested to increase specialised maintenance budget to $50K

Cr McIndoe is happy to follow the Mayor’s suggestion of $50K

There was lengthy discussion around the cost of implementing upgrades to power, lighting and irrigation to showgrounds. Building maintenance requires items like pest control and test and tagging. Also, the installation of water meters and how this is to be managed. Further work is needed for these projects to be at a compliant level. Jarrod Bryant explained the process and the complications that can be encountered. Cr McIndoe said a lot of people won’t see this as a benefit but long term there needs to be a good foundation for the grounds. Jarrod Bryant explained that it is hard to rationalise, and some projects will need to be completed in stages and re-prioritised. The projects can be split into yearly budgets. There was general discussion about the funding for these upgrades and concern about the backlog in some areas as the upgrades to the showgrounds’ have been neglected for some years.
Springsure Showgrounds – Show Society

Emma Walshe highlighted on an aerial map of the Springsure Showgrounds a specific area that the Springsure Show Committee have requested tenure over - the cattleyards but have requested to not come under the Game Plan Tenure framework as they do not use the yards for sports but for bull sales and revenue. There was general discussion around this and the concerns of the historical users of various sites and buildings. Would these arrangements need a licence or a lease?

Anne Carpenter pointed out that other groups such as Campdraft do use the yards for Sporting events.

Lyn Brown expressed concern over the users of the showgrounds and how they can be a bit hung up on the history of clubs’ arrangements. Perhaps Russell can explain this.

Cr McIndoe asked Emma to seek consensus and go back to the groups. With reference to the map of Springsure Showgrounds, there was discussion about clarifying the location of user groups and inclusion of the other buildings.

Cr McIndoe asked if the topic of the Show Society’s concerns comes within the Game Plan framework and mentioned that the Show Society is not the only group using the facilities, plus it is not a sport.

Discussion continued about the Springsure Showgrounds and the ownership of licences.

- Workshop will help understanding
- At regional Showgrounds it is normal for areas to be set aside for show people although they have no licence or claim over the space
- Expect push back
- Thought to special conditions
- Insurance considerations for multiple users
- Certificate of Currency should be shown to Council not the show society from vendors
Springsure Show Society requires a lease over the yellow area – it is needed for an income stream from bull sales
Will power and water be metered to reflect separate users?

The Show Society is not unique to a community organisation falling under the framework.
The cattleyards are used by sporting clubs – shared/multi-user space.

GPAC unanimously decided that the request for tenure outside of the Game Plan Tenure Framework is rejected and council will work with the club during the workshop phase.

Cr McIndoe noted some of the water supply is from artesian bores and some is town water which is metered separately.

- Consider the expense of separate metering vs dividing by a percentage
- Some areas don’t need potable water
- Bulk of the water can be bore
- Artesian bore water can be very hot

**Water Restrictions**
Cr McIndoe introduced the topic of current and future water restrictions and the possibility of reducing irrigation to parks and sports fields and possibly investigate other sources.

- Possibly move to Level 2 for Blackwater, Emerald and Tieri
- Level 3 at Capella
- Due to the significant investment in sports fields there is a need to keep the grass alive; Cr McIndoe stated that the root base of the grass needs to be preserved
- Sporting clubs need to watch water consumption and prepare for further restrictions
- Clubs may need to consider playing fixtures for competition in one shared facility thereby using one surface until there is inflow to the dam
- Springsure is ok at the moment
- Cr Godwin-Smith remarked that Rolleston is in good shape
### Sport & Rec Admin

<table>
<thead>
<tr>
<th>Staff replacement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cr McIndoe requested an update on the progress of the recruitment. Jarrod Bryant is reviewing eighteen applications for shortlisting. Reannyn Murray is working reduced hours but still available for assistance from the Tieri Transaction Centre.</td>
</tr>
</tbody>
</table>

### Sports Forum

<table>
<thead>
<tr>
<th>23-24 February</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emma presented the agenda for the Sports Forum this weekend. Cr Nixon asked Emma if there is any financial encouragement for people to travel to the Sports Forum. Emma replied that there isn’t.</td>
</tr>
<tr>
<td>Daniel Fletcher suggested inviting the Springsure and Capella Show Society to the Forum and a media release.</td>
</tr>
<tr>
<td>Cr McIndoe replied there is a media release planned for the next day – in the morning on ABC.</td>
</tr>
<tr>
<td>Cr Nixon suggested the Show Societies be targeted to attend.</td>
</tr>
<tr>
<td>Cr Hayes asked Emma if it was possible for people to walk in and register on the day. Emma confirmed that this was possible.</td>
</tr>
</tbody>
</table>
Emma continued that the Springsure Clubs have been notified of the Sports Forum and explained what has been done to encourage participation, Emma then displayed the Run Sheet for the day.

Cr Hayes commented that this is a good example of making a great contribution, reality giving confidence to people, for them to be involved.

Daniel Fletcher said this is not about Council but about community investing in their own causes and outcomes, it is very positive.

Emma finished the update and introduced Michael Connelly to present clubCOACH and the Ambassador Program.

Michael’s presentation was about taking feedback from the past and bringing it forward to the next step. The program is to be used as a repository for information training modules; club planning, committee basics, constitutions, meeting procedure; people management and booking club events.

Cr Nixon posed questions about user ability and easy access to the Hub

Daniel Fletcher remarked it will be useful for implementing KPI’s for clubs

There was general discussion about using the Hub and its use for the recording of clubs' assets, changes to committee and other important club information including the recording of historical assets, their value, how and where these are sourced.

Cr McIndoe questioned how maintenance issues can be managed through clubCOACH, does it have this ability?

Cr McIndoe complimented Michael on his presentation and thanked him for his attendance today.
| General Business | Cr McIndoe called for any General Business or discussion from the group. There was a short discussion on managing utilities with the Showgrounds’ user groups i.e. water, power, waste, is it possible and how to reduce the cost of these utilities to committees and how would they engage council to assist. Can council assist with professional help, such as supplying water points, is there any third party that can explain uses for solar power and water conservation and other alternatives.

Cr McIndoe stated that all requests are to go through Emma and the Sport and Recreation team. This was endorsed by Daniel Fletcher.

At 12.24pm Daniel Fletcher left the meeting.

The Committee briefly discussed the possibility of clubCOACH tracking CRM’s and Sport and Rec maintenance issues. |

| Meeting Close | The meeting closed at 12.30pm. |

**Next meeting:** TBA
12.1.2 Emerald Riding Park Proposal..... approx 15 mins

**EXECUTIVE SUMMARY:**

On 14 November 2017 a motion was carried that:

“Central Highlands Regional Council agrees in principle to the use of Council land described as Lot 13 on DSN8000086 and located approximately 13km’s west of Emerald on a temporary basis as a family riding park for motorbike enthusiasts. This agreement in principle would permit further development of an agreement with an incorporated community group. Any proposed agreement would require Council approval”.

To date Council has not received any expressions of interest from parties willing to undertake user group/management committee responsibilities if such a facility were to be developed. As such, the purpose of this report is to outline the additional costs which would be borne by Council if it were to take on the site management role to help clarify the cost-benefit value.

**OFFICER RECOMMENDATION:**

That Central Highlands Regional Council:

1. Note that no user-groups have been identified that are prepared to form an incorporated body to manage and to indemnify Council in the operations of a Family Riding Park for motorbike enthusiasts if such a facility were to be located in Emerald at Lot 13 on DSN8000086.
2. Not undertake the role of developing such a facility, or to manage the operations of such a facility until such time as a suitable incorporated body is formed and a suitable business case established to ensure its’ viability and sustainability.
3. Preserve the opportunity for members of the community to form an incorporated body to manage and to indemnify Council if such an expression of interest opportunity prevails over the next five (5) years.

**REPORT:**

*Introduction*

On 14 November 2017, the 13.1 Family Riding Park Proposal council report was presented to Council in which the motion was carried to enable an agreement in principle to permit an incorporated community group to take management of such a facility. This was in response to an initial request for council to consider supporting the short-term use for the land parcel (Lot 13 on DSN8000086) to be used for this type of activity.

The 2017 report stated that if the facility were to be developed, council would be exposed to several safety and environmental risks which would need to be mitigated. One mitigating action could be the appointment of an incorporated body under a leasehold agreement to manage the facility and indemnify council from operational risks. Such an arrangement would need to comply to an appropriate constitution and governance framework as set out in the Associations Incorporation Act 1981. The arrangement should also outline committee structure and insurance requirements for the controlling body.
Another form of management arrangement could be via an individual or commercial entity structure under the provisions of the Local Government Act 2009, where an Expression of Interest and an evaluation process would need to be applied to legally formalise the agreement.

To date council has not received any interest from a community organisation, commercial entity or individual to take on management responsibilities for such a facility.

Overview
This report endeavours to quantify the nett cost per rider to provide an indication of the cost-benefit value of the proposition. In balancing the community benefit of providing an Enduro bike styled Family Riding Park facility, the capital and operational costs likely to be incurred by council to manage such a facility in the absence of a separate entity take management control and indemnifying council need to be considered.

While the request for council to provide such a facility has been presented as a temporary proposal, substantial capital costs would need to be allocated to ensure CHRC undertakes its' duty of care obligations for users. The capital start-up costs required to establish such a facility would be the same whether the venture was a short-term or long–term operation. The same aspect would apply in terms of operational costs as these would be incurred on an annualised basis.

Methodology
The council report of 14 November 2017 mentioned a number of safety, environmental and service level aspects which would need to be successfully managed to reduce the manager’s risk exposure to a potentially acceptable and insurable level and to reduce potential conflict with neighbours. If Council were to manage the venture it would be increasing the organisations exposure to liability risks. This report seeks to identify the associated costs to implement controls to mitigate these safety, environmental and service level risks. Sensitivity analysis has accordingly been applied to help account for the cost of each ride visit based on 35, 70 and 140 visitors per week over 5, 20 and 40 year terms.

Liability Mitigation - Capital and Operational Costs
Motorbike Park activities are classified as high-risk which increases the exposure risk with the operating of any area that supports this activity. While Motorbike Park/Enduro Track activities are different to Moto-Cross (MX), they both share similarities in terms of exposure to safety hazards and environmental impacts and both require similar controls to be successfully managed. There are approximately 36 MX and Enduro-style facilities across Queensland, one third of these are managed by private operators while the rest are managed by a committee under an incorporated body and constitution. The privately managed facilities also value-add to their market offering by providing complimentary camping accommodation, and in some instances, food and beverage services.

Emerald, Blackwater and Tieri have clubs with MX facilities. Like all club managed facilities these require all users to be licensed riders with Motorcycling Queensland (MQ). Stringent conditions and obligations apply for licenced riders. Each licensee must be a registered member of a club and have completed either a Kickstart Program or a Rider’s Competency Assessment where gradings and log book compliance is required. Each rider must also present details of their personal accident certificate of currency.

At all times the local MX clubs supervise use of the track where trained stewards instruct riders on when they can use the track and officiate on safety aspects. Both Tieri and Emerald Motorcycle Clubs are only open a couple of times a month due to rostering limitations where both clubs only have a handful of practice supervisors and first aid officers. On race days an ambulance is on stand-by duty on site. This level of supervision is mandatory in order to service the obligations of their public liability insurance cover.

If Council were to be the manager of a Motorbike Park it would have a duty of care for all riders using the facility, and the same level of supervision would need to be provided to ensure validity of rider public liability insurance cover. This would include staff supervision at the point of entry to ensure all users are accredited and the enforcement of limits on the number of riders that can use the track at any one time.

Implementation of a safety inspection program to mitigate legal liability would also be required. Additional infrastructure to manage environmental impacts, safety hazards and to provide an adequate level of service for users are additional costs that would also need to be factored in.
Like any site, the proposed site (Lot 13/ DSN8000086) features several constraints which require both management and infrastructure controls in order reduce Councils’ liability as manager. These safety, environmental and service level aspects are listed below:

**Significant Safety Hazards**
- Visitors/riders trespassing on neighbouring properties
- Site access off State owned Capricorn Highway
- Site access crossing over Western Rail Corridor track
- Emergency access/first aid for injured riders
- Head-on collisions
- Collisions with spectators/walkers/animals
- Inexperienced riders (multiple ages and skill levels)
- Rider collisions with divots caused by erosion
- Rider collisions with fallen tree branches
- Rider collisions with tree roots camouflaged by long grass
- Rider collisions with vehicles

**Significant Environmental Impacts**
- Noise generated by bikes impacting neighbours
- After hours use impacting neighbours
- Effluent contamination of water system
- Conservation of protected vegetation
- Dust impacting air quality
- Litter

**Minimum Service Level Requirements**
- Visitor access to potable water for hydration
- Visitor access to bathroom amenities
- Visitor access to shaded seating/ waiting area

**The Management Model**
The following Capital cost and Operational cost tables define the significant safety and environmental risks of the venture as outlined above, and the methods and costs associated with mitigating their potential impact. The likelihood and consequence of rider collisions is high and to manage these threats the facility would need to be supervised by suitably qualified staff members (be they Council staff, contractors, volunteers or management committee members etc.) trained in First Aid and Practice Supervisor accredited by MQ. This officer would be responsible for the safety inspection program and would need to enforce conditions of entry requirements on the occasions where visitors and riders fail to comply. The officer would need to ensure that all riders are licensed with MQ and are insured at the point of entry, and to decline access when occupancy is full. The model allocates an operational time of 9am – 4pm Saturday and Sunday, with separate days for junior and adult riders. Along with depreciation of capital assets and maintenance liabilities the total projected annual operational costs are in the order of $90,900.

Substantial capital costs would also be required and some of these may be sourced from state government funding programs. The major costs are inclusive of perimeter fencing to prevent unauthorised use and animals from accessing the site: Car parking and amenities would also be required, along with separation of riders from spectators; road improvements at the highway turnoff and cross-over improvements to traverse the railway line to access the site. Additionally, site works to construct the riding tracks and to enable ambulance access are factored in. The total capital costs are in the range of $834,900 - $2,098,800, with the costings impacted by the scope for rail and road access improvements dependent on visitation.

A key challenge in making the facility safe rests with designing the track so that the riding experience still offers a sense of adventure, as the purpose of the sport is to acquire the skills needed to conquer the perceived threat intrinsic to the terrain.
<table>
<thead>
<tr>
<th>Aspect</th>
<th>Risk</th>
<th>Risk rating (likelihood &amp; consequence)</th>
<th>Mitigation</th>
<th>Probable opinion of cost (start-up)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land-use conflict impeding quality of life</td>
<td>Noise generated from bikes.</td>
<td>Low</td>
<td>N/A. Nearest residence 640m from highway.</td>
<td>0</td>
</tr>
<tr>
<td>After hours use.</td>
<td>High</td>
<td></td>
<td>Provide chain wire fencing &amp; gated access.</td>
<td>$250,000</td>
</tr>
<tr>
<td>Inappropriate behaviour, i.e. trespassing on neighbouring property.</td>
<td>Low</td>
<td></td>
<td>Managed under local laws.</td>
<td>0</td>
</tr>
<tr>
<td>Environmental impacts</td>
<td>Discharging of effluent.</td>
<td>High</td>
<td>Provide eco-toilet amenities.</td>
<td>$35,000</td>
</tr>
<tr>
<td>Protected vegetation.</td>
<td>High</td>
<td></td>
<td>Provide access barriers where necessary.</td>
<td>$15,000</td>
</tr>
<tr>
<td>Safety hazards</td>
<td>Site access from state highway and over rail corridor.</td>
<td>High</td>
<td>Road and rail line access treatments and cross-overs. Costs dependent on user occupancy.</td>
<td>$0.3 - $1.2m</td>
</tr>
<tr>
<td>Emergency access to all tracks.</td>
<td>High</td>
<td></td>
<td>Trail widths to be accessible to ambulances (note: this would diminish quality of the riding experience).</td>
<td>$80,000</td>
</tr>
<tr>
<td>Head on collisions</td>
<td>High</td>
<td></td>
<td>Provide directional signage (Note: placement of signage potentially introduces new hazards).</td>
<td>$5,000</td>
</tr>
<tr>
<td>Collisions with pedestrians/vehicles.</td>
<td>High</td>
<td></td>
<td>Provide separated area, i.e. combined carpark with covered seating/amenities area connected to access road (Note: design to comply to requirements of Disability Discrimination Act 1992).</td>
<td>$100,000</td>
</tr>
<tr>
<td>Uninsured riders and knowledge of conditions of use.</td>
<td>High</td>
<td></td>
<td>Provide signage advising uninsured riders (non MQ members) are prohibited. Signage to advise of conditions of use.</td>
<td>$1,000</td>
</tr>
<tr>
<td>Aspect</td>
<td>Risk</td>
<td>Risk rating (likelihood &amp; consequence)</td>
<td>Mitigation</td>
<td>Probable opinion of cost (annual)</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>------------</td>
<td>----------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>Land use conflict impeding quality of life.</td>
<td>After hours use</td>
<td>High</td>
<td>Allowance for staff to supervise facility on weekends.</td>
<td>Refer to Council supervision cost.</td>
</tr>
<tr>
<td>Environmental impacts.</td>
<td>Erosion may make tracks dangerous.</td>
<td>High</td>
<td>Undertake weekly inspection program.</td>
<td>Refer to Council supervision cost.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Repair divots and ruts after hours.</td>
<td>$2,000</td>
</tr>
<tr>
<td></td>
<td>Dust may impact air quality.</td>
<td>Low</td>
<td>N/A</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Effluent treatment.</td>
<td>High</td>
<td>Servicing of eco-toilets.</td>
<td>$600</td>
</tr>
<tr>
<td></td>
<td>Litter</td>
<td>High</td>
<td>Provide bin service.</td>
<td>$400</td>
</tr>
<tr>
<td>Safety hazards</td>
<td>Emergency access to all tracks.</td>
<td>High</td>
<td>Maintenance upkeep.</td>
<td>$4,000</td>
</tr>
<tr>
<td></td>
<td>Dehydration.</td>
<td>High</td>
<td>Maintain potable water storage tank/solar pump.</td>
<td>$400</td>
</tr>
<tr>
<td></td>
<td>Falling tree branches on tracks.</td>
<td>High</td>
<td>Undertake weekly inspection program.</td>
<td>Refer to Council supervision cost.</td>
</tr>
<tr>
<td></td>
<td>Tree roots camouflaged by long grass.</td>
<td>High</td>
<td>Undertake weekly inspection program.</td>
<td>Refer to Council supervision cost.</td>
</tr>
<tr>
<td>Public liability cover</td>
<td>Cover for injury or death.</td>
<td>High</td>
<td>In compliance with Motorcycling Queensland membership requirements.</td>
<td>$6,000</td>
</tr>
<tr>
<td>Council supervision (Note: could be reduced)</td>
<td>Maintenance of weekly safety inspections, waste</td>
<td>High</td>
<td>18 hrs per week @ $75/hr inclusive of vehicle.</td>
<td>$66,300</td>
</tr>
</tbody>
</table>

### Total Costs

- **Dehydration.**
  - High
  - Provide potable water storage tank/solar pump.
  - $5,000

- **Collisions with animals.**
  - High
  - Provide chain wire fencing & gated access.
  - Refer to after-hours use cost.

**TOTAL**

- $690,000 - $1,590,000

- Add 10% Project Coordination costs
  - $69,000 - $159,000

**TOTAL**

- $759,000 - $1,749,000

- Add 10% contingency
  - $75,900 - $174,900

**GRAND TOTAL**

- $834,900 - $2,098,800
or eliminated through the employment of contractors, use of volunteers, a caretaker or having a management committee in place).

and amenities upkeep, provision of access. Records upkeep. Weekend supervision.

Training of staff to undertake inspections, carry out maintenance duties.

Training cost. $1,200

TOTAL $81,150

40-year life asset depreciation value (not inclusive of road and rail treatment works).

GRAND TOTAL $90,900

Cost-benefit analysis
The following sensitivity analysis table estimates the cost of each ride visit based on 35, 70 and 140 visitors per week over 5, 20 and 40-year terms. The Tieri Motorcycle Club facility averages up to 10 riders on practice days and the Emerald Motorcycle Club facility attracts up to 40-50 riders on their practice days. Further to this the Emerald Motorcycle Club attracts 10-12 juniors during afterschool sessions which occur a couple of times per month. The Emerald Motorcycle Club has 220 members while the Tieri Motorcycle Club has around 30. On this basis it could be assumed that the proposed facility may attract between 35 - 70 riders per weekend. Over a 40-year term the subsidy cost per rider per visit would be in the range of $35.05 - $61.41.

Sensitivity Analysis – Projected cost per rider per visit
(Note: assigned costs are at present value)

<table>
<thead>
<tr>
<th>@ 35 riders per week (Note: road/ rail improvement access costs = $300,000 to suit capacity)</th>
<th>5 years</th>
<th>20 years</th>
<th>40 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital cost</td>
<td>$834,900</td>
<td>$834,900</td>
<td>$834,900</td>
</tr>
<tr>
<td>Operational cost</td>
<td>$454,500</td>
<td>$1,818,000</td>
<td>$3,636,000</td>
</tr>
<tr>
<td>TOTAL OUTGOINGS</td>
<td>$1,289,400</td>
<td>$2,652,900</td>
<td>$4,470,900</td>
</tr>
<tr>
<td>TOTAL VISITS</td>
<td>9,100</td>
<td>36,400</td>
<td>72,800</td>
</tr>
<tr>
<td>TOTAL COST PER VISIT</td>
<td>$141.69</td>
<td>$72.88</td>
<td>$61.41</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>@ 70 riders per week (Note: road/ rail improvement access costs = $750,000 to suit capacity)</th>
<th>5 years</th>
<th>20 years</th>
<th>40 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital cost</td>
<td>$1,466,850</td>
<td>$1,466,850</td>
<td>$1,466,850</td>
</tr>
<tr>
<td>Operational cost</td>
<td>$454,500</td>
<td>$1,818,000</td>
<td>$3,636,000</td>
</tr>
<tr>
<td>TOTAL OUTGOINGS</td>
<td>$1,921,350</td>
<td>$3,284,850</td>
<td>$5,102,850</td>
</tr>
<tr>
<td>TOTAL VISITS</td>
<td>18,200</td>
<td>72,800</td>
<td>145,600</td>
</tr>
<tr>
<td>TOTAL COST PER VISIT</td>
<td>$105.56</td>
<td>$45.12</td>
<td>$35.05</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>@ 140 riders per week (Note: road/ rail improvement access costs = $1,200,000 to suit capacity)</th>
<th>5 years</th>
<th>20 years</th>
<th>40 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital cost</td>
<td>$2,098,800</td>
<td>$2,098,800</td>
<td>$2,098,800</td>
</tr>
<tr>
<td>Operational cost</td>
<td>$454,500</td>
<td>$1,818,000</td>
<td>$3,636,000</td>
</tr>
<tr>
<td>TOTAL OUTGOINGS</td>
<td>$2,553,300</td>
<td>$3,916,800</td>
<td>$5,734,800</td>
</tr>
<tr>
<td>TOTAL VISITS</td>
<td>36,400</td>
<td>145,600</td>
<td>291,200</td>
</tr>
<tr>
<td>TOTAL COST PER VISIT</td>
<td>$70.15</td>
<td>$26.90</td>
<td>$19.69</td>
</tr>
</tbody>
</table>
**Economic viability**

Even with 140 riders per weekend, the subsidised cost per rider per visit over a 40-year term still amounts to $19.69 which is substantially high compared to other Council sponsored recreational activities. A more realistic figure for patronage would probably be 50 riders per weekend which would equate to $50 cost per rider per visit.

MX and Enduro Club facilities across Queensland are supported by membership fees, government grants and volunteer labour, while privately managed facilities are funded by a number of business streams, i.e. camping, food & beverage and gate takings, and it’s possible that some operators may likely have lower overheads partly because they have a higher risk appetite and may accordingly spend less on hazard controls?

In addition, a number of state forests are open for off-road motor bike riding and these amenities are unsupervised.

In an effort to reduce costs Council could reduce supervision and some capital infrastructure costs to improve economic performance but costs would have the potential to escalate significantly in the event of a serious injury, particularly if Council was found to be negligent where it would be liable for damages. A lower investment in hazard controls could also impact Council’s ability to reduce the limit public liability exposure.

There’s anecdotal evidence that some riders may be prepared to pay $30 per visit but the potential for this may be limited in view that many riders have access to ride on private properties at no cost or are members of the Tieri and Emerald Motorcycle Clubs who would effectively be market competitors. This last point raises the concern of Council potentially offering a facility providing a similar experience in competition to existing clubs and having to potential to impact on their viability.

**CONSIDERATIONS / IMPLICATIONS:**

**Corporate/Operational Plan Reference:**

1. Strong Vibrant Communities;
   1.1.1 - Provide and maintain accessible community services and facilities that meet the needs of our diverse communities.
   1.3 - Corporate Plan Strategy: Active and inclusive communities.
   1.3.2 - Lead and influence community participation in healthy and active lifestyles.
   1.3.3 - Facilitate opportunities for learning, social activities, community events, grants and funding programs.

2. Building and Maintaining Quality Infrastructure;
   2.1.2 - Implement an effective open space and recreational plan.

**Budget/Financial/Resourcing:**


It is recommended that the remaining funds in the above budget item be reallocated to other projects within the Community Recreation & Facilities Capital Works budget through the BR3 process.

Total capital costs would be in the range of $834,900 - $2,098,800, and annual operational costs are estimated at $90,900 per annum.

**Legal/Policy/Delegations:**

These would include:

- The Central Highlands Community Plan 2022
- The Central Highlands Regional Council Planning Scheme 2016
- Environmental Protection Act 1994
- The Work Health & Safety Act 2011
- JLT insurance policy conditions
Communication/Engagement:
A communications and engagement strategy would be required to be developed in the event that further feasibility investigations for the project were requested.

Communication occurred with various external bodies such as Motorcycling Queensland to inform the contents of the report. Internal consultation occurred with Council’s Insurance Officer to inform the comments on Councils’ exposure to liability risks.

Risk Assessment:
As outlined in the Liability Mitigation - Capital and Operational Costs section of this report, it is likely that the health & safety, financial and environmental level of risk would be outside CHRC’s risk appetite threshold.

Timings/Deadlines:
There are no identified timing or deadline requirements currently.

Alternatives considered:
1. That Central Highlands Regional Council undertake the role of developing and managing the operations of a Family Riding Park facility at Lot 13 on DSN8000086 west of Emerald.
2. That Council support the existing Motorcycle Clubs in the Central Highlands to expand their facility and rider experience offering than developed a green field site.

SUMMARY:
Noting that no community groups have expressed an interest to form a committee under the constitution and governance framework as set out in the Associations Incorporation Act 1981 to manage a proposed Family Riding Park Motorbike Facility at Lot 13 on DSN8000086 west of Emerald, this report analyses the cost-benefit value for CHRC to take ownership of management and liability responsibilities of the proposed facility.

Analysis of the proposal has identified that substantial costs would be imposed in managing significant safety and environmental risks, along with the delivery of amenities to meet an acceptable level of recreational service provision. A large portion of these costs would be warranted to ensure compliance to public liability insurance cover obligations.

There are approximately 220 Motorcycle Queensland registered riders in Emerald who already have access to moto-cross circuits in Emerald, Blackwater and Tieri, and some with access to overland trails on private property.

It was estimated that over a 40-year term, the probable cost subsidy for each rider per visit at the proposed motorbike park facility would be in the order of $50, with the commercial prospect of recovering 60% of these costs through gate entry takings of $30 per visit being highly unlikely. These types of ventures typically require community board and volunteer support to remain sustainable.

ATTACHMENTS:
1. Attachment 1 - Map of 13 DS N 80000086 [12.1.2.1]

– END OF REPORT –
12.1.3 Adoption of the Liveability Strategy .....approx. 15 mins

DECISION REPORT

Date: 16 April 2019 Presentation Duration: Approx. 15 minutes
To: General Council Meeting
Author: Kirstin Byrne, Manager Planning and Environment
Authorising Officer: Daniel Fletcher, General Manager Communities
File Reference: TBA

EXECUTIVE SUMMARY:

The Liveability Strategy as a work in progress report was referred to Council on 25 September 2018. Planning and Environment have further developed the Liveability Strategy to incorporate the feedback from Council members, but also to provide better linkage to Council’s key Corporate plans and respect legislative changes in terms of the State Planning Policy (SPP) under the Planning Act 2016.

Following the Strategy and Briefing session on 26 March 2019, further amendments were required to be made to the strategy to include references to inclusiveness and a new action item for the development of an access and inclusiveness plan and some other minor tweaks.

The strategy includes an action plan component which provides better alignment with Council’s priorities.

OFFICER RECOMMENDATION:

That Central Highlands Regional Council adopt the Liveability Strategy.

REPORT:

Council officers presented a revised draft of the Liveability Strategy to the Strategic and Briefing Forum Meeting of the 26 March 2019. At that time Council members noted only some slight tweaks that required a little more development prior to adoption of the strategy:

- More references to ensuring inclusivity in the plan.
- A new action plan to develop an access and inclusivity plan.
- Other slight tweaks in grammar and formatting i.e tense and the correct Corporate plan.

Previous reworkings of the strategy:
Council officers presented a working draft of the Liveability Strategy to the Strategic and Briefing Forum Meeting of the 25 September 2018. At that time Council members noted a number of areas requiring more work:

- Better connectivity with Council’s Corporate Plan and Operation Plan.
- Links to other key strategies such as the Youth Strategy.
- More positive baselines in terms of context information and statistics.
- Inclusion of an action plan that, among other matters, provide clear actions - linked to current and planned work programs.
- Actions are to be geared toward attracting and retaining people within the region.
- Synthesise with similar strategies developed by other local governments.

The extensive redraft of the Liveability Strategy has involved:

- Review of the connectivity to Councils Corporate Plan and Operational Plan, and other key strategies such as the Youth Strategy.
- Review of cohesion between the Strategy and outcomes of participatory plans such as the Community Plan 2022 and the Strategic Directions generated for each centre in the region.
- Identification of other key Council strategies and assessments where liveability based aspirations are expressed e.g. Recreation and Open Space Strategy (Ross Consultants, 2014).
- Review of other liveability strategies about local governments in Queensland, NSW and Victoria.
- Liaison with Sunshine Coast Regional Council about their Liveability and Sustainability Strategy.
- Review of other State and national frameworks where liveability has been the focus e.g. Infrastructure Australia’s Smart City program.
- Audit of the provisions of the State Policy Plan (SPP) State Interest Guideline ‘Liveable Communities’ to ensure heads of consideration under the SPP are identifiable with the Liveability Strategy (this helps with the amendments to be made to the Planning Scheme, and its subsequent operation).
- Alignment of the base information and action plan Strategic Directions with the Key Priorities of the Corporate Plan.

The challenge in the revision was to maintain links to the information that was provided to the community during participatory fora, respecting their inputs, while revising the focus of future actions that guarantees consistency with Council’s Corporate Plan.

Making places more attractive, with quality lifestyle and livelihood opportunities, helps with sustaining communities and economic growth – outcomes which help with overall community wellbeing and the liveability of places. The focus has been on providing key actions that assist with bringing Council’s services together to work toward this end.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference:
1. Strong Vibrant Communities;
   1.3.1 - Lead active community planning and engagement by encouraging community participation and input into council’s decision making.
   1.3.2 - Lead and influence community participation in healthy and active lifestyles.

3. Supporting our Local Economy;
   3.1.2 - Promote the Central Highlands as a region for tourism and development opportunities.
   3.1.4 - Advocate and support the development of the Central Highlands as a regional hub.

4. Protecting our People and our Environment;
   4.1.4 - Promote community safety and well-being.

Budget/Financial/Resourcing:
Development of key actions within the plan have been built into the proposed 2019/20 budget.

Legal/Policy/Delegations:
Not applicable

Communication/Engagement:
The plan will be published on Council’s website and promoted at the DA Forum on 15 April 2019 (in draft format). A physical copy of the Strategy will be available at all of Council’s transaction centres for perusal.

Risk Assessment:
Not applicable

Timings/Deadlines:
Not applicable

Alternatives considered:
That Central Highlands Regional Council do not adopt the Liveability Strategy.
SUMMARY:

The Liveability Strategy has been subject to significant amendment and additions to now provide a cohesive strategy that identifies actions that are plausible and link to Council’s key priorities and current work programmes. Changes requested during the Strategy and Briefing Forum on 26 March 2019 to include more references to inclusiveness and add additional action items have been addressed.

The key actions contained within the Liveability Strategy will help guide Council’s services in making places more attractive; with quality lifestyle and livelihood opportunities that help with sustaining communities and ensuring continued economic growth.

ATTACHMENTS:

1. Updated Central Highland Livability Strategy [12.1.3.1]

– END OF REPORT –
Liveability Strategy and Action Plan 2019-2020

ACHIEVING A SUSTAINABLE CENTRAL HIGHLANDS
Most of us aspire to live in a place that offers opportunity for the best quality of life, income security, healthy lifestyle options, security for our families and choices for our future wellbeing.

We want to live within a tolerant community which is resilient to disasters and human shocks, is socially, culturally and economically prosperous, and has a healthy, pleasing environment capable of providing a sustainable future. These are all aspects of the liveability of a place or region.

How do we achieve these aspirational objectives given that life and the systems around us are dynamic? Our lifestyles and livelihoods face constant change and pressures, sometimes influenced by factors from outside of our region such as economic downturns and population decline.

How we improve the liveability of the Central Highlands region – from our larger centres to our smaller areas – is a key challenge for council and communities.

This Liveability Strategy and Action Plan addresses these pertinent questions. It brings together the thoughts, ideas and suggestions generated from community and stakeholder engagement and communications.

It supports other key strategies, schemes and action plans of the Central Highlands Regional Council and the Central Highlands Development Commission, as well as those of key industry groups, civil society representatives, non-government organisations and State and Federal level stakeholders.

Its formulation has been driven by community aspirations expressed through multiple forums. Community drive will also be central to its implementation with expected nurtured improvement over time.
Liveability is understood by many to mean the factors or elements that make up a community’s quality of life. These often include the natural, managed or modified biophysical environments; aesthetics of places; social stability; equity and robustness; connectedness of community members; and safety from hazards, disasters or crime. Other measures include access to good food, health and social services and infrastructure; economic opportunity and wellbeing; learning and educational opportunities; cultural and recreational opportunity; entertainment and sport options; and, for some, challenges and the chance to explore. The needs and aspirations of people among the Central Highlands’ communities vary, as does their view on what should be key priorities to improve their quality of life. This Liveability Strategy and Action Plan recognises differences in needs, values and aspirations. It provides the framework for council to deliver integrated and concrete actions in partnership with its communities, to improve peoples’ quality of life and wellbeing. Creating high quality lifestyle and livelihood opportunities throughout our region helps to sustain communities and economic growth – outcomes which boost overall community wellbeing.

Why Liveability?

Over the past decade liveability has become a popular term used at national, state and local levels in land use planning, development management and community development. Governments, private enterprise, professional associations and civil society groups recognised the community calls for improvements in health and wellbeing, town and city attractiveness and the need for sustainable development. Rapid city urbanisation, changes in the form of development, and economic decline in some regional areas were driving forces behind these calls for improvement. People and communities perceived threats to their lifestyle and livelihood choices. Concern about the implications of climate change, the severity of disaster events, loss of critical habitats and increased waste and pollution also increased during this period. As a result, people called for better and more attractive public spaces, better designed urban systems, better connectivity between and within communities, more stability, security in investment and social cohesion. All are important components of what can be described as the ‘liveability’ of a place. While liveability is increasingly a key inclusion in placemaking and community development, it is not entirely a new concept. People have always asked why others live where they do or moved to where they are or have had to explain why they like living where they are. The change has been in accepting that, where development planning is concerned, the concept of liveability is essential in delivering community expectations regarding lifestyle quality, security with the integration of crime prevention activities as part of urban planning and design. Crime Prevention Through Environmental Design (CPTED) approaches provide strategies aiming to reduce victimisation, deter offender decisions that precede criminal acts, and build a sense of community among inhabitants. It is a multi-disciplinary approach using urban and environmental design to reduce crime and deter destructive behaviour. The smart city movement has grown exponentially in Australia since 2005, informed by the international movement initiated by the United Nations in 2012. As with its European counterpart, the Australian smart city movement has focussed on the use of Information and Communication Technology (ICT) to improve systems of urban management, with liveability one of its drivers. The Infrastructure Australia Smart City program promotes the use of electronic data collection sensors to supply information that enables the efficient management of assets and resources. Data is collected from residents and surveillance and monitoring devices and is processed to monitor several networks including transport, energy suppliers, water supply and waste management. Data collection also enables monitoring of law enforcement and the use of pedestrian systems, schools, libraries, hospitals, and other community services. The smart city concept integrates technology to optimise the efficiency of urban operations and services.

The Emergence of Liveability in Practice

Place making in urban and regional planning and urban design has emerged over the past 40 years as a direct result of communities wanting to have better places to live, work and play. Over the past 25 years the importance of connectivity through integrated infrastructure, access to services and green corridors has evolved. Engineering, architecture and landscape designing are now key inputs when placemaking for liveability. Community development and healthy city programs have, over the past 15 years, ensured that the physical and social environments of places consider inclusiveness, health and wellbeing services. Action is also occurring in policing and security with the integration of crime management of assets and resources. Data is collected from residents and surveillance and monitoring devices and is processed to monitor several networks including transport, energy suppliers, water supply and waste management. Data collection also enables monitoring of law enforcement and the use of pedestrian systems, schools, libraries, hospitals, and other community services. The smart city concept integrates technology to optimise the efficiency of urban operations and services.

Where and How Do We Apply Liveability Concepts?

The notion of liveability can be varied as it is applied to places, communities, regions and nations. It can cover a wide scale as it is applied to everything from separate sites, localities, local streets, town centres and suburbs, to communities, townships, rural areas, cities, regions and states. In all cases, people have different perceptions of what liveability means. Investment in town services has historically been theme or sector based. The issue and needs of the day might have been ‘improved pedestrian access’ and the responses were: review of the provision of pathways; evaluation against supply standards; building of new pathways of priority. Often, however, more footpaths around a town will do little to improve the liveability of a place. An integrative liveability approach would result in the cornerstone of action being to connect people and places. Considerations would centre on connectivity between living areas and town focal points; attractiveness along the route (e.g. shaded water features and groves of healthy trees); nodes of goods and services and health and social services. Consideration would also be given to various design elements (e.g. bus shelters strategically located along paths, seating at important junctures, landscaping to improve the aesthetics and micro-climate conditions). Therefore, liveability applies to places at various scales with connectivity being a key ingredient. Urban and landscape design elements are incorporated from the outset to ensure works are aesthetically pleasing and offer good built and natural environments. Of course, a hierarchy of networks such as roads, pedestrian pathways or active transport routes may still dictate priorities.
Central Highlands Regional Council Liveability Strategy and Action Plan 2019-2020

48 of 411

48 of 411

Central Highlands Regional Council Liveability Strategy and Action Plan 2019-2020

HOW DOES THIS STRATEGY FIT WITH OTHER COUNCIL PLANS AND STRATEGIES?

The Liveability Strategy and Action Plan will complement other long-term strategies of the Central Highlands Regional Council, including the ‘Central Highlands Community Plan 2022’ and the Central Highlands Development Corporation’s ‘Central Highlands Economic Master Plan (CHEMP)’. It will align with council’s Corporate Plan 2017-2022 and inform amendments to the CHRC Planning Scheme 2016.

Alignment with Corporate Plan

Council’s commitment to create strong and vibrant communities is a key priority in the Corporate Plan 2017-2022. This priority identifies the Liveability Strategy and Action Plan as an important part of meeting the needs of the region.

Lifespan

The strategy and action plan will have an estimated two-year lifespan to recognise the dynamic nature of the document and the fact that actions from this strategy will sit with other documents, all of which will ultimately require updating to enable advancement.

Planning for change

Change, whether rapid or progressive, positive or negative, is complex and challenging and demands consideration of research, policy development, planning, and decision making.

To ensure this strategy includes the drivers of change, it has considered population statistics; cultural diversity; education; housing; employment; transport health and wellbeing; socio-economic status; and aspects of community strength.

This also helps with establishing the baseline, by enabling us to determine ‘where we are now’.

WHAT DOES THIS STRATEGY DO?

This strategy provides a framework for the monitoring and planning for concrete actions on the ground by setting clear strategic directions to guide urban and rural development necessary for sustainable and healthy liveable communities.

It focuses on the spatial liveability elements of the region through to the community spaces within its towns.

The Liveability Strategy and Action Plan will assist council in its land use and infrastructure planning and development management initiatives to service the needs of the population by identifying determinants of what the communities believe is important in terms of specific actions to improve liveability.

This strategy proposes an integrated approach to planning for the future, based on:

► The built and natural environment – sustaining a quality of life in balance with the environment
► Economic prosperity – strengthening meaningful employment opportunities
► Social stability and wellbeing – developing and strengthening the bonds fundamental to a healthy, vibrant society
► Equity and access to services – ensuring connectivity of people to places
► Education – allowing guidance of young people to ensure children achieve the best possible start in life
► Cultural and recreation opportunities – develop and strengthen opportunities involving tourism; sport and recreation.

The strategy recognises that by planning ahead and making sustainable choices at the right time, the Central Highlands can look forward to a sustainable future in which a balance between the natural and the built environment can be achieved with maintained sustainable, liveable communities.

The strategy recognises that by planning ahead and making sustainable choices at the right time, the Central Highlands can look forward to a sustainable future in which a balance between the natural and the built environment can be achieved with maintained sustainable, liveable communities.

Challenges and Benefits

Population growth or decline in the region presents many challenges in supporting existing local communities and their capacity to deal with change.

Economic factors, demographics and the dispersed nature of settlement provides for complex challenges.

Community wellbeing is influenced by geographic location, access to transport, appropriate and affordable housing, family and social support, adequate income and employment, quality built and natural environments, community safety and optimal health.

A strong healthy community who are confident in the liveability of their towns, their localities and their places can have positive impacts on the actual and perceived liveability of the region by others.

Liveability satisfaction has flow-on effects for residents by helping to attract new businesses and investment, stimulate migration to the region and retain families in the towns. Stable and sustainable growth brings greater diversity of services and community activities.
Central Highlands
liveability profile

The Central Highlands region encompasses an area of approximately 60,000 square kilometres and is the home to 28,002 people (Census 2016). The Central Highlands region is defined by 13 unique and diverse communities and their surrounding rural areas:

- Arcadia Valley
- Bauhinia
- Blackwater
- Bluff
- Capella
- Comet
- Dingo – Karramara
- Duaringa – Apis Creek
- Emerald – Gindie and Fernless
- Rolleston
- Gemfields – Anakie, Bogantungan, Rubyvale, Sapphire and Willow Gemfields
- Springsure – Buckland, Lochington, Orion and Tresswell
- Tieri

Emerald is the largest town within the Central Highlands with 15,091 people (2016), an increase of 256 from the 2011 Census. It acts as the regional hub for the outlying towns and areas to access government facilities, education and health facilities.

The region is rich in minerals and agriculture, thriving on irrigation sourced from water storage on the Nogoa and Comet rivers and claiming the largest sapphire-producing fields in the southern hemisphere.

Major freight routes through the region include the north-south link between Charters Towers and northern New South Wales – identified as the inland transport alternative between Cairns and Melbourne.

The region is strategically located at the gateway to western Queensland, is near the coast and has connectivity to other regions within Queensland through the existing transport network.

The Central Highlands is defined as a vibrant region with a diverse economy based on:

- A globally competitive coal mining industry
- Robust and resilient agriculture and horticultural industries including beef, grain, cotton, grapes, melons and citrus
- Dynamic small to medium-size businesses
- Professional and government sectors
- Adequate availability of commercial, industrial and residential land
- An evolving tourism market
- Major health and education services
- Significant new infrastructure and construction projects.

**POPULATION**

The total number of people residing in the Central Highlands in 2017 was 28,684. This represents an increase of 1,088 people (3.94%) from the 2007 total of 27,596 people.

Among the Central Highlands’ population, the proportion of youth is much higher than that of the state population; conversely the proportion of seniors in the region is much lower (see infographic right).

This has implications for the direction and focus of infrastructure, social services and physical activities. Population and development analysis for the local government infrastructure plan (LGIP2) using 2016 data from the Queensland Government Statistics Office (QGSO) indicates there are currently 13,344 dwellings in the Central Highlands with a forecast need of 16,266 dwellings by 2036. Nurtured growth in the resources and agriculture sectors has seen sustained growth evidenced through commercial and housing investment since 2017.

Queensland Government Statistics Office (QGSO) indicates there are currently 13,344 dwellings in the Central Highlands with a forecast need of 16,266 dwellings by 2036. Nurtured growth in the resources and agriculture sectors has seen sustained growth evidenced through commercial and housing investment since 2017.
Estimates indicate that the region has relatively low unemployment rates – 4.5% unemployment compared to the Queensland average of 6.3% according to the ABS Labour Force Survey, conducted in December 2018.

As of the last Census (2016), 64.8% of the Central Highlands population was working full time, compared to the state average of 57.7%.

The strength in employment is underpinned by activities associated with the key industry sectors of mining and resources, construction and agriculture.

In addition, there is strong representation across other supporting sectors of employment such as health, education and transport and logistics.

The relatively low unemployment rate signals that efforts to attract employees should be a priority. This is a primary driver for this Liveability Strategy.

Indigenous culture thrives in the Central Highlands region with Aboriginal people accounting for 4.3% of the region’s population.

Historic development and investments across a range of sectors has also attracted more people who were born overseas.

Cultural diversity brings different forms of investments, knowhow and variety to communities which helps with social cohesion.

### Socio Economic Status

The region is considered to have a relatively low degree of disadvantage compared to other areas of Queensland.

The Central Highlands has a Socio-Economic Indexes for Areas (SEIFA) score of 1033, which is higher than the score for the whole of Queensland (1002) and only slightly lower than the score for Brisbane (1048).

This degree of advantage is an indication that the community in the Central Highlands positively benefits from past social and economic investments and contributions to their way of living (including housing, employment, social services, etc.) to raise them above the Queensland average.

### Education

Approximately 54% of the resident population over the age of 15 have completed year 12 or equivalent and around 20% have completed year 10 or equivalent. Combined, approximately 74% of this population has completed secondary schooling – a very high proportion when compared to other regions and coastal centres.

Approximately 38% of the population has completed post-secondary school qualifications, Certificate III and above. This is a well-educated population across the region. Such statistics should drive future social and education services toward knowledge extension and research – which in turn can advance the critical employment sectors of agriculture, resource extraction and technology.

### Cultural Diversity

Indigenous culture thrives in the Central Highlands region with Aboriginal people accounting for 4.3% of the region’s population.

Historic development and investments across a range of sectors has also attracted more people who were born overseas.

Cultural diversity brings different forms of investments, knowhow and variety to communities which helps with social cohesion.

### Income

Median weekly incomes (People aged 15 years and over)

- **Central Highlands**
  - Personal income: $843
  - Household income: $1823

- **Queensland**
  - Personal income: $660
  - Household income: $1402

### Employment Overview

The Central Highlands Regional Council Liveability Strategy and Action Plan 2019-2020
The regional transport network is critical to the economic development of the Central Highlands as it facilitates the transport of export goods to domestic and overseas markets, enables importation of critical technology such as mining equipment, and increases the avenues for tourism sector growth. The Central Highlands is a pivotal regional centre, connecting the west of Queensland to major ports on the east coast and connecting the region to northern regional New South Wales. The region is dependent on a handful of major highways and particularly reliant on the Capricorn Highway through Blackwater to Rockhampton.

Continued investment and improvements to transport infrastructure will allow continued economic output and growth. During the recent mining upturn, tens of millions of dollars were invested in housing and community infrastructure throughout the region.

The rail network is critical within the region to service the agriculture and resources sectors. It predominantly carries coal heading to the export market. The health of the resource extraction and agriculture sectors will result in increased travel numbers over time. The burgeoning tourism sector and growth in the specialised service sectors will boost visitors and business traffic.

In 2016-2017, the airport recorded 208,284 passengers, representing a moderate downturn in travellers from 2015-2016 (232,488). This aligns with the downturn in the mining sector since 2014. Since then passenger numbers have increased to 220,000 supporting signs of moderate economy growth visible through other indicators (e.g. residential vacancy rates).

The greatest representation in the general population is the dominance of the 30-64 year olds, which is the ‘working age’ group representing 48.4% of the population. This shows we are an active and busy community in which services for livelihoods as well as lifestyle choices are in demand.

Review of profiles and projections helps with identifying priority areas in strategy development. These in turn inform the basis of the indicators that can be used in strategy implementation, monitoring and community engagement processes. They have already assisted in establishing what aspects of liveability the community believes are important.

Understanding the age group composition of the population and the influence on the migration to and from the region provides valuable insights into where we are now. Trends and projects are also invaluable in determining future requirements for the region, particularly transport, employment, services, recreation, environmental spaces and amenity.

More than 10,000 people moved to and from the region during the mining upturn from 2008-2013. The growth and injection into the Central Highlands’ economy were significant and the corresponding influence the industry has on the population profile is evident. However, prolific growth is invariably followed by large downturns.

Sustained and nurtured growth in other sectors such as agriculture has cushioned the region from dramatic impacts to some extent, but the importance of diversity within the economy is borne out of this experience.

The population profile for the Central Highlands region displays a relatively even ‘bell shape’ across years of age, except for those aged between 10 and 29 years. This is typical with active working communities in regional Australia where a large percentage of outside workers migrate for defined work engagements and/or teenagers/early 20s leave for advanced education, training or job seeking.

The population profile for the Central Highlands region displays a relatively even ‘bell shape’ across years of age, except for those aged between 10 and 29 years. This is typical with active working communities in regional Australia where a large percentage of outside workers migrate for defined work engagements and/or teenagers/early 20s leave for advanced education, training or job seeking.
What is liveability for the Central Highlands region?

Extensive public consultation and community engagement was carried out to establish what our region’s people considered to be important in terms of creating a liveable environment. The consultation and engagement included people of all ages, and backgrounds. Contemporary methods to garner ideas were used including the ‘Faces and Places’ activity where participants were asked to fill in poster sheets which featured blanks within statements e.g. “I live in _____” and “The Central Highlands is a great place to live because _____”.

The results from the engagement forums were used to provide a scoring in the importance of a variety of liveability themes related to peoples’ quality of life ideals. Common areas of significance agreed through the participants’ inputs were found.

**Areas of significance to the community**

The results from the engagement forums were used to provide a scoring in the importance of a variety of liveability themes related to peoples’ quality of life ideals. Common areas of significance agreed through the participants’ inputs were found.

1. Community and lifestyle
   - Incorporates aspects of what makes a community great in terms of activity: places to relax, mingle and socialise, sport and recreational facilities and activities, the availability and quality of social infrastructure, community facilities, the ability to service healthy cultural and community groups, the variety of retail and other forms of shopping and service provision or the forms of entertainment that people want to pursue.
   - It also relates to aspects of design and aesthetics – of our living environment: designs of our centres, key natural features, streets, neighbourhoods and open spaces.
   - Essentially it is the composite of things we aspire for to improve our quality of life.

2. Health and social services
   - Relates to the availability and quality of health care, including emergency, specialist, disability and aged care, and the availability and quality of food.

3. Safety
   - Relates to comfort and safety of people in the community whether it be from conflicts, crime, or natural or human induced disasters.
   - It includes the resilience of our living spaces, the adaptability to change (climate and disaster) and affordability of our living choices.

4. Education
   - Relates to the availability and quality of private and public education, such as tertiary, technological or vocational training and education.

5. Open space and natural environment
   - Relates to the natural environment assets we have and the availability and quality of man-made open spaces within the region. The quality of waterways, valued landscapes, status of waste and pollution, of pests and invasive species are also included.
   - Community benefits from aesthetic and ecosystem services are sought.

6. Infrastructure
   - Relates to the connectivity within and between communities in terms of peoples’ interaction, the need for physical internal and external connections, the need for active transport systems in addition to the usual motorised systems, and the quality and availability of network services such as open space, water supply, drainage, sewage collection (and treatment).
   - Housing, information and communication technology and telecommunications are also important aspects.

7. Economy
   - Relates to the provision of bases, including human capital, that will provide the framework for healthy investment, sustainable development and job creation (which features longevity and diversity).
WHAT THE COMMUNITY THINKS

Follow up consultation asked stakeholders to review the themes and rank them in terms of what aspects of liveability were important to them. The respondents ranked the liveability themes in order of importance from one (highest importance) to seven (least importance).

The results were collated as were additional ideas, concerns and aspirations under each of the liveability themes. A total of 162 formal responses were received. Of those, 99 were from females and 63 from males. A total of 34% of the respondents were aged 18 years and under.

Community and lifestyle, and health and social services were the top liveability themes, with economy and infrastructure scoring less. The results were used to confirm the robustness of each of the nominated themes, to ensure they could be used to aggregate the range of feelings people expressed.

Feedback to the multiple engagement sessions displayed the nature of variance in people’s perspectives on liveability.

THEMES, STRATEGIC ACTION AREAS AND INDICATORS

The agreed liveability themes were aligned with a composite of the Key Priorities of the CHRC Corporate Plan 2017-2022 and the regional outcomes documented in the Community Plan 2022. Under the Planning Act 2016 by virtue of the amended State Planning Policy there is a state interest guideline ‘Liveable Communities’ which requires Planning Schemes to incorporate liveability components. These heads of consideration were also considered. The outcome was the nomination of key ‘Strategic Directions’ for action.

Central to any good strategy and action plan is the agreement on benchmarks of ‘where we are now’ and ‘where we wish to go’. Criteria for ‘liveability’ are not new: livelihoods, social development, social justice and environmental objectives are already components scattered among key community plans, strategies, operational and implementation plans.

What is needed is an aggregation of these ‘liveability’ objectives, ideas and criteria into a concise roadmap for action. Indicators as performance measures for each Strategic Direction were, therefore, informed primarily by Council’s strategic plans and policies, as well as the State Planning Policy requirements.

A landmark ISO standard 4 37120:2018 has recently been released, outlining key measurements for evaluating a city’s or region’s service delivery and quality of life.

It is adaptable to the situations of centres in regional Australia, including the Central Highlands, and shall become a robust base to enable longer term marking of progress.

It will enable Council members, planners, infrastructure managers, business leaders and designers to focus on key deliverables for more liveable, tolerant, sustainable, resilient, economically attractive and prosperous communities.

The workings of the ISO 37120:2018 indicators will be incorporated in Council’s future Sustainability Strategy and will enable the monitoring of liveability for the region.

SUSTAINABLE DEVELOPMENT OF COMMUNITIES

ISO 37120 Indicators for City Services & Quality of Life
ISO 37122 Indicators for Smart Cities
ISO 37120 Indicators for Resilient Cities

Bringing liveability to action

Strategic directions with their nominated specific goals and actions cover the range of themes of importance nominated by community members: community and lifestyle, health and social services, safety, education, open space and natural environment, infrastructure and economy.

They are packaged to directly align with council’s key priorities nominated in the Corporate Plan 2017-2022 and Community Plan 2022, and to address requirements of the State Planning Policy - state interest guideline ‘Liveable Communities’.

This alignment assists with mainstreaming priorities across council’s operations, ensuring continuing support.

The Liveability Strategy and Action Plan should be considered a dynamic document that can be enlightened by continuing community engagement that has become standard practice for council in the delivery of its services.

Figure 14: Relative ranking of the seven indicators at community engagement.

ISO 37120 Indicators for City Services & Quality of Life
ISO 37122 Indicators for Smart Cities
ISO 37120 Indicators for Resilient Cities

Bringing liveability to action

Strategic directions with their nominated specific goals and actions cover the range of themes of importance nominated by community members: community and lifestyle, health and social services, safety, education, open space and natural environment, infrastructure and economy.

They are packaged to directly align with council’s key priorities nominated in the Corporate Plan 2017-2022 and Community Plan 2022, and to address requirements of the State Planning Policy - state interest guideline ‘Liveable Communities’.

This alignment assists with mainstreaming priorities across council’s operations, ensuring continuing support.

The Liveability Strategy and Action Plan should be considered a dynamic document that can be enlightened by continuing community engagement that has become standard practice for council in the delivery of its services.

4 International Organisation for Standardisation. ISO.Vienna. Switzerland
Central Highlands Regional Council Liveability Strategy and Action Plan 2019-2020

STRATEGIC DIRECTION 1: QUALITY URBAN DESIGN

Goal
Well-designed communities that support wellbeing and enhance quality of life.

Principles
i) Promote attractive, adaptable and accessible built environments and enhance personal safety and security.
ii) Maximise local character and cultural history/features to support community identity, while promoting innovation and adaptive re-use.

What we want to see:
Quality urban design of buildings and public spaces that improves amenity, enhances local character and provides comfort and safety.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Performance Measures</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generate Urban Design Guidelines with schematics of how to retain or enhance built form for commercial, industrial and residential areas</td>
<td>Guidelines generated and accepted as part of desired standards of service</td>
<td>Dec 2019</td>
</tr>
<tr>
<td>Ensure heritage assessments nominate elements of the key streetscapes of towns that can be re-invigorated to confirm local identity</td>
<td>Heritage assessments for each key town</td>
<td>Dec 2019</td>
</tr>
<tr>
<td>Establish desired standards of service for public area beautifications through clever use of landscaping, treatments, designed public facilities and public art</td>
<td>Desired standards of service to support urban design guidelines</td>
<td>Dec 2019</td>
</tr>
<tr>
<td>Capture key urban design principles in the Planning Scheme (through future amendments) to enable implementation of design guidelines and desired standards of service</td>
<td>Major/minor Planning Scheme amendments</td>
<td>Mar 2020</td>
</tr>
<tr>
<td>Pilot urban design projects in town centres to demonstrate best practice in urban design and community spacemaking: master plans, detailed design, construction</td>
<td>Plans for four pilot streets</td>
<td>Jun 2019</td>
</tr>
<tr>
<td>Detailed design two streets</td>
<td></td>
<td>Dec 2019</td>
</tr>
<tr>
<td>Construction one street</td>
<td></td>
<td>Aug 2020</td>
</tr>
<tr>
<td>Pilot activities in crime prevention through environmental design (CPTED) in target areas within towns – tie with streetscape beautification program</td>
<td>CPTED principles introduced in design guidelines</td>
<td>Jun 2019</td>
</tr>
<tr>
<td>Pilot activities via detail designs</td>
<td></td>
<td>Dec 2019</td>
</tr>
<tr>
<td>Implementation 1 centre</td>
<td></td>
<td>Aug 2020</td>
</tr>
</tbody>
</table>

***STRATEGIC DIRECTION 2: NATURAL ENVIRONMENTS AND PUBLIC OPEN SPACE THAT INSPIRES AND REINVIGORATES***

Goal
Attractive and accessible natural environments and public open space.

Principles
i) Enhancing areas of visual and scenic amenity, protecting views and vistas that are aesthetically appealing.
ii) Maintaining and enhancing public access and use of natural areas and waterways in a manner that is environmentally sustainable.
iii) Planning for public open space that is functional, accessible and connected, and supports sporting, recreational and community activities.
iv) Natural places and manicured open spaces that provide environmental services (e.g. water quality management).

What we want to see
Networks of natural areas and open space, including active and passive recreation areas that have high amenity, and help with extremes in local climate.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Performance Measures</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update the Open Space and Recreation Plan (CHRC, 2014), especially the design standards, and review the gaps in open space provision</td>
<td>Provision audit</td>
<td>Jun 2019</td>
</tr>
<tr>
<td>Ensure open space design standards are more inclusive of environmental sustainability criteria, especially the means to massively enhance amenity and well-being</td>
<td>Revised Open Space and Natural Areas design standards</td>
<td>Mar 2019</td>
</tr>
<tr>
<td>Identify areas of high scenic amenity and important views and vistas and consider means to protect these in Planning Scheme amendments</td>
<td>Regional and site-based assessment report</td>
<td>Mar 2020</td>
</tr>
<tr>
<td>Review areas of local environmental significance, especially those associated with waterways that may assist in providing networks by connecting open spaces</td>
<td>Regional and systems-based assessment report</td>
<td>Jun 2020</td>
</tr>
<tr>
<td>Establish desired standards of service for public area beautifications through clever use of landscaping, treatments, designed public facilities and public art</td>
<td>Desired standards of service to support urban design guidelines</td>
<td>Dec 2019</td>
</tr>
<tr>
<td>Capture key urban design principles in the Planning Scheme (through future amendments) to enable implementation of design guidelines and desired standards of service</td>
<td>Major/minor Planning Scheme amendments</td>
<td>Mar 2020</td>
</tr>
<tr>
<td>Use agreed landscaping and quality urban design guidelines to soften ‘hard’ surfaced public open space areas to increase amenity and address the heat island effects</td>
<td>Priorities set via community engagement</td>
<td>Mar 2020</td>
</tr>
<tr>
<td>Ensure key provisions of the Open Space and Recreation Plan are incorporated in Planning Scheme amendments</td>
<td>Natural Areas assessment report Sustainability Strategy</td>
<td>Sep 2020</td>
</tr>
<tr>
<td>Implement pilot activities in crime prevention through environmental design (CPTED) in target areas within towns – tie with streetscape beautification program</td>
<td>CPTED principles introduced in design guidelines</td>
<td>Jun 2019</td>
</tr>
<tr>
<td>Pilot activities via detail designs</td>
<td></td>
<td>Dec 2019</td>
</tr>
<tr>
<td>Implementation 1 centre</td>
<td></td>
<td>Aug 2020</td>
</tr>
</tbody>
</table>
Strategic Direction 3: Vibrant Places and Spaces

Goal
Planning for active and diverse towns, centres and neighbourhoods with high amenity, visual appeal and lifestyle function.

Principles
i) Landscape and design elements at various scales that create spaces for active and leisure-based lifestyle choices for communities.
ii) A mix of land uses that can meet the diverse demographic, social, cultural, economic and lifestyle needs of the communities.
iii) Facilitating urban consolidation where social, environmental and economic criteria can be met and design quality balances the intensification of development.
iv) Quality designed places at neighbourhood and street levels that satisfy the demand for ‘public’ area dining, entertainment, cultural gatherings and leisure.

What we want to see
Vibrancy at town centre, neighbourhood and street levels where there are diverse uses/activities that enable people to satisfy their daily needs with limited efforts.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Performance Measures</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage vibrancy of town centres and neighbourhoods through diversity in mixed and/or complimentary uses (e.g. retail, offices, services, education, dining, entertainment, community and health facilities)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manage compatibility between different uses and activities while ensuring high livelihood, lifestyle and living area amenity (development assessment tools inclusive of liveability criteria)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure ‘desired standards of service’ encourage places that assist economic and cultural development through clustering community and cultural facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning provisions that create places and spaces of high-quality design at town centres and neighbourhoods encouraging social and economic interaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure neighbourhood layout and design responds well to local market, cultural heritage, physical features, landscape and urban settings, existing facilities and movement networks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use precint or local area plans to capitalise on unique settings, character areas, or cultural heritage places – for social, cultural or sustainable economic development through tailored planning provisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respect the changing needs of community by including planning provisions that enable flexible and adaptive commercial spaces/spaces – for retail and cafes as well as commercial activity in public places within neighbourhoods and centres</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encourage vibrancy of town centres and neighbourhoods through diversity in mixed and/or complimentary uses (e.g. retail, offices, services, education, dining, entertainment, community and health facilities)</td>
<td>Local business promotion events</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Manage compatibility between different uses and activities while ensuring high livelihood, lifestyle and living area amenity (development assessment tools inclusive of liveability criteria)</td>
<td>Development assessment tables in major Planning Scheme amendments</td>
<td>Jun 2019</td>
</tr>
<tr>
<td>Ensure ‘desired standards of service’ encourage places that assist economic and cultural development through clustering community and cultural facilities</td>
<td>Centres master plans inform an update of Desired Standards of Service</td>
<td>Jun 2020</td>
</tr>
<tr>
<td>Planning provisions that create places and spaces of high-quality design at town centres and neighbourhoods encouraging social and economic interaction</td>
<td>Major Planning Scheme amendments</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Ensure neighbourhood layout and design responds well to local market, cultural heritage, physical features, landscape and urban settings, existing facilities and movement networks</td>
<td>Use of Urban Design Guidelines and desired standards of service</td>
<td>Jan 2020</td>
</tr>
<tr>
<td>Use precint or local area plans to capitalise on unique settings, character areas, or cultural heritage places – for social, cultural or sustainable economic development through tailored planning provisions</td>
<td>Trial use of Local Area Plan – 1 completed</td>
<td>Mar 2020</td>
</tr>
<tr>
<td>Respect the changing needs of community by including planning provisions that enable flexible and adaptive commercial spaces/spaces – for retail and cafes as well as commercial activity in public places within neighbourhoods and centres</td>
<td>Planning Scheme amendments</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

Strategic Direction 4: Infrastructure that Connects

Goal
Connected communities with a mix of pedestrian, cycling, road transport and public transport systems designed for high amenity outcomes.

Principles
i) Linked active and traditional transport networks provide connectivity within and between communities.
ii) Quality transport networks and infrastructure increase efficiencies, productivity and quality of life.
iii) Access to all users’ needs to be provided with capacity for multiple transport modes where necessary.
iv) Active transport routes and networks can capitalise on open space areas, especially those that coincide with waterways to provide pleasant amenity.
v) Quality landscaping and design features can reduce the visual impact of transport and infrastructure networks, enabling water harvesting that can be used to maintain landscaping.

What we want to see
Communities well serviced with mixed active and contemporary transport systems, with integrated networks that incorporate quality landscaping and design features.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Performance Measures</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage vibrancy of town centres and neighbourhoods through diversity in mixed and/or complimentary uses (e.g. retail, offices, services, education, dining, entertainment, community and health facilities)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manage compatibility between different uses and activities while ensuring high livelihood, lifestyle and living area amenity (development assessment tools inclusive of liveability criteria)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure ‘desired standards of service’ encourage places that assist economic and cultural development through clustering community and cultural facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning provisions that create places and spaces of high-quality design at town centres and neighbourhoods encouraging social and economic interaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure neighbourhood layout and design responds well to local market, cultural heritage, physical features, landscape and urban settings, existing facilities and movement networks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use precint or local area plans to capitalise on unique settings, character areas, or cultural heritage places – for social, cultural or sustainable economic development through tailored planning provisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respect the changing needs of community by including planning provisions that enable flexible and adaptive commercial spaces/spaces – for retail and cafes as well as commercial activity in public places within neighbourhoods and centres</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encourage vibrancy of town centres and neighbourhoods through diversity in mixed and/or complimentary uses (e.g. retail, offices, services, education, dining, entertainment, community and health facilities)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manage compatibility between different uses and activities while ensuring high livelihood, lifestyle and living area amenity (development assessment tools inclusive of liveability criteria)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure ‘desired standards of service’ encourage places that assist economic and cultural development through clustering community and cultural facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning provisions that create places and spaces of high-quality design at town centres and neighbourhoods encouraging social and economic interaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure neighbourhood layout and design responds well to local market, cultural heritage, physical features, landscape and urban settings, existing facilities and movement networks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use precint or local area plans to capitalise on unique settings, character areas, or cultural heritage places – for social, cultural or sustainable economic development through tailored planning provisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respect the changing needs of community by including planning provisions that enable flexible and adaptive commercial spaces/spaces – for retail and cafes as well as commercial activity in public places within neighbourhoods and centres</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encourage vibrancy of town centres and neighbourhoods through diversity in mixed and/or complimentary uses (e.g. retail, offices, services, education, dining, entertainment, community and health facilities)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manage compatibility between different uses and activities while ensuring high livelihood, lifestyle and living area amenity (development assessment tools inclusive of liveability criteria)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure ‘desired standards of service’ encourage places that assist economic and cultural development through clustering community and cultural facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning provisions that create places and spaces of high-quality design at town centres and neighbourhoods encouraging social and economic interaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure neighbourhood layout and design responds well to local market, cultural heritage, physical features, landscape and urban settings, existing facilities and movement networks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use precint or local area plans to capitalise on unique settings, character areas, or cultural heritage places – for social, cultural or sustainable economic development through tailored planning provisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respect the changing needs of community by including planning provisions that enable flexible and adaptive commercial spaces/spaces – for retail and cafes as well as commercial activity in public places within neighbourhoods and centres</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
STRATEGIC DIRECTION 5: COMMUNITY FACILITIES AND UTILITIES

Goal:
Well-located and designed community facilities and utilities effectively and efficiently serving communities.

Principles:

i) A range of community facilities and utility services (education, health, emergency services, arts and cultural, telecommunications, information technology) are best located as complementary development in places of high-level infrastructure servicing.

ii) Facilitating development in a logical and orderly sequence enables cost-effective delivery of infrastructure and utility services, with savings able to be guided toward quality design and landscape treatment.

iii) Education infrastructure and services shall cater for the whole of life education demands (primary, secondary schooling, tertiary, technical and vocational training).

iv) Planning provisions shall ensure development is designed to support connection to fibre telecommunications infrastructure.

v) Development areas for emergency service provision needs to be strategically provided – and be well serviced by hazard free transport routes.

vi) Quality community facilities and utilities are the cornerstone of meeting the needs of current and future communities to enable a prosperous and cohesive society.

What we want to see:
Well-designed community facilities and utilities co-located in landscaped settings – serviced by multi-model transport links including active transport.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Performance Measures</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community facility and utility services reviews and assessments shall prejudice quantity considerations in favour of good location, efficient, high quality designed and cost-effective facilities and services</td>
<td>Reviews and assessments completed using urban design guidelines</td>
<td>Jun 2020</td>
</tr>
<tr>
<td>Planning Scheme amendments identify valuable assets to include provisions to protect, enhance, expand and further connect community facilities and utility services vital to communities</td>
<td>Major Planning Scheme amendments</td>
<td>Dec 2020</td>
</tr>
<tr>
<td>For new development areas or where redevelopment is occurring make efficient use of existing nearby community facilities and utility services to limit the burden of costs on the community</td>
<td>Land use assessment associated with community facility reviews</td>
<td>Jun 2020</td>
</tr>
<tr>
<td>Infrastructure, community facilities and utility service provision shall respond to changing societal habits, being the advancement of emerging technologies, that will change movement patterns and increasing the need for access to world-class digital infrastructure</td>
<td>Digital technology and infrastructure needs accommodated in major Planning Scheme amendments</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Desired standards of service for community facilities and utility services shall be generated to be catchment based and help determine the need for expansion or extension of services or new trunk services</td>
<td>Based on community facility reviews - update Desired Standards of Service</td>
<td>Sep 2020</td>
</tr>
<tr>
<td>The Planning Scheme shall encourage complementary development about critical community facilities and utility services and avoid incompatible uses (location of hospitals with healthcare and allied services, the schools and childcare facilities)</td>
<td>Major Planning Scheme amendments</td>
<td>Ongoing</td>
</tr>
<tr>
<td>The strategic framework of the Planning Scheme shall include code provisions that ensure development is able to connect to fibre telecommunications infrastructure</td>
<td>Major Planning Scheme amendments</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

STRATEGIC DIRECTION 6: INVESTMENT AND EMPLOYMENT

Goal:
New business, investments and employment flourish as the region’s prosperous identity becomes established.

Principles:

i) Economic investment is stimulated by towns, centres and neighbourhoods which demonstrate orderly development of high amenity.

ii) Healthy town centres with a mix of convenience, discretionary and service retail thrive the best.

iii) Well planned and managed urban development provides for cost effective infrastructure and utility service provision.

iv) Clear and simplified approval management systems encourage local families to invest and develop, assisting with affordability.

v) A thriving and prosperous community can invest in housing affordability and job creation.

What we want to see:
A diverse economic base where there is certainty and confidence in investments.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Performance Measures</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning Scheme amendments shall ensure that provisions encourage investment in a diverse range of economic opportunity areas</td>
<td>Major Planning Scheme amendments</td>
<td>Ongoing</td>
</tr>
<tr>
<td>The Regional Economic Development Incentive (REDI) program shall be broadened and actively promoted to stimulate economic investment</td>
<td>Major review of REDI promotional campaign with CHDC</td>
<td>Sep 2019</td>
</tr>
<tr>
<td>Through master planning or use of local area plans (LAP), reveal opportunities for unique investment in town centres and rural areas where environmental sustainability can be assured</td>
<td>Trial Master Plan and draft LAP - rural investment target</td>
<td>Dec 2019</td>
</tr>
<tr>
<td>Ensure planning and development processes assist with equitable provision of affordable housing choices</td>
<td>Simplify provisions via major Planning Scheme amendment</td>
<td>From Jun 2019</td>
</tr>
<tr>
<td>Planning Scheme amendments to support the development of the Central Highlands as a regional hub through collaborative efforts with the Central Highlands Economic Development Corporation</td>
<td>Major Planning Scheme Amendment 3 to be implemented</td>
<td>From Jun 2019</td>
</tr>
</tbody>
</table>
DECISION REPORT

Date: 16 April 2019  Presentation Duration: Approx. 15-20 minutes

To: General Council Meeting

Author: Kirstin Byrne, Manager Planning and Environment

Authorising Officer: Daniel Fletcher, General Manager Communities

File Reference:

EXECUTIVE SUMMARY:

Since 2017, the Local Government Association of Queensland (LGAQ) has facilitated the Queensland Climate Resilient Councils (Q CRC) backed by funding from the State Government. The funding is to support up to 32 Queensland councils to build capacity in planning and responding to a changing climate. This program has now been expanded and the Central Highlands Regional Council (CHRC) has been invited to join the program and take advantage of the free services and products it offers.

OFFICER RECOMMENDATION:

That Central Highlands Regional Council accept the invitation by the Local Government Association of Queensland and join the Queensland Climate Resilient Council’s program and take advantage of the free services and products it offers

REPORT:

The LGAQ and the Department of Environment and Science (DES) have established a partnership to support local governments in Queensland to plan for and respond to climate change. The program commenced in 2017 with a select 32 Councils and has just been opened up to include the whole of the state to provide free services and products to Council’s that opt in.

The QCRC services being offered to Council, free of charge include:
1. Face to face climate briefing – to the Executive Leadership Team and Councillors
2. Detailed Governance Assessment – assessment and rating of 17 governance indicators against world leading practice standards and provide recommendations
3. Leading practice resources for Councillors and staff
4. Queensland Local Government Climate and Risk Management Framework
5. Grants to pilot 2 Local Government Climate Risk Management Strategies. Two (2) grants available from a total funding pool of $125k. (Clarity is being sought on whether this funding pool is exclusive to each Council or whether this $125k is for all participating Councils)

Should Council resolve to participate in the program, a two hour briefing is required to be attended by the Executive Leadership Team and our Elected Members. It would anticipated that this would be scheduled during a Strategic and Briefing Forum to ensure attendance.

What it means for Council
There are opportunities with opting into this free service being provided by the LGAQ including potential policy changes in the planning scheme about building resilient communities. There may be opportunities with Council’s Disaster Management Team in relation to seeking grant opportunities for up to 2 Local Government Climate Risk Management Strategies.
CONSIDERATIONS / IMPLICATIONS:

**Corporate/Operational Plan Reference**
4. Protecting our People and our Environment;
   4.1.1 - Ensure the region’s sustainability through integrated, well-planned development.
   4.2.1 - Collaborate with stakeholders to manage our built and natural environment.

**Budget/Financial/Resourcing:**
Nil, the LGAQ is providing the Q CRC program and its services for free.

**Legal/Policy/Delegations:**
Nil.

**Communication/Engagement:**
Nil.

**Risk Assessment:**
Nil.

**Timings/Deadlines:**
A prompt resolution on this matter will allow CHRC to write to the LGAQ and accept the invitation to take advantage of the free services and products it offers.

**Alternatives considered:**
That Central Highlands Regional Council reject the invitation by the Local Government Association of Queensland to join the Queensland Client Resilient Council’s program.

**SUMMARY:**

Since its inception in 2017, the Q CRC has helped 32 Councils in terms of working to shape policy and provide direction to Council on being resilient to climate changes. The extension to the wider Queensland to utilise and participate in this free service is a great opportunity for the Central Highlands Regional Council to be part of to help shape policy and potentially provide grant opportunities to pilot these climate risk management strategies.

**ATTACHMENTS:**

1. Invitation to Participate - Queensland Climate Resilient Councils [12.1.4.1]

– END OF REPORT –
12 March 2019

Councillor Kerry Hayes
Mayor
Central Highlands Regional Council
PO Box 21
EMERALD QLD 4720

Dear Mayor Hayes

Invitation to participate in the Queensland Climate Resilient Councils (Q CRC) Program

As you would be aware, recent natural disasters have again impacted the state’s economic productivity and taken a significant and long-term toll on communities and highly valued environments. The response of the financial and insurance sectors to the implications of a changing climate will also have consequences for our communities and councils.

Proactive action and the ability to demonstrate how councils are considering and acting to mitigate and/or take advantage of these changes is becoming increasingly important. The Queensland Treasury Corporation and Jardine Lloyd Thompson (managers of the Local Government Mutual Liability Scheme) confirm this is important to supporting future financing and affordable reinsurance for councils.

The State funded, LGAQ delivered, Q CRC program was launched in 2017 to support up to 32 Queensland councils to build capability in planning for and responding to a changing climate.

As you may be aware, the program has been expanded and is now available to all Queensland councils.

I would like to extend an invitation to your council to join the program and take advantage of the free services and products it offers. These services include:

- In-house briefings on the implications of a changing climate with national and international topic experts;
- Detailed governance assessments, measuring council’s progress in the consideration of a changing climate in decision-making;
- A package of best practice resources and Climate Risk Management Framework;
- Climate Risk Management Framework workshops;
- A peer to peer platform to extend knowledge sharing and learning beyond singular events to ongoing opportunities for interaction for a growing statewide community of practice; and
Two grants to pilot the development of a local government area or regional multi-stakeholder climate risk management strategy - from mid-2019.

Participating in this program will provide support to your council and its staff to better understand and respond to risks in their functional areas and build a more climate resilient council and community. I encourage you to consider applying to participate in this program, using the attached application form. For more information, please refer to the attached flyer or visit the Q CRC website.

In the interim, if you have any further questions, please contact the Program Manager, Ms Dorean Erhart at dorean.erhart@lgaq.asn.au or 3000 2202.

Yours sincerely

MAYOR MARK JAMIESON
President

Cc: Mr Scott Mason, Chief Executive Officer, Central Highlands Regional Council
The Q CRC purpose

The Local Government Association of Queensland (LGAQ) and the Department of Environment and Science (DES) have established a partnership to support local governments in Queensland to plan for and respond to a changing climate.

The Q CRC is a five year program working with Queensland local governments to strengthen internal council decision-making processes to respond to climate challenges. There are currently 32 councils participating in the program.

Why is this program needed?

The best available science tells us that our climate is changing and the impacts of this will affect the way we work, live and play, but we can adapt to such changes and still enjoy our lifestyles and stay safe.

All good leaders understand that strong leadership must be supported by strong governance. Without the right governance arrangements in place, decision-making – particularly in diverse and complex organisations like councils – loses focus, and high priority goals and objectives suffer.

In 2016, the Queensland Government undertook a statewide desktop assessment of local government governance arrangements and found that councils need to strengthen critical frameworks for climate resilience decision-making.

Ten indicators were reviewed and scored according to a practice standard ranging from 'none' (score 0) through to 'advanced' (score 40). The best performing councils achieved 'Basic Practice' level, well below the 'Good Practice Benchmark' (20).

Climate Planning ©2016

Individual council scores are available on request.

Free services to councils

The Q CRC program is offering all Queensland councils that apply, a free:

1. Face to face climate briefing

The program provides an opportunity to discuss the implication of a changing climate on your council's priorities through free face to face meetings with relevant specialists.

Each face to face briefing will provide your council and executive management team, information about how changes to your region’s climate may impact your council's priorities. The experts can cover: legal and liability issues; insurance; financial risks; economic; infrastructure and social considerations.

2. Detailed Governance Assessment

The Governance Assessments will assess and rate 17 governance indicators against world leading practice standards and provide clear practice improvement recommendations.

Only publicly available information was considered in the statewide governance assessments, meaning some councils are possibly integrating risks and opportunities more effectively than the results suggest.

http://qcrc.lgaq.asn.au
Each governance assessment will review available documents, interview key staff and survey council officers to provide the participating council with an in-depth report of findings and recommendations. The LGAQ has engaged Climate Planning, a recognised leader in local government climate risk management governance, to undertake this work.

3. Leading practice resources for councillors and staff

The program provides leading practice resources for planning and decision making for climate change mitigation and adaptation.

A scan and review of existing national and international resources and tools has been undertaken. Using existing resources as a basis, a tailored package of best available tools and materials will be developed in consultation with participating councils.

A web-based platform will allow easy access to available resources for each functional area of council. Regional workshops will familiarise participating councils with the platform and resources.

4. Queensland Local Government Climate Risk Management Framework

Guided by the key principles for local level climate risk planning and action, the framework is intended to be a cyclic and integrated process with nine key decision points for action. Each decision point provides the user with context for why that step is important and what leading practice in completing that step looks like.

5. Grants to pilot Local Government Climate Risk Management Strategies

The Program will make available two grants from a total fund of $125K to councils wishing to pilot the development of a multi-stakeholder climate risk management strategy in their local government area or at a regional scale.

How to participate

The services are open to all Queensland councils.

To access the services and resources, your council must first participate in a face to face briefing.

Only councils that have received a face to face briefing and undertaken a governance assessment will be eligible to apply for a grant to undertake a pilot local government climate risk management strategy.

How to apply

Contact Ms Dorean Erhart, Program Manager - Q CRC, on:
T: +61 7 3000 2202
M: +61 408 774 495
e: dorean_erhart@lgaq.asn.au

Go to the Q CRC program website at: http://qcrc.lgaq.asn.au and fill in an application form.
APPLICATION FORM

This form is to be used by Queensland local governments wishing to participate in the Queensland Climate Resilient Councils (Q CRC) program. As a participant in the program, councils have access to free:

- Face to Face Climate Briefing;
- Climate Governance Assessment;
- Local Government Community of Practice;
- Climate Risk Management Framework;
- Leading Practice Resources; and
- One of two Multi-stakeholder Climate Risk Management Strategy Grants.

Councillors may apply for both a Face to Face briefing and a Governance Assessment at the same time using this application form.

The fine print

To be eligible to apply for a climate risk management strategy pilot grant, your council must have participated in both a Briefing and detailed Governance Assessment prior to the application deadline.

1. Eligibility for a Face to Face Briefing

All Queensland local governments are eligible to apply for a Face to Face briefing.

Your Mayor and CEO must approve the request as the briefings are specifically intended for councillors and the executive management team.

What happens at a Face to Face Briefing?

The 2 hour Face to Face Briefing will provide your council and executive management team, information about the implications of a changing climate on council as an organisation and on other key areas of interest.

The program is accessing national and international specialists from across the country to provide these briefings.

At a minimum, each briefing will provide presentations on:

- Legal considerations;
- Financial and insurance implications; and
- Importance of good governance.

Additionally, each council may choose up to two other topics of interest. The program will source an expert to provide the best available information for at least one if not both topics.

We will confirm your council’s priority topics ahead of the briefing to select the most appropriate experts.

Additional topics may be selected from the following list:

- Detailed brief on insurance and insurability;
- Economic implications;
- Social considerations;
- Cultural considerations;
- Implications to the agriculture sector;
- Implications and opportunities of a low carbon future;
- Considerations for infrastructure; and
- Considerations for public and private assets.

Contact the program manager if council is interested in a different topic. The program will try to accommodate special requests.

The fine print

By applying to participate in the program, council’s elected members and executive management team are committing to participating in a 2 hour briefing.
2. Eligibility for a Governance Assessment

To be eligible for a free detailed Governance Assessment, council must either:

- Have participated in a Q CRC Face to Face briefing; or
- Demonstrate that its current leadership already understands climate impacts and a commitment to progressing actions to build resilience.

Examples of how a council can demonstrate its current leadership’s understanding and commitment include:

- Council briefings made to council and the executive management team;
- Development of a council policy or strategy to address implications of a changing climate, future resilience or sustainability (where it includes consideration of future hazards and emissions reduction);
- Budget allocation to implement an existing policy or strategy addressing the impacts of a changing climate, future resilience or sustainability (where it includes consideration of future hazards and emissions reduction).

What is delivered in a Governance Assessment?

Only publicly available information was considered in the statewide governance assessment, meaning some councils are possibly integrating changes with our climate more effectively than the results suggest.

The detailed Governance Assessments will assess and rate 17 governance indicators against world leading practice standards and provide clear recommendations for improvement.

Each Governance Assessment reviews relevant council documents, interviews key staff and surveys council officers to provide the participating council with an in-depth report of findings.

The findings and recommendations will be provided in a static report and through a series of dynamic dashboards on Informed.City™, a visualisation tool developed by Climate Planning, who are recognised leaders in local government climate governance.

Climate Planning will present the results to council and the executive management team, providing an opportunity to explore the outcomes and their implications in more detail.

The Governance Assessments will allow you to compare your council against other similar councils’ results in the statewide governance assessment.

3. Eligibility for a climate risk management strategy grant

To be eligible to apply for one of two grants to pilot the preparation of a Multi-Stakeholder Climate Risk Management Strategy, council must have:

- Received a Face to Face Briefing; and
- Undertaken a Governance Assessment; or
- Provided evidence of an independently undertaken governance assessment; and
- Provided at least one representative to participate in the Local Government Community of Practice.

Please visit https://q crc.lgaq.asn.au for more information.

Still have questions?

Please call Ms Dorean Erhart on
07 3000 2202 or 0408 774 495
Email: Dorean.Erhart@lgaq.asn.au
APPLICATION FORM

Please complete and return the form to: Jessica_Upton@lgaq.asn.au

<table>
<thead>
<tr>
<th>COUNCIL NAME:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTACT NAME:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EMAIL:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PHONE:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**WISHING TO RECEIVE:**

- Face to Face Briefing
- Governance Assessment

(If you are applying without a prior face to face briefing, please attach examples demonstrating current leadership's understanding and commitment – see page 1)

- Both

**MAYOR & CEO APPROVAL:**

- Confirmed
  - (Mayor)
  - (CEO)

(or other evidence e.g. signed briefing or council resolution)

- Pending

**FACE TO FACE BRIEFING – REQUIRED INFORMATION**

<table>
<thead>
<tr>
<th>COUNCIL PRIORITY TOPICS:</th>
<th>Detailed brief on insurance and insurability</th>
<th>Implications and opportunities of a low carbon future</th>
</tr>
</thead>
<tbody>
<tr>
<td>(OPTIONAL – INDICATE BY NUMBERING 1 &amp; 2 IN ORDER OF PREFERENCE)</td>
<td>Economic implications</td>
<td>Considerations for public and private assets</td>
</tr>
<tr>
<td></td>
<td>Social considerations</td>
<td>Implications to the agriculture sector</td>
</tr>
<tr>
<td></td>
<td>Cultural considerations</td>
<td>Considerations for infrastructure</td>
</tr>
</tbody>
</table>

**POTENTIAL BRIEFING DATES**

1.  
2.  
3.  
4.  
5.  
6.
12.1.5 RAL013.1-2018 - Reconfiguring a Lot (1 into 2) - Blackwater Road Rolleston - KH Tyson ..... approx 10 mins

DEVELOPMENT APPLICATION REPORT

Date: 16 April 2019
To: General Council Meeting
Author: Sarah Ronnfeldt, Principal Planner Development Assessment
Authorising Officer: Daniel Fletcher, General Manager Communities
File Reference: <ECM Reference>

EXECUTIVE SUMMARY:
The application involves a subdivision over a rural property located east of Rolleston. The proposal intends for the two (2) existing uses operating on the lot to sit on individual freehold titles. The application is described as Reconfiguring a Lot: one (1) lot into two (2) lots, and required impact assessment. Public notification was carried out between 8 February and 4 March 2019. One (1) submission in support of the application was received during this time.

The main planning issues associated with the subdivision of rural land relate to a possible decrease in the production and efficiency of agriculture. Fragmentation of rural properties can lead to a shift in land use away from primary production which increases the risk of conflict and the alienation of agricultural resources.

The planning scheme seeks to mitigate potential impacts through the use of minimum lot sizes, appropriate setbacks and buffers from sensitive receptors. Additionally, it reflects the State’s planning policies that ensures land resources capable of sustained and profitable agricultural production are maintained. The proposed development has been assessed against the requirements of the Central Highlands Regional Planning Scheme 2016 (the planning scheme). It is considered that the proposed subdivision is generally compliant the planning scheme and as such, the application should be supported, subject to the conditions detailed in this report.

OFFICER RECOMMENDATION A:
That the application for Reconfiguring a Lot: one (1) lot into two (2) lots on land located at Blackwater Road, Rolleston described as Lot 2 on RP610747 is approved subject to the following conditions:

1. APPROVED PLANS AND DOCUMENTS
The development must be carried out generally in accordance with the stamped approved plans and documentation as detailed in the following schedule and any amendments arising through conditions of this approval:

<table>
<thead>
<tr>
<th>Document / Plan Title</th>
<th>Date</th>
<th>Reference</th>
<th>Prepared by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposed Subdivision of Lot 2 on RP610747</td>
<td>12/04/2018</td>
<td>61340</td>
<td>Murray &amp; Associates (QLD) Pty Ltd</td>
</tr>
</tbody>
</table>

Where there is any conflict between the conditions of this approval and the details shown on the approved plans and documents, the conditions of approval must prevail.

Timing: Prior to the release of the Survey Plan.

2. GENERAL – APPROVED PLANS – PLAN CERTIFICATION
Certification must be provided by a Cadastral Surveyor that the lots have been created in accordance with approved plans.
3. GENERAL – RELEASE SURVEY PLANS
Council will not endorse or release the survey plan for this development until such time as:
   a) All conditions attached to this approval have been fully satisfied;
   b) A letter of compliance is received demonstrating the development’s compliance with all conditions of this approval; and
   c) All outstanding rates and charges relating to the site have been paid.

Timing: Prior to the release of the Survey Plan.

4. WORKS – APPLICANT’S EXPENSE
All works, services, facilities and/or public utility alterations required by this approval or stated conditions, whether carried out by Council or otherwise, must be at the applicant’s expense unless otherwise stated.

Timing: Prior to the release of the Survey Plan

5. DAMAGE TO COUNCIL ASSETS AND SERVICES
Any damage caused to existing services and assets above or below the ground must be repaired:
   a) Where the damage would cause a hazard to a pedestrian or vehicle safety, immediately; or
   b) Where otherwise, upon completion of the works associated with the development.

Any repair work which proposes to alter the alignment or level of existing services and assets must be referred to the relevant service authority for approval.

Timing: At all times.

6. BUILDINGS AND ENCUMBRANCES
Provide evidence that all buildings and structures located on the site are fully contained within a single lot, generally in accordance with the approved plans.

Timing: Prior to the release of the Survey Plan.

7. DEVELOPMENT STANDARDS – PROVISION OF UTILITIES
Electricity and telecommunications must be provided and maintained for each allotment that contains built development. Evidence must be provided to Council, from relevant service providers that satisfactory arrangements have been made for such services. Future development must be provided with electricity and telecommunications in accordance with the standards and requirements of the Central Highlands Regional Council Planning Scheme 2016 or other relevant planning instrument.

Timing: Prior to the release of the Survey Plan and maintained thereafter.

8. PROVISION OF WATER SUPPLY
Provide each lot with potable water from an on-site water storage sufficient to meet demand for potable water and fire-fighting purposes, unless approved otherwise by a development approval for Material Change of Use.

Timing: Prior to the release of the Survey Plan and maintained thereafter.

9. SEWERAGE TREATMENT
On-site sewerage treatment and disposal must be provided for current and future built development within the subject site in accordance with the Queensland Plumbing and Wastewater Code 2011, AS1547:2012 On-Site Domestic Wastewater Management and Council’s Plumbing and Drainage Policies.

Timing: Prior to release of the Survey Plan and maintained thereafter.
10. STORMWATER DRAINAGE
All stormwater, with the exception of water captured on-site in rainwater tanks, must be able to drain from the site and carried to a lawful point of discharge, without causing nuisance to any person. The lawful point of discharge is any natural gullies and/or water courses.

Timing: At all times.

OFFICER RECOMMENDATION B:
That in relation to the application for a Development Permit for Reconfiguring a Lot: one (1) lot into two (2) lots on land located at Blackwater Road, Rolleston described as Lot 2 on RP610747, Council resolves to issue an Infrastructure Charges Notice for the amount of $10,940.

REPORT:

1.0 OVERVIEW

PROPERTY DETAILS

<table>
<thead>
<tr>
<th>Site address</th>
<th>Blackwater Road Rolleston</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Area</td>
<td>63 hectares</td>
</tr>
<tr>
<td>Landowner</td>
<td>Keith Herbert Tyson and Nicole Dianne Tyson</td>
</tr>
<tr>
<td>Existing use of land</td>
<td>Livestock transport with residential dwelling and clearing yards</td>
</tr>
</tbody>
</table>

APPLICATION DETAILS

<table>
<thead>
<tr>
<th>Application No.</th>
<th>RAL013.1-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant</td>
<td>Keith Herbert Tyson</td>
</tr>
<tr>
<td>Application description</td>
<td>Reconfiguring a Lot – 1 lot into 2 lots</td>
</tr>
<tr>
<td>Date application properly made</td>
<td>7 November 2018</td>
</tr>
<tr>
<td>Decision due date</td>
<td>29 April 2019</td>
</tr>
</tbody>
</table>

Proposal To separate two (2) existing land uses

Main Issues/Resolution                                                   Resolution
- Under minimum lot size (2,000ha)                                      Proposal demonstrates compliance with planning scheme performance, overall and Strategic framework outcomes.

CONSULTATION DETAILS

External Referral Department of State Development Manufacturing, Infrastructure and Planning

Internal Referral The application was referred to the following Council Officers for comment and conditions to be included with the Officer’s recommendation:
   a) Strategic Planner; and
   b) Development Engineer.

Submissions NIL

Objections - 0 Support - 1
   Rodney Perrett

Key issues raised by submitters Significance of the clearing yards to the beef cattle industry and the township of Rolleston.

STATUTORY DETAILS

Corporate Plan Objective 4.2 “Continue to provide and improve development processes and enhance town planning for future generations” is considered to be relevant to the consideration of the development application relating to this use of the land.

CQRP Designation Priority Agricultural Area
2.0 PROPOSAL BACKGROUND
On 5 July 2018  Pre-lodgement meeting held
On 11 October 2018 Development Application lodged to Council
On 7 November 2018 Application properly made
On 26 November 2018 Confirmation Notice issued
On 3 December 2018 CHRC Information Request issued
On 1 January 2019 SARA issued their Concurrence Agency Response
On 29 January 2019 Applicant responded to Information Request
On 8 February 2019 Public Notification Period 8 February to 4 March 2019
On 7 March 2019 Notice of Compliance received
On 16 April 2019 Application presented to Council
On 30 April 2019 Decision Making Period ends

3.0 SITE AND SURROUNDS DESCRIPTION
“Kenworth Park” is a 63 hectare property located directly east of the Rolleston township. It has not been included within the Urban growth boundary and lays solely within the Rural zone. The site is identified on the Agricultural overlay as “Agricultural Land Classification A” and on the Regional infrastructure overlay as adjacent to a mapped stock route and a State-controlled road.

Land uses immediately surrounding the property include Recreation and open space (horse and motorcycle sports), Community facilities (telecommunications tower), and Rural (open grazing land). The land is not identified on the Flood hazard overlay mapping nor is it impacted by biodiversity constraints or encumbered by any easements or interests in favour of a third party.

Figure 1: Zoning Map of Rolleston
4.0 BACKGROUND
A pre-lodgement meeting was held with Council planning officers at 11:03am, on 5 July 2018.

Assessment officers issued a request for further information on 3 December 2018, asking the applicant to:
- Provide evidence that the subject site is not suitable for cropping;
- Demonstrate that the proposal will not result in the loss of viable primary productive land; and
- Demonstrate the community interest in the development (planning need).

The applicant responded to all items on 29 January 2019.

5.0 DESCRIPTION OF PROPOSAL
The proposed subdivision will yield one (1) additional rural zoned lot. The lot layout will effectively give the two (2) existing land uses their own freehold parcel. Each lot will maintain separate vehicle accesses and services.

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Proposed Lot Size</th>
<th>Access Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport Depot and Dwelling House</td>
<td>11.57 hectares</td>
<td>Blackwater Rolleston Road</td>
</tr>
<tr>
<td>Tick Clearing Facility and Holding</td>
<td>51.64 hectares</td>
<td>Rolleston Dip Road</td>
</tr>
</tbody>
</table>

Proposed Lot 1: This part of the lot has been developed as a transport depot with a 350m² shed, numerous fuel and water tanks and associated heavy vehicle all-weather turning circles. It also contains a residence and open grassland for grazing farm animals that are kept as pets. Access is gained to the property via a rural crossover off Rolleston Blackwater Road (State controlled road).

Proposed Lot 2: The north-western corner is the premises of the primary land use activity on site. The Rolleston Clearing Facility is a plunge livestock tick clearing dip with a throughput of 50,000 to 100,000 head of cattle per year. Informal parking areas for transport vehicles are located near the yards and balance of the land is used intermittently for spelling livestock. Access is gained via Rolleston Dip Road (Council controlled road).
6.0 PLANNING ASSESSMENT
Section 45 of the Planning Act 2016 identifies what the assessment manager must consider when assessing an impact assessable application. In brief, the assessment manager must assess the part of the application against each of the following matters to the extent relevant:

<table>
<thead>
<tr>
<th>STATUTORY DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate Plan</strong></td>
</tr>
<tr>
<td>State Planning Regulatory Provision (adopted charges) (SPRP). In line with this SPRP, the CHRC has made a resolution adopting a charging rate.</td>
</tr>
<tr>
<td><strong>The Regional Plan for a designated area</strong></td>
</tr>
<tr>
<td>The Minister has identified that the planning scheme appropriately advances the Central Queensland Regional Plan (CQRP), as it applies to the planning scheme area.</td>
</tr>
<tr>
<td><strong>State Planning Policy (unless appropriately reflected in any regional plan or planning scheme)</strong></td>
</tr>
<tr>
<td>The latest State Planning Policy (July 2017) (SPP) has not been incorporated into the planning scheme and therefore will be addressed in this report.</td>
</tr>
<tr>
<td><strong>A Structure plan</strong></td>
</tr>
<tr>
<td>Not applicable.</td>
</tr>
<tr>
<td><strong>For development in a declared master planned area – all master plans for the area</strong></td>
</tr>
<tr>
<td>Not applicable.</td>
</tr>
<tr>
<td><strong>A Temporary Local Planning Instrument</strong></td>
</tr>
<tr>
<td>The development proposal is not relevant to any of Council’s temporary local planning instruments.</td>
</tr>
<tr>
<td><strong>A Planning Scheme</strong></td>
</tr>
<tr>
<td>Refer to following sections of this report.</td>
</tr>
<tr>
<td><strong>The Local Government’s Infrastructure Plan</strong></td>
</tr>
<tr>
<td>Refer to following sections of this report.</td>
</tr>
</tbody>
</table>

In addition, the assessment manager must have regard to:

<table>
<thead>
<tr>
<th>The common material</th>
</tr>
</thead>
<tbody>
<tr>
<td>The common material has been considered in the following report</td>
</tr>
<tr>
<td>Any development approval for, and any lawful use of, premises that subject of the application or adjacent premises</td>
</tr>
<tr>
<td>Refer to the following sections of this report.</td>
</tr>
<tr>
<td>Any referral agency’s response for the application</td>
</tr>
<tr>
<td>Refer to the following sections of this report.</td>
</tr>
</tbody>
</table>

6.1 MATTERS FOR CONSIDERATION
The application has been made in accordance with the Planning Act 2016 and the Development Assessment Rules, and constitutes an application for Reconfiguring a Lot (1 into 2 lots) under the Central Highlands Regional Council Planning Scheme 2016 (Amendment No. 3) (the planning scheme). This application has been assessed by relevant Council planning, engineering and other technical officers as required. The assessment has been in accordance with the assessment process provisions of the Development Assessment Rules, based on consideration of the relevant State Planning Policy; State Government guidelines; the Council’s planning scheme, planning policies and other general policies and procedures, as well as other documents as considered relevant.
Central Queensland Regional Plan 2013 (CQRP)
The site is located within a Priority Agriculture Area in the CQRP. Under Part 2, section 2.2 of the CQRP, the Minister has identified that the planning scheme, specifically the Strategic framework, appropriately advances the CQRP, as it applies in the local government area. On this basis, assessment of this development application against the outcome and policies of the CQRP is not required.

State Planning Policy July 2017 (SPP)
The SPP articulates the State interests that have been identified as critical to protecting and enhancing Queensland and delivering responsible development. An assessment against Part E: Assessment Benchmarks will be required as the planning scheme has not been integrated with the current SPP State interest policies. An assessment has been carried out against the assessment benchmarks of each applicable State interest.

1. Liveable communities and housing: The proposal does not involve the provision of housing.

2. Economic growth: Refers to protecting Agricultural Land Classification (ALC) Class A and B land for sustainable agricultural. While the SPP does not contain any specific assessment benchmarks for the agriculture State interest, the latest policy includes a requirement to protect Agricultural Land Classification A and B from irreversible impacts. The subject site is mapped within an Important Agricultural Area and identified as Class A on the Agricultural Overlay Map OM006. However, as part of the assessment process, the applicant provided an agronomist assessment that reclassified the entire site as more aligned to Class C and not suitable to cropping.

3. Infrastructure: The premises has frontage to a State controlled roadway. Referral to the State Assessment and Referral Agency was required to assess any potential impact on State transport corridors and future State transport corridors. The concurrence agency has provided conditions that relate primarily to road access works on the Blackwater Rolleston Road.

4. Safety and resilience to hazards: Refers to assessing the risks associated with natural hazards. The site is not identified on the Local Government Flood Mapping Area or Council’s overlay as being impacted by flooding or bushfire.

5. Environment and heritage: Refers to considering matters of environmental significance. The development site is not identified as hosting areas of biodiversity or cultural significance.

The two (2) existing uses operating from the site are required to manage off-site impacts, mitigate environmental damage and to operate under industry standards. Both operations are required to adhere to practices that achieve the objectives of the SPP. Accordingly, the proposed development is considered to comply with the SPP.

Central Highlands Regional Council Planning Scheme 2016 (Amendment No 3)
The Strategic framework sets the policy direction for the planning scheme and forms the basis for ensuring appropriate development occurs within the designated zones. It takes a long-term view and enables the integration of State and local government interests. This application will yield lots under the specified minimum area in the Rural zone and is therefore assessed at the impact level.

The purpose of the Rural zone code is to provide for rural uses including cropping, intensive horticulture and agriculture, intensive animal industries and other primary production activities. It supports the protection of good quality agricultural land from encroachment by non-rural uses where those uses have little or no connection to agriculture. However, the zone also provides for non-rural uses where they are compatible. The agricultural productive qualities of the lot have been discussed throughout this report. Both current uses are considered to have substantial ties to agricultural, in particular the beef industry, and neither could suitably relocate from the Rural zone into an urban setting.

The proposal will not result in a decrease of productive cropping land nor will it inhabit activities on surrounding lots. No land use conflicts are anticipated. It can therefore be demonstrated that the proposal appropriately advances the Strategic framework’s growth management and land use planning requirements by locating in this zone.

The development application has been assessed against the following relevant codes of the Planning Scheme:
<table>
<thead>
<tr>
<th>ZONE CODE</th>
<th>DEVELOPMENT CODES</th>
<th>OVERLAY CODES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural zone code</td>
<td>Reconfiguring a lot code</td>
<td>Agricultural overlay code</td>
</tr>
<tr>
<td></td>
<td>Landscaping code</td>
<td>Regional infrastructure overlay code</td>
</tr>
<tr>
<td>Transport, parking</td>
<td>parking and access code</td>
<td></td>
</tr>
<tr>
<td>code</td>
<td>Works, services and infrastructure (development design) code</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CODE</th>
<th>ASSESSMENT</th>
</tr>
</thead>
</table>
| Agriculture overlay code          | Mapping places the lot wholly in the Class A land category – suitable for a wide range of broadacre and horticulture crops with minimal limitations to production. Through an information request, the applicant submitted an agronomist assessment to address statements made in the application regarding the soil type and agricultural viability of the lot. The applicant stated that the parcel has never been cropped because the soil type was unsuitable. Queensland Grazing Land Management (GLM) classifies the entire site as ‘Silver-leafed ironbark on duplex’ where characteristics include:  
  - Highly erodible soils with dispersible subsoils;  
  - Low soil moisture;  
  - Low soil fertility; and  
  - Hard-setting surface soils.  
  The agronomist confirmed the GLM classification and, after inspecting the site, stated that:  
  “As indicated in the land type description the site is dominated by a red texture contrast or ‘duplex’ soil that has a sandy clay to clay loam surface soil transitioning to a medium/heavy clay at depth. This soil has low water holding capacity making it unsuitable to dryland grain cropping. It would be suitable for irrigated cropping but there is no water available to this site and no prospect of it in the future”  
  The current viability or profitability of a property is not in itself a valid basis for subdivision. Alternatives should be considered – such as operating the property in conjunction with another larger holding thereby increasing the viability of both parcels. However, there appears to be little opportunity for this to occur because of the location of this property and the surrounding land uses and sizes. In this instance, it is suggested that the overlay classification not be accepted in totality, but that a recent land study undertaken by an agronomist and the advice of a local grazier be considered. 
  The proposed development is considered consistent with the Agricultural overlay code.  
| Regional infrastructure overlay code | Proposed Lot 1 is located within the bounds of a major road corridor and buffer area. Additionally, it also forms the boundary line for a stock route. The Department of State Development, Manufacturing, Infrastructure and Planning have imposed conditions that will maintain the safety and efficiency of the State-controlled road by requiring only one (1) access point into Lot 1. The proposed subdivision will have no impact on stock movement along the route. |
The proposed development is considered consistent with the Regional infrastructure overlay code

### Rural zone code

The Rural zone provides opportunities for non-rural uses where they can demonstrate compatibility with the traditional rural uses (cropping, animal husbandry). Rather than benchmarks, this code lists a series of overall outcomes that are required to be satisfied to demonstrate compliance. The section relevant to this application states that: "development does not alienate or fragment agricultural land unless on the balance of social, economic and environmental considerations it is demonstrated that the development is in the interests of the community and no other site is suitable for the particular purpose". This outcome is repeated in the Strategic framework of the planning scheme where compliance has been demonstrated.

The proposed development is considered consistent with the Rural zone code.

### Reconfiguring a lot code

Table 8.4.3.3.2 nominates a minimum lot size of 2,000 hectares as an acceptable outcome. This proposal cannot satisfy this standard so then must demonstrate how it can comply with the performance outcomes in order to demonstrate compliance with the benchmark.

- **Compatibility with local area:** Several parcels of land immediately surrounding the lot are of a similar size (4 ha, 6 ha, 22 ha) Other parcels of formally rural land have been used to site community facilities (campdraft grounds, motocross track).
- **Building envelope:** Each proposed lot is of a size to provide for the placement of a building with associated open space areas.
- **Non-sewered:** Each proposed lot is capable of accommodating an on-site waste disposal unit.
- **Site constraints:** An area on the very eastern corner of the lot is mapped as Category R (regrowth watercourse) and poses no constraint to the current or future use of the land. The lot is not impacted by airport operations, bushfire, flooding or land slope.

The proposed development is considered consistent with the Reconfiguring a lot code.

### Landscaping code

The proposal intends to separate two (2) existing uses. This will not require the removal of any vegetation and does not reasonably require the implementation of additional landscaping outside what already exists in the form of natural tree lines and established gardens around the dwelling.

The proposed development is considered consistent with the Landscaping code.

### Transport, parking and access code

Both proposed lots will be provided access to formed roads as part of the proposed development. Proposed lot 2 will retain its current access arrangement to Dip Road while a new access will be provided to Lot 1 in accordance with SARA conditions. The development is capable of providing for car parking for both uses. This has been demonstrated by the existing uses operating from the site for numerous years. The proposed development:

- Maintains the highly permeable and integrated movement network.
- Achieves acceptable levels of access, convenience, efficiency and legibility for transport uses.
- Provides for transport infrastructure to be designed and constructed to an acceptable standard.
- Provides for on-site car parking, access, circulation and servicing areas that are safe, convenience and meet the reasonable requirements of the development.
Other relevant assessment matters.
The land uses that are currently operating from the site are lawful uses. The agronomist report demonstrates that the land cannot be deemed suitable to sustain profitable agricultural production at its current size. Alternatives to the subdivision has been considered and justifiably discounted. The historical fragmentation of the property has effectively ruled out some uses but has proven that it can facilitate others that bring benefit to the rural industry. It is therefore considered that there is merit in granting approval to the proposal.

7.0 INFRASTRUCTURE CHARGES
Adopted Infrastructure Charges Resolution (No. 12.2) 2017 applies to the development application. Based on the proposal, the following calculations to the Infrastructure Charges will be applicable:

(a) A charge of $21,880.00 for two (2) new allotments;
   (i) $9,142.00 adopted charge for Transport
   (ii) $3,596.00 adopted charge for Public Parks & Community Land

(b) An infrastructure discount of $10,940.00 for one (1) existing allotment (current demand);
   (i) $9,142.00 discount for Transport
   (ii) $1,798.00 discount for Public Parks & Community Land

(c) A levied charge of $10,940.00 (new allotments minus current demand);
   (i) $9,142.00 levied charge for Transport
   (ii) $1,798.00 levied charge for Public Parks & Community Land

Therefore, a total charge of $10,940.00 is payable and will be reflected in an Infrastructure Charges Notice for the development.

8.0 PUBLIC NOTIFICATION
The application for the proposed development required public notification for the minimum 15 business day period. In accordance with section 18.1 of the Development Assessment Rules, public notification for this development application was undertaken from 8 February 2019 to 4 March 2019 in compliance with the requirements of section 17 and Schedule 3 of the Development Assessment Rules. One (1) submission was received during this period.

Key matter raised in submission
The function of the clearing dip was discussed. The submitter highlighted the vital role the facility plays in terms of maintaining the tick line and facilitating the humane and efficient movement of stock and generally to the cattle industry.
Officer Comment
The submitter’s comment is supported and has been considered as part of the assessment.

9.0 REFERRALS

Internal
The application was referred to the Infrastructure Unit of Council. The response indicated that the current arrangements for stormwater and access are acceptable and no further comment was issued. The advice from the Strategic Planning Unit had no further comments to make on the application.

External:
The development application was referred to the Department of State Development, Manufacturing, Infrastructure and Planning under the following provisions of the Planning Regulations 2017:
- Referral trigger: 10.9.4.2.1.1 State transport corridors and future State transport corridors

The department issued a referral response with conditions (Reference 1811-8621 SRA).

10.0 CONCLUSION
The proposed development has been assessed against the requirements of the Central Highlands Regional Council Planning Scheme 2016 (Amendment 3). It is considered that sufficient grounds exist to support the development application and as such, the applicant should be provided with a Development Permit. It is recommended that the Development Permit contain the conditions detailed in this report.

ATTACHMENTS:
1. Plan of Development [12.1.5.1]

– END OF REPORT –
12.2 Corporate Services

12.2.1 Nil Reports
12.3 Customer and Commercial Services

12.3.1 Nil reports
12.3 Infrastructure and Utilities

12.3.1 Water Restrictions Procedure .... approx 15 mins

DECISION REPORT

Date: 16 April 2019
Presentation Duration: Approx. 15 minutes

To: General Council Meeting

Author: Peter Manning, Manager Water Utilities

Authorising Officer: Gerhard Joubert, General Manager Infrastructure and Utilities

File Reference: NIL

EXECUTIVE SUMMARY:

The Water Restrictions Procedure has been written to provide an operational update of the water restriction levels and triggers as initially developed in the Drought Management Plan 2009. This procedure provides additional interpretation of trigger levels for implementing restrictions and an updated table of restriction actions.

OFFICER RECOMMENDATION:

That Central Highlands Regional Council endorse the Water Restrictions Procedure dated 16 April 2016.

REPORT:

Central Highlands Regional Council, as the registered water service provider for the region, has the responsibility for the delivery of potable water supplies for the towns within the region.

Section 41 of the Water Supply (Safety and Reliability) Act (WSSRA) allows providers to impose water restrictions for reasons, including, if:

- there is an urgent need for the water restriction
- the available water supply has fallen to a level at which unrestricted use of the water is not in the public interest
- the service provider has a reasonable and comprehensive strategy for demand management for water

The Central Highlands Regional Council Drought Management Plan was written in 2009. The plan contains the mechanisms for urban water demand management through implementation of water restrictions.

The Water Restrictions Procedure has been written to provide an operational update of the water restriction levels and triggers as initially developed in the Drought Management Plan.

The procedure provides additional interpretation of trigger levels for implementing restrictions and an updated table of restriction actions.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference:
4. Protecting our People and our Environment;
4.1 - Corporate Plan Strategy: Well-managed and protected communities
5. Leadership and Governance;
5.2.2 - Advocate for secure and sustainable water supplies for the region.

**Budget/Financial/Resourcing:**
Not applicable

**Legal/Policy/Delegations:**
Water Supply (Safety and Reliability) Act 2008 Section 41

**Communication/Engagement:**
The Water Restrictions Procedure will be published on the Council website.

**Risk Assessment:**
Target water savings have been updated from the Drought Management Plan (2009).
No additional risks have been identified.

**Timings/Deadlines:**
The towns of Emerald, Blackwater and Bluff are currently under level one restrictions. The new procedure will be beneficial in clarifying restrictions prior to towns being escalated to level two restrictions with the expected decline in level of Fairbairn Dam.

**Alternatives considered:**
The changes to the water restrictions table, including allowing watering of lawns at level two, have been incorporated through customer feedback and workshopping the restrictions with councillors and senior officers.

**SUMMARY:**
The Water Restrictions Procedure has been written to provide an operational update of the water restriction levels and triggers as initially developed in the Drought Management Plan. This procedure provides additional interpretation of trigger levels for implementing restrictions and an updated table of restriction actions.

**ATTACHMENTS:**
1. Water Restriction Procedure - 16 April 2019 [12.3.1.1]

– END OF REPORT –
1.0 Purpose and Scope

The Water restrictions procedure is a document to be used as a guide to implementation of the water restriction levels required to control demand for urban potable water. This is to allow the flexibility to operationally modify the actions developed in the Drought Management Plan 2009.

2.0 Reference

Water Supply (Safety and Reliability) Act 2008

3.0 Definitions

CEO refers to Chief Executive Officer
Council refers to Central Highlands Regional Council
L/P/d shall mean litres per person per day
The Act shall mean the Local Government Act 2009 (as amended).
The Regulation shall mean the Local Government Regulation 2012 (as amended).

4.0 Procedure Statement

Central Highlands Regional Council, as the registered water service provider for the region, has the responsibility for the delivery of potable water supplies for the towns within the region.

Section 41 of the Water Supply (Safety and Reliability) Act (WSSRA) allows providers to impose water restrictions for reasons, including, if:

- there is an urgent need for the water restriction
- the available water supply has fallen to a level at which unrestricted use of the water is not in the public interest
- the service provider has a reasonable and comprehensive strategy for demand management for water

The Central Highlands Regional Council Drought Management Plan was written in 2009. The plan contains the mechanisms for urban water demand management through implementation of water restrictions.

This procedure provides an operational update of the water restriction levels and triggers as developed in the Drought Management Plan.

Council has delegated authority to the Mayor and CEO to institute appropriate water restrictions in communities (resolution 2014 / 11/ 26/ 005).
Trigger levels for water restrictions

The Fairbairn Dam storage level can be used as the restriction trigger level for all townships, except for Capella and Rolleston, as this will be indicative of the current drought condition being experienced over the council area. However, for each scheme the source needs to be monitored individually and if deemed necessary then the restriction level should be altered accordingly (either up or down). The triggers for Capella and Rolleston will be based on the level of each town’s raw water storage dam. These triggers are shown in the table below.

<table>
<thead>
<tr>
<th>Restriction Level</th>
<th>Fairbairn Dam</th>
<th>Capella Dams</th>
<th>Rolleston storage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>15%</td>
<td>40%</td>
<td>40%</td>
</tr>
<tr>
<td>2</td>
<td>12%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>3</td>
<td>10%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>4</td>
<td>8%</td>
<td>5%</td>
<td>5%</td>
</tr>
</tbody>
</table>

In considering the implementation of water restrictions for the townships supplied from the Nogoa Mackenzie scheme the dam level will be considered as the initial trigger, but consideration will also be given to announced high priority water allocations for the current and future years, and the amount of council’s current available allocation.

Water restrictions

The intent of the restriction levels is to give a 20% savings in water use as each level is implemented. Initial water use targets are as below:

<table>
<thead>
<tr>
<th>Water Restriction Level</th>
<th>Targets (L/P/d)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level Zero – baseline 2016 onwards</td>
<td>639</td>
</tr>
<tr>
<td>Level One</td>
<td>400</td>
</tr>
<tr>
<td>Level Two</td>
<td>320</td>
</tr>
<tr>
<td>Level Three</td>
<td>250</td>
</tr>
<tr>
<td>Level Four</td>
<td>200</td>
</tr>
</tbody>
</table>

The actions to reduce water use under the water restrictions at each of the five levels (0 to 5) are given in the Water Restrictions Levels Table below.

Water use will be monitored before and after each restriction level is implemented. If the implemented restrictions do not achieve the required savings the actions within the Restrictions Levels Table (such as the watering hours) will be reviewed and modified, if necessary, to achieve targeted savings.

Exemptions to water restrictions

The WSSRA does allow for the water service provider to grant exemptions to implemented water restrictions.

Water users, including internal council departments, are able to make a request to council for exemptions or changes to water restrictions.

Simple exemptions which still meet the intent of the savings targets, such as changes to watering hours, will be subject to the approval of the Manager Water Utilities. Major exemptions, such as decisions on the watering of strategic parks or facilities, may require the approval of the Council.

5.0 Procedure Review

This procedure will be reviewed when any of the following occur:
1. As required by Legislation

2. The related documents are amended or replaced.

3. Other circumstances as determined from time to time by a resolution of Council

4. Other circumstances as determined from time to time by the Chief Executive

Notwithstanding the above, this procedure is to be reviewed annually.
Clarification Notes

- Water restrictions apply to the use of CHRC urban treated or raw water supplies
- The restrictions do not apply to alternative water sources used for external use, such as rainwater, grey water or private bores
- The restrictions also do not apply to properties with their own water allocations or water licences
- References to use of trigger hoses also includes use of pressure washers

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Level 0</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
</tr>
</thead>
</table>
| Residential gardens and commercial premises - watering | 1. Sprinklers allowed on allocated days only.  
2. Odd numbered houses, sprinklers allowed on Tuesdays, Thursdays and Saturdays, between the hours of 5am to 9am and between 7pm and 11pm only.  
3. Even numbered houses, sprinklers allowed Wednesdays, Fridays and Sundays, between the hours of 5am to 9am and between 7pm and 11pm only.  
4. Attended hand held hoses permitted at any time. | 1. Odd numbered houses, Micro spray and drip systems fitted with timers can be used between 5am to 9am and between 7pm and 11pm on Tuesdays, Thursdays and Saturdays.  
2. Even numbered houses, Micro spray and drip systems fitted with timers can be used between 5am to 9am and between 7pm and 11pm on Wednesdays, Fridays and Sundays.  
3. Odd numbered houses, Sprinklers can be used on Tuesdays, Thursdays and Saturdays between the hours of 6:00 am. to 8:00 am. and 7:00 pm. to 9:00 p.m.  
4. Even numbered houses, Sprinklers can be used on Wednesdays, Fridays and Sundays between the hours of 6:00 am. to 8:00 am. and 7:00 pm. to 9:00 p.m.  
5. Hand held hoses, watering cans or buckets can be used at any time. | 1. Odd numbered houses, Micro spray and drip systems fitted with timers can be used between 5am to 9am and between 7pm and 11pm on Tuesdays, Thursdays and Saturdays.  
2. Even numbered houses, Micro spray and drip systems fitted with timers can be used between 5am to 9am and between 7pm and 11pm on Wednesdays, Fridays and Sundays.  
3. Odd numbered houses, Sprinklers can be used on Tuesdays, Thursdays and Saturdays between the hours of 6:00 am. to 8:00 am. and 7:00 pm. to 9:00 p.m.  
4. Even numbered houses, Sprinklers can be used on Wednesdays, Fridays and Sundays between the hours of 6:00 am. to 8:00 am. and 7:00 pm. to 9:00 p.m.  
5. Hand held hoses, watering cans or buckets can be used at any time. | 1. Sprinklers, micro spray and drip systems must not be used at any time.  
2. Hoses must not be used at any time.  
3. Watering cans or buckets filled directly from taps can be used between the hours of 7:00 a.m. to 8:00 a.m. and 7:00 p.m. to 8:00 p.m.  
4. Sprinklers must not be used at any time.  
5. Odd numbered houses, Hand held hoses must not be used except between the hours of 6:00 am. to 8:00 am. and 7:00 pm. to 9:00 p.m. in p.m. on Tuesdays, Thursdays and Saturdays.  
6. Watering cans or buckets filled directly from taps can be used at any time. | 1. Sprinklers, micro spray and drip systems must not be used at any time.  
2. Hoses must not be used at any time.  
3. Watering cans or buckets filled directly from taps can be used between the hours of 7:00 a.m. to 8:00 a.m. and 7:00 p.m. to 8:00 p.m.  
4. Sprinklers must not be used at any time.  
5. Odd numbered houses, Hand held hoses must not be used except between the hours of 6:00 am. to 8:00 am. and 7:00 pm. to 9:00 p.m. in p.m. on Tuesdays, Thursdays and Saturdays.  
6. Watering cans or buckets filled directly from taps can be used at any time.  

Rolleston ONLY
Sprinklers allowed on allocated days only.

East of Warrijo St
1. No sprinklers on Monday  
2. Sprinklers allowed between the hours of 4pm to 8pm Wednesday, Friday & Sunday  
3. Attended hand held hoses permitted at any time.

West of Warrijo St
4. No sprinklers on Monday  
5. Sprinklers allowed between the hours of 4pm to 8pm Tuesday, Thursday & Saturday  
6. Attended hand held hoses permitted at any time.

Tieri Only
No sprinklers on Mondays.

East of Malvern Avenue
1. Sprinklers allowed between the hours of 4pm to 8pm Wednesday, Friday & Sunday  
3. Attended hand held hoses permitted at any time.

West of Malvern Avenue
4. Sprinklers allowed between the hours of 4pm to 8pm Tuesday, Thursday & Saturday  
6. Attended hand held hoses permitted at any time.

Lawn Areas
1. Odd numbered houses, Sprinklers can be used on Tuesdays, Thursdays and Saturdays between the hours of 6.00 a.m. to 8.00 a.m. and 7.00 p.m. to 9.00 p.m.  
2. Even numbered houses, Sprinklers with timers can be used between 6am to 9am and between 7pm and 11 pm on Tuesdays, Thursdays and Saturdays.  
3. Odd numbered houses, Micro spray and drip systems fitted with timers can be used between 5am to 9am and between 7pm and 11 pm on Wednesdays, Fridays and Sundays.  
5. Hand held hoses, watering cans or buckets can be used at any time.

Level 0
Sprinkler use is as per Level 0

Level 1
Sprinkler use is as per Level 0
## Vehicles – cleaning (including hire vehicles)

<table>
<thead>
<tr>
<th>1. Public gardens and schools – watering</th>
<th>Micro spray and drip systems fitted with timers can be used between 7.00 p.m. to 8.00 a.m.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Sprinklers allowed on Tuesdays, Thursdays and Saturdays, between the hours of 7pm and 9am only.</td>
<td>2. Sprinklers must not be used without the written permission of the Authority.</td>
</tr>
<tr>
<td>3. Attended hand held hoses permitted at any time.</td>
<td>3. Hand held hoses, watering cans or buckets can be used at any time.</td>
</tr>
</tbody>
</table>

### Garden Beds/Shrubbery Areas and Lawn Areas

1. Micro spray and drip systems fitted with timers can be used between 7.00 p.m. to 8.00 a.m.
2. Sprinklers must not be used without the written permission of the Authority.
3. Lawn areas must not be watered without the written permission of the Authority.
4. Hand held hoses, watering cans or buckets can be used at any time on other garden areas only.

### Window Cleaning

1. Micro spray and drip systems fitted with timers can be used between 8.00 a.m. to 12.00 a.m.
2. Sprinklers must not be used without the written permission of the Authority.
3. Lawn areas must not be watered without the written permission of the Authority.
4. Hand held hoses, watering cans or buckets can be used at any time on other garden areas only.

### Sprinklers, micro spray and drip systems must not be used at any time.

### Lawn areas must not be watered at any time.

### Hoses must not be used at any time.

### Version:

- **Adoption Date:**
- **Amended Date:**
- **Document Name:**
- **Review Date:**
- **Page:** 5 of 7
## 8. Farm dams and tanks – topping up

<table>
<thead>
<tr>
<th>Action</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>No restriction.</td>
<td></td>
</tr>
<tr>
<td>Farm dams and tanks must not be topped up except:</td>
<td></td>
</tr>
<tr>
<td>(a) Dams or tanks providing water for firefighting, public health or stock watering purposes but only to the extent necessary to reasonably provide for those purposes; or</td>
<td></td>
</tr>
<tr>
<td>(b) In the case of other dams or tanks, with the written permission of the Authority.</td>
<td></td>
</tr>
<tr>
<td>Farm dams and tanks must not be topped up except:</td>
<td></td>
</tr>
<tr>
<td>(a) Dams or tanks providing water for firefighting, public health or stock watering purposes but only to the extent necessary to reasonably provide for those purposes; or</td>
<td></td>
</tr>
<tr>
<td>(b) In the case of other dams or tanks, with the written permission of the Authority.</td>
<td></td>
</tr>
<tr>
<td>Farm dams and tanks must not be topped up except:</td>
<td></td>
</tr>
<tr>
<td>(a) Dams or tanks providing water for firefighting, public health or stock watering purposes but only to the extent necessary to reasonably provide for those purposes; or</td>
<td></td>
</tr>
<tr>
<td>(b) In the case of other dams or tanks, with the written permission of the Authority.</td>
<td></td>
</tr>
</tbody>
</table>

## 9. Sports grounds – watering

<table>
<thead>
<tr>
<th>Activity</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sprinklers allowed Wednesdays, Fridays and Sundays, between the hours of 7pm and 9am only.</td>
<td></td>
</tr>
<tr>
<td>1. Sprinklers, micro spray or drip systems, can be used between 8.00 a.m. to 10.00 a.m. and 8.00 p.m. to 10.00 p.m.</td>
<td></td>
</tr>
<tr>
<td>2. Hand held hoses, watering cans or buckets can be used at any time.</td>
<td></td>
</tr>
<tr>
<td>1. Non-active playing surfaces must not be watered without the written permission of the Authority.</td>
<td></td>
</tr>
<tr>
<td>2. Active playing surfaces can only be watered except:</td>
<td></td>
</tr>
<tr>
<td>(a) Sprinklers, micro sprays or drip systems between the hours of 8.00 a.m. to 10.00 a.m. and 8.00 p.m. to 10.00 p.m., or</td>
<td></td>
</tr>
<tr>
<td>(b) With hand held hoses immediately before or at the time of use; or</td>
<td></td>
</tr>
<tr>
<td>(c) With watering cans or buckets filled directly from taps.</td>
<td></td>
</tr>
<tr>
<td>1. Non-active playing surfaces must not be watered without the written permission of the Authority.</td>
<td></td>
</tr>
<tr>
<td>2. Active playing surfaces must not be watered except:</td>
<td></td>
</tr>
<tr>
<td>(a) With hand held hoses on surfaces to be used for a scheduled Regional or State professional sporting competition; or</td>
<td></td>
</tr>
<tr>
<td>(b) With watering cans or buckets filled directly from taps.</td>
<td></td>
</tr>
</tbody>
</table>

## 10. Commercial market garden or plant nursery – watering of plants

<table>
<thead>
<tr>
<th>Activity</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>No restrictions.</td>
<td></td>
</tr>
<tr>
<td>No restrictions.</td>
<td></td>
</tr>
<tr>
<td>No restrictions.</td>
<td></td>
</tr>
<tr>
<td>1. Sprinklers must not be used except between the hours of 11.00 p.m. to 7.00 a.m.</td>
<td></td>
</tr>
<tr>
<td>2. Hand held hoses, watering cans or buckets can be used at any time.</td>
<td></td>
</tr>
</tbody>
</table>

## 11. Mobile water tankers – filling

<table>
<thead>
<tr>
<th>Activity</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>No schedules.</td>
<td></td>
</tr>
<tr>
<td>Mobile water tankers must not be filled except:</td>
<td></td>
</tr>
<tr>
<td>(a) Between the hours of 8.00 a.m. and 8.00 p.m. with the written permission of the Authority; or</td>
<td></td>
</tr>
<tr>
<td>(b) Tankers supplying water for use inside domestic premises, for firefighting or stock watering purposes.</td>
<td></td>
</tr>
<tr>
<td>Mobile water tankers must not be filled except:</td>
<td></td>
</tr>
<tr>
<td>(a) Between the hours of 8.00 a.m. and 8.00 p.m. with the written permission of the Authority; or</td>
<td></td>
</tr>
<tr>
<td>(b) Tankers supplying water for use inside domestic premises, for firefighting or stock watering purposes.</td>
<td></td>
</tr>
<tr>
<td>Mobile water tankers must not be filled except:</td>
<td></td>
</tr>
<tr>
<td>(a) Between the hours of 8.00 a.m. and 8.00 p.m. with the written permission of the Authority; or</td>
<td></td>
</tr>
<tr>
<td>(b) Tankers supplying water for use inside domestic premises, for firefighting or stock watering purposes.</td>
<td></td>
</tr>
</tbody>
</table>

## 12. Motor vehicle dealers’ vehicles cleaning

<table>
<thead>
<tr>
<th>Activity</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hoses must be fitted with a trigger control nozzle for cleaning vehicles by hand.</td>
<td></td>
</tr>
<tr>
<td>Water must not be used to clean vehicles except by means of:</td>
<td></td>
</tr>
<tr>
<td>(a) Watering cans or buckets filled directly from taps; or</td>
<td></td>
</tr>
<tr>
<td>(b) Trigger hoses which can be used only to rinse vehicles after washing.</td>
<td></td>
</tr>
<tr>
<td>Water must not be used to clean vehicles except by means of:</td>
<td></td>
</tr>
<tr>
<td>(a) Watering cans or buckets filled directly from taps; or</td>
<td></td>
</tr>
<tr>
<td>(b) Trigger hoses which can be used only to rinse vehicles after washing.</td>
<td></td>
</tr>
<tr>
<td>Water must not be used to clean vehicles except by means of:</td>
<td></td>
</tr>
<tr>
<td>(a) Watering cans or buckets filled directly from taps; or</td>
<td></td>
</tr>
<tr>
<td>(b) Trigger hoses which can be used only to rinse vehicles after washing.</td>
<td></td>
</tr>
<tr>
<td>Water must not be used to clean vehicles except by means of:</td>
<td></td>
</tr>
<tr>
<td>(a) Watering cans or buckets filled directly from taps; or</td>
<td></td>
</tr>
<tr>
<td>(b) Trigger hoses which can be used only to rinse vehicles after washing.</td>
<td></td>
</tr>
</tbody>
</table>

## 13. Food transport vehicles – cleaning

<table>
<thead>
<tr>
<th>Activity</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>No restrictions.</td>
<td></td>
</tr>
<tr>
<td>Water must not be used to clean vehicles except by means of:</td>
<td></td>
</tr>
<tr>
<td>(a) Trigger hoses; or</td>
<td></td>
</tr>
<tr>
<td>(b) Watering cans or buckets filled directly from taps.</td>
<td></td>
</tr>
<tr>
<td>Water must not be used to clean vehicles except by means of:</td>
<td></td>
</tr>
<tr>
<td>(a) Trigger hoses; or</td>
<td></td>
</tr>
<tr>
<td>(b) Watering cans or buckets filled directly from taps.</td>
<td></td>
</tr>
<tr>
<td>Water must not be used to clean vehicles except by means of:</td>
<td></td>
</tr>
<tr>
<td>(a) Trigger hoses; or</td>
<td></td>
</tr>
<tr>
<td>(b) Watering cans or buckets filled directly from taps.</td>
<td></td>
</tr>
<tr>
<td>Water must not be used to clean vehicles except by means of:</td>
<td></td>
</tr>
<tr>
<td>(a) Trigger hoses; or</td>
<td></td>
</tr>
<tr>
<td>(b) Watering cans or buckets filled directly from taps.</td>
<td></td>
</tr>
</tbody>
</table>

## 14. Construction industry

<table>
<thead>
<tr>
<th>Activity</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>No restrictions.</td>
<td></td>
</tr>
<tr>
<td>Unless otherwise exempted by the Authority in writing, hoses must not be used except trigger hoses.</td>
<td></td>
</tr>
<tr>
<td>Unless otherwise exempted by the Authority in writing, hoses must not be used except trigger hoses.</td>
<td></td>
</tr>
<tr>
<td>Unless otherwise exempted by the Authority in writing, hoses must not be used except trigger hoses.</td>
<td></td>
</tr>
<tr>
<td>Unless otherwise exempted by the Authority in writing, hoses must not be used except trigger hoses.</td>
<td></td>
</tr>
</tbody>
</table>

---

Adoption Date: [Adoption Date]
Amended Date: [Amended Date]
Document Name: [Document Name]
Review Date: [Review Date]
Version: [Version]
<table>
<thead>
<tr>
<th>use of water in</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>15. Any purpose not yet included in this column other than for use inside domestic premises and for domestic and farm animals</td>
<td>Water must not be used without the written permission of the Authority.</td>
<td>Water must not be used without the written permission of the Authority.</td>
<td>Water must not be used without the written permission of the Authority.</td>
<td>Water must not be used without the written permission of the Authority.</td>
</tr>
</tbody>
</table>
12.4 Chief Executive Officer

12.4.1 Council External Committee Representative - Queensland Agricultural Training Colleges - Emerald Local Community Stakeholder Committee......Approx. 5 mins

**DECISION REPORT**

Date: 16 April 2019  
Presentation Duration: Approx. 5 minutes

To: General Council Meeting

Author: Marnie Wills, Executive Assistant (Mayor and Councillors)

Authorising Officer: Scott Mason, Chief Executive Officer

File Reference: ECM1388566

**EXECUTIVE SUMMARY:**

Following the announcement of the future of the Queensland Agricultural Training Colleges in December 2018, an Emerald Local Stakeholder Committee has been established to develop an Economic Transition Strategy for the Colleges to be recommended to the Department of Agriculture and Fisheries.

This report is seeking the endorsement of Councillors Mayor Kerry Hayes, Deputy Mayor Cr Gail Godwin-Smith as Council representatives and Cr Christine Rolfe as proxy (when required) on the Queensland Agricultural Training Colleges – Emerald Local Community Stakeholder Committee.

**OFFICER RECOMMENDATION:**

That Central Highlands Regional Council endorse Mayor Councillor Kerry Hayes and Deputy Mayor Councillor Gail Godwin-Smith with Councillor Christine Rolfe as proxy as Council’s representatives to the Queensland Agricultural Training Colleges – Emerald Local Community Stakeholder Committee.

**REPORT:**

**Timelines**

- **5 December 2018**  
  Announcement regarding future of the Queensland Agricultural Training Colleges (QATC)

- **14 February 2019**  
  Project Management Office (PMO) Lead – Mr Charles Burke appointed

- **27 March 2019**  
  Community Meeting – Update on the Agricultural Colleges Transition Process -  
  - Nominations received and accepted from the floor for community representatives from the Emerald region to form a Local Community Stakeholder Committee

The PMO will be collaborating with the community and stakeholders to develop an Economic Transition Strategy for the QATC. Their aim is:

- Grow the vocational education, training and skills sector in central western Queensland
- Leverage existing educational offerings and facilities
- Boost economic growth and regional resilience for the local community

A community meeting was held on 27 March 2019 hosted by the Department of Agriculture and Fisheries, at which Council was given the opportunity to nominate two (2) representatives to be on the Queensland Agricultural Training Colleges - Emerald Local Community Stakeholder Committee. Following discussions with the liaison officer requesting names of Council representatives to this committee, the Mayor had
advised that the Mayor Cr Kerry Hayes, Deputy Mayor Cr Gail Godwin-Smith would be Council representatives with Cr Christine Rolfe as a proxy (when required).

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference:
1. Strong Vibrant Communities;
   1.1 - Corporate Plan Strategy: Strong diverse communities
   1.1.1 - Provide and maintain accessible community services and facilities that meet the needs of our diverse communities.
   1.3 - Corporate Plan Strategy: Active and inclusive communities.
   1.3.3 - Facilitate opportunities for learning, social activities, community events, grants and funding programs.
3. Supporting our Local Economy;
   3.1.4 - Advocate and support the development of the Central Highlands as a regional hub.
5. Leadership and Governance;
   5.2 - Corporate Plan Strategy: Advocate for our region
   5.2.1 - Advocate for improved services and infrastructure.

Budget/Financial/Resourcing:
Travel and accommodation costs may be incurred if some meetings are to be held out of the Central Highlands Region.

Legal/Policy/Delegations:
Not applicable

Communication/Engagement:
Mayor
Deputy Mayor
Representatives from the Department of Agriculture

Risk Assessment:
This would be considered a low risk.

Timings/Deadlines:
Community engagement held on 27 March 2019
First meeting of the Committee to be held on 10 April 2019

Alternatives considered:
No other alternatives have been considered.

SUMMARY:
That Council endorse Councillors Hayes and Godwin-Smith as its representatives to the Queensland Agricultural Colleges – Emerald Local Community Stakeholder Committee.

ATTACHMENTS:
Nil

– END OF REPORT –
13 DECISION ACTION REPORTS - CLOSED SESSION

13.1 Gunggari People #4 ..... approx 20 mins

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.
14 DISCUSSION REPORTS

14.1 Communities

14.1.1 Tourism Advisory Panel ..... approx 10 mins

**DISCUSSION REPORT**

Date: 16 April 2019  
Presentation Duration: Approx. 10 minutes

To: General Council Meeting

Author: Cr Megan Daniels

Authorising Officer: Daniel Fletcher, General Manager Communities

File Reference: TBA

**EXECUTIVE SUMMARY:**

The Tourism Advisory Panel (TAP) met on 1 March 2019 and was chaired by Cr Daniels. The group worked through the agenda topics of:

- Review the Terms of Reference for TAP and Tourism Advisory Group (TAG)
- Development of Tourism Strategy Scope
- Gemfest Proposal
- Emerald Tourism Precinct
- Freedom Camping
- Drive Inland Proposal
- Central Highlands Tourism Guide

The following is an overview of the key discussions and actions that relate to Council.

**OFFICER RECOMMENDATION:**

That the Central Highlands Regional Council:

1. Recommend for workshopping by Councillors of Central Highlands Regional Council Councillor membership on the Tourism Advisory Panel and Tourism Advisory Group; and

2. Support Tourism Advisory Panel’s recommendation to not take up Drive Inland membership this year.

**REPORT:**

**Review of the Terms of Reference**

It was raised that instead of two Councillors and two CHDC board member representatives on the TAP, that a better distribution was for there to be one Councillor and one CHDC board representative on the TAP and one Councillor and one CHDC board representative to attend the TAG group.

It was agreed that a better diagram was required to summarise and represent the role and relationship between the TAP, TAG and Tourism Advisory Network (TAN). The new diagram is attached as Attachment A.
The group discussed the need for a review of the structure and Terms of Reference was required. It was agreed that the TAP, TAG and TAN structure should be initially reviewed following a pilot period of six months and then annually reviewed thereafter.

**Tourism Strategy**
It was proposed that a tourism strategy be produced that targets the current industry needs and sets achievable actions. The first step is to develop a scope of works for the Tourism strategy development. A sub-group of the TAP was formed to undertake this piece of work.

**Gemfest Proposal**
The TAP was supportive of the Gemfest funding proposal on the basis that Gemfest provide a report back to CHRC on the outcomes from the funding support and that if this is to become an annual sponsorship that Gemfest develop a plan to spread the economic benefit of the festival across the Sapphire Gemfields area. A report to Council at the General Meeting on 26 March 2019 endorsed the sponsorship by CHRC of $25,500 plus GST.

**Emerald Tourism Precinct**
Master planning of the Emerald Tourism Precinct (around the Emerald Visitor Information Centre) was discussed in order to plan for future infrastructure such as better parking, connectivity of the site to Emerald CBD, improved visitor experience, better use of the surrounding assets and the overall aesthetics of the precinct. The group was supportive of this to occur and for the TAP, TAG and TAN to be consulted as part the concept plan development. Sandra Hobbs, CHDC made a commitment to work with CHRC to assist in progressing this plan.

**Freedom Camping**
The TAP group discussed the need for policy development around freedom camping in the Central Highlands. A recommendation from TAP was for CHRC to develop such a policy. It was requested for the policy development and adoption to be completed by the end of 2019 and include consultation with the TAP, TAG and tourism operators. The strategy and policy development is being progress by CHRC in partnership by CHDC.

**Drive Inland**
The opportunity for membership of the Drive Inland program was discussed. The TAP agreed that it was not the right opportunity for the Central Highlands this year, as it needed to be a whole of Capricorn Highway buy in. The TAP agreed that if the western councils on the Capricorn Highway come onboard the TAP would review their recommendation for membership in 2020.

Since the TAP meeting on 1 March 2019, the Drive Inland secretariat Advance Rockhampton have confirmed that Barcaldine Regional Council has provided a letter of commitment to join the program.

**Tourism Visitor Guide**
The TAP group had an opportunity to hear about the development of the visitor guide and view the front and back cover images. The guide has now gone to print in preparation for Sydney Caravan and Camping Show and will be distributed widely thereafter.

**General Business**
Under general business the TAP raised their desire to present to CHRC closer to the end of the year regarding the Tourism Strategy development and to seek endorsement for ongoing funding for the growth and development tourism.

**CONSIDERATIONS / IMPLICATIONS:**
- **Corporate/Operational Plan Reference:**
  3. Supporting our Local Economy;
  3.1 Corporate Plan Strategy: Facilitate investment and employment opportunities.
  3.1.1 - Support the Central Highlands Development Corporation to facilitate networks and
partnerships between local business, industry groups and government.
3.1.2 - Promote the Central Highlands as a region for tourism and development opportunities.

**Budget/Financial/Resourcing:**
Nil. Unless the council

**Legal/Policy/Delegations:**
Nil at this stage.

**Communication/Engagement:**
Nil at this stage.

**Risk Assessment:**
Nil risk applied to council in not supporting the Drive Inland membership.

**Timings/Deadlines:**
Nil

**Alternatives considered:**
Nil

**SUMMARY:**

This report is to provide an update of the Tourism Advisory Panel meeting held 1 March 2019 and present the minutes and decisions for council’s consideration.

**ATTACHMENTS:**

1. Tourism Strategy Groups Infographic [14.1.1.1]

– END OF REPORT –
Tourism Strategy Groups: Developing a collaborative & cooperative approach

**TAG**
Tourism Action Group
represent, advocate, generate
- Provide industry & stakeholder representation
- Direction to industry & stakeholders
- Generate outcomes to grow tourism
- Formal meetings, with agenda and minutes

**TAP**
Tourism Advisory Panel
advise, advocate, assist
- Provide advice to stakeholders and industry
- Advocate for TAG outcomes
- Assist stakeholder & industry to achieve
- Formal meetings, with agenda and minutes

**TAN**
Tourism Alliance Network
network, inform, inspire
- Regional stakeholders, businesses & operators
- Informal, engaging network
- Sharing ideas, opportunities, identify problems
- Continuous improvement & development
- Informal meetings, no agenda, no minutes taken

Central Highlands Regional Council
# Agenda
Tourism Advisory Panel – 1st March 2019

Date: 1st March 2019
Chaired by: Cr Daniels
Note taker: Sophie McMaster
Venue: CHDC Boardroom

Attendance: Cr Daniels (MD), Sandra Hobbs (SH), Gai Sypher (GS), Cr Rolfe (CR), Paul Thompson (PT), Dennis Daly (DD), Peter Brown (PB), Richard Austin (RA), Ewan Letts (EL).

Apologies: Gail Nixon

Meeting Commenced: 9:09am
Meeting Concludes: 12:27pm

<table>
<thead>
<tr>
<th>Item #</th>
<th>Agenda Item</th>
<th>Recommendation/Action</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Welcome</td>
<td></td>
<td>Megan Daniels</td>
</tr>
<tr>
<td>2</td>
<td>Tourism Strategy Groups</td>
<td>Action: Rewording of Tourism Strategy Group members. TOR to be reviewed in 6 months and remains in draft as working document.</td>
<td>Paul Thompson</td>
</tr>
<tr>
<td>4</td>
<td>Gemfest Proposal</td>
<td>The group supports the Gemfest proposal but that value has to be reported back to Council and opportunity has to be identified for future and how it can be spread further across the region.</td>
<td>Megan Daniels</td>
</tr>
<tr>
<td>5</td>
<td>Emerald Tourism Precinct</td>
<td>TAP/TAG/TAN groups to be engaged by CHRC in the design concept phase of Tourism Precinct.</td>
<td>All</td>
</tr>
<tr>
<td>6</td>
<td>Freedom Camping</td>
<td>Recommendation: That CHRC support the progression of the Policy development around Freedom Camping as a project and identify the relevant CHRC departments that will work with TAP/TAG groups to develop a policy and achieve an outcome by Dec 2019. Council considers progressing the Freedom Camping policy and the progression needs to be done in conjunction with TAP. Action: Agenda item for TAG - incorporate in future consideration with discussion on network level to identify stakeholder views. PT to develop project proposal following TAG discussion with recommendations. Action: CR to ask TMR on recommendations for potential freedom campsite locations as part of the policy development.</td>
<td>Megan Daniels Paul Thompson Christine Rolfe</td>
</tr>
<tr>
<td></td>
<td>Agenda Item</td>
<td>Description</td>
<td>Responsible Party</td>
</tr>
<tr>
<td>---</td>
<td>-------------</td>
<td>-------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>7</td>
<td>Drive Inland Proposal</td>
<td>Recommendation: If the rest of the Councils west along the Capricorn Highway commit to DI that CHRC may come on board in 2020.</td>
<td>All</td>
</tr>
<tr>
<td>8</td>
<td>Visitor Guide &amp; Touring Map</td>
<td>Group approved imagery and design.</td>
<td>Paul Thompson</td>
</tr>
<tr>
<td>9</td>
<td>Tourism Forum</td>
<td>Action: Ensuring forum remains within scheduled timings.</td>
<td>Paul Thompson</td>
</tr>
<tr>
<td>10</td>
<td>General Business Conclusion</td>
<td>Recommendation: Towards the end of the year TAP present to CHRC with outcomes of the Tourism Strategy Groups - endorse TDC position and ongoing funding for Tourism.</td>
<td>ALL</td>
</tr>
</tbody>
</table>

Next Meeting: 26th April 2019.
14.2 Corporate Services

14.2.1 Nil reports
14.3 Customer and Commercial Services

14.3.1 Nil reports
14.4 Infrastructure and Utilities

14.4.1 Nil reports
14.6 Chief Executive Officer

14.6.1 Nil reports
15 DISCUSSION REPORTS - CLOSED SESSION

15.1 Nil Reports
16 INFORMATION REPORTS

16.1 Communities

16.1.1 Queensland Agricultural Training Colleges Transition Update ..... approx 15 mins

INFORMATION REPORT

Date: 16 April 2019          Presentation Duration: Approx. 15 minutes
To: General Council Meeting
Author: Kirstin Byrne, Manager Planning and Environment
Authorising Officer: Daniel Fletcher, General Manager Communities
File Reference: TBA

EXECUTIVE SUMMARY:
On 27 March 2019, the Director of the Queensland Agricultural Training Colleges (QATC), Alison Mobbs hosted a community meeting in Emerald in relation to the Economic Transition Strategy for the college. This report is intended to provide a brief update on the outcome of the meeting.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council receive this report.

REPORT:
The Community meeting hosted by QATC on 27 March 2019 was attended by approximately 40-45 people representing a mixture of agriculture, education and training and community stakeholders e.g. Country Women’s Association. A brief was given on the expectation of the QATC closing at the end of the year (December 2019) with the QATC seeking a direction position from the Minister by August/September 2019.

Representatives from the Project Management Office (PMO) were on hand to provide an update on the progress of the economic transition strategy and the progress to date. During the meeting it was announced that Alicia Dunbar from the Department of Agriculture and Fisheries (DAF) has been seconded into a community liaison role for the project

Outcome of meeting:
The main outcome of the meeting was that 18 stakeholder representatives were identified for the Consultative Committee including two (2) from the Central Highlands Regional Council and two (2) from the Central Highlands Development Corporation. It is noted that this number can be added to by the PMO if required.

From the recommendations by the PMO, it is expected that the operations out at the QATC will definitely be wound up by end of December 2019 however it may take longer to implement these recommendations. The direction is that the PMO has “everything on the table” to find a solution including repurposing of the site and/or State asset reductions. It is integral that the Strategic Land Use Team remain part of the conversation in relation to its long-term strategic use, position and infrastructure requirements depending on the intent of the site.

Moving forward:
The first consultative committee meeting is scheduled for Wednesday 10 April from 3:30pm to 5:30pm.
CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference:
1. Strong Vibrant Communities;
   1.1.1 - Provide and maintain accessible community services and facilities that meet the needs of our diverse communities.

2. Building and Maintaining Quality Infrastructure;
2.1 - Corporate Plan Strategy: Well planned and connect communities
2.1.4 - Plan and deliver essential infrastructure that supports a sustainable future.

3. Supporting our Local Economy;
3.2.1 - Facilitate opportunities for existing businesses and emerging industries to consolidate and grow.

Budget/Financial/Resourcing:
Nil at this stage.

Legal/Policy/Delegations:
Nil at this stage.

Communication/Engagement:
Nil at this stage.

Risk Assessment:
Nil at this stage.

Timings/Deadlines:
Nil at this stage.

Alternatives considered:
Nil.

SUMMARY:

On 27 March 2019, the Queensland Agricultural Training Colleges hosted a community meeting in Emerald in relation to the Economic Transition Strategy for the college. With the establishment of the Consultative Committee, it is integral that the Strategic Land Use Team remain part of the conversation in relation to its long term strategic use, position and infrastructure requirements depending on the intent of the site.

ATTACHMENTS:

1. 9160 QATC transition A 4 flyer Emerald V 1 (002) [16.1.1.1]
2. Email = Stakeholder update QATC Transition Project Management Office - 9 April 2019 [16.1.1.2]

– END OF REPORT –
Emerald community meeting

We’re collaborating with the community and stakeholders to develop an Economic Transition Strategy for Queensland Agricultural Training Colleges (QATC).

Our aim is to:
- grow the vocational education, training and skills sector in central-western Queensland
- leverage existing educational offerings and facilities
- boost economic growth and regional resilience for the local community.

A community meeting will share information about the QATC transition process and provide the opportunity for the community to nominate representatives from the Emerald region to form a Local Community Stakeholder Committee.

Time: **Wednesday 27 March** at **5.30 pm** for a **6 pm** start
Venue: **McIndoe Park Function Centre**, Opal Street, Emerald

All are welcome.

If you require further information, please contact Alison Mobbs, Director, QATC Transition Project Management Office (PMO) on 0436 808 827 or alison.mobbs@daf.qld.gov.au
The Department of Agriculture and Fisheries (DAF) QATC Transition PROJECT MANAGEMENT OFFICE (PMO) 3 April 2019 update

BACKGROUND

Successive Queensland Governments have made considerable efforts to improve the relevance and performance of the Queensland Agricultural Training Colleges (QATC) and have invested considerable funding to keep them operating.

As a result of declining student numbers and successive deficits, Emeritus Professor Peter Coaldrake was engaged to provide recommendations on how to grow the vocational education, training and skills sector in central-western Queensland.

The purpose of the review was to optimise the government’s investment in vocational education and training in the region to ensure employers have access to a skilled workforce and prospective students can access local quality training and employment opportunities.

The Queensland Government considered Professor Coaldrake’s recommendations and decided to close the QATC at the end of 2019 and repurpose the colleges’ facilities.

This means the QATC business entity will cease to manage the significant assets currently owned by the QATC at that time. The Queensland Government will be guided by local community members and organisations about how to best repurpose the use of these assets and facilities to benefit the whole training delivery scenario for all central-western Queensland industries, including agriculture.

This decision was not taken lightly and the government is committed to engaging widely with local communities, businesses and education providers to determine the best way to repurpose the available training facilities and assets, so they can be used more effectively.

March 2019

A designated DAF Project Management Office (PMO) has been established to deliver the Queensland Government’s response to the Coaldrake Review. Charles Burke has been appointed as the Executive Director leading the DAF PMO and Alison Mobbs has been appointed as Director for the DAF PMO and based in Longreach.

DAF PMO liaison officers have also been appointed in Longreach and Emerald. Roche Angon comes to the DAF PMO team from QATC in Longreach and Alicia Dunbar from DAF Emerald.

A key function of the Queensland Agricultural Training Colleges (QATC) Transition DAF PMO is to develop an Economic Transition Strategy for college staff, students and assets.

Longreach and Emerald Colleges

As part of the process for determining the Economic Transition Strategy, local community stakeholder committees in Longreach and Emerald have been appointed. The committees will provide advice and input into the development of the strategy.

Representatives from key stakeholder organisations have been invited to nominate delegates to participate in local community stakeholder committees (LCSC).
Public meetings, held in Longreach and Emerald in the last week of March, provided an information update on transition activities and determined the community representatives for the local community stakeholder committees.

The committees will be chaired by Charles Burke, with membership as follows:

### Longreach Local Community Stakeholder Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cr Trevor Smith</td>
<td>Cr Trevor Smith</td>
<td>Longreach Regional Council</td>
</tr>
<tr>
<td>Cr Tony Rayner</td>
<td>Cr Tony Rayner</td>
<td>Longreach Regional Council</td>
</tr>
<tr>
<td>Cr Rob Chandler</td>
<td>Cr Rob Chandler</td>
<td>Remote Area Planning and Development Board</td>
</tr>
<tr>
<td>Kristine Arnold</td>
<td>Kristine Arnold</td>
<td>Remote Area Planning and Development Board</td>
</tr>
<tr>
<td>Belinda Rowbotham</td>
<td>Belinda Rowbotham</td>
<td>Longreach Pastoral College Past Students and Staff Association</td>
</tr>
<tr>
<td>Philip Stiles</td>
<td>Philip Stiles</td>
<td>Longreach Pastoral College, QATC College Staff</td>
</tr>
<tr>
<td>Donald Brown</td>
<td>Donald Brown</td>
<td>AgForce Queensland</td>
</tr>
<tr>
<td>Peter Smith</td>
<td>Peter Smith</td>
<td>AgForce Queensland</td>
</tr>
<tr>
<td>Liza Cameron</td>
<td>Liza Cameron</td>
<td>Longreach State High School</td>
</tr>
<tr>
<td>Peter Homan</td>
<td>Peter Homan</td>
<td>OQTA Longreach Tourism</td>
</tr>
<tr>
<td>Louise Martin</td>
<td>Louise Martin</td>
<td>Community - State Vice President ICPA, sheep producer, past student, Tambo</td>
</tr>
<tr>
<td>Boyd Webb</td>
<td>Boyd Webb</td>
<td>Community - Local grazier, Muttaburra</td>
</tr>
<tr>
<td>Jacquetta Arnold</td>
<td>Jacquetta Arnold</td>
<td>Community - Past QATC employee, Longreach local</td>
</tr>
</tbody>
</table>

### Emerald

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cr Kerry Hayes</td>
<td>Cr Kerry Hayes</td>
<td>Central Highlands Regional Council</td>
</tr>
<tr>
<td>Cr Gail Godwin Smith</td>
<td>Cr Gail Godwin Smith</td>
<td>Central Highlands Regional Council</td>
</tr>
<tr>
<td>Sandra Hobbs</td>
<td>Sandra Hobbs</td>
<td>Central Highlands Development Corporation</td>
</tr>
<tr>
<td>Liz Alexander</td>
<td>Liz Alexander</td>
<td>Central Highlands Development Corporation</td>
</tr>
<tr>
<td>Prof Helen Huntly</td>
<td>Prof Helen Huntly</td>
<td>CQ University</td>
</tr>
<tr>
<td>Prof Grant Stanley</td>
<td>Prof Grant Stanley</td>
<td>CQ University</td>
</tr>
<tr>
<td>Rachele Malone</td>
<td>Rachele Malone</td>
<td>QATC Emerald College Staff</td>
</tr>
<tr>
<td>Ian Burnett</td>
<td>Ian Burnett</td>
<td>AgForce Queensland</td>
</tr>
<tr>
<td>Peter Smith</td>
<td>Peter Smith</td>
<td>AgForce Queensland</td>
</tr>
<tr>
<td>Aaron Kiely</td>
<td>Aaron Kiely</td>
<td>Central Highlands Cotton Growers &amp; Irrigators</td>
</tr>
<tr>
<td>Shari Barwick</td>
<td>Shari Barwick</td>
<td>Resources Industry</td>
</tr>
<tr>
<td>Ray Clarke</td>
<td>Ray Clarke</td>
<td>Emerald Region Schools - State</td>
</tr>
<tr>
<td>Mark Green</td>
<td>Mark Green</td>
<td>Emerald Region Schools – Catholic</td>
</tr>
<tr>
<td>Graeme Johnston</td>
<td>Graeme Johnston</td>
<td>Emerald Region Schools - Christian Colleges</td>
</tr>
<tr>
<td>Janice Moriarty</td>
<td>Janice Moriarty</td>
<td>Community - Emerald Neighbourhood Centre</td>
</tr>
<tr>
<td>Simone Parker</td>
<td>Simone Parker</td>
<td>Community - CHRRUP</td>
</tr>
<tr>
<td>Alistair Malone</td>
<td>Alistair Malone</td>
<td>Community - Ag industry</td>
</tr>
<tr>
<td>Geoff Dein</td>
<td>Geoff Dein</td>
<td>Community - AgGrow</td>
</tr>
<tr>
<td>Andrew Hawkins</td>
<td>Andrew Hawkins</td>
<td>Community - Past Student, long term local</td>
</tr>
<tr>
<td>Jenny Ryan</td>
<td>Jenny Ryan</td>
<td>Community - QCWA Blackwater</td>
</tr>
<tr>
<td>Matthew Barnes</td>
<td>Matthew Barnes</td>
<td>Community - Ag industry / Tinkelara</td>
</tr>
</tbody>
</table>

The DAF PMO looks forward to working with stakeholders to identify ways to grow the vocational education, training and skills sector in central-western Queensland, including through leveraging existing educational offerings and facilities. The outcome will help to boost economic growth and regional resilience for the Emerald and Longreach communities and regions.
Statewide

The DAF PMO and the executive of QATC are working closely and collaboratively to ensure a smooth transition of staff, students and assets. To date, DAF PMO team members have visited most of the regional hubs and both colleges, meeting with staff, students and other stakeholders from Walkamin to Dalby.

The DAF PMO have engaged a range of stakeholders including TAFE Queensland, the Department of Employment, Small Business and Training, Agforce Queensland, Central Queensland University, Regional Development Australia Central West Fitzroy, Queensland Agricultural Workforce Network officers, as well as QATC staff and students.

The Economic Transition Strategy will develop a plan for the future use of all QATC educational and production assets and resources. During the ‘teach-out’ period of 2019, QATC facilities will remain open and be fully maintained. Timing for the repurposing of these assets will depend on elements of the strategy being finalised and agreed by key stakeholders.

For more information
You can email ideas, proposals and feedback to us at qatc_pmo@daf.qld.gov.au.

DAF PMO Liaison officers can be contacted directly at:

  Longreach  Roche Angon  roche.angon@daf.qld.gov.au
  Emerald  Alicia Dunbar  alicia.dunbar@daf.qld.gov.au

For further information on the QATC transition process, please contact Alison Mobbs, Director, QATC Transition Project Management Office (PMO), Longreach on 0436 808 827 or alison.mobbs@daf.qld.gov.au

Should you not want to receive these updates any more, please reply email with the word ‘unsubscribe’ in the header and we will remove you from our list.

The information in this email together with any attachments is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. There is no waiver of any confidentiality/privilege by your inadvertent receipt of this material.

Any form of review, disclosure, modification, distribution and/or publication of this email message is prohibited, unless as a necessary part of Departmental business.

If you have received this message in error, you are asked to inform the sender as quickly as possible and delete this message and any copies of this message from your computer and/or your computer system network.
16.1.2 Development Application Update for March 2019..... approx 5 mins

INFORMATION REPORT

Date: 16 April 2019  Presentation Duration: Approx. 5 minutes

To: General Council Meeting

Author: Sarah Ronnfeldt, Principal Planner Development Assessment

Authorising Officer: Daniel Fletcher, General Manager Communities

File Reference: Document ID # 1384389

EXECUTIVE SUMMARY:
The purpose of this report is to provide the monthly update on development activities currently before Council for assessment and decision within the planning team. This report is intended to inform Councillors regarding decisions made during the past month as well as give an overview of the current applications lodged with Council. Should the need arise, time can be scheduled to discuss specific applications with the Manager of Planning and Environment, and the Assessment Manager.

OFFICER RECOMMENDATION:

That Central Highlands Regional Council receive this report.

REPORT:

Currently, there are 31 development applications lodged with Council for assessment (as of 25 March 2019). These have been outlined within the attachment and summarised within Figure 1 of the report. The types of applications include residential activities, business activities, community activities, other activities, industry activities, reconfiguring a lot, and extension and change applications. Of these groups, reconfiguring a lot applications constitute the largest group followed closely by industry activities. Applications pending assessment and decision can be found in the attachment to this report.

Figure 2 of the report illustrate the number of applications in the system represented per geographical region. Including combined applications, seven (7) application trigger impact assessment requiring 'public notification' during the assessment process. Twenty-One (21) applications trigger code assessment, and three (3) being for extension and/or change applications does not trigger a specific level of assessment. This list of current applications is regularly updated by members of the planning team in a spreadsheet stored in Council's Communities records system, and then manually uploaded to the Council website on a monthly basis.

Figure 3 of the report illustrates the number of applications received, ‘in the system’ and decisions made for March 2019. Since last month’s update to Council, the planning team received seven (7) new applications and decided five (5). In order to align with agenda deadlines, the monthly reporting of application numbers consist of applications up to and including the 25th of the month. Each month's total number of decisions is updated accordingly in the following months DA update reporting. Once a development application is decided, the application is removed from the current list available on Council's website, and manually recorded in a development application register via SmartSheet and Microsoft Excel.
Table 1 below provides a synopsis of the development applications decided between 25 February 2019, and 25 March 2019.

![Current development applications at 25/03/2019 (Total 31)](image)

**Figure 1 - Current development applications types in the system on 25 March 2019.**

![Current development applications per region](image)

**Figure 2 - Overview of current application numbers per geographical region.**
Table 1: Development applications decided between 25 February 2019 and 25 March 2019 (listed in order of lodgement date).

<table>
<thead>
<tr>
<th>Reconfiguring a lot</th>
<th>Council reference:</th>
<th>Application:</th>
<th>Property Description:</th>
<th>Day application was made:</th>
<th>Level of assessment:</th>
<th>Public Notification required:</th>
<th>Applicant:</th>
<th>Status:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reconfiguring a lot</td>
<td>RAL014.1-2018</td>
<td>Reconfiguring a lot (1 lot into 2 lots)</td>
<td>400 Wills Road, Emerald</td>
<td>22 October 2018</td>
<td>Impact</td>
<td>Yes</td>
<td>Mark Smith C/- Murray &amp; Associates</td>
<td>Decision Notice 18 March 2019. Appeal period ends 15 April 2019</td>
</tr>
<tr>
<td>Reconfiguring a lot</td>
<td>RAL001.1-2019</td>
<td>Reconfiguring a lot (2 lots into 2 lots) – Boundary realignment</td>
<td>71 &amp; 447 The Lawrence lane, Capella</td>
<td>4 January 2019</td>
<td>Code</td>
<td>No</td>
<td>Nathan &amp; Danielle Lord C/- Murray &amp; Associates (Qld) Pty Ltd</td>
<td>Decision Notice issued 20 March 2019. Appeal period ends 12 April 2019</td>
</tr>
<tr>
<td>Reconfiguring a lot</td>
<td>RAL002.1-2019</td>
<td>Reconfiguring a lot (2 lots into 2 lots) – Boundary realignment</td>
<td>Wills road, Emerald (Lot 43 SP 248547, Lot 100 SP291963)</td>
<td>15 January 2019</td>
<td>Code</td>
<td>No</td>
<td>Covepoint Pty Ltd. C/- Murray and Associates (QLD) Pty Ltd</td>
<td>Decision Notice issued 19 March 2019. Appeal period ends 16 April 2019</td>
</tr>
</tbody>
</table>

Figure 3 - Overview of application numbers from August 2017 to March 2019
Reconfiguring a lot  
Council reference: RAL003.1-2019  
Application: Reconfiguring a lot (2 lots into 2 lots) – Boundary realignment  
Property Description: Glenlee Road, Lochington (Lot 1 SP 282158, Lot 11 RP894892)  
Day application was made: 24 January 2019  
Level of assessment: Code  
Public Notification required: No  
Applicant: John Rolfe C/- Murray and Associates (QLD) Pty Ltd  
Status: Decision Notice issued 8 March 2019. Appeal period ends 5 April 2019

Reconfiguring a lot  
Council reference: RAL008.1-2018  
Application: Reconfiguring a lot (1 lots into 4 lots) – Request for negotiated decision (change representations)  
Property Description: Codenwarra Road, Emerald (Lot 35 E21617)  
Day application was made: 29 January 2019  
Level of assessment: Code  
Public Notification required: No  
Applicant: Glen Glee Pty Ltd. C/- Murray and Associates (QLD) Pty Ltd  
Status: Negotiated Decision Notice issued 18 March 2019. Appeal period ends 15 April 2019

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference:  
4. Protecting our People and our Environment;  
4.1 - Corporate Plan Strategy: Well-managed and protected communities  
4.1.1 - Ensure the region’s sustainability through integrated, well-planned development.  
4.1.2 - Employ efficient development planning processes and practices.  
5. Leadership and Governance;  
5.3.2 - Ensure transparency and accountability through integrated performance management reporting.

Budget/Financial/Resourcing:  
The development application fees are a source of cost recovery for Council in accordance with the Register of Commercial and Cost Recovery Fees 2018/19.

Legal/Policy/Delegations:  
The appropriate legislation applies to the assessment of all development applications. Council’s Administrative Delegations authorises the Assessment Manager to undertake the assessment with appropriate delegations sitting with the appropriate officer for sign off.

Communication/Engagement:  
Appropriate engagement occurs on development applications which trigger impact assessment through way of public notification. Council’s online application system “TRACK” allows the public to follow planning applications online that were lodged from 3 July 2017.

Risk Assessment:  
There are no perceived risks associated with this information report. Any discussion regarding particular applications is to be taken offline with the Manager of Planning and Environment.

Timings/Deadlines:  
This is an information report so there are no statutory deadlines associated with the update.
Alternatives considered:
Based on the last Council meeting, the Development and Planning team are considering the following alternatives to presenting this information on a monthly basis:

1. That Central Highlands Regional Council accept to receive this report as an attachment to the General Council Portal Report.
2. That Central Highlands Regional Council accept to receive this report with no presentation of the report except for on occasions where there is a “DA in focus” update.

SUMMARY:
This report is intended for Councillors to understand the decisions made and to review the current applications before Council up to and including the 25th day of this month. Should the need arise, time can be scheduled to discuss specifics of the application offline with the Manager of Planning and Environment.

ATTACHMENTS:

1. March - Master Development Applications as at 25-03-19 [16.1.2.1]

– END OF REPORT –
<table>
<thead>
<tr>
<th>Extension and Change application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council reference: 4127/12 (401.2016.19)</td>
</tr>
<tr>
<td>Application: Material change of use: Vehicle Showroom</td>
</tr>
<tr>
<td>Property Description: Industrial Drive Emerald (Lot 10 SP223678)</td>
</tr>
<tr>
<td>Day application was made: 19 December 2016</td>
</tr>
<tr>
<td>Level of assessment: Impact</td>
</tr>
<tr>
<td>Public Notification required: Yes</td>
</tr>
<tr>
<td>Applicant: Q Automotive Solutions Pty Ltd C/- Murray &amp; Associates (Qld) Pty Ltd</td>
</tr>
<tr>
<td>Status: Awaiting confirmation of withdrawal by Applicant</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Extension and Change application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council reference: 403.2017.16 (Original Decision: 4159/11)</td>
</tr>
<tr>
<td>Application: Material change of use: Multiple dwelling (16 Units) - Request to extend relevant period</td>
</tr>
<tr>
<td>Property Description: 97 Anakie Street, Emerald</td>
</tr>
<tr>
<td>Day application was made: 29 March 2017</td>
</tr>
<tr>
<td>Level of assessment: N/A</td>
</tr>
<tr>
<td>Public Notification required: No</td>
</tr>
<tr>
<td>Applicant: Trevor Roebig</td>
</tr>
<tr>
<td>Status: Under Assessment – Application on hold at applicant’s request</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council reference: MCU021.1-2018</td>
</tr>
<tr>
<td>Application: Material Change of Use: Transport depot</td>
</tr>
<tr>
<td>Property Description: 17 Wills Road, Emerald</td>
</tr>
<tr>
<td>Day application was made: 14 June 2018</td>
</tr>
<tr>
<td>Level of assessment: Code</td>
</tr>
<tr>
<td>Public Notification required: No</td>
</tr>
<tr>
<td>Applicant: Sterns Bulk Haulage C/- Hammertime Constructions Pty Ltd</td>
</tr>
<tr>
<td>Status: Information request stage – Applicant information response pending</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council reference: MCU028.1-2018</td>
</tr>
<tr>
<td>Application: Material Change of Use: Extractive Industry</td>
</tr>
<tr>
<td>Property Description: Arcadia Valley Road, Arcadia (Lot 4 TR16)</td>
</tr>
<tr>
<td>Day application was made: 1 August 2018</td>
</tr>
<tr>
<td>Level of assessment: Impact</td>
</tr>
<tr>
<td>Public Notification required: Yes</td>
</tr>
<tr>
<td>Applicant: Santos TOGA Pty Ltd. C/- Murray and Associates (QLD) Pty Ltd</td>
</tr>
<tr>
<td>Status: Information request stage – Applicant information response pending extending 9 August 2019</td>
</tr>
<tr>
<td>Master Development Applications as of 25 March 2019</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td><strong>Residential activities</strong></td>
</tr>
<tr>
<td><strong>Council reference:</strong> MCU033.1-2018</td>
</tr>
<tr>
<td><strong>Application:</strong> Material change of use: Short-term accommodation (expansion of existing use)</td>
</tr>
<tr>
<td><strong>Property Description:</strong> 35 Pritchard Rd, Emerald (Lot 13 SP227973)</td>
</tr>
<tr>
<td><strong>Day application was made:</strong> 14 September 2018</td>
</tr>
<tr>
<td><strong>Level of assessment:</strong> Impact</td>
</tr>
<tr>
<td><strong>Public Notification required:</strong> Yes</td>
</tr>
<tr>
<td><strong>Applicant:</strong> Village National Holdings Pty Ltd C/- Murray &amp; Associates</td>
</tr>
<tr>
<td><strong>Status:</strong> Information request stage – Applicant information response pending</td>
</tr>
<tr>
<td><strong>Reconfiguring a lot</strong></td>
</tr>
<tr>
<td><strong>Council reference:</strong> RAL013.1-2018</td>
</tr>
<tr>
<td><strong>Application:</strong> Reconfiguring a lot (1 lot into 2 lots)</td>
</tr>
<tr>
<td><strong>Property Description:</strong> Blackwater Rolleston Road, Rolleston (Lot 2 RP610747)</td>
</tr>
<tr>
<td><strong>Day application was made:</strong> 11 October 2018</td>
</tr>
<tr>
<td><strong>Level of assessment:</strong> Impact</td>
</tr>
<tr>
<td><strong>Public Notification required:</strong> Yes</td>
</tr>
<tr>
<td><strong>Applicant:</strong> Keith Herbert Tyson &amp; Nicole Diane Tyson C/- Murray &amp; Associates</td>
</tr>
<tr>
<td><strong>Status:</strong> Notification Stage</td>
</tr>
<tr>
<td><strong>Business activities</strong></td>
</tr>
<tr>
<td><strong>Council reference:</strong> MCU037.1-2018</td>
</tr>
<tr>
<td><strong>Application:</strong> Material Change of Use: Food and drink outlet (drive-thru)</td>
</tr>
<tr>
<td><strong>Property Description:</strong> 41 Hospital Road, Emerald (Lot 1 SP242673)</td>
</tr>
<tr>
<td><strong>Day application was made:</strong> 16 October 2018</td>
</tr>
<tr>
<td><strong>Level of assessment:</strong> Code</td>
</tr>
<tr>
<td><strong>Public Notification required:</strong> No</td>
</tr>
<tr>
<td><strong>Applicant:</strong> Scott Black C/- Des Skinner Design</td>
</tr>
<tr>
<td><strong>Status:</strong> Information request stage – Application on hold at applicant’s request</td>
</tr>
<tr>
<td><strong>Reconfiguring a lot</strong></td>
</tr>
<tr>
<td><strong>Council reference:</strong> RAL014.1-2018</td>
</tr>
<tr>
<td><strong>Application:</strong> Reconfiguring a lot (1 lot into 2 lots)</td>
</tr>
<tr>
<td><strong>Property Description:</strong> 400 Wills Road, Emerald</td>
</tr>
<tr>
<td><strong>Day application was made:</strong> 22 October 2018</td>
</tr>
<tr>
<td><strong>Level of assessment:</strong> Impact</td>
</tr>
<tr>
<td><strong>Public Notification required:</strong> Yes</td>
</tr>
<tr>
<td><strong>Applicant:</strong> Mark Smith C/- Murray &amp; Associates</td>
</tr>
<tr>
<td><strong>Status:</strong> Decision Notice 18 March 2019. Appeal period ends 15 April 2019</td>
</tr>
</tbody>
</table>
### Reconfiguring a lot

<table>
<thead>
<tr>
<th>Council reference:</th>
<th>RAL015.1-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Reconfiguring a lot (Access easement)</td>
</tr>
<tr>
<td>Property Description:</td>
<td>211 Codenwarra Road, Emerald (Lot 51 SP117841)</td>
</tr>
<tr>
<td>Day application was made:</td>
<td>29 October 2018</td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Code</td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>No</td>
</tr>
<tr>
<td>Applicant:</td>
<td>Central Highlands Regional Council C/- Murray &amp; Associates (Qld) Pty Ltd</td>
</tr>
<tr>
<td>Status:</td>
<td>Not properly made</td>
</tr>
</tbody>
</table>

### Other activities

<table>
<thead>
<tr>
<th>Council reference:</th>
<th>MCU038.1-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Material Change of Use: Telecommunications Facility</td>
</tr>
<tr>
<td>Property Description:</td>
<td>New Street, Emerald (Lot 53 RP881528)</td>
</tr>
<tr>
<td>Day application was made:</td>
<td>31 October 2018</td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Impact</td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>Yes</td>
</tr>
<tr>
<td>Applicant:</td>
<td>Optus Mobile C/- Catalyst ONE</td>
</tr>
<tr>
<td>Status:</td>
<td>Information request stage – Applicant information response pending</td>
</tr>
</tbody>
</table>

### Industry activities

<table>
<thead>
<tr>
<th>Council reference:</th>
<th>MCU042.1-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Material Change of Use: Transport depot</td>
</tr>
<tr>
<td>Property Description:</td>
<td>27 Wills Road, Emerald (Lot 43 SP248547)</td>
</tr>
<tr>
<td>Day application was made:</td>
<td>21 December 2018</td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Code</td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>No</td>
</tr>
<tr>
<td>Applicant:</td>
<td>Simon Contractors Pty Ltd C/- Patricia Skinner</td>
</tr>
<tr>
<td>Status:</td>
<td>Decision Stage</td>
</tr>
</tbody>
</table>

### Community activities

<table>
<thead>
<tr>
<th>Council reference:</th>
<th>MCU043.1-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Material Change of Use: Health care services</td>
</tr>
<tr>
<td>Property Description:</td>
<td>Centre Place, Tieri (Lots 1 &amp; 2 SP243864)</td>
</tr>
<tr>
<td>Day application was made:</td>
<td>21 December 2018</td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Code</td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>No</td>
</tr>
<tr>
<td>Applicant:</td>
<td>Oaky Creek Holdings Pty Ltd C/- Cardno</td>
</tr>
<tr>
<td>Status:</td>
<td>Decision making period</td>
</tr>
<tr>
<td>Reconfiguring a lot</td>
<td>Council reference:</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Application:</td>
<td>Reconfiguring a lot (2 lots into 2 lots) – Boundary realignment</td>
</tr>
<tr>
<td>Property Description:</td>
<td>71 &amp; 447 The Lawrence lane, Capella</td>
</tr>
<tr>
<td>Day application was made:</td>
<td>4 January 2019</td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Code</td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>No</td>
</tr>
<tr>
<td>Applicant:</td>
<td>Nathan &amp; Danielle Lord C/- Murray &amp; Associates (Qld) Pty Ltd</td>
</tr>
<tr>
<td>Status:</td>
<td>Decision Notice issued 20 March 2019. Appeal period ends 12 April 2019</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reconfiguring a lot</th>
<th>Council reference:</th>
<th>RAL002.1-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Reconfiguring a lot (2 lots into 2 lots) – Boundary realignment</td>
<td></td>
</tr>
<tr>
<td>Property Description:</td>
<td>Wills road, Emerald (Lot 43 SP 248547, Lot 100 SP291963)</td>
<td></td>
</tr>
<tr>
<td>Day application was made:</td>
<td>15 January 2019</td>
<td></td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Code</td>
<td></td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Applicant:</td>
<td>Covepoint Pty Ltd. C/- Murray and Associates (QLD) Pty Ltd</td>
<td></td>
</tr>
<tr>
<td>Status:</td>
<td>Decision Notice issued 19 March 2019. Appeal period ends 16 April 2019</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reconfiguring a lot</th>
<th>Council reference:</th>
<th>RAL003.1-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Reconfiguring a lot (2 lots into 2 lots) – Boundary realignment</td>
<td></td>
</tr>
<tr>
<td>Property Description:</td>
<td>Glenlee Road, Lochington (Lot 1 SP 282158, Lot 11 RP894892)</td>
<td></td>
</tr>
<tr>
<td>Day application was made:</td>
<td>24 January 2019</td>
<td></td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Code</td>
<td></td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Applicant:</td>
<td>John Rolfe C/- Murray and Associates (QLD) Pty Ltd</td>
<td></td>
</tr>
<tr>
<td>Status:</td>
<td>Decision Notice issued 8 March 2019. Appeal period ends 5 April 2019</td>
<td></td>
</tr>
<tr>
<td>Reconfiguring a lot</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Council reference:</strong> RAL008.1-2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Application:</strong> Reconfiguring a lot (1 lots into 4 lots) – Request for negotiated decision (change representations)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Property Description:</strong> Codenwarra Road, Emerald (Lot 35 E21617)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Day application was made:</strong> 29 January 2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Level of assessment:</strong> Code</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Public Notification required:</strong> No</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Applicant:</strong> Glen Glee Pty Ltd. C/- Murray and Associates (QLD) Pty Ltd</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Status:</strong> Negotiated Decision Notice issued 18 March 2019. Appeal period ends 15 April 2019</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Activities &amp; Residential Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Council reference:</strong> MCU001.1-2019</td>
</tr>
<tr>
<td><strong>Application:</strong> Material change of use: Shop &amp; Caretakers Accommodation</td>
</tr>
<tr>
<td><strong>Property Description:</strong> 55 Charles Street, Springsure (Lot 51 SP267148)</td>
</tr>
<tr>
<td><strong>Day application was made:</strong> 31 January 2019</td>
</tr>
<tr>
<td><strong>Level of assessment:</strong> Impact (Shop) &amp; Code (Caretakers Accommodation)</td>
</tr>
<tr>
<td><strong>Public Notification required:</strong> Yes</td>
</tr>
<tr>
<td><strong>Applicant:</strong> P&amp;L Warriner C/- Patricia Skinner</td>
</tr>
<tr>
<td><strong>Status:</strong> Information Request stage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reconfiguring a lot</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Council reference:</strong> RAL004.1-2019</td>
</tr>
<tr>
<td><strong>Application:</strong> Reconfiguring a lot (2 lots into 2 lots) – Boundary Realignment</td>
</tr>
<tr>
<td><strong>Property Description:</strong> 126 Arizona Road &amp; 2403 Blackwater-Cooroorah Road, Blackwater (Lot 9 SP26015 &amp; Lot 10 SP260151)</td>
</tr>
<tr>
<td><strong>Day application was made:</strong> 5 February 2019</td>
</tr>
<tr>
<td><strong>Level of assessment:</strong> Code</td>
</tr>
<tr>
<td><strong>Public Notification required:</strong> No</td>
</tr>
<tr>
<td><strong>Applicant:</strong> Blackwater Quarries C/- Murray &amp; Associates (QLD) Pty Ltd</td>
</tr>
<tr>
<td><strong>Status:</strong> Decision Stage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reconfiguring a lot</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Council reference:</strong> RAL005.1-2019</td>
</tr>
<tr>
<td><strong>Application:</strong> Reconfiguring a lot (1 lot into 2 lots)</td>
</tr>
<tr>
<td><strong>Property Description:</strong> 1346 Adams Road, Duaringa (Lot 27 PN258)</td>
</tr>
<tr>
<td><strong>Day application was made:</strong> 12 February 2019</td>
</tr>
<tr>
<td><strong>Level of assessment:</strong> Code</td>
</tr>
<tr>
<td><strong>Public Notification required:</strong> No</td>
</tr>
<tr>
<td><strong>Applicant:</strong> Geoffrey Kavanagh C/- Murray &amp; Associates (Qld) Pty Ltd</td>
</tr>
<tr>
<td><strong>Status:</strong> Decision Stage</td>
</tr>
</tbody>
</table>
### Reconfiguring a lot

<table>
<thead>
<tr>
<th>Council reference:</th>
<th>RAL006.1-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Reconfiguring a lot (Access easement)</td>
</tr>
<tr>
<td>Property Description:</td>
<td>Dawson Highway, Springsure (Lot 2 SP255409)</td>
</tr>
<tr>
<td>Day application was made:</td>
<td>13 February 2019</td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Code</td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>No</td>
</tr>
<tr>
<td>Applicant:</td>
<td>Richard Hop-Yek C/- Murray &amp; Associates (QLD) Pty Ltd</td>
</tr>
<tr>
<td>Status:</td>
<td>Confirmation Period</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Council reference:</th>
<th>RAL007.1-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Reconfiguring a lot (1 lot into 2 lots)</td>
</tr>
<tr>
<td>Property Description:</td>
<td>2 Edgewood Drive, Emerald (Lot 9 RP908464)</td>
</tr>
<tr>
<td>Day application was made:</td>
<td>15 February 2019</td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Code</td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>No</td>
</tr>
<tr>
<td>Applicant:</td>
<td>Phillip G &amp; Amanda J Aupouri C/- Murray &amp; Associates (Qld) Pty Ltd</td>
</tr>
<tr>
<td>Status:</td>
<td>Decision Period</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Council reference:</th>
<th>RAL008.1-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Reconfiguring a lot (2 lot into 2 lots) – Boundary realignment</td>
</tr>
<tr>
<td>Property Description:</td>
<td>3 and 5 Alice Street, Duaringa (Lot 2 RP608290 &amp; Lot 4 D1931)</td>
</tr>
<tr>
<td>Day application was made:</td>
<td>15 February 2019</td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Code</td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>No</td>
</tr>
<tr>
<td>Applicant:</td>
<td>Cedric L Nesbitt &amp; Barbara J Jones C/- Gracemere Surveying and Planning Consultants Pty Ltd</td>
</tr>
<tr>
<td>Status:</td>
<td>Information Response Stage</td>
</tr>
</tbody>
</table>

### Industry Activities

<table>
<thead>
<tr>
<th>Council reference:</th>
<th>MCU002.1-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Material Change of Use: Warehouse</td>
</tr>
<tr>
<td>Property Description:</td>
<td>92-100 Industrial Drive, Emerald (Lot 2 SP 223678)</td>
</tr>
<tr>
<td>Day application was made:</td>
<td>20 February 2019</td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Code</td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>No</td>
</tr>
<tr>
<td>Applicant:</td>
<td>Dan Ellerton C/- Murray &amp; Associates (Qld) Pty Ltd</td>
</tr>
<tr>
<td>Status:</td>
<td>Information Response Stage</td>
</tr>
</tbody>
</table>
### Extension and Change Application

<table>
<thead>
<tr>
<th>Council reference:</th>
<th>RAL005.2-2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Request to change and extend currency period</td>
</tr>
<tr>
<td>Property Description:</td>
<td>Chudleigh Drive, Emerald (Lot 100 SP 291961)</td>
</tr>
<tr>
<td>Day application was made:</td>
<td>21 February 2019</td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>N/A</td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>No</td>
</tr>
<tr>
<td>Applicant:</td>
<td>Palo Verde Properties Pty Ltd C/- Calibre Professional Services Pty Ltd</td>
</tr>
<tr>
<td>Status:</td>
<td>Decision Stage</td>
</tr>
</tbody>
</table>

### Building work assessable against the planning scheme

<table>
<thead>
<tr>
<th>Council reference:</th>
<th>BWAP080.1-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Building work assessable against the planning scheme – Oversized shed</td>
</tr>
<tr>
<td>Property Description:</td>
<td>4 Geddes Lane, Emerald (Lot 2 SP243871)</td>
</tr>
<tr>
<td>Day application was made:</td>
<td>27 February 2019</td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Code</td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>N/A</td>
</tr>
<tr>
<td>Applicant:</td>
<td>Robert Anderson C/- AAA Building Consultants</td>
</tr>
<tr>
<td>Status:</td>
<td>Confirmation Stage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Council reference:</th>
<th>BWAP081.1-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Building work assessable against the planning scheme – Oversized shed</td>
</tr>
<tr>
<td>Property Description:</td>
<td>3 Carrington Place, Emerald (Lot 2 SP176172)</td>
</tr>
<tr>
<td>Day application was made:</td>
<td>27 February 2019</td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Code</td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>N/A</td>
</tr>
<tr>
<td>Applicant:</td>
<td>Rob Murray C/- AAA Building Consultants</td>
</tr>
<tr>
<td>Status:</td>
<td>Decision Stage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Council reference:</th>
<th>BWAP092.1-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application:</td>
<td>Construction of 14 m high golf course fence boundary</td>
</tr>
<tr>
<td>Property Description:</td>
<td>98-102 Opal Street Emerald (Lot 1 SP193778 &amp; Lot 7 E21686)</td>
</tr>
<tr>
<td>Day application was made:</td>
<td>5 March 2019</td>
</tr>
<tr>
<td>Level of assessment:</td>
<td>Code</td>
</tr>
<tr>
<td>Public Notification required:</td>
<td>N/A</td>
</tr>
<tr>
<td>Applicant:</td>
<td>ELIA Architecture</td>
</tr>
<tr>
<td>Status:</td>
<td>Information Request Stage</td>
</tr>
<tr>
<td></td>
<td>Industry Activities</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>28</td>
<td><strong>Council reference:</strong> MCU004.1-2019</td>
</tr>
<tr>
<td></td>
<td><strong>Application:</strong> Medium Impact Industry, Bulk Landscape Supplies &amp; Garden Centre</td>
</tr>
<tr>
<td></td>
<td><strong>Property Description:</strong> 80 Roberts Street Emerald (Lot 2 on SP261407)</td>
</tr>
<tr>
<td></td>
<td><strong>Day application was made:</strong> 11 March 2019</td>
</tr>
<tr>
<td></td>
<td><strong>Level of assessment:</strong> Code</td>
</tr>
<tr>
<td></td>
<td><strong>Public Notification required:</strong> N/A</td>
</tr>
<tr>
<td></td>
<td><strong>Applicant:</strong> Beehive property Maintenance Pty Ltd C/- Murray &amp; Associates (Qld) Pty Ltd</td>
</tr>
<tr>
<td></td>
<td><strong>Status:</strong> Action Notice</td>
</tr>
<tr>
<td>29</td>
<td><strong>Council reference:</strong> MCU003.1-2019</td>
</tr>
<tr>
<td></td>
<td><strong>Application:</strong> Transport Depot, Contractors Yard, Associated Maintenance Workshop &amp; Administration Building</td>
</tr>
<tr>
<td></td>
<td><strong>Property Description:</strong> 10 Jarrah Street Blackwater (Lot 15 B337150)</td>
</tr>
<tr>
<td></td>
<td><strong>Day application was made:</strong> 11 March 2019</td>
</tr>
<tr>
<td></td>
<td><strong>Level of assessment:</strong> Code</td>
</tr>
<tr>
<td></td>
<td><strong>Public Notification required:</strong> N/A</td>
</tr>
<tr>
<td></td>
<td><strong>Applicant:</strong> Goldco Civil C/- Des Skinner Design</td>
</tr>
<tr>
<td></td>
<td><strong>Status:</strong> Confirmation Stage</td>
</tr>
<tr>
<td>30</td>
<td><strong>Council reference:</strong> MCU031.3-2014</td>
</tr>
<tr>
<td></td>
<td><strong>Application:</strong> Change existing approval (MCU31.2-2014/4050/14) Reconfiguration of a lot (1 into 4 and access easement)</td>
</tr>
<tr>
<td></td>
<td><strong>Property Description:</strong> Capricorn highway, Yamala (Lot 1 SP282150)</td>
</tr>
<tr>
<td></td>
<td><strong>Day application was made:</strong> 22 March 2019</td>
</tr>
<tr>
<td></td>
<td><strong>Level of assessment:</strong> N/A</td>
</tr>
<tr>
<td></td>
<td><strong>Public Notification required:</strong> N/A</td>
</tr>
<tr>
<td></td>
<td><strong>Applicant:</strong> Graincorp Limited C/- Murray &amp; Associates (Qld) Pty Ltd</td>
</tr>
<tr>
<td></td>
<td><strong>Status:</strong> Confirmation Period</td>
</tr>
<tr>
<td>31</td>
<td><strong>Council reference:</strong> RAL011.1-2019</td>
</tr>
<tr>
<td></td>
<td><strong>Application:</strong> Subdivision by lease – exceeding 10 years</td>
</tr>
<tr>
<td></td>
<td><strong>Property Description:</strong> Small Street Emerald (Lot 93 SP127170)</td>
</tr>
<tr>
<td></td>
<td><strong>Day application was made:</strong> 25 March 2019</td>
</tr>
<tr>
<td></td>
<td><strong>Level of assessment:</strong> Code</td>
</tr>
<tr>
<td></td>
<td><strong>Public Notification required:</strong> N/A</td>
</tr>
<tr>
<td></td>
<td><strong>Applicant:</strong> Linfox Australia Pty Ltd C/- RPS Australia East Pty Ltd</td>
</tr>
<tr>
<td></td>
<td><strong>Status:</strong> Confirmation Stage</td>
</tr>
</tbody>
</table>
16.3 Corporate Services

16.3.1 Nil reports
16.4 Infrastructure and Utilities

16.4.1 Departmental Update - Infrastructure and Utilities ... approx 5 mins

DEPARTMENT UPDATE REPORT

Date: 16 April 2019  Presentation Duration: Approx. 5 minutes
To: General Council Meeting
Author: Peter Manning, Manager Water Utilities
Authorising Officer: Gerhard Joubert, General Manager Infrastructure and Utilities
File Reference: NIL

EXECUTIVE SUMMARY:
The following report provides an update on key activities for the Infrastructure and Utilities department.

- Urban Water Levels

OFFICER RECOMMENDATION:
That Central Highlands Regional Council receive the Infrastructure and Utilities departmental update report, highlighting key activities for the month of March 2019.

REPORT:

Key Activities Summary

1. WATER UTILITIES
   - Urban Water Levels
1. WATER UTILITIES

**Urban Water Levels**
A regular report is being provided to Council on water supply levels for the towns while increased water restrictions or supply concerns are in place.

- **Emerald / Blackwater and Bluff**
The following table gives the monthly changes in Fairbairn dam, along with use by Council (estimated use in italics).

<table>
<thead>
<tr>
<th>Date</th>
<th>Fairbairn Dam Volume (ML)</th>
<th>%</th>
<th>Change (ML)</th>
<th>CHRC total use (ML)</th>
<th>Emerald</th>
<th>Blackwater</th>
<th>Tieri</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/09/2018</td>
<td>279,771</td>
<td>21.50%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30/09/2018</td>
<td>263,206</td>
<td>20.23%</td>
<td>- 16,565</td>
<td>538</td>
<td>351</td>
<td>134</td>
<td>53</td>
</tr>
<tr>
<td>31/10/2018</td>
<td>248,530</td>
<td>19.10%</td>
<td>- 14,676</td>
<td>609</td>
<td>424</td>
<td>144</td>
<td>41</td>
</tr>
<tr>
<td>30/11/2018</td>
<td>230,276</td>
<td>17.70%</td>
<td>- 18,254</td>
<td>606</td>
<td>424</td>
<td>144</td>
<td>39</td>
</tr>
<tr>
<td>31/12/2018</td>
<td>195,599</td>
<td>15.03%</td>
<td>- 34,677</td>
<td>611</td>
<td>424</td>
<td>144</td>
<td>44</td>
</tr>
<tr>
<td>31/01/2019</td>
<td>175,153</td>
<td>13.46%</td>
<td>- 20,446</td>
<td>669</td>
<td>484</td>
<td>140</td>
<td>45</td>
</tr>
<tr>
<td>28/02/2019</td>
<td>157,990</td>
<td>12.14%</td>
<td>- 17,163</td>
<td>570</td>
<td>426</td>
<td>144</td>
<td>37</td>
</tr>
<tr>
<td>31/03/2019</td>
<td>182,056</td>
<td>13.99%</td>
<td>+24,066</td>
<td>457</td>
<td>334</td>
<td>123</td>
<td>34</td>
</tr>
</tbody>
</table>

The water restriction level in Emerald and Blackwater/Bluff reduced from Level 2 to Level 1 in late March 2019. At the time of writing the report the Fairbairn Dam level was 16.7%.

- **Capella**
Water harvesting was undertaken twice during March 2019. The dam level was raised to 60% and water restrictions have now been decreased to Level 0.

- **Rolleston**
Level two water restrictions were implemented in early March 2019 as the off-stream dam fell below 30%. Water harvesting at the end of the month has now filled the dam. Water restrictions have been returned to Level 0.
Bore level monitoring has commenced.

- **Duaringa and Dingo**
SunWater increased the MP allocation to the full allowance for the Dawson Valley scheme so there is no current driver for increased water restrictions for Duaringa. The recent rain in the East has the Dingo dams reasonably full. Both towns remain at Level 0.

- **Tieri**
Consultation has been undertaken with Glencore as the water allocation holder on what domestic water restrictions will take place. Currently the restrictions will stay at Level zero.

- **Groundwater Schemes (Sapphire, Springsure)**
The water restrictions on the bore schemes will currently be retained at level zero.

The levels of Council’s water bores in Sapphire are monitored to determine whether the water supply reserves are being impacted.
The three town bores are approximately 27 metres deep. The standing water levels (SWL) for the three Sapphire bores are included in the following table. The SWL is the depth below surface to the
bore water level. The water levels in the bores have reduced approximately one metre over the last year but have remained steady for the last quarter. The annual usage is under half our allowable maximum.

<table>
<thead>
<tr>
<th></th>
<th>Bore One SWL</th>
<th>Bore Two SWL</th>
<th>Bore Three SWL</th>
<th>Water used for three months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drilled SWL</td>
<td>-17.8 (1974)</td>
<td>-18.0 (1997)</td>
<td>-17.0 (1997)</td>
<td></td>
</tr>
<tr>
<td>Jan 2018</td>
<td>-19.5</td>
<td>-19</td>
<td>-19.5</td>
<td></td>
</tr>
<tr>
<td>Feb 2018</td>
<td>-19.5</td>
<td>-19</td>
<td>-19</td>
<td></td>
</tr>
<tr>
<td>March 2018</td>
<td>-19.5</td>
<td>-19</td>
<td>-19</td>
<td>57 ML</td>
</tr>
<tr>
<td>April 2018</td>
<td>-20</td>
<td>-20</td>
<td>-20.5</td>
<td></td>
</tr>
<tr>
<td>May 2018</td>
<td>-20</td>
<td>-20</td>
<td>-20.5</td>
<td></td>
</tr>
<tr>
<td>June 2018</td>
<td>-20</td>
<td>-20</td>
<td>-20.5</td>
<td>61 ML</td>
</tr>
<tr>
<td>July 2018</td>
<td>-20</td>
<td>-20</td>
<td>-20.5</td>
<td></td>
</tr>
<tr>
<td>August 2018</td>
<td>-20</td>
<td>-20</td>
<td>-20.5</td>
<td></td>
</tr>
<tr>
<td>September 2018</td>
<td>-20.5</td>
<td>-20</td>
<td>-20.5</td>
<td>58ML</td>
</tr>
<tr>
<td>October 2018</td>
<td>-20.5</td>
<td>-20.5</td>
<td>-20</td>
<td></td>
</tr>
<tr>
<td>November 2018</td>
<td>-20.5</td>
<td>-20</td>
<td>-20</td>
<td></td>
</tr>
<tr>
<td>December 2018</td>
<td>-20.5</td>
<td>-20.5</td>
<td>-20.5</td>
<td>54 ML</td>
</tr>
<tr>
<td>January 2019</td>
<td>-20.5</td>
<td>-20.5</td>
<td>-20</td>
<td></td>
</tr>
<tr>
<td>February 2019</td>
<td>-20.5</td>
<td>-20.5</td>
<td>-20.5</td>
<td></td>
</tr>
<tr>
<td>March 2019</td>
<td>-20.5</td>
<td>-20.5</td>
<td>-21</td>
<td>57 ML</td>
</tr>
</tbody>
</table>

Monitoring of groundwater levels at Springsure and Rolleston has commenced.

**ATTACHMENTS:**

Nil

--- END OF REPORT ---
16.5 Chief Executive Officer

16.5.1 Executive Leadership Team Development Days 2019 ..... approx 10 mins

INFORMATION REPORT

Date: 16 April 2019  
Presentation Duration: Approx. 10 minutes

To: General Council Meeting

Author: Scott Mason, Chief Executive Officer

Authorising Officer: Scott Mason, Chief Executive Officer

File Reference: ECM

EXECUTIVE SUMMARY:

To provide Council with a detailed report on the work covered by the Executive Leadership Team on its development days held on 18 and 19 January 2019.

OFFICER RECOMMENDATION:

That Central Highlands Regional Council receive the report.

REPORT:

As part of the important work being undertaken by the Executive Leadership Team (ELT) on its journey of building a high performing team, the ELT and Mr Chris Rose of Blackadder Associates set aside two days on 18 and 19 January 2019 to undertaken reviews and discussions on the team and its deliverables.

The work undertaken by the ELT in ‘Realising our Potential’ centred around Patrick Lencioni’s work – The Five Dysfunctions of a Team:

A copy of the report prepared by Blackadder Associates is attached to this report for information.
CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference:
6. Our Organisation;
6.1 - Corporate Plan Strategy: Living our values
6.2 - Corporate Plan Strategy: Continuous improvement culture

Budget/Financial/Resourcing:
There are no financial aspects to this report.

Legal/Policy/Delegations:
Not applicable

Communication/Engagement:
An all staff email has been distributed by the Chief Executive Officer in relation to the development days. Further work will be developed in relation to the matters contained in the report, which also form part of the organisational priorities.

Risk Assessment:
There were no identified risks associated with the ELT Development Days. Although current priorities within the organisation present a risk to ensure identified actions can be completed by target dates.

Timings/Deadlines:
There are no timings or deadlines contained in the report for the development days. However, discussions do align to the organisational priorities.

Alternatives considered:
Not applicable

SUMMARY:

Teamwork comes down to practising a small set of principles over a long period of time. As an ELT we are making good progress, and making a difference, but there is still much more to do.

ATTACHMENTS:

1. ECM 1376626 Report on Executive Leadership Development Days 18 [16.5.1.1]

– END OF REPORT –
NOTES FROM 2019 INAUGURAL ELT DEVELOPMENT DAYS

REALISING OUR POTENTIAL

Friday 18 and Saturday 19 January 2019

Western Gateway Motel, Emerald
Urgent Follow up – emailed to ELT on 21 January 2019

1. Special ELT meeting to be convened about 19/20 budget; expectations and messaging; Done – 23/1/2019
2. Reinforcement of corporate values, specifically teamwork; Done
3. Change ELT meetings back to weekly; Done
4. Quarter 2 Corporate Performance Report – collective ELT input and consideration; Done
5. Capital budget delivery performance – clear reporting with Performance Report; Done
6. Monthly financial reports to be provided to ELT for review; agenda timing issue; TBA
7. TOTO – investigate role of Strategic Directions to provide independent advice to project; Done
8. Special ELT meeting to discuss TOTO project; Done
9. ELT Agenda – ensure standing agenda item - identifying achievements (and celebrating where appropriate); Done
10. CEO to distribute discussion paper on Council meetings for ELT input following Grassroots review; Done
11. ELT to proactively use the toolbox talk topics feature for consistency in corporate key messages; Done
12. Development of People Plan to be to be workshopped with Whole of Management Team; Plan needs to incorporate annual action plans which will need to be resourced; WOMT workshop – 22/3/2019; Plan development Ongoing
DAY 1

Welcome by the CEO

Scott briefly outlined the things that are keeping him awake at night – the high vacancy rate, delivery of this year’s capital works program, asset management, customer service, report writing quality and capability, the growing ELT workload, implementation of flood mitigation measures, business efficiency review, our safety record, budget strategy and processes, and the awesomeness of our people.
Scott also presented a dashboard summary highlighting performance in key areas which was well received.
Scott reproduced a pre-budget quote from 23 April 2018 regarding the progress ELT was making.
Scott indicated that ELT needs to get the real work done – and the real work is teamwork!
He reinforced the importance of our team holding our team more accountable.
Scott concluded by thanking ELT for giving up a Saturday for the inaugural ELT Development Days
and said that he was personally very much looking forward to sharing the days with his ELT colleagues and getting through the important work that was on the agenda.

Agreed Team Rules for our days together

- Respect - for each other and differing views.
- A Safe place – we will appropriately honour confidentiality.
- Truth with Harmony.
- What we think, we say.
- Silence means agreement.
- What we agree, we do.

Simon Sinek clip - do you love your wife

Leadership is about transitions.
You commit yourself - it’s about consistency.
Problem is we treat leadership with intensity, not consistency.
It’s the little things that matter most - it’s an accumulation of lots of little things that by themselves are innocuous and doing them in conjunction with lots of other little things - it’s consistency in these things that makes the difference.
Executives who care about their children’s success with love and devotion.
It’s unbelievably hard work.

Address by the Acting Mayor (the Mayor is on leave)

We acknowledged the apology from Mayor Hayes, who was on leave, and extended gratitude to Acting Mayor Cr Godwin-Smith, who commenced by saying that she was not able to engage Councillors prior to today and accordingly the thoughts she would be presenting were hers.

She provided excellent insight into the year ahead, the pre-election budget year and the importance of teamwork and relationships for CHRC to perform at that higher level.

She referenced the importance of communication, provided advice around distractibility, given the upcoming federal and state elections and the importance of delivery for our communities. The new local government environment was discussed, along with the important work we will soon complete with Mr Greg Hoffman PSM in the workshop early next month.
Personally, she would like to see Councillors and ELT celebrate achievements more and spend some more time together socially.

She commented that she hears a lot of good things about Council out in the community.

ELT extended its gratitude to the Acting Mayor for her presence and for sharing her thoughts with the team, noting that they would consider her comments as they worked through their agenda over the next two days.

**The object exercise**

An exercise was undertaken by ELT in which they discussed an object of importance to them personally.

- **Scott** - Dunlop Volley shoe with the toe cut out - a reflection on Scott’s stamina, his focus despite adversity, his high achievement focus, and his work ethic.
- **Gerhardt** - 1890 Port - a reflection on Gerhardt being truly a values person - the one thing he values most he is prepared to give to charity.
- **Michelle** - one earring - a reflection on the care and the family values Michelle brings to the team.
- **Daniel** - bottle of Jack Daniels - a reflection on Daniels preparedness to invest in things that he is passionate about, his discipline and the importance of looking after yourself.

**Leadership and Culture**

*Leadership is the major determinant of Culture, and if you get your Culture right the people in that culture will continue to amaze you!*

**Our staff make us successful (or otherwise)**

Chris Rose - characteristics of Great Leaders

1. **Compelling vision and purpose, and manage priorities** – clear about where and why, set and stick to priorities with great discipline
2. **Set the standards** – standards of excellence. You get what you accept. If this is not our job, then whose job is it?
3. **Great Communicators and simplifiers** – timely, accurate, relevant communication – simplified to suit the audience. We live in a world of change with enormous amounts of information available, so we must be able to simplify to meet the audiences needs
4. **Authentic, people of Values** – personal credibility our greatest asset. Want to be trusted and respected. Model the values at all times
5. **Accountable** – to self and to others, for both what we do and what we don’t do
6. **Self Reflect** – on the balcony and dance floor at the same time. Fiercely conduct autopsies without blame
7. **Committed to PD** - theirs and their staff – continually sharpening our saw (the best timber cutter in the land)
8. **Look after themselves** – we are no good to others if we don’t look after ourselves – helps us bring our best us to what we do

We checked in on how we were going individually and collectively against these characteristics.
Our Culture

“Every organisation has a culture, which either works for you or against you – and it can make the difference between success and failure. Either you will manage your culture, or it will manage you. Doing it well is not an option; it’s a necessity” Connor and Smith

What ELT thinks are the key characteristics of our current culture

• More engaged
• Positive (less negative)
• Greater clarity on our way forward
• More willing to speak up
• At risk - needs to be nurtured
• Somewhat fragile
• Impacted upon by Councillors
• Us and them
• We say the right things - we don’t always do the right things
• Improving/ Getting better/ Changing for the better
• Shifting
• Caring
• Busy
• Task focused
• Building to optimism
• Fractured
• Strained
• Tiring

Key features of the culture ELT would like:

• Like a Family
• Respect and confidence
• A great place to work – I love my job
• Everyone shares same vision and values
• Celebrate our achievements
• People doing great and amazing things
• A strong united group of achievers
• Empowered people
• Unified approach
• High performing
• Accountable
• One Council One Team
• Clearly defined direction
Building our ELT as a Higher Performing Team

“A single arrow is easily broken, but not ten in a bundle.” – Japanese Proverb

OUR ELT

• We are judged by it – our personal and collective credibility
• We MUST be all on the same page, walk and talk the same talk, set the standards, model the way, take responsibility (individually and collectively)
• ELT is not yet as well regarded by staff as we would like
• ELT should be a safe haven of trust, and a pressure-release space
• We all aspire to our ELT being a Higher Performing Team (and we will take personal responsibility for it)
• Chris Rose - great ELTs are gold (and not very common)!

Together we are smarter than either one of us

How are we going as a Team?

Phases of team development

• Underachievement
• Lighting the fire
• The heavy lifting
• Traction
• Embedding and sustaining

Where are we at? We agreed between the heavy lifting and traction! We are making progress but need focus and discipline to continue.

(Five dysfunctions of a Team Book ) Kathryn understood that a strong team spends considerable time together, and that by doing so, they actually save time by eliminating confusion and minimising redundant effort and communication.

High Performing Teams:

• Have clear processes and procedures
• Have a passionate sense of purpose
• Have clarity in roles and responsibilities/ balance
• Have clear achievable goals
• Hold themselves and each other accountable - for delivering results and maintaining trust
• Have a shared commitment and they own their decisions
• See conflict as healthy
• Talk each other up

We discussed our progress against each of the above, and agreed we are making progress but still have work to do – particularly in the 5 Dysfunctions areas that we will talk about later.
What is our narrative at this point in time?

We are on a journey to improve as a higher performing team. We have not yet harnessed the true potential of our ELT, or our staff. We have the resources to make differences in some areas, but we haven’t harnessed all of them to our best advantage yet. E.g. Finance, IT, Human Resource Planning, Capex delivery – Project Management, Corporate priorities.

We are starting to see and accept the opportunities. We need to get better at managing expectations and exercising discipline around priorities.

Scott - This is the best ELT has been in my time in CHRC, and I am particularly impressed by its solidarity.

What is our Purpose?

A statement that energises and grounds the team and the way it serves the organisation. Resonates with what you really care about. It’s the why (golden circle – what how why) – our mantra.

The financial services company ING (“Empowering people to stay a step ahead in life and in business”), the Kellogg food company (“Nourishing families so they can flourish and thrive”) and the insurance company IAG (“To help people manage risk and recover from the hardship of unexpected loss”)

We had an initial crack at one for ELT:

Delivering sustainable community outcomes efficiently

Delivering fantastic outcomes through great staff

Delivering the vision through our values

Our work makes a positive difference in people lives
Unpacking the 5 Dysfunctions of a Team

Introductory comments
• Each of the 5 dysfunctions has its own meaning.
• They need to be considered in terms of their meaning and in the context of our ELT.
• They do interrelate.

Understanding each Dysfunction
Absence of Trust
Trust is the confidence among team members that their peers’ intentions are good, and that there is no reason to be protective or careful around the group.
In essence, teammates must get comfortable being vulnerable with each other.

The objects exercise – getting to know each other a little more – see above
Hogan 360s
The highest overall score (6.1) from the 50 Competency Statements is ‘This group is hardworking and has a good work ethic’.
The lowest overall scores (5.0) are:
‘This group is effective in coaching and developing others’
‘This group builds very strong relationships with others’
‘This group appropriately shares resources, knowledge and time’
Agreed we need to continue to work to improve in the lowest scoring areas above.

Fear of Conflict
All great relationships, the ones that last of the time, require productive conflict in order to grow.
Artificial harmony is common in many teams, but it holds the team back.
You find teams that engage in productive conflict know that the only purpose is to produce the best possible solution in the shortest period of time. They discuss and resolve issues more quickly and completely than others, and emerge from heated debates with no residual feelings or collateral damage, but with an eagerness and readiness to take on the next important issue.
It is ironic that so many people avoid conflict in the name of efficiency, because healthy conflict is actually a time saver. Those that avoid conflict actually dooming themselves to re-visiting issues again and again without resolution.
I don’t think anyone ever gets completely used to conflict – if it’s not a little uncomfortable, then it’s not real. **The key is to keep doing it anyway.**

Politics is when people choose their words and actions based on how they want others to react, rather than based on what they really think.

I’m not joking when I say that our ability to engage in passionate, unfiltered DEBATE about what we need to do to succeed will determine our future more than any products we develop or partnerships we sign.

**Lack of Commitment**
In the context of a team, commitment is a function of two things – **clarity and buy in.**

The two greatest causes of the lack of commitment are the desire for consensus and the need for certainty.

Only when everyone has put their opinions and perspectives on the table can the team confidently commit to a decision knowing that it has **tapped into the collective wisdom of the entire group.**

This gets rid of ambiguity – the result of lack of commitment – and builds ownership.

More than any of the dysfunctions, this one creates a dangerous ripple effect for subordinates. It divides the executive team in the eyes of staff.

**Avoidance of Accountability**
In the context of teamwork, accountability is the **willingness of team members to call their peers on performance or behaviours that might hurt the team.**

If this does not occur the team has low standards and fails to realise its potential.

Some people are hard to hold accountable because they are so helpful. Others because they get defensive. Others because they are intimidating. It’s not easy to hold people accountable, not even your own kids, but it’s critical.

As politically incorrect as it sounds, the most effective and efficient means of maintaining high standards of performance on the team is **peer pressure.**

More than any policy or system, there is nothing like the fear of letting down respected teammates that motivates people to improve their performance.

**Accountability** – a personal willingness, after the fact, to answer for the results of your actions and behaviours (A Culture without Accountability - Miller and Bedford)

If you are more interested in being liked and popular than holding people accountable for results, you have a serious leadership weakness. (Dave Johnson – No Nonsense Leadership)

It’s not only what we do, but also what we don’t do, for which we are accountable (Moliere – 17th Century)

In order to model the way, Leaders should follow this process:
- Hold yourself accountable
- Set clear expectations (successful organisations front-load accountability)
- Hold others accountable
- Provide feedback

**Inattention to Results**
The ultimate dysfunction of a team is the tendency of members to **care about something other than the collective, agreed goals of the team.**

**Status and ego** get in the way of staying focused on the team agreements and priorities.
How are we going against the 5 Dysfunctions – summary from pre-DDays questionnaire
8-9 = not a problem. 6-7 = could be a problem. 3-5 = probably needs to be addressed.

Our average scores
TRUST = 6.  CONFLICT = 6.25.  COMMITMENT = 6.5.  ACCOUNTABILITY = 5.5.  RESULTS = 6
Agreed we have ongoing work to do in each of the Dysfunction areas.

Agreed follow up by ELT based on the 5 Dysfunctions

Absence of Trust - more ELT fellowship, coffee chats, drinks/ coffee at the end of ELT meetings

Fear of Conflict - prepare well for meetings, peers gave each other permission to call their colleagues when they believe they are avoiding/ not staying in conflict

Lack of Commitment - better use of deadlines. Ensuring important messages cascade down into the organisation. Being clear about expectations

Avoidance of Accountability - agreeing that we will not use busy as an excuse. Continuing with ELT meetings review process, and incorporating this into other meetings in Council. Continuing to focus on the evolution of key performance indicators

Inattention to Results - better contributions and processes for the CEOs quarterly performance review report. Being more proactive in dealing with poor performance and poor performers.

Also agreed ELT members should consider Pareto’s Principle when delegating - delegate 80% and do 20% themselves - this will help get things happening and empower other staff.

Agreed the above should be included in our ELT agenda so we can regularly check-in on our progress with each.

Members of truly cohesive teams:
Trust one another,
Engage in unfiltered conflict around ideas,
Commit to decisions and plans of action,
Hold one another accountable for delivering against those plans,
And focus on the achievement of collective results.

THE ADVANTAGE (Patrick Lencioni)

“The greatest asset of any organisation is organisation health”

How do you build Organisation Health?

• **Build a cohesive leadership** – build trust, master conflict, achieve commitment, embrace accountability, focus on results
• **Create clarity** – achieving alignment: core purpose, values, what we do, how we will succeed, what is most important right now
• **Overcommunicate clarity** – repetition (chief reminder officers), cascading messaging
• **Reinforce clarity** – build it in to systems and processes
  
*The above is built around the centrality of great meetings*
Meetings:
Are where most of the work happens/decisions get made
Are important
Bosses do meetings
Your meetings should be as good as the services you provide to customers
A great meeting in progress – what does it look like? ELT’s views:

- Unguarded debate
- Healthy conflict
- On time
- Decisions are made
- Everyone is listened to
- Call each other to account, seek everyone’s engagement even if individual has lack of experience and knowledge of subject matter
- Vigorous debate
- Single focus on agenda
- Collectively achieving the outcome
- Active listening
- Respect
- Fun
- Agreed action/ direction
- Preparation
- Being steadfast towards the outcome
- Creating the follow up opportunity

Reflection – we reflected on how are our ELT meetings are compared to the above? We agreed we are improving but have more work to do. We also agreed that we need to continue to provide the Leadership necessary to focus on improving all meetings in Council, and deliver on the actions of the Grassroots Connection Australia Action Plan.

Summary
In reality, teamwork ultimately comes down to practising a small set of principles over a long period of time.

It is a matter of embracing common sense with uncommon levels of discipline and persistence.

Ironically, teams succeed because they are exceedingly human. By acknowledging the imperfections of their humanity, members of functional teams overcome the natural tendencies that make trust, conflict, commitment, accountability and a focus on results so elusive.

The “silver bullet” is a change in your personal mindset and behaviour. Change is possible when individuals take personal responsibility for their actions and make a choice to think, behave and act in a different way.

We are making good progress, and believe this is already making a difference, but there is much more to do. We are motivated and excited about continuing on this journey.
DAY 2

Putting Day 1 into practice - making important decisions

**Simon Sinek - safety**

If you get the environment right, people have the capacity to do great things
It's the leader who sets the tone

“Talent wins games, but teamwork and intelligence wins championships.” Michael Jordan

Trust and cooperation are fundamental
Heart counts, not head counts - our people make us successful
It was how Bob announced the leave program that mattered most
We do what they say because they have authority over us, but we would not follow them (people choosing to follow you is the real test of your leadership)

**Strategic/ Tactical**

**Greg Hoffman’s report** - what do we need to do as an ELT?

Agreed that some behaviours by some Councillors in recent times have been contrary to the Code of conduct and should not continue – dealing with this is a fundamental reason for engaging Greg Hoffman in the first place.

Also agreed that ELT should not become involved in the discussions at the workshop unless specifically requested to do so, and then Scott should lead any responses. Also agreed that the offer should be made to allow Councillors to have discussions without ELT present.

Further agreed that ELT’s main responsibility is to proactively follow up any actions coming from the session that require ELT involvement.

**Finalising our list of priorities** – Done. Consideration to be given to delivery due to the changeover of General Manager Corporate Services. Consideration in regard to a review of the volume of priorities needs to be undertaken. General Managers to negotiate with the CEO in this regard.

We workshopped this with the importance it required.

**Evolving Key Performance Indicators** - where are we at, and where to from here?

Scott to review targets/ stats for published media releases and average website views.

Agreed we need to look at the Ready Set Go indicators and see if any of those can be incorporated into our current list.

Agreed we need to continue to focus on current KPIs and look for potential to add new KPIs once we know what we can measure through TOTO.
Discussions on 2019/20 Budget process

Budget presentation to Council was discussed. Noted it is an election year budget. Also agreed that a major review of the budget process is required - but it was questioned if the budget before the election was the right time to do this? That said, ELT wants to look at the budget process and noted some changes they would like to see progressed, including:

- ELT owning the budget process and playing a key role before any budget information goes to Council - but it was agreed that all ELT members would need to be prepared to burn other things in their diaries to give this the priority it requires.
- Managers having a much more responsible role in the budget, and this needs to be clearly defined and they need to be supported as this evolves.
- Need to engage Councillors early in the process and in an agreed way.
- Look at greater separation of recurrent from one-off; and ongoing services at current service levels from service enhancements. Look at templates and processes to help achieve this.
- Agreed there is a major issue in Council at the moment in that we do not give the Corporate Plan enough attention and priority. The Corporate Plan should be the basis of Councils’ strategic thinking and its decision-making, but this is currently not the case. This results in a lack of clearly defined direction, and ad hoc, one off decisions.

It was agreed that the Corporate Plan process needs to be given high-priority with the new Council.

Budget framing

We are not happy with the current budget process – see above. We note it is an election year budget, and that there will probably be a Federal and State election before the next local government election. The timing of Jason’s departure, and the knowledge he has taken with him, will impact this budget process. Business Efficiency needs a plan and will cover at least 3 budget processes.

Business Efficiency Review

The importance of this was discussed and agreed.

We workshopped potential focus areas for this work.

A draft plan has been proposed.

Review of WOMT - what contribution is it making, what contribution should it be making, and how can it be improved?

This was referred to the 2018/19 Priorities Plan, noting Daniel was given lead responsibility for organising a half day WOMT workshop. At this workshop potential topics include checking back in on progress since the Leadership and Culture Forum, including achievements against the agreed Action Plan and future work on roles and responsibilities of members of the Management Team. People Plan, Budget and the process for engaging staff in response to last year’s staff survey might also be potential topics.
Leadership and Culture

Staff Survey Action Plan

We acknowledged that this is a critically important process to help identify and implement actions aimed at improving the job satisfaction of our staff – making Central Highlands a great place to work where great outcomes are delivered.

We noted the engagement of staff will be through Survey Action Teams (SATs) and Business Unit Plans (BUPs).

Agreed ELT and individual ELT members MUST provide proactive leadership and support for this process. Same for Managers. To be further discussed at WOMT.

This will also be included as part of the People Plan process, and the focus on developing culture therein.

Increasing our focus on our Values - why and how? Ongoing work to raise the profile of safety as an input into this discussion (e.g. Pats on the Back, website inclusion, acknowledgements are to include a statement recognising the alignment to corporate values, etc).

Operational

Scott’s tasking - how can this be done better? What can the CEO do (stop doing) to add best value to the Council, the Region, ELT and the Organisation?

An interactive session occurred on this and Scott agreed to take on board the suggestions made.

What can Scott do to help ELT?

- Fundamentally follow the advice guidelines process for tasking – but let General Managers know where performance is not satisfactory
- Ensure that we continue to work off the ELT priorities list. And continue to invest and support us through delivering on the agreed priorities – individually and collectively
- Make sure we keep a focus on follow-up initiatives from the staff survey
- Help us cull/update our multiple lists. This might involve reformatting some of these lists e.g. only have outstanding items on the list, or put outstanding items on the top of lists
- Help to manage the accountability space – in terms of both processes and leadership
- Guide Councillors with the most efficient format for their requests
- Help coach us a bit more – including, where appropriate, letting us fail safely from time to time
- Continue to invest and support us through delivery on our agreed priorities – individually and collectively

Some other comments

- The CEO shouldn’t be producing this much work
- How can Scott better manage his emails?
- Agreed Scott should use the CRM system
• Can Scott redefine his relationship with Councillors, using General Managers as the first point of call. If Councillor not happy with service they receive, then CEO needs to be made aware by Councillor. Working down in the business is not the best use of the CEO’s time. n discussing this, it was acknowledged that reputation and key relationships are important.
• How can the General Managers, and even the Managers, help Scott to free up time to put into our ELT work?

Some managing the politics comments
• This is an important area, requiring an ongoing focus on reputations and relationships
• Consideration needs to be made in regard to individual Councillor requests
• The importance of consistency in responding to Councillors
• We need to support and coach our Managers in this area

Sundry comments made during the day
• Recruitment is critically important
• A great place to work is the best attraction and retention strategy
• Ready Set Go Benchmarks are important
• Toolbox Talks - use to better advantage – strategically and to address issues raised in the staff survey (including promoting what ELT is doing)
• We have in the past abrogated too many important things to Corporate Services – this should stop and ELT should take more ownership of the important things
• We need to seriously look at our service delivery. Also noted CT Management are due to present a report on services
• Future budgets register concept should be considered
• Methodology in regard to Corporate overheads needs to be considered
• A lot of the important heavy lifting didn’t get done post amalgamation
• The importance of managing vacancies to give staff security and to help manage costs and service delivery (but not if they are not performing - that’s different - and we need to deal separately with non-performers/accountability)
• ELT needs to revisit the filling of current vacancies This means ELT can guarantee good staff that their jobs are safe during these processes. Consideration should also be given to try to identify vacancies that don’t have to be filled so the position can be re-allocated into key priority areas (even if only on a temporary basis)
• Include organisation priority areas on Scott’s one-page summary
• Customer service – are ELT members setting the example, leading the way?
• Need a message to staff from the 2 days – Done.

Dream

What do we want to be known for?

What do we want to hear back about ELT in the next staff survey?
Closing remarks by CEO

It was 6.30 on Saturday night when Scott make his closing comments. He sincerely thanked his colleagues for their attendance, especially on a Saturday, and for their relentless focus over the two days. He commented that the team had as much energy and enthusiasm at the end of two long relentless days as they did at the very start.

He reaffirmed that he had every confidence in this group and that we would welcome a new member to replace Jason into a team that was going somewhere.

"The best leader is the one who has sense enough to pick good men to do what he wants done, and the self-restraint to keep from meddling with them while they do it."

Theodore Roosevelt
16.5.2 Departmental Update - Chief Executive Officer ..... approx 20 mins

DEPARTMENT UPDATE REPORT

Date: 16 April 2019  Presentation Duration: Approx. 20 minutes
To: General Council Meeting
Author: Scott Mason, Chief Executive Officer

EXECUTIVE SUMMARY:

The following report provides an update on key activities for the Office of the Chief Executive Officer department.

OFFICER RECOMMENDATION:

That Central Highlands Regional Council receive the Office of the Chief Executive Officer departmental update report, highlighting key activities for the month of March/April 2019.

REPORT:

Key Activities Summary

1. Queensland Water Technical Reference Group Meeting – 8 March 2019
2. LGAQ Elected Member Update – 22 March 2019
3. LGAQ General Meeting – 2 April 2019
4. Central Queensland Regional Organisational of Councils Chief Executive Officers – 4 April 2019
5. Western Queensland Local Government Association – Annual General Meeting – 8 April 2019
1. **Queensland Water Technical Reference Group meeting – 8 March 2019**

I attended the 78th Meeting of the Queensland Water Directorate Technical Reference Group which was held at Brisbane on March 8, 2019.

Documents available on request:
- Agenda, including business papers
- Minutes of the previous meeting

Key points:
- Presentation by Mr Stephen Martin of Townsville City Council regarding the devastating impact their 1 in 500-year flood event caused. Pockets of Townsville were impacted by a 1 in 1,000-year event.
  - 3,300 homes were flooded with >300mm or more above the floor level. Many more homes were inundated to a lesser extent.
  - 12,000 cars written off
  - Overflow relief caps permit water to escape, yet not intrude
    - $31 each
    - Being inserted at homes in all low-lying areas
  - Sewers overflowed for 6 days and Sewerage Treatment Plants (STP) bypassed for up to 11 days
    - Capture bags will be used on outflows to save clean up time in future
  - Cleveland Bay STP suffered a major breakdown
    - Cairns Regional Council came to the aide with the supply of parts
  - Major water main breaks due to saturated soil and poor construction
    - Thrust blocks not installed by some developers
      - Elliot Springs example
      - Forced Council to institute more rigorous inspection regimes
  - Dam had major erosion issues downstream of the gates
    - A dual line feed into the Mt Louisa water treatment plant will be installed to mitigate scour risk should the event be repeated
  - Major fish kill in front of the Dam
    - Treatment of maggots and major odour issues
  - Work on the Haughton Pipeline was halted
  - I provided some advice regarding the importance of credible data to empower people to achieve better insurance outcomes, as predatory behaviour may be exhibited by certain insurance companies.
- Customer Service Standards (CSS) – efforts to improve and develop
  - The concept of user pays is being explored for differing levels of service
  - Linking consumer behaviour to cost, for example flushable versus non-flushable wipes
  - Depoliticising capital investment decisions
  - Info graphics to explain water rate comparatives to other services provided by Council
  - Benchmarking CSS results against other water service providers
- Emerging contaminants workshop – May 2, 2019
  - Industry resilience in a post-truth era
- Asset management workshop
  - Comparative maps are being generated
- TRQ Industry Contribution Awards
- Reef Stewardship (LGAQ MIP) Project
  - Expected commencement date of March 1
- Biosolids
  - Future end of waste code for Biosolids could be extended for approximately one year
- Water Research Australia
- Network risk modelling - pipeline failure data analytics and predication
  - Taking network, works order and external data and subjecting it to multi factor analysis, failure prediction/probability and a risk score model
This was a powerful presentation turning on its head, the approach of first in; first out. That said, the approach foundation is analysing and interpreting data in order to reach a more optimal investment decision.

This approach is also useful to predict preventative maintenance activity – for example, with a main that has regular breakages, it may be unnecessary to carry out valve maintenance activity in order to not disturb the pipe.

It can also guide a coordinated response to asset work across various classes – for example, if roadworks are carried out, then a water pipe upgrade not on the priority schedule, should be undertaken at the roadworks asset opportunity.

- Transition project update – Mackay Regional Council and Whitsunday Regional Council Collaboration to tender out the operation of four STP operations.
- Local Government Grants reform – $401M grants value over the last 5 years equating to 1,034 individual grants

2. LGAQ Elected Member Update – 22 March 2019

Representatives from both Isaac and Central Highlands Regional Councils attended the Local Government Association of Queensland Elected Member Update (EMU) Training held at Emerald on March 22, 2019.

Attendance

- Crs Anne Baker (Mayor), Kelly Vea Vea, Nick Wheeler, Geoff Bethel, Lyn Jones and Greg Austen accompanied by Mrs Mary-Anne Uren (Senior Advisor) of Isaac Regional Council
- Crs Megan Daniels, Alan McIndoe, Chris Rolfe, Paul Bell AM and Gai Sypher accompanied by Mrs Margaret Gatt (General Manager Corporate Services), Mrs Michelle Webster (General Manager Customer and Commercial Services and Scott Mason (Chief Executive Officer)

The day was facilitated by Mr Glen Beckett (Head of the LGAQ Assist Stream) and Mr Luke Hannan (Manager Planning, Development and Environment).

The session:

Session one: Connection
- Welcome to EMU
- Global megatrends, local implications
- Queensland local government dashboard
- Council video showcases: Transparency and accountability in a digital age

Session two: Legislation
- Belcarra – where to from here
- Waste not, want more – the legislative landscape in Queensland around waste
- Video updates from the Independent Assessor, Integrity Commissioner and Electoral Commissioner of Queensland
- Logopoly – play our interactive game of real-life scenarios where legislation is practically applicable for councillors.

Session three: Workforce
- New research on how councils are coping with demand for new and varied skill sets.
- The local government workforce of the next 20 years
- A 2019 local government selfie: What’s our current status as a sector?
- Responding to change: A checklist for your council

Session four: Local matters
- A fairer tax share for Queensland communities
- Local government federal election plan for action
- Localising advocacy for the benefit of your constituents
• What makes a successful PR campaign? Do’s and don'ts, as well as learnings from the LGAQ’s state-wide Proud to be your council awareness campaign.
• Service delivery economics – thinking differently about streets and neighbourhoods, and community sentiment

In similar fashion to last year’s EMU, Mr Beckett commenced with a round out of what each participant saw as their council’s single biggest achievement over the last three years. This was followed by an exercise in identifying the most important priority for the next 12 months. As a conclusion to the introduction, each participant then related the most important piece of advice they would offer to an incoming councillor. This was a useful exercise and it identified achievements as well as areas which require greater effort or additional focus. Perhaps Council could undertake such an exercise amongst all councilors? I am certainly interested in doing likewise with the Executive Leadership Team.

I encourage those elected members who were unable to attend to peruse the resources which have been uploaded to Docs on Tap.
1. EMU Master PowerPoint Presentation
2. Queensland Skills Plan Report 2018
3. Commissioner and Assessor Videos
   a. Dr Nikola Stepanov, Queensland Integrity Commissioner
   b. Ms Kathleen Florian, Queensland Independent Assessor
   c. Mr Pat Vidgen, Electoral Commission of Queensland Commissioner
4. Council Showcase Videos
   a. Ipswich City Council – Streaming Council Meeting
   b. Noosa Shire Council – Mayor Tony Wellington
   c. Southern Downs Regional Council – Participatory Budgeting
5. Federal Election Video Options
   a. Cr Matt Burnett, Gladstone Regional Council – Waste
   b. Cr Anne Baker, Isaac Regional Council – Federal Assistance Grants
   c. Cr Belinda Murphy, McKinlay Shire Council – Drought
   d. Cr Mike Charlton, Moreton Bay Regional Council – City Deals
   e. Cr Fred Gela, Torres Strait Island Regional Council – Federal Assistance Grants
   f. Cr Mark Jamieson, Sunshine Coast Regional Council – Federal Assistance Grants
   g. Cr Dave Schefe, Maranoa Regional Council – Infrastructure Cliff
   h. Cr Vonda Malone, Torres Shire Council – Indigenous Housing
   i. Cr Lyn McLaughlin, Burdekin Shire Council – Federal Assistance Grants
   j. Cr Rachel Chambers, North Burnett Regional Council – Water Infrastructure

3. **LGAQ General Meeting held at Brisbane - 2 April 2019**

Central Highlands Regional Council (CHRC) was represented at this Meeting by Mayor Cr Kerry Hayes and Chief Executive Officer (CEO), Scott Mason.

Voting entitlements

<table>
<thead>
<tr>
<th>Mayor Hayes</th>
<th>CEO</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 proxy votes for Banana Shire Council</td>
<td>1 vote for CHRC</td>
</tr>
<tr>
<td>1 vote for CHRC</td>
<td></td>
</tr>
</tbody>
</table>

There were 224 total votes at the Meeting, representing 72 of the 77 councils represented.

After calling the Meeting to order, Cr Mark Jamieson, Mayor of the Sunshine Coast Regional Council and President of the Local Government Association of Queensland Limited (LGAQ) invited Lord Mayor Graham Quirk, Brisbane City Council to the podium to address delegates in his final week of mayoralty.

Cr Quirk spoke proudly of his 34-year local government career and remarked that the timing of the proposed reforms is poor given the natural disasters and drought being experienced by Queensland local governments at present. He also remarked that many of the changes are aimed at larger south-east Queensland councils and the entire sector has been caught up in this reform agenda.
Cr Jamieson launched into a fervent address regarding the Queensland State Government proposed changes to the voting system of local government, which he stated would drastically and negatively change the landscape of local government democratic processes.

He recognised that the State Government shifted its position on some of the proposed local government reforms yesterday. He recalled that the proposed changes were not recommended in the Crime and Corruption Commissions Belcarra Report, nor the Soorley Review and that the sector has not been adequately engaged and that communities have not been responsibly consulted with regarding these far-reaching changes. It is anticipated that the Bill will be presented to the Legislative Assembly this week.

The President expressed strong views regarding the proposed changes and remarked that today is about determining local governments position on the proposed changes.

Video presentations from the Minister for Local Government, The Hon Stirling Hinchliffe MP and Leader of the Opposition, Mrs Deb Frecklington were viewed.

Yesterday’s changes communicated to Mayors and Councillors by Minister Hinchliffe:

- Compulsory preferential voting (Motion 1) – councillor in undivided council or multi-member division
  - First Past The Post
- Proportional representation (Motion 2)
  - Further consultation with the aim to introduce partial proportional representation for undivided councils at 2024 elections
- Dual Candidacy (Motion 3)
  - Off the table
- Expenditure Caps (Motions 4-6)
  - Further consultation; will not apply to 2020 elections
- Public Campaign Funding (Motion 7)
  - Further consultation; will not apply to 2020 elections

CEO, Mr Greg Hallam PSM explained the structure of the LGAQ, being an incorporated public company, subject to the rules of the Australian Securities and Investment Commission and that it is also a registered industrial organisation. He explained the rules of debate to delegates.

The proxy voting arrangements were declared and the meeting then got down to business.

Standing orders were suspended in favour of Chairman Jamieson using his discretion to manage debate, particularly speaker time limits.

<table>
<thead>
<tr>
<th>Motion No.</th>
<th>Motion</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Compulsory Preferential Voting</td>
<td>Carried 217/5</td>
</tr>
<tr>
<td>2</td>
<td>Proportional Representation</td>
<td>Carried 216/2</td>
</tr>
<tr>
<td>3</td>
<td>Dual Candidacy</td>
<td>Carried 212/8</td>
</tr>
<tr>
<td>4</td>
<td>Queensland Government Proposed Expenditure Caps</td>
<td>Carried 192/30</td>
</tr>
<tr>
<td>5</td>
<td>LGAQ Proposed Expenditure Caps</td>
<td>Carried with amendment 194/17</td>
</tr>
<tr>
<td>6</td>
<td>Regulation of Third-Party Expenditure</td>
<td>Carried 209/5</td>
</tr>
<tr>
<td>7</td>
<td>Public Campaign Funding of Local Government Elections</td>
<td>Carried 218/2</td>
</tr>
<tr>
<td>8</td>
<td>Mayoral Power of Direction</td>
<td>Carried 183/39</td>
</tr>
<tr>
<td>9</td>
<td>Appointment of Senior Executive Employees</td>
<td>Carried 203/8</td>
</tr>
<tr>
<td>10</td>
<td>Request to Queensland Government</td>
<td>Carried with amendment 182/37</td>
</tr>
</tbody>
</table>
Motion 8 by far, attracted the most debate, so for clarification purposes, appearing below are the legislative references from the Local Government Act 2009 and the supporting Commentary:

12 Responsibilities of councillors
(1) A councillor must represent the current and future interests of the residents of the local government area.
(2) All councillors of a local government have the same responsibilities, but the mayor has some extra responsibilities.
(3) All councillors have the following responsibilities—
   (a) ensuring the local government—
      (i) discharges its responsibilities under this Act; and
      (ii) achieves its corporate plan; and
      (iii) complies with all laws that apply to local governments;
   (b) providing high quality leadership to the local government and the community;
   (c) participating in council meetings, policy development, and decision-making, for the benefit of the local government area;
   (d) being accountable to the community for the local government’s performance.
(4) The mayor has the following extra responsibilities—
   (a) leading and managing meetings of the local government at which the mayor is the chairperson, including managing the conduct of the participants at the meetings;
   (b) preparing a budget to present to the local government;
   (c) leading, managing, and providing strategic direction to, the chief executive officer in order to achieve the high quality administration of the local government;
   (d) directing the chief executive officer and senior executive employees, in accordance with the local government’s policies;
   (e) conducting a performance appraisal of the chief executive officer, at least annually, in the way that is decided by the local government (including as a member of a committee, for example);
   (f) ensuring that the local government promptly provides the Minister with the information about the local government area, or the local government, that is requested by the Minister;
   (g) being a member of each standing committee of the local government;
   (h) representing the local government at ceremonial or civic functions.
(5) A councillor who is not the mayor may perform the mayor’s extra responsibilities only if the mayor delegates the responsibility to the councillor.
(6) When performing a responsibility, a councillor must serve the overall public interest of the whole local government area.

170 Giving directions to local government staff
(1) The mayor may give a direction to the chief executive officer or senior executive employees.
(2) No councillor, including the mayor, may give a direction to any other local government employee.
Commentary on the Local Government Act
Release 33: Mar-13
12 Responsibilities of councillors
The section is intended to reflect a basic proposition under the Act that the overall Council organisation consists of 2 distinct arms, namely, the executive governing arm constituted by the elected councillors and the administrative and operational arm constituted by the CEO and other employees. To a significant degree, this approach reflects a modern trend in the theory of government that it is not possible for those charged with the responsibility for formulating decisions about what a government needs to achieve now (and in the future) to properly do that job if they are distracted by matters relating to the day to day administration and implementation of decisions which have already been made, or which are covered by policies which have already been formulated.

Against this background, subsections (1) to (3) identify a councillor's role as one to ensure that the policies, strategies and objectives of the local government are formulated to best serve the public interest of the area generally. There is no reference to a divisional councillor separately considering the interests of his or her particular division, and subsection (6) confirms that the pursuit of “divisional interests”, as such, is not intended. Subsection (3)(c) conveys the related concept that councillors act together for the purpose of making collegiate decisions, and that councillors do not have any individual decision making or operational power.

Obviously, councillors can and should listen to proposals and requests by all sections of the public, including persons or groups with a specific interest or objective, but when it comes to decision-making they must determine the extent to which pursuing that interest or objective would be in the overall public interest before seeking to influence the Council’s decision on such matters.

Councillors are subject to the controls on government and political “lobbying” under the Integrity Act 2009, but they are not “designated persons” under that Act, so they cannot access the Integrity Commissioner for advice on ethical issues.

Although subsections (1) to (3) use “strategic” language, the Council itself is the entity with legal power and responsibility to make all decisions about the exercise of executive power, including decisions about entering into contracts and carrying out works and projects. Such powers can generally be delegated under s 257, and a large measure of such delegation is likely to occur, particularly in bigger Councils. However, the role of the Council is not merely to make policy or determine strategy. It is to govern, and that includes the making of executive decisions about what is to be done and when it is to be done.

See notes to ss 169 to 173 for discussion of further specific responsibilities and obligations of councillors.

Subsection (4) enhances the position of mayor as compared to the LGA1993. Section 231 of that Act stated some additional responsibilities of the mayor going beyond those of other councillors, but they were limited and somewhat vague.

Subsection (4)(b) had no counterpart in the LGA1993. It originally referred merely to “proposing” the budget, but an amendment in 2012 gave the mayor the specific authority and responsibility to develop and present the budget for Council approval and adoption (under s 107A of the Act, and s 169 and 170 of the Regulation). Ultimately, the budget must be adopted by the Council (s 107A), but the mayor has real and direct influence over its content by reason of this provision. The 2012 amendment brought this Act into line with the position which had existed in BCC for many years, reinforcing the mayor’s role as substantive, rather than merely formal, leader of the Council.

Subsection (4)(d) further identifies the Mayor as the leader of the executive arm and the sole day to day link between the executive and the administration in terms of directing the activities of the latter in conformity with executive decisions. The provision is not considered to use “policies” in any prescriptive sense, as requiring that there be a specific policy about mayoral directions. The general power under s 170 for the mayor.
to direct the CEO and senior officers is not so qualified, and means that he or she is the ultimate head of the administration as well as of the executive. The reference to “policies” is considered to do no more than indicate that mayoral directions must be consistent with any relevant Council decision about the matter to which a direction relates.

Prior to the 2012 amendments, the mayor could only direct the CEO. Extension of that power to senior officers (s 170) has strengthened the Mayor’s position as the true “chief executive” of a local government, creating a much closer analogy to the relationship between a State Minister and the head and other senior staff of his or her department. More broadly, subsections 4(c) to (e) give the mayor direct responsibility, and the necessary powers, to ensure that the CEO and senior officers are properly activating the administrative arm to carry out the Council’s decisions. The pre-2012 statutory scheme was premised on an “ideal world” assumption that the Mayor and CEO would always have a positive working relationship, and on a (perhaps theoretical) concern that allowing anyone other than the CEO to direct officers could give rise to conflicting instructions. The current legislative structure subsumes those considerations to the proposition that, ultimately, the Mayor and not the CEO is the executive head of the administration.

Of course, in a well functioning administration, there may be little or no need for the Mayor to give explicit directions, as distinct from merely over-viewing an administration that is doing its job without needing to be told.

Subsection (4)(f) links specifically to s 269 which empowers the Minister to make request for information.

Note that under subsection (5) it is the Mayor rather than the Council which can delegate mayoral powers to another councillor. However, if the Mayor is absent or unable to discharge his or her duties, it is considered that those duties should be discharged by the deputy or acting mayor under s 165, rather than by another councillor to whom the mayor has delegated power under subsection (5). The ordinary concept of delegation is that the primary repository of the power could still exercise that power, but deputes another to do so. If power has passed to the deputy or acting mayor under s 165, it is considered that a delegate of the mayor cannot have a power not presently enjoyed by the Mayor himself or herself.

170 Giving directions to local government staff

This section reinforces the distinction between the governing and operational arms of a local government. Individual councillors, other than the Mayor, have no legal power to assume any executive or operational role by directing a Council employee to implement a Council decision or take any other action.

The Mayor can give a direction to the CEO or a senior executive employee. That term is defined in s 196 (via schedule 4), and effectively refers to officers generally described as directors; those with largely autonomous responsibility for a significant area of the Council’s operations, and who are subject to direction only by the CEO under the corporate structure. As identified in the notes to s 12, the Mayor is recognised in this Act as being, in a real sense, the chief executive of the administration as well as leader of the Council (the executive and local legislature). The Mayor may have also specific executive or operational power if particular powers or duties are delegated by the Council under s 257. An ordinary councillor cannot be the repository of such delegated power (though a committee chairperson, in that capacity, can).

Despite the express and general power of direction, the overall statutory scheme does not indicate that the Mayor is to be the chief executive for day to day operations. That is the role of the CEO and it would be a wrong interpretation to downgrade him or her to (merely) “chief administrative officer”.

It is suggested that the Mayor’s appropriate role is to act as a sort of a “watch dog”. The Mayor must keep himself/herself informed as to the extent to which Council decisions are being implemented in a timely and efficient manner, and may express any concerns in that regard to the CEO, seek information from the CEO as to how those concerns will
be addressed, and ultimately give directions if necessary to achieve those outcomes. In emergent circumstances, the Mayor could also direct the Council’s response, overruling the CEO if there were a conflict.

Directions can only be given to the CEO and directors, so that perceived problems which reach lower into the administration will have to be referred by the Mayor to the Council for consideration and resolution if the CEO or relevant director is unwilling or unable to resolve them despite a relevant Mayoral direction.

Councillors are in a different position. A councillor who wishes to get something specific done cannot achieve that result by trying to tell an officer to do it. That is prohibited by subsection (2). Interestingly, however, it is not an offence for a councillor to contravene that subsection, as it was under the corresponding provision of the LGA1993. Contraventions are now dealt with only as disciplinary matters under Division 6.

Nevertheless, a councillor who wants something done must raise the matter at a Council meeting in an attempt to obtain a Council decision to reallocate resources or rearrange priorities to achieve the required result. If the proposal does not have the support of the Council, then the councillor simply cannot achieve what he or she wishes, and has to accept the majority view that the relevant resources will be allocated elsewhere or on a different timetable to that desired by the individual councillor.

In this regard, it is considered that it is a breach of subsection (2) for a councillor to make a “strong suggestion” to an officer as to what should be contained in his or her report. Similarly, there have been examples of councillors contacting officers or attending with officers at meetings with applicants and making statements such as: “don’t you think that the [Smith] issue should be dealt with by doing things this way....?”

Although these types of statements are not an express direction, they do place officers under a degree of pressure to write their reports or include material in their reports in accordance with the perceived wish of a particular councillor or councillors. To the extent that any such pressure is created, it is considered that comments of this kind could be perceived by the officer, with some justification, as amounting to an implicit direction.

Similarly, councillors who attend meetings between officers and persons dealing with the Council, or who make contact with officers to discuss a particular concern (pursuant to guidelines made under s 170A), need to be very careful to limit their comments to the raising of relevant issues and viewpoints for consideration (which is permissible and is a proper part of the performance of their duties), and not to go further by suggesting to an officer that he or she should deal with a particular issue in a particular way (which is not permissible).

Obviously, none of this affects the ability of councillors to pursue particular issues with all the vigour they wish in the context of debate on the particular matter at a Council meeting. Councillors must not, however, seek to influence the content of a report on a particular matter prior to the matter coming before the Council for consideration.

The relationship between LGA1993 provisions corresponding to subsection (2) and s 170A was explored in the context of a request by a particular councillor for wide ranging information concerning corporate structure, staffing levels and expenditure. It was suggested that the councillor’s actions might contravene subsection (2), in that the relevant CEO was effectively being told to put his/her ordinary duties to one side for an extended period in order to do the task which the councillor had requested.

The CEO sought advice as to whether the councillor’s request contravened what is now subsection (2). The author’s view was that subsection (2) is not relevant to requests under s 170A. Any request for help or advice under the latter section, no matter how minor, involves a councillor in requesting the CEO or some other officer to do something in response to the councillor’s request rather than the officer’s other duties. Limits on the permissible scope of such requests are provided by s 170A itself, through the provision for advice guidelines, and the fact that it is CEO’s obligation to make (only) “reasonable endeavours” to comply with an information request. If a request is
within the scope of 170A having regard to those limits, subsection (2) cannot be used to refuse it.

Subsection (2) also required consideration in the context of a proposal that certain powers be delegated (under s 257) to the CEO and then sub-delegated under s 259 to other officers on the basis that the relevant power could only be exercised “with the concurrence of the area councillor”. In the author’s view, the effect of such a (purported) delegation is that an individual councillor effectively determines the way in which statutory powers will be exercised in a particular case, and it is considered that implementation of such a proposal would involve a contravention of subsection (2), at least on any occasion when a councillor declined to give his or her concurrence to the officer’s proposed course of action. This issue is discussed in more detail in the notes to s 257.

If a councillor attempts to act in contravention of subsection (2), the employee should not act on the request. There is no express requirement to report such a matter to the CEO, but an employee will have no alternative in practice other than to refer an approach by a councillor to the CEO or another senior officer, and a councillor who approaches an employee contrary to subsection (2) places the employee in a potentially uncomfortable and stressful situation. An employee who responds to a councillor’s request to carry out particular work (rather than the work which that employee would be carrying out under his or her normal duties), is potentially subject to disciplinary action. For these reasons, it is most important that councillors understand the significance of subsection (2) and do not act in contravention of it.

Motion 10 also attracted rich debate.

Attachments
1. Agenda and Outcomes
2. LGAQ 10 Motions

4. **Central Queensland Regional Organisation of Councils Chief Executive Officers Meeting - 4 April 2019**

The Chief Executive Officers (CEOs) of the Central Queensland Regional Organisation of Councils (CQROC) met on 4 April 2019 via telephone conference.

**Attendance**
- Mr Evan Pardon, Chief Executive Officer, Rockhampton Regional Council
- Ms Chris Murdoch, Chief Executive Officer, Livingstone Shire Council
- Mr Ray Geraghty, Chief Executive Officer, Banana Shire Council
- Ms Leisa Dowling, Chief Executive Officer, Gladstone Regional Council
- Mr Scott Mason, Chief Executive Officer, Central Highlands Regional Council

<table>
<thead>
<tr>
<th>Ref</th>
<th>Topic</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| 1   | Next CQROC Meeting                   | Friday 12 April 2019
CEOs Pardon and Mason will be absent
| 2   | The importance of collaboration      | I encouraged my fellow colleagues to ‘step up’ and demonstrate collaborative leadership to support the CQROC model. There was unanimous support to do this. This was based around reflecting on the advice provided by Mayors at the 25 January 2019 CQROC meeting “that collaborative initiatives identified by CEOs should be filtered through respective councils prior to being put up as recommendations to the CQROC meeting proper”. It was recognised that in order to achieve collaborative outcomes, it will require an investment of CEO time and significant lead time from project identification to the point where... |
3. Waste Management: Agreed this to be a collaborative focus area.

4. SuperROC proposal: Will be considered at the 12 April CQROC meeting.

5. Regional Waste Management Forum: Being held at Rockhampton on 17 April 2019.

6. Next collaborative project: Each CEO will consult their respective ELTs for suggestions and then these will be reviewed collectively.

7. Meeting duration: The time for meetings will be extended to one hour.

8. Meeting timing: To be reviewed at the next meeting with a view to identifying a sustainable time.


10. CHRC Report: Support for consideration of a proposed bureau service for complaint processes and investigation services – Councillor complaints and staff complaints.

Attaches
1. Central Highlands Regional Council CEO Report
2. SuperROC proposal contained in the closed agenda.

5. Western Queensland Local Government Association (WQLGA) Annual General Meeting – 8 April 2019

Central Highlands Regional Council was represented by its Mayor, Deputy Mayor and Chief Executive Officer at the Western Queensland Local Government Association (WQLGA) Annual General Meeting which was held at Longreach on Monday, April 8, 2019.

The WQLGA comprises 11-member councils:
1. Barcaldine Regional Council
2. Barcoo Shire Council
3. Blackall-Tambo Regional Council
4. Central Highlands Regional Council
5. Diamantina Shire Council
6. Shire of Flinders
7. Isaac Regional Council
8. Longreach Regional Council
9. McKinlay Shire Council
10. Richmond Shire Council
11. Shire of Winton

The annual membership fee will remain at $2,500 per member council.

<table>
<thead>
<tr>
<th>Outgoing Office</th>
<th>Incoming Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor Cr Ed Warren, Winton Shire Council</td>
<td>President</td>
</tr>
<tr>
<td>Cr John Wharton</td>
<td>Senior Vice President</td>
</tr>
<tr>
<td>Cr Andrew Martin</td>
<td>Junior Vice President</td>
</tr>
<tr>
<td>Mr Ian Bodill, CEO, Longreach Regional Council</td>
<td>Secretary/Treasurer</td>
</tr>
<tr>
<td>Unfilled, pending review of constitution</td>
<td>Association Representative</td>
</tr>
<tr>
<td>Queensland Audit Office</td>
<td>Auditor</td>
</tr>
</tbody>
</table>
Motion Outcomes

<table>
<thead>
<tr>
<th>Ref</th>
<th>Motion Title</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rural Students Conveyance Allowance</td>
<td>Carried</td>
</tr>
<tr>
<td>2</td>
<td>Distance eligibility for secondary students travelling on school buses</td>
<td>Carried</td>
</tr>
<tr>
<td>3</td>
<td>Restoration of Financial Assistance Grant to 1% of the total Commonwealth taxation revenue</td>
<td>Carried</td>
</tr>
<tr>
<td>4</td>
<td>Encouraging Queensland State Government to undertake a review at an appropriate time in the future, of the Local Government Legislation Reform post the Crime and Corruption Commission review</td>
<td>Carried</td>
</tr>
<tr>
<td>5</td>
<td>Aged care – rural communities</td>
<td>Carried</td>
</tr>
<tr>
<td>6</td>
<td>Federal funding for aviation security</td>
<td>Carried</td>
</tr>
<tr>
<td>7</td>
<td>Funding for plant and animal pest management for communities affected by drought and flood</td>
<td>Carried</td>
</tr>
<tr>
<td>8</td>
<td>Financial stability of rural and remote council</td>
<td>Carried</td>
</tr>
<tr>
<td>9</td>
<td>Invasive weed control</td>
<td>Carried</td>
</tr>
<tr>
<td>10</td>
<td>Great Artesian Basin Infrastructure Investment Program</td>
<td>Carried</td>
</tr>
<tr>
<td>11</td>
<td>Federal Assistance Grant payments for rural and remote councils</td>
<td>Withdrawn</td>
</tr>
<tr>
<td>12</td>
<td>Consistency in the timing of annual payment of Financial Assistance Grants</td>
<td>Carried</td>
</tr>
<tr>
<td>13</td>
<td>State Emergency Services funding</td>
<td>Carried</td>
</tr>
<tr>
<td>14</td>
<td>Radar system in the North West Region of Queensland</td>
<td>Withdrawn</td>
</tr>
<tr>
<td></td>
<td>Request to the Department of Transport and Main Roads for reinstatement of the Western Roads Upgrade Program</td>
<td>Carried</td>
</tr>
<tr>
<td></td>
<td>The host council, with approval by the members, will engage a consultant to review the constitution prior to the next Annual General Meeting</td>
<td>Carried</td>
</tr>
<tr>
<td></td>
<td>The host council, with approval by the member councils, engage a consultant to review aged care, with a view to articulating an appropriate aged care model for rural and remote Queensland communities</td>
<td>Carried</td>
</tr>
</tbody>
</table>

The next meeting will be held at Richmond in 2020. The 2021 Conference will be hosted by the Shire of Winton.

Attachments
1. Agenda
3. AEC Assessment of the financial vulnerability of rural and remote Queensland Councils, August, 2018

ATTACHMENTS:
1. LGAQ Elected Member Update March 2019 Presentation [16.5.2.1]
2. LGAQ Queensland Skills Plan Report 2018 [16.5.2.2]
3. Agenda and Outcomes LGAQ General Meeting - 2 April 2019 [16.5.2.3]
4. LGAQ 10 motions [16.5.2.4]
5. CHRC Report for CQROC CEO Meeting 4 April 2019 [16.5.2.5]
6. Agenda - WQLGA Annual General Meeting + appendices [16.5.2.6]
7. AEC Group - Assessment of the Financial Vulnerability of Rural and Remote Queensland Council - August 2018 [16.5.2.7]
Elected Member Update

Connect | Innovate | Achieve
Welcome To EMU

About the LGAQ

Local government is the level of government which most closely aligns to the community and their aspirations.

In Queensland, there are 77 local governments that cover the length and breadth of our State.

From the most northern parts of Australia’s Cape York, to the most rural and remote areas of our State’s borders, local government covers every inch of Queensland’s 1.8 million square kilometres.

The Local Government Association of Queensland (LGAQ) was established in 1896 to represent the collective interests of this diverse level of government as its peak body.

@LGAQ #EMU2019
About today

Connect four: The final term

We’ll be looking at the current state and federal landscape influencing local government in Queensland, as well as some of the major reforms set to impact your final term – and the 2020 local government elections.

- **Connection**: Global megatrends, current state of the state and council showcases on approaches to our transparency and openness agenda.
- **Legislation**: Here’s what every elected member needs to know in 2019 – and every prospective elected member running in 2020.
- **Workforce**: With over 40,000 people in local government, our skills profile is shifting. We’ll present brand new research on how councils are coping.
- **Local matters**: How do we matter to what matters most? What opportunities does the federal election campaign give us? What does storytelling look like in 2019?
Your LGAQ hosts

Thanks for having us.

Our EMU teams are led by senior and executive LGAQ staff. We’re delivering multiple workshops across regional hubs in Queensland.

Glen Beckett
GM ASSIST
Head of LGAQ Assist stream.

Luke Hannan
MANAGER
Planning, Development & Environment

Wilson Crawley
BUSINESS ANALYST
Member Engagement.
1. Achievements
In the last 3 years what do you think has been council’s single biggest achievement?

2. Priorities
Regardless of whether you are recontesting next year’s election, what is your most important priority for the next 12 months?

3. Advice for new councillors
Regardless of whether you are recontesting or not, what is the most important piece of advice you would offer to an incoming councillor?
Connection
Learning from ourselves and others
Global challenges like climate and extreme weather events, cyber security and data protection and the movement of people have local policy and governance implications.

Sources like the seminal CSIRO global megatrends report, PwC’s 2019 predictions and this year’s Davos Global Risks Report give us insight into the global challenges we face.
For your Council and local community,

What global challenges do you perceive change the way we live?
A helicopter view

Here’s what we think are the top four global trends with significant implications for our communities and sector of government in Queensland.

1. **Climate & resource scarcity**
   - Drought, fire, flood and coastal erosion.

2. **Transparency & security in an online world**
   - A virtual world which engulfs individuals, communities, government and businesses.

3. **Demographic change**
   - Rapid demographic change and evolving communities with new business, social and individual challenges.

4. **Rapid urbanisation**
   - Smart cities, smart towns and smart villages, spurred on by global migration & tech.
Davos risk assessment
Global risks and their likelihood of happening

The annual Global Risks Report, which incorporates the survey, highlighted several top risks for 2019 including massive incidents of data fraud and theft and large scale cyberattacks.

THE GLOBAL RISK OUTLOOK FOR 2019

Types of Risks: ENVIRONMENTAL  GEOPOLITICAL  SOCIETAL  TECHNOLOGICAL  ECONOMIC

Top 5 Global Risks in Terms of Impact

1. Weapons of mass destruction
2. Failure of climate-change mitigation and adaptation
3. Extreme weather events
4. Water crises
5. Natural disasters

Top 5 Global Risks in Terms of Likelihood

1. Extreme weather events
2. Failure of climate-change mitigation and adaptation
3. Natural disasters
4. Data fraud or theft
5. Cyber-attacks

Climate & resource scarcity

Transparency & security online

Demographic change

Rapid urbanisation

Councils as environmental caretakers came to the fore as never before.

Online and big data take off as transparency hits the headlines.

Councils confront new challenges and balance new demographics.

Smart communities and council services are on demand

- QCoast 2100 program funded
- Waste levy deferred
- Waste management research funded
- Advocacy on GBR, drought
- QCRC program funded

- LG Sherlock takes off
- Data ethics advisory committee formed
- Councils invest in web presence with new CMS partnership
- Social media conduct on the agenda

- First 5 Forever - $20M permanent funding
- Local government workforce report and analysis
- Indigenous housing campaign to prevent state and federal government from abandoning funding housing in remote indigenous communities

- $150 million for councils – the best state budget in a decade
- WAQ funding continues
- Indigenous housing campaign to prevent state and federal government from abandoning funding housing in remote indigenous communities
Council showcases

Noosa: “Contact with council was of paramount interest to the community...”

Southern Downs: “By running community workshops we informed our community where their money is going...”

Ipswich: “It takes away Chinese whispers....”
Legislation

Keep awake – this bit’s important
For you in your role,

What are your greatest governance concerns?
The State Government has flagged major legislative changes, including to local government electoral arrangements.
Local government legislative changes contemplated

Multi-member divisions
Postal ballot elections
Candidate Training
Groups of Candidates
Candidates Electoral Finance Records
Caretaker

Dual Candidacy
Registers of interest for candidates
Prohibited campaigning techniques
Postal voting applications
Real time financial disclosures
Local government legislative changes contemplated

- Disclosure requirements in relation to gifts
- Election expenditure caps
- Voting systems
- Public campaign funding
- Counting votes
- Electoral finance returns
- Councillor vacancies
- Registers of interests
- Conflicts of interests
- Discretionary funds
- Intervention powers
- Committee minutes
- Councillor access to information
- Mayoral powers
Local government legislation

- President wrote to the Premier on 27 February 2019 asking for release of changes and public debate.
- LGAQ Policy Executive members meeting on 6 March 2019.
- General Meeting of the LGAQ on 2 April 2019.
On 14 February 2019, the *Waste Reduction and Recycling (Waste Levy) and Other Legislation Amendment Bill 2018* was passed.

It included some significant ‘improvements’ for local government – like deferring the waste levy commencement with incremental increases aligned with financial years and exemptions for dredge soil and for Serious Local Events not declared disaster under the *Disaster Management Act 2003*. 
Where to now for waste?

What’s our focus over the next few months?

**Waste data**
- Partnering with the State Government and QTC to initiate a waste data strategy.

**Council views**

**Advocating for $$**
- Pushing for financial support for local government regional waste roadmaps, strategies and infrastructure plans.

**ATSI waste strategy**
- Working with the State Government to deliver an effective ATSI council waste strategy that meets their unique challenges.
Queensland Integrity Commissioner
• Provides advice and public awareness on integrity matters
  • Regulates lobbying

Independent Assessor
• Registers of interests
• Conflicts of interest
• Material personal interest

Electoral Commissioner of Queensland
• Funding and disclosure
  • Prohibited donors
Let’s play logopoly
Can you keep out of jail?
Workforce
New research on how councils are coping
The future of work

For local government

With over 40,000 people in local government, our skills profile is shifting. We’ll take you through brand new research on how councils are coping with an increased demand for specialist positions like cyber security and data safety.

1. Back to the future: What does the local government workforce look like in the next 20 years?

2. A 2019 local government selfie: What’s our current status as a sector?

3. Responding to change: A checklist for your council.
What’s in an AI?
The way we think about work is changing

Future of work
Gen Z and a multi-gen workforce

Today’s workplaces are increasingly multi-generational. This means blended value sets, different communication styles and different cultural expectations.

How can councils respond?
Workforce

Sharing your thoughts...

For your council,

Do you believe your workforce is change ready?
Strategic Drift

...is what happens when an organisation fails to notice gradual change in its business environment and adjust its workforce capacity to match.
The Workplace

**The past**
- Formal
- Rule-bound
- Silos
- Paper-based
- Predictable
- Desk-bound
- Customer Service
- Individual
- Reactive

**2017**

**The future**
- Informal
- Empowered
- Integrated
- Digital
- Volatile
- Mobile
- Customer centric
- Teamwork
- Agile
The Workforce

The past

- Permanent Employment
- Baby Boomers Gen X
- Unequal Representation
- Loyal Service
- Specialisation, Inflexible
- Job Status

2017

- Blended Engagement
- Mix Gen
- Diversity
- Multiple Employers
- Generic Flexible
- Values Experience

The future
The Workers

The past

- Lower/semi skilled
- Training as required

2017

The future

- Higher educated
  - Formal qualified
- Continual Learning

Hard Skills
- Operational experts
- Promotion
  - To higher position

Soft Skills
- Digital Savvy
- Want recognition now

Agenda - General Council Meeting - 16 April 2019

Central Highlands Regional Council
What functions will start to disappear in this new world?

1. **Trades.** 75% of the workforce.

2. **Leisure/Services.** 75% of the workforce.

3. **Customer service.** 75% of the workforce.

4. **Administrative.** 45% of the workforce.

5. **Technical roles.** 35% of the workforce.

6. **Management roles.** 15% of the workforce.

7. **Professional roles.** 15% of the workforce.

Impacted across the board
Sector impact

How will local government feel the impact?
The council of today
What do we look like?
Local government in Queensland features a workforce of 40,493 workers employed in 294 occupations. It features 77 councils, including 16 Aboriginal and Torres Strait Islander councils.

1. **Older workforce** when compared to the Queensland all industry workforce.

2. **Declining participation level** of workers under 30 years of age.

3. **Not enough apprentices** to meet future needs.

4. **Not positioned well** in regard to new and emerging soft skills.

A local government selfie in 2019
% of Workforce > 56 Years of Age - ROCs

Percentage of Employees over 56 Years of Age: ROCs - 2017

Source: Annual Workforce Census, LGAQ 2017
Apprenticeship/Traineeship Uptake Levels

Source: Based on NCVER Customised Report Data, 2018
The council of today
Works for Queensland has given us a boost

Employment by sector
Change opportunities

Low and high turnovers gives us a chance to ask questions.
What’s our gender divide?
The sector has a long way to go before it reaches 50-50.
What’s our gender divide?
The sector has a long way to go before it reaches 50-50.
What’s our gender divide?

The sector has a long way to go before it reaches 50-50.
What’s our gender divide?
The sector has a long way to go before it reaches 50-50.
How diverse are we?

Down from 12% in 2006 and 4.75% in 2011, but easily lead the way.
How diverse are we?
Culturally and linguistically diverse workers.
Key challenges
Where are our skill shortages as a sector?

71% of councils report skills gaps in key areas and between 40-60% of councils reported a need to update their contemporary skill sets.

Shifting sands
Semi-skilled positions like laborer's, cleaners and some clerical positions are declining.

In demand
Demand for specialist skills positions like design, engineering and marketing are increasing.

Professional gaps
Top professional skills shortages include engineering and project management.

Digital don’ts
Digital, cyber security and data experts are among the most critical key gaps for councils.
✓ Facilitate environment for integrating human and intelligent automation
✓ Promote innovation as performance indicator
✓ Manage fear of change
✓ Know your workforce
✓ Smart vacancy management
✓ Model future work
✓ Manage role and employability of mature workers (mentors, custodians, change leaders)
✓ Promote flexible work practices
✓ Reward early adopters
✓ Assess and advance readiness (culture, policies, practices etc)
✓ Divert training to future/softer skills
✓ Support managers to adapt to new style of workers
✓ Remember – culture eats strategy for breakfast

“Doing nothing is not an option“
Local matters
Federal gets local
The equation

A fairer tax share

Queensland communities deserve a guarantee that at least 1 per cent of the taxes Australians pay Canberra is returned to local projects that are important to them.

1% of taxes we pay Canberra = $400m for Queensland communities = More assets where your community needs them most

Fact

While Queensland communities grow, federal funding declines.
A 7 point plan for action

https://www.lgaq.asn.au/election2019
A 7 point plan for action

https://www.lgaq.asn.au/election2019
Campaign focus
Strategy snapshot

A coordinated approach between councils, regions, LGAQ and ALGA will maximise our campaign leverage.

A focus on marginal seats will help guide the LGAQ's media and communications activity.

An emphasis on media, social media will drive the campaign.
Community voices

Your priorities

Belinda Murphy
Mayor, McKinlay Shire Council

That's the key isn't it, for drought.
Local advocacy
Australia > Queensland > Right Now

What’s happening today in the Federal Election?
From the LGAQ

Assets and updates

The LGAQ stands ready to support you and your council during the federal election campaign. With the spotlight firmly on Queensland, here’s how we can assist you localize your message and join the nation-wide call for ‘just 1%’.

- **Blog update**
  LGAQ analysis from Media Executive.

- **Network**
  A communication network to tap into.

- **Video to share**
  Local leaders on real issues.

- **Social media**
  Social media assets to share.

- **Summary doc**
  Share the two page prospectus.

- **Template motion**
  Councils are passing motions calling for 1%.

www.lgaq.asn.au/election2019
For you and your council,

How can the LGAQ best support you during the campaign?
Let's get people talking

**What's a PR campaign?** It's not as complicated as you might think. PR campaigns use strategic messaging to reach an audience and achieve an objective – like improving your reputation or reaching a wider audience.

The most effective public relations campaigns are clear in their objectives, get people talking and feel authentic.
What makes a successful PR campaign?

1. **Be clear in your objectives.** What do you want to achieve?

2. **Think outside the square.** How can you generate buzz and discussion? How can you approach your objective creatively?

3. **Be authentic.** Don’t fake it. People can tell.

4. **Set timelines.** Plan for success – but don’t be afraid to pivot.

5. **Listen to the experts.** Don’t expect to know it all. Creatives and digital natives will have new ideas you can use.
#ShoeGate
A fail and a recovery

Luke @lukernn

#auspol story of 2019: our latest PM (ScoMo) had nice white shoes photoshopped onto his feet for his official pm.gov.au site?! Yup. Regular bloke. Our tax dollars hard at work. #shoegate

1,657 6:11 PM - Jan 8, 2019

1,096 people are talking about this
#ShoeGate
A fail and a recovery

Scott Morrison @ScottMorrisonMP

Message to my Department (PM&C). I didn’t ask for the shoesine, but if you must Photoshop, please focus on the hair (lack thereof), not the feet! 😊 Here they are in all their glory - my footwear of choice whenever I can get out of a suit.

2,411 7:03 AM - Jan 9, 2019

1,186 people are talking about this
Proud to be your council

We're proud to be behind a new local government awareness campaign playing across your big and small screens in Queensland. It showcases the good work of Queensland councils and is currently screening across the state.

Filming took place in Cairns, Yarrabah, Emerald, Barcaldine, Bundaberg, Brisbane and Redlands.
How did we do it?

1. **A clear audience and objective.** We wanted to spark an emotional connection between Queenslanders and their local council.

2. **A perceived issue – but were we right?** We tested how much impact negative headlines about councils was having on sentiment sector-wide.

3. **Test again.** We tested four different creative approaches in focus groups across Queensland.

4. **A clear strategy for roll-out.** We focused on TV to reach our 35+ audience, and digital for our under 35’s.

5. **Communicating with councils.** We knew councils were the best place to localise our message and story.
An open letter to Queensland residents.

Queensland has 77 councils who represent the diverse interests of communities across the State.

From the outback to our capital city of Brisbane, councils are staffed by over 40,000
Queenslanders and are supporting communities every day of the week.

From roads, rates and rubbish, to permits, parks and planning, councils make decisions which shape
and influence the livability of Queensland’s communities — now and into the future.

In short — we drive local success.

We know public trust and confidence is central to strong and effective local councils.

It’s why the LGAQ’s Community Policy Executive, representing all Queensland councils, recently
made it clear that the recent reforms recommended by the Crime and Corruption Commission
in their Operations Belcarra report:

The 16-point Beyond Belcarra plan looks at additional Indigenous works re-engagement, campaign funding and
supporting local jobs and governance innovation initiatives across Queensland’s councils.

We understand local government cannot provide services to communities, it is the expectation of
local government to deliver services that continue to meet the expectations of communities, as well as
ensuring transparency remains at the heart of your local council.

We look forward to working with the State Government — quickly and cooperatively — to drive our
progress forward.

On behalf of Queensland councils, we sign this open letter as a statement of our unified commitment
to serve the people of Queensland with honesty and integrity.

Mark Jamieson
LGAQ President

Greg Hallam AM
LGAQ CEO

The full list of partners can be found at
lgaq.asn.au/BeyondBelcarra

Architectural Design: Mekanic Source: 20 Depot Street, Normavale, QLD 4060
Campaign status

How are we tracking?

We’ll be running this campaign until **November 2019**. Here’s how we’re tracking with our results and impact.

**Over 5 million Qlders**
Have seen our campaign videos on Facebook and Instagram.

**1.6 million plays**
On YouTube.

**MAFs, anyone?**
Our TV slots include key prime time programs hitting our target market across Queensland.

**Popular posts**
Councils like Whitsunday Regional Council are producing their own videos and social media posts leveraging the campaign.

01

02

03

04
Streets ahead

Think about your street. Does every household look the same?

Councils communicate and service different families and residents similarly, due to the theory of economies of scale.
What’s in a neighbourhood?

Councils care what communities are thinking about. How does this thinking change across streets, suburbs & towns?

How do you gauge community sentiment?
1. Best case scenario

What’s the future best-case scenario for your community? What would have to change for this to be achieved?

2. It’s not me, it’s you

Would these changes be made by your council, or the next?

3. Current state of play

How do you gauge community sentiment now? How could your process for this improve?
LGMS Schemes

- Manage Risk
- The Right Cover
- New Initiatives
- Reduce Insurance Cost
- Best Claims Practice
LGM Liability

Manage risk: Tailored risk management guidance material which is responsive to risks common in Council claims such as footpaths, roads, recreational areas and signs in public areas.

Councillors & Officers / Employment Practices Liability claims:

Significant increase in claim numbers and cost – claims arising from CCC, Operation Belcarra, unfair dismissal of Council officers.
LGW Workcare

WHS Safety: Focus by the Workers Compensation Regulator on councils’ commitment to employees and contractors’ safety

- Dedicated WHS professionals assist Councils to improve safety systems and reduce accidents
- Improved Senior Management oversight required to review and monitor KPIs and emerging risks

Best Claims Practice: A start-to-finish claims management service by specialist allied health professionals and claims consultants who work with Member Councils to achieve the best possible outcome for the injured worker.

- LGW achieves a return to work rate of 98.5% with the majority of injured workers returning to their pre-injury role at Council – this rate is significantly higher than Workcover
- LGW scheme rate has remained steady over last 3 years and this is likely to continue in 2019/20
LGW Assets

**Reduce Insurance Cost:** Avoiding direct dependence on commercial insurance market has protected member Councils from this volatility (both in terms of availability of coverage and cost).

**The Right Cover:** Production of materials and provision of advice including the asset schedule guide and asset schedule template – assist Councils to work through relevant issues to ensure assets are covered appropriately and that issues such as criticality and the importance of risk mitigation are more widely understood.
Owned by members

Distribution of surplus funds: Over $25 million collectively across both schemes to date since inception (in 2018/19 alone LGM and LGW distributed $4.7 million to Members).

Regional Risk Coordinators programme

• A complimentary resource for LGM and LGW Members
• The team is geographically designated and visit all member councils
• Assist councils’ development of Enterprise Risk Management including systems to respond to the requirements of regulatory authorities including the Department of Local Government and the Queensland Audit Office
LGMS MODEL

WHY THE LGMS MODEL WORKS?

- Surplus Distribution Back to Members
- Sustainable Low Premiums
- Collective Bargaining
- Industry Specific Wording
- Focus on Risk
- Better Claims Outcomes
- Strategic Claims Management
THANK YOU FOR LISTENING

Get in touch with us

Contact us anytime via phone, email or online.

LG House
25 Evelyn St, Newstead QLD
4006
## Table of Contents

- Introduction: .......................................................... 2  
- Map of Responding Councils: Queensland ......................... 3  
- Executive Summary ................................................... 4  
- Recommendations ..................................................... 6  
- SECTION 1: Queensland Local Government Sector Profile .................. 8  
- Industry Context: ....................................................... 8  
- Employment Number: .............................................. 9  
- Employment Categories: .......................................... 11  
- Employment Gender Profile: .................................... 12  
- Employment Turnover: ............................................ 13  
- Wage Rates: ......................................................... 15  
- Aboriginal and Torres Strait Islander Participation Levels: .............. 17  
- Culturally and Linguistically Diverse (CALD) Workers: .................. 19  
- People with a Disability: .......................................... 21  
- Age Profile of the Workforce: .................................... 22  
- Age Profile Australian Population: ................................ 24  
- Occupational Profile: .............................................. 26  
- SECTION 2: Vocational Education and Training (VET) Uptake ........... 33  
- Qualification Profile: .............................................. 33  
- Issues Sourcing Training: ......................................... 36  
- Apprenticeship/Traineeship Uptake Levels: .......................... 39  
- School Based Apprenticeship and Traineeship Program (SBATs): ........... 42  
- SECTION 3: Skill Shortages .......................................... 43  
- Top Skill Shortage Occupations: .................................. 43  
- Recruitment Strategies: ........................................... 45  
- SECTION 4: Unmet Training Needs .................................. 47  
- Skill Gaps: .......................................................... 47  
- Unmet Training Needs: .......................................... 48  
- SECTION 5: Emerging Issues ........................................ 50  
- Emerging Issues that will impact on Councils’ Future Skilling Needs: ...... 50  
- How well positioned are you? .................................... 52  
- What might hinder staff gaining emerging skills? ....................... 55  
- Future Workforce Profile: ........................................ 56  
- Appendix 1: Local governments in Queensland that responded to the Local Government Skills Survey by ACLG region. ......................... 58  

## Acknowledgement:

Funding to support the development of this Skills Plan was provided by the Australian Local Government Association.
Introduction:

The Local Government Workforce Development Group (LGWDG) comprises representatives from each state and territory Local Government Association and provides advice on workforce matters to the Australian Local Government Association. The LGWDG undertook this study to identify the current and emerging skill needs of local government to better position the sector for the future.

An accurate national employment profile of the local government sector is difficult to determine. The most accessible source of data comes from the Australian Bureau of Statistics (ABS) Census of Population and Housing, but this is available only every five years and whilst it can highlight trends it does not provide an accurate record of total employment numbers for the local government sector. It is estimated the Census under-reports the local government workforce by 19%.¹ The tendency of each jurisdiction to collect their own variable data sets also makes it challenging to aggregate data to achieve an accurate national profile of the local government workforce.

The absence of a national profile impacts on the ability of the sector to determine current and future workforce needs and priorities. This is in stark contrast to other industry sectors that have been able to use national data to effectively attract and retain skilled and talented staff, attract funding for skills development and advocacy, and address skill shortages.²

It is with this context in mind that the LGWDG commissioned a set of national, state and territory reports to provide an evidence-base to support effective advocacy in workforce development matters at both a state and national level. This report features the findings and recommendations for local government in Queensland.

In addition to the use of ABS Census data, these reports are underpinned by data obtained from the National Local Government Skills Shortage Survey 2017 (the Survey) to which:

- 45% of councils across Australia; and
- 69% of Queensland councils responded.

The following map illustrates the location of responding councils in Queensland. A list of responding councils can be found in Appendix 1.

¹ UTS IPPG.CLG (2018) The Local Government Workforce, Trends and Blips on the Radar, p12. As the Census collects data on the “main job held last week”, it does not capture all part-time and casual council workers. In addition, as respondents are asked to nominate “the employer’s business name” related to this main job, the nominated name may not appear as the council name. Employment in council libraries, swimming pools, contracted outdoor services and regional airports is most likely to be under-represented.

² Profile of the Local Government Workforce, 2014 Report, Australian Centre of Excellence for Local Government
Executive Summary

The world of work in the next two decades will be shaped by technological advances, digital connectivity, globalisation, an ageing population and changing economic structures. These five mega trends are driving the speed of change and are expected to lead to the restructuring of labour markets throughout Australia, including local government.3

Local government is already feeling the impact of these trends; yet the majority of councils have not done any form of analysis or forecasting to determine the changing future roles/skills required.

This report provides a snapshot about key issues facing local government in Queensland. It illustrates that local government has a workforce that:

- Is considerably older than the Queensland all industry workforce;
- Has a declining participation level of workers under 30 years of age;
- Does not have enough apprentices to meet future needs;
- Is facing major skills shortages in key professional and technical occupations; and
- Is not well positioned in regard to new and emerging soft skills.

In order to address skill shortages, the preferred option of councils is to upskill existing staff – but there are challenges, given:

- The inability to source trainers locally;
- The cost of sending staff to training (travel costs);
- The high cost of training and tight fiscal environment; and
- The reported reluctance of councils to release staff to training given current workloads.

Local government in Queensland features:

- A workforce of 40,493 workers employed in 294 occupations;
- 77 councils including 16 Aboriginal and Torres Strait Islander Councils. Councils vary in size from the smallest with 42 employees to the largest with over 8,500 employees;
- A workforce where 82% are full-time employees, 8% are part-time and 10% are casual;
- A workforce which is considered to be significantly older than the Queensland all industry workforce, with 51.6% above 45 years of age; and
- Is not well positioned in regard to new and emerging soft skills.

Findings from the Survey reveal:

- 83% of local governments were experiencing a skill shortage and skill gaps with Engineers, WHS professionals, Project Managers, Environmental Health Officers, Human Resource Managers and Governance/Risk Managers topping the list of occupations in demand;
- The key reasons behind the skills shortage are: the inability of councils to compete with the private sector on remuneration; lack of suitably qualified/experienced candidates available locally; and remoteness/location making it difficult for councils to attract and retain workers;
- 53% of local governments have unmet training needs arising from the high cost of training and lack of training available locally;
- 74% of local governments have done no analysis or forecasting of changing roles/skills requirements arising from digital disruption and technology changes;
- All local governments responding to the survey indicated the need to improve their position in relation to soft skills, particularly the ability to work productively, drive engagement and demonstrate presence as a member of a virtual team; ability to understand concepts across multiple disciplines; and ability to discriminate and filter information for importance; and
- Training availability, budgetary constraints and resistance to change were the most commonly cited factors hindering staff gaining softs skills.

Within this context this Report seeks to highlight the current and future skill needs of the local government sector within Queensland and suggests strategies for improving future workforce capacity and capability.

---

3 Hajkowski et al (2016: 18)
Recommendations:

1. That the LGAQ continues to maintain the current time series workforce demographic data sets and make them available electronically to councils via the Ready Set Go benchmarking platform.

2. That the LGAQ continues to push for grant reform to enable greater certainty of funding to enable councils to better workforce plan and up-skill local employees.

3. That the LGAQ continues to lobby for grant reform to ensure government funding maximises local employment in Indigenous communities.

4. That the LGAQ works with Indigenous and coastal councils to design strategies to reduce reliance on casual employment.

5. That the LGAQ works with councils to promote the employment of women in trade and operational areas.

6. That the LGAQ works with the Indigenous Leaders Forum to develop strategies to reduce turnover within the local council workforce.

7. That the LGAQ lobbies the State and Federal governments to adopt policies to ensure government expenditure supports the skillling and employment of local people in discrete Indigenous communities.

8. That the LGAQ discusses with the Minister for Multi-cultural Affairs opportunities to increase the representation of CALD people in the local government workforce.

9. That the LGAQ encourages councils to record relevant workforce diversity data.

10. That the LGAQ promotes examples of where councils are successfully managing a multi-generational workforce.

11. That a “digital training for older workers” strategy be developed and rolled out as a priority for interested councils.

12. That the LGAQ reviews the outcomes of the South Australian “Ageing and Work Health Pilot Project” designed to assist Councils to develop and implement strategies to manage the ageing workforce.

13. That the LGAQ works with councils to raise awareness of the impact of digital disruption and technology on the future local government workforce and support council readiness and adaptability to effect necessary change.

14. That the LGAQ seeks funding to develop and implement a digital strategy (Not Another Gap Campaign) for Indigenous communities.

15. That the LGAQ establishes a mechanism to coordinate the delivery of training at a regional and state-wide level.

16. That the LGAQ seeks to have the Apprenticeship Order reviewed and modernised.

17. That the LGAQ approaches the State and Federal governments to assist councils increase the number of apprentices employed in local government.

18. That the LGAQ explores why SBATs have not been successful and look for a strategy to increase their uptake, if and where appropriate.

19. That the LGAQ explores, with other states, the possibility of setting up a local government sponsored international recruitment program.

20. That the LGAQ promotes to councils, that when employing a person with a skill gap council, include as a condition of employment the requirement for the employee to address the skill gap within a specified time frame.

21. That councils be encouraged to maintain accurate records of their full workforce numbers including labour hire, independent contractors and freelancers.
SECTION 1: Queensland Local Government Sector Profile

Industry Context:

Local Government in Queensland:

- Makes a direct contribution of $9 billion to the state economy and manages over $98 billion in community infrastructure.
- Employs 40,493 personnel and is a key driver of employment in regional and remote areas of Queensland.
- Consistently pays well above award rates and is seen as an attractive and stable employer.
- Is regionally diverse; with councils located from the Torres Strait and Cape York in the State’s north to councils located on the borders of the Northern Territory, New South Wales and South Australia.
- Is comprised of 77 councils: 61 city, regional and shire councils and 16 Aboriginal and Torres Strait Islander councils.
- Comprises councils ranging in size from Brisbane City Council employing around 8,500 workers, the largest municipal council in Australia, to Burke Shire Council, the smallest council, employing 42 workers. Sixteen councils with 500 or more employees represent 72% of the total Queensland local government workforce.
- Have staff in smaller councils that are required to be multi-skilled and perform a range of functions in order for councils to meet their statutory obligations.

Councils and notably those in isolated and remote areas of the state are the epicentre of communities and industry and provide the infrastructure and services to sustain their communities. Councils out west provide a surprising array of services and trade ranging from the local credit union or bank, the local butcher shop, funeral service, real estate agent providing rental accommodation, establishing and administering respite care services, the local health service, aged care and disability services. Councils also provide the necessary labour force and infrastructure for development, building and construction and economic planning. These services are in addition to the traditional roles of local authorities: roads (around 80% of Queensland roads are provided and managed by councils), rates and rubbish collection, provision of water and sewerage, and town planning.

Councils also are responsible for providing wide range of community services to residents and visitors including but not limited to:

- Public Buildings
- Roads, bridges, footpaths
- Parks & Gardens
- Water & Sewerage
- Storm water drainage
- Regional Airports
- Libraries
- Caravan Parks
- Tourist Centres
- Aquatic Centres
- Child Care
- Aged Care
- Environmental Health
- Emergency Services
- Events/Function Centres
- Cemeteries

The scope of activities provided by councils in Queensland are the broadest of any state within Australia encompassing over 294 occupations.8

Employment Number:

The total Queensland local government workforce was 40,493 as at June 2017.

The chart below shows the trend in employment numbers in local government over the past 5 years.

Business reviews, productivity and efficiency gains, changes in technology and re-shaping of councils into leaner operations have impacted on employment numbers.

These changes have been driven by the cumulative impact of policy and funding decisions over the five years to 2016 by state and federal governments and has been assessed by the Local Government Association of Queensland (LGAQ) as having a negative impact of $1 billion per annum on the Queensland local government sector and has impacted employment numbers.

8 Based on ABS Census Customised Report Data, 2016
For Indigenous councils the impact of government funding changes resulted in a 21% reduction in staffing levels between 2012 and 2015. Indigenous councils do not have a rate base and are highly vulnerable to changes in government policy and program funding levels.

There are 16 Aboriginal and Torres Strait Islander councils in Queensland. The chart below shows the trend in their employment numbers over the past five years.

Restoration of grant indexation and dedicated job creation programs have seen employment numbers begin an upward trend in 2017. This trend is expected to continue into 2018 with 81% of councils surveyed in Queensland indicating that workforce numbers will either increase or stay the same in 2018.

Since 2001, the LGAQ has maintained a workforce data base providing an accurate and complete data set, not readily available in other states.

Recommendation 1:
That the LGAQ continues to maintain the current time series workforce demographic data sets and make them available electronically to councils via the Ready Set Go benchmarking platform.

Employment Distribution:

Councils vary considerably in size from the smallest with 42 employees to the largest employing just over 8,400 staff.

This sector is dominated by large, complex councils. In 2013, 81% of the local government workforce was employed by 16 councils with 500 or more employees. By 2017 this figure was just over 72%. This change can be linked to the de-amalgamations which occurred in 2013/14.

The number of councils with a workforce of fewer than 100 has dropped from 24 in 2014 to 21 in 2017. This is due to the employment growth within Indigenous councils.

This employment growth in Indigenous councils is linked to:
- An increasing number of workers employed in building houses under the National Partnership Arrangement for Remote Indigenous Housing (NPARIH) program; and
- Dedicated job creation programs such as Works for Queensland initiatives.

Within Aboriginal and Torres Strait Island Councils:
- 73% of the workforce are employed across 9 councils with between 100 and 500 employees; and
- 27% of the workforce are employed across 7 councils with fewer than 100 employees. The smallest of these councils has 50 employees.

Recommendation 2:
That the LGAQ continues to push for grant reform to enable greater certainty of funding to enable councils to better workforce plan and up-skill local employees.

Recommendation 3:
That the LGAQ continues to lobby for grant reform to ensure government funding maximises local employment in Indigenous communities.
Employment Categories:

The Annual Workforce Census Report shows that the Queensland local government workforce in June 2017 was comprised of:

- 82.1% full-time employees
- 8.3% part-time employees
- 9.6% casual employees

When broken down by key segments, variations appear.

The profile of the Indigenous and Coastal segments' workforce varies significantly from all other segments, showing a much higher reliance on the use of casual workers:

- 69.7% full-time employees
- 8.5% part-time employees
- 21.8% casual employees

For Indigenous councils, the level of casual workers has increased from 17.2% in 2013 to 21.8% in 2017. This reflects both their heavy reliance on, and the volatility of, grant funding.

Recommendation 4:
That the LGAQ works with Indigenous and coastal councils to design strategies to reduce reliance on casual employment.

Employment Gender Profile:

The gender profile of the Queensland local government workforce has not changed significantly over the past 5 years:

- 2017: 61.1% males and 38.9% females
- 2012: 61.7% males and 38.3% females

However, significant variation does occur in the percentage of males/females employed in different categories of work, within key local government segments.

The Coastal and Indigenous segments are employing a greater percentage of casual workers (13.0% males, 8.9% females) than the sector average (4.2% males, 5.4% females) and fewer full-time workers.

There are three main industrial awards that have application across local government in Queensland:

- Queensland Local Government Industry Award (Stream A)
- Queensland Local Government Industry Award (Stream B)
- Queensland Local Government Industry Award (Stream C)

The gender profiles within each of these awards differ significantly.
Stream A - Professional and Administrative work:
- 39.3% of the workforce covered by this Award are full-time males and 41.7% are full-time females.
- This award has a greater percentage of women employed across all categories of work.

Stream B – Operational Workers:
- 76.6% of the workforce covered by this Award are full-time males and 6.2% are full-time females.
- It has about the same level of male/female part-time and casual workers.

Stream C – Trades:
- 88.5% of the workforce covered by this Award are full-time males and 3.1% are full-time females.
- It has more casual males (4.5%) compared to females (2.7%).

Employment Turnover:
The turnover level for the sector in June 2017 was 8.6%.

Recommendation 5:
That the LGAQ works with councils to promote the employment of women in trade and operational areas.
In 2013-14, the average turnover dropped to a low of 6.8% following the Global Financial Crisis where councils were seen as a stable employment option. In the past year, turnover has begun to rise across most segments.

Prior to 2013, turnover data was not collected for Indigenous councils. Turnover in this segment is significantly higher than all other segments. In 2013 it was 30.9%, decreasing to a low of 17.5% in 2016 before rising to 22.6% in 2017. The range in turnover level within Indigenous councils is significantly greater than that across non-Indigenous councils.

Turnover Range – Indigenous Councils:
- 2013: 2.4% to 96.8%
- 2017: 2.9% to 70.0%

Turnover Range – Non-Indigenous Councils:
- 2013: 3.1% to 45.5%
- 2017: 1.7% to 43.4%

In 2013, five of the 16 Indigenous councils reported a turnover level greater than 45%. In 2017, only three of these were still sitting above this level.

Recommendation 6:
That the LGAQ works with the Indigenous Leaders Forum to develop strategies to reduce turnover within the local council workforce.

Wage Rates:
Councils are paying well above the award rate to attract and retain staff. As an example, the chart below shows the percentage of councils paying above the award rate specified for Administration – Level 6 Year 1 employees within the Queensland Local Government Industry (Stream A) Award State 2017 – Division 2 – Section 1.

Within the Administration – Level 6 Year 1 group:
- 97% of Councils are paying above the award rate; and
- 51% of Councils are paying more than 30% above award rates.

The percentage of councils paying more than 40% above the award rate has increased from 23% in 2010 to 24% in 2017.

Managing wages growth as the mining sector “ramps up” in 2018/19, and operating within a constrained fiscal environment, will be a challenge for councils.

Aboriginal and Torres Strait Islander Participation Levels:
Councils within Queensland were asked to report on the level of Aboriginal and Torres Strait Islander participation within their workforce. Because identification is voluntary, establishing an accurate picture of participation levels is difficult.

In 2017, 74% of councils in Queensland were able to provide data. The responding councils reported employing 2,336 persons who have identified as Aboriginal and Torres Strait Islander, equating to 7.1% of the total Queensland local government workforce.13

13 Annual Workforce Census Report, LGAQ, June 2017
Within Indigenous councils, Aboriginal and Torres Strait Islander personnel represent 84.5% of the workforce.

This is significantly higher than the 58.9% reported in 2013 and is a result of the Local Jobs for Locals campaign push by the Indigenous Leaders Forum. This has also been supported by the State Government through their policies supporting local Indigenous employment.

Recommendation 7:
That the LGAQ lobbies the State and Federal governments to adopt policies to ensure government expenditure supports the skilling and employment of local people in discrete Indigenous communities.

In non-Indigenous councils, Aboriginal and Torres Strait Islander personnel represent 2.5% of the workforce.

ABS Data for 2016, shows that within the Queensland local government sector, Aboriginal and Torres Strait Islander people make up 3.8% of the working population aged 15 and over.14

Aboriginal and Torres Strait Islander people have a much younger age profile and structure than the non-Indigenous population. In 2016, more than half (53%) of Aboriginal and Torres Strait Islander people were under 25 years of age. In comparison, almost one in three (31%) non-Indigenous people were aged under 25.15

Local government in Queensland has a greater level of Aboriginal and Torres Strait Islander worker participation than any other industry sector in Queensland. At 3.8%, it is over five times as high as the state average participation level for Indigenous employees.

14 Based on ABS Census Customised Report Data, 2016
15 ABS 2016, Census of Population and Housing: Reflecting Australia - Stories from the Census, cat. no. 2071.0
Culturally and Linguistically Diverse (CALD) Workers:

The chart below shows the participation rate of persons aged 15 and over, employed in the Queensland local government sector, who speak a Language other than English at home.

![Participation Levels 2006 - 2016](chart)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total CALD</th>
<th>Non CALD</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>92.12%</td>
<td>7.88%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>91.54%</td>
<td>8.46%</td>
<td></td>
</tr>
</tbody>
</table>

The participation level for CALD employees across the public/private sector within Queensland is as follows:

- 12.5% National Government
- 9.5% State Government
- 8.5% Local Government
- 12.7% Private Sector
- 12.3% State All-industries

34% of Queensland Councils who responded to the Survey reported employing CALD persons. These councils reported employing 1,217 persons who have identified as CALD, equating to 6.6% of their workforce.

Recommendation 8:
That the LGAQ discusses with the Minister for Multi-cultural Affairs opportunities to increase the representation of CALD people in the local government workforce.

People with a Disability:

The following chart shows the participation level of persons aged 15 and over, employed in the Queensland local government sector, who have need of assistance with core activities for a period of 6 months or more (disabled).

![Participation Levels 2006 - 2016](chart)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Disabled</th>
<th>Non Disabled</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>99.49%</td>
<td>0.51%</td>
<td>Based on ABS Census Customised Report Data, 2006, 2011, 2016</td>
</tr>
<tr>
<td>2011</td>
<td>99.43%</td>
<td>0.57%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>99.26%</td>
<td>0.74%</td>
<td></td>
</tr>
</tbody>
</table>

The participation level for disabled employees across the public/private sector within Queensland is as follows:

- 0.8% National Government
- 0.7% State Government
- 0.7% Local Government
- 0.9% Private Sector
- 0.9% State All-industries

30.25% of Queensland councils who responded to the Survey reported employing disabled persons. These Councils reported employing 459 persons who have identified as disabled, equating to 2.8% of their workforce.

Recommendation 9:
That the LGAQ encourages councils to record relevant workforce diversity data.
Age Profile of the Workforce:

For the first time in history, five generations are sharing the workplace, all having distinct characteristics, working styles, needs and expectations. They have differing attitudes towards technology, communication, work/life balance, organisational loyalty, attraction, engagement and retention. These differences pose challenges and opportunities to workforce management.

The first step in managing the generations and their differences is to identify where the differences lie and to understand how best to cope with and exploit these differences. Being able to successfully lead and manage all generations is challenging and critical to the success of councils.

Recommendation 10:

That the LGAQ promotes examples of where councils are successfully managing a multi-generational workforce.

The local government workforce in Queensland is older than the all-industry average as shown in the chart below.

There are 77 councils in Queensland and 10 of these now have 60%-70% of their workforce above 45 years of age. A significant number of these councils fall within the Rural/Remote segment.

The chart below shows that Indigenous councils have a relatively younger age profile in comparison to non-Indigenous councils. In Indigenous councils, 41.8% of the workforce is over 45 years of age compared to 53.9% of the non-Indigenous councils.

Managing an increasingly ageing workforce at a time of significant digital disruption will be a challenge for councils in the short to medium term.

Recommendation 11:

That a “digital training for older workers” strategy be developed and rolled out as a priority for interested councils.
The chart below shows the age profile of the Indoor (Professional & Administrative) and Outdoor (Operational & Trade) local government workforce where 57.9% of the Outdoor workforce are now over 45 years of age.

Outdoor employees are predominately male, with lower levels of education, working full-time in physically demanding jobs.

Recommendation 12:
That the LGAQ reviews the outcomes of the South Australian “Ageing and Work Health Pilot Project” designed to assist Councils to develop and implement strategies to manage the ageing workforce.

Age Profile Australian Population:
The Australian population is ageing. The proportion of older people, those aged 65 years and over, has been steadily increasing over the last decade for both men and women from 8% in 2006 to 13% in 2016.

This trend is expected to continue due to the improvements in life expectancy, decreasing death rates, higher standards of health care and birth rate falling below replacement rate.19

A way for the government to address this ageing demographic is to increase the age at which people become eligible for the Age Pension – effectively extending their working life. From July 2017, the Age Pension age was 65, from then it will rise in stages up to 67 in July 2023.

The impact of these policies on local government is reflected in both the increase in the participation rate of older workers and in the increase in average hours worked per week.

In March 2016, the workforce participation rate for those aged 65 and over within the Queensland local government sector was 3.3%, compared to 4.0% for all-industries within Queensland.20

The chart below shows the workforce participation rates for the Queensland local government sector, where participation rates peak at the 50-54 age bracket, before dropping off sharply to 60-64 age bracket.
The chart below shows the average hours worked per week for the local government sector in Queensland in the week before the 2016 ABS Census. Of note is the number of hours worked by workers over 65 years of age – which reflects the shift in the eligibility age for the pension.

The average hours worked per week are fairly consistent over the past 10 years in most age brackets. The exception is the above 65 years of age group where the trend in 2016 was towards increasing hours worked.

The occupations where numbers have increased significantly are:
- Construction and Mining Labourers (-730)
- Cleaners and Laundry Workers (-660)
- Farm, Forestry and Garden Workers (-532)
- Mobile Plant Operators (-449)
- Other Labourers (-309)
- Carers and Aides (-175)
- Clerical and Office Support Workers (-172)
- Skilled Animal and Horticultural Workers (-117)

The occupations where numbers have decreased significantly are:
- Inquiry Clerks and Receptionists (+374)
- Business, Human Resource and Marketing Professionals (+540)
- Other Clerical and Administrative Workers (+278)
- Other Technicians and Trade Workers (+147)

Councils have indicated that older workers will be interested in:
- less physically demanding work
- working reduced hours in a similar capacity to pre-retirement
- finding new ways of working
- reducing volume of work and any increases in pressure

Councils will need to adopt different management strategies to ensure that older workers, working longer hours later in life, remain safe, healthy and productive.

Occupational Profile:

There are approximately 294 occupations employed across the Queensland local government sector, or around 62% of all occupations within the ANZSCO group.

The occupations used in local government change over time, as can be seen in the table below. Major shifts in employment numbers between the 2006 and 2016 Census have been highlighted.

The occupations where numbers have declined significantly are:
- Inquiry Clerks and Receptionists (+374)
- Business, Human Resource and Marketing Professionals (+540)
- Other Clerical and Administrative Workers (+278)
- Other Technicians and Trade Workers (+147)
Recommendation 13:
That the LGAQ works with councils to raise awareness of the impact of digital disruption and technology on the future local government workforce and support council readiness and adaptability to effect necessary change.

Recommendation 14:
That the LGAQ seeks funding to develop and implement a digital strategy (Not Another Gap Campaign) for Indigenous communities.

The table on the following page shows the gender profile of each occupation within the Queensland local government sector. It is clear from this that certain occupations have a gender bias.

For example, women have a greater representation in occupations such as:
- Business, Human Resource and Marketing Professionals
- Other Clerical and Administrative Workers
- General Clerical Workers
- Office Managers and Program Administrators
- Inquiry Clerks and Receptionists / Numerical Clerks
- Personal Assistants and Secretaries

Whilst men have a greater representation in occupations such as:
- Design, Engineering, Science and Transport Professionals
- Specialist Managers
- Road and Rail Drivers
- Engineering, ICT and Science Technicians
- Construction Trades Workers
- Mobile Plant Operators
- Farm Forestry and Garden Workers
- Labourers
- Construction Trade Workers
- Machine and Stationary Plant Operators24

24 Based on ABS Census Customised Report Data, 2016

Changes in occupation profile can be linked to:
- Changes to Legislation/Acts
- Council amalgamations
- Increasing levels of governance, compliance and reporting requirements
- Increased devolution of services from state to local government
- Change in the scope and level of services delivered
- Population growth and/or changing population demographics
- Changes in technology

Occupations such as General Clerical Clerks, Numerical Clerks, Other Clerical and Administrative Workers, Inquiry Clerks and Receptionists are expected to disappear with the impact of technology advances and digitisation. These are often areas of high female participation and where employment numbers have grown significantly between 2006 and 2016.

Further work needs to be undertaken to identify how technology advances will impact on local government workforce arrangements and job roles of the future, and if there is likely to be a disproportionate impact on any one gender.
There are a number of occupations where women have increased their level of representation over the 10 years to 2016. These are listed together with the percentage by which the number of females has increased:

- Construction Trade Workers (40%)
- Health Professionals (57%)
- Hospitality, Retail and Service Managers (79%)
- Specialist Managers (80%)
- Design, Engineering, Science and Transport Professionals (69%)
- Education Professionals (41%)
- Other Technical and Professional Trades Workers (63%)
-USB:2

<table>
<thead>
<tr>
<th>Occupation (ANZSCO 2006)</th>
<th>2006</th>
<th>2016</th>
<th>Different %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction Trade Workers</td>
<td>135</td>
<td>546</td>
<td>311%</td>
</tr>
<tr>
<td>Health Professionals</td>
<td>20</td>
<td>43</td>
<td>113%</td>
</tr>
<tr>
<td>Hospitality, Retail and Service Managers</td>
<td>118</td>
<td>730</td>
<td>572%</td>
</tr>
<tr>
<td>Specialist Managers</td>
<td>118</td>
<td>920</td>
<td>632%</td>
</tr>
<tr>
<td>Design, Engineering, Science and Transport Professionals</td>
<td>192</td>
<td>54</td>
<td>135%</td>
</tr>
<tr>
<td>Education Professionals</td>
<td>115</td>
<td>350</td>
<td>235%</td>
</tr>
<tr>
<td>Other Technical and Professional Trades Workers</td>
<td>239</td>
<td>192</td>
<td>21%</td>
</tr>
</tbody>
</table>

Sources: Based on ABS Census Customised Report Data, 2016.
59 Other Clerical and Administrative Workers 1016 1192 17.3%
60 Sales Workers, nfd 0 0 -
61 Sales Representatives and Agents 25 25 0.0%
62 Sales Assistants and Salespersons 74 43 -41.0%
63 Sales Support Workers 52 63 21.2%
70 Machinery Operators and Drivers, nfd 0 4 -
71 Machine and Stationary Plant Operators 51 30 -41.2%
72 Mobile Plant Operators 27 30 11.1%
73 Road and Rail Drivers 89 128 43.8%
74 Storepersons 8 17 112.5%
80 Labourers, nfd 102 58 -43.1%
81 Cleaners and Laundry Workers 645 195 -60.0%
82 Construction and Mining Labourers 46 27 -41.3%
83 Factory Process Workers 10 4 -60.0%
84 Farm, Forestry and Garden Workers 224 68 -66.7%
85 Food Preparation Assistants 31 16 -48.4%
89 Other Labourers 132 110 -16.7%
89 Inadequately described 137 118 -13.9%
89 Not stated 15 10 -33.3%
Total 12249 13734 12.1%

Source: Based on ABS Census Customised Report Data, 2006, 2016

SECTION 2: Vocational Education and Training (VET) Uptake

Qualification Profile:

In 2016, 44.7% of employees within the Australian local government workforce held a Diploma or higher level qualification – slightly above the average (41.3%) for All-industry within Australia.

In 2016, 39.4% of employees within the Queensland local government workforce held a Diploma or higher level qualification and 29.3% of employees held no qualification. The full breakdown of non-school (post school) qualifications is listed below.

Source: Based on ABS Census Customised Report Data, 2016

26 Based on ABS Census Customised Report Data, 2016
Between 2006 and 2016 there has been significant growth in the percentage of Queensland local government employees holding non-school qualifications.

- The percentage of employees with diploma and above level qualifications has increased from 25.4% in 2006 to 39.4% in 2016.
- The percentage of employees with Certificate III and IV level qualifications increased from 19.9% in 2006 to 26% in 2016.
- The percentage of employees with no qualification (Not applicable) has decreased from 46.0% in 2006 to 29.3% in 2016.
- The percentage of employees with a Certificate I or II level qualification decreased from 2.1% in 2006 to 1.4% in 2016.

Industry driven programs such as the Productivity Places Program (PPP), Strategic Investment Fund (SIF) and Indigenous VET Partnerships funded by the State Government were a key driver behind the increase in the percentage of council employees holding qualifications.

The percentage of males/females with qualifications varies across the different levels within the Queensland local government sector employees as illustrated in the following chart.

This chart shows that:

- Equal numbers of females and males hold higher level qualifications
- Almost twice as many males than females hold no qualifications
- Almost three times as many males than females hold Certificate III and IV level qualifications

The chart below lists the percentage of each age group within Queensland local government which hold qualifications. It shows that the level of qualification peaks at around the 35-39 age bracket and then declines.

In order to prepare for digital disruption and the introduction of new technology, serious planning is needed to decrease the level of unqualified employees. Every opportunity should be used to try to move staff towards a digital economy. Vacancies should be used to increase the level of qualified staff in the areas of new “soft skills”.
Issues Sourcing Training:

As part of the Survey, councils in Queensland were asked to outline the key challenges faced when sourcing and delivering VET to their workforce. Their main concerns were:

<table>
<thead>
<tr>
<th>Key Challenges in Sourcing Training</th>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of sending staff away to attend training (travel cost) is too high</td>
<td>88.8%</td>
</tr>
<tr>
<td>Finding quality trainers to deliver locally</td>
<td>66.7%</td>
</tr>
<tr>
<td>Course Cost too high</td>
<td>58.3%</td>
</tr>
<tr>
<td>Lack of time for staff to attend training</td>
<td>56.3%</td>
</tr>
<tr>
<td>Sourcing courses with relevant content</td>
<td>41.7%</td>
</tr>
<tr>
<td>Lack of support from managers/supervisors to send staff on training courses</td>
<td>20.8%</td>
</tr>
<tr>
<td>Sourcing information about what is available</td>
<td>6.3%</td>
</tr>
</tbody>
</table>

Source: Local Government Skills Shortage Survey 2017, LGWDG

The most significant challenge according to 68% of councils is the cost of sending staff away to attend training – that is, the travel component is too high. An example of this is: to deliver the Certificate III in Indigenous Environmental Health to 19 Aboriginal and Torres Strait Islanders – the cost of the training was $97,000 and the travel and accommodation for the participants was $145,000.

The lack of quality trainers available to deliver training locally means councils are required to outlay considerably more on either flying in trainers or sending staff away to training. With 52.9% Queensland councils running below full staff complement, sending staff away to training is often met with reluctance from managers and supervisors.

41.7% of Queensland councils and 45.5% of councils across Australia are saying that sourcing courses with relevant content is an issue. This is a cause for concern and suggests that:

- Local government has specific needs given the legislative framework in which it operates that are not being met.
- The process for designing and reviewing national qualifications is not recognising the sector as an end user of the product. Local government specific qualifications make up only a small percentage of the qualifications accessed by local governments and it is unlikely that local governments are invited to comment on the full breadth of qualifications utilised by the sector. The capacity of local governments to do so is also limited, particularly given the narrow consultation mechanisms, tight timeframes and restricted funding associated with managing training packages.
- Registered Training Organisations (RTOs) may not be customising the training to a local government context.

Whilst you would expect finding quality trainers to deliver courses locally would be a key issue for Rural Remote councils, what was surprising was that it was raised by an equal number of Urban Regional councils.

While 58% of Queensland councils are saying that the actual cost of courses is too high, 73% of Coastal councils list this as their major issue. The practice of charging a per person rate for things like machinery tickets, is pushing up the cost of training. This can be moderated if councils pay training providers an agreed daily rate.

The question is whether councils have the time and resources to negotiate special deals like this and if they can pull additional participants from nearby councils to make the overall proposition viable – that is, getting councils to work regionally, rather than individually.

Several training programs have been delivered on a regional basis in Far North Queensland by the LGAQ involving both Indigenous and non-Indigenous council personnel, such as:

- Aerodrome Reporting Officer Training
- Certificate III in Water Treatment
- Certificate III in Indigenous Environmental Health
- Certificate IV in Animal Control and Regulation
- SCADA Training
The Remote Area Planning and Development (RAPAD) group has, by necessity, stepped into this space to ensure training is available to councils in western Queensland.

The challenges cited in regard to sourcing training, suggests that alternate delivery modes could be considered such as, webinars and the delivery of short blocks of training that can easily be accommodated by time poor staff. The sector could also look at forming a partnership with key state government agencies, such as the Public Sector Commission, to access existing state government training programs.

Recommendation 15:
That the LGAQ establishes a mechanism to coordinate the delivery of training at a regional and state-wide level.

Apprenticeship/Traineeship Uptake Levels:

The 2017 Apprenticeship and Traineeship data indicates that over 80 trade and non-trade qualifications are regularly accessed by councils within Queensland. This huge diversity in the training field reflects the work that the local government sector encompasses in Queensland.

90% of councils in Queensland are employing apprentices/trainees. The 10% of councils not employing apprentices/trainees are located in remote areas of the state.27

The table below shows the range of Training Packages that apprenticeships and traineeships are being drawn from across the sector in Queensland.28

<table>
<thead>
<tr>
<th>Training Package</th>
<th>Trades</th>
<th>Non-Trades</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHC - Agriculture, Horticulture and Conservation and Land Management (includes AGF, AGR, RTD, RTE, RUF, RUH)</td>
<td>140</td>
<td>65</td>
<td>205</td>
</tr>
<tr>
<td>AUM - Automotive Industry Manufacturing</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>AUR - Automotive Industry Retail, Service and Repair</td>
<td>115</td>
<td>0</td>
<td>115</td>
</tr>
<tr>
<td>BSB - Business Services (includes BSA)</td>
<td>10</td>
<td>180</td>
<td>190</td>
</tr>
<tr>
<td>CHC - Community Services</td>
<td>0</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>CPC - Construction, Plumbing &amp; Services Integrated Framework (includes BCF, BCG, BCP)</td>
<td>90</td>
<td>5</td>
<td>95</td>
</tr>
<tr>
<td>CPP - Property Services (includes PRD, PRM, PRS)</td>
<td>0</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>CUA - Creative Arts and Culture (includes CUE, CUV)</td>
<td>0</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>ICT - Information and Communications Technology (includes ICA, ICT)</td>
<td>20</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>LGA - Local Government</td>
<td>0</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>MEM - Metal and Engineering</td>
<td>85</td>
<td>0</td>
<td>90</td>
</tr>
<tr>
<td>MSL - Laboratory Operations (includes PML)</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>NWP - National Water (includes UTW)</td>
<td>0</td>
<td>85</td>
<td>85</td>
</tr>
<tr>
<td>RII - Resources and Infrastructure (includes BCC, DRT, MNC, MNM, MNQ)</td>
<td>5</td>
<td>305</td>
<td>310</td>
</tr>
<tr>
<td>SIT - Tourism, Travel and Hospitality (includes THH, THT)</td>
<td>0</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>TLG - Transport and Logistics (includes TDT)</td>
<td>0</td>
<td>265</td>
<td>265</td>
</tr>
<tr>
<td>UEE - Electrotechnology (includes UTE, UTL)</td>
<td>50</td>
<td>0</td>
<td>50</td>
</tr>
<tr>
<td>UEG - Gas Industry (includes UTG)</td>
<td>10</td>
<td>0</td>
<td>10</td>
</tr>
</tbody>
</table>

Source: Based on NCVER Customised Report Data, 2018

Apprenticeship and traineeship numbers gradually increased during the period from 2009 to 2012, to a peak of 2,710 in training before dropping to a low of 1,695 in 2012/2013 after the Newman Government abolished the Skilling Queenslanders for Work program. Under this program, an employer subsidy of $12,500 was provided for 200 apprenticeship/traineeship places across Queensland.

27 Annual Workforce Census Report, LGAQ, June 2017
Queensland councils each year. These subsidies were replaced by the Labour government in 2015 under the First Start Program and the number of places funded increased to 340 by 2017/18.

In July 2017, there were 1,495 local government employees “in training” under apprenticeship/traineeship arrangements across councils within Queensland.29

Apprenticeship and traineeship numbers peaked in 2012. Since then apprenticeship numbers have continued to decline while traineeship numbers have shown some growth. In Queensland local government between 2012 and 2017:
- Apprenticeship numbers have decreased by 38.8%
- Traineeship numbers have decreased by 18.0%

The trend for All_industry in Queensland over the same time frame was:
- Apprenticeship numbers have decreased by 25.9%
- Traineeship numbers have decreased by 63.3%

In 2013, apprentices and trainees made up 4.1% of the Queensland local government workforce. In 2017, this figure had decreased to 3.7%.

Recommendation 16:
That the LGAQ seeks to have the Apprenticeship Order reviewed and modernised.

---


Local Government Skills Shortage Survey 2017, LGWDG.
The First Start Program has been the catalyst in driving the uptake of apprentices and trainees across the local government sector. Its aim was to target those job seekers most disadvantaged in the job market in regional areas. By providing employment subsidies, it has allowed councils to take on additional apprentices and trainees.

Recommendation 17:
That the LGAQ approaches the State and Federal governments to assist councils increase the number of apprentices employed in local government.

School Based Apprenticeship and Traineeship Program (SBATs):
The uptake rate of SBATs across the local government sector has historically been quite low. The table below shows the uptake rate dropping to a low of 35 students in 2017.

<table>
<thead>
<tr>
<th>SBATs In Training</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>85</td>
<td>75</td>
<td>60</td>
<td>60</td>
<td>45</td>
<td>35</td>
</tr>
</tbody>
</table>

There has been very little take up by councils to date even though:
- the scope of occupations encompassed by the local government sector makes it ideally placed to support SBATs;
- SBATs are a cost neutral exercise providing a way of “growing your own” staff locally; and
- SBATs can be used as a recruitment strategy to increase the workforce participation level of younger workers.

Indigenous councils are ideally placed to take advantage of SBATs. A number of these councils have administration offices in Cairns and children from these communities attend boarding school in Cairns, thus creating an ideal environment for these councils to address basic financial and administration shortages.

Recommendation 18:
That the LGAQ explores why SBATs have not been successful and look for a strategy to increase their uptake, if and where appropriate.

SECTION 3: Skill Shortages

Top Skill Shortage Occupations:

Of councils who responded to the Survey in Queensland, 83% are currently experiencing skill shortages.

Councils were asked to list their top five skill shortage areas. In three out of the five segments Engineers were listed as the top skill shortage occupation. The table below shows how skill shortages vary across the segments.

<table>
<thead>
<tr>
<th>Segments</th>
<th>Top Skill Shortage Occupations</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coastal</td>
<td>Engineers</td>
<td>Local Laws - Regulatory Staff</td>
<td>Professionals:  - Human Resource Managers - Environmental Health Officers - Librarians</td>
<td></td>
</tr>
<tr>
<td>Indigenous</td>
<td>Tradespersons, - Plumbers - Electricians - Carpenters - Mechanics</td>
<td>Middle Management</td>
<td>Carers - Child Care - Aged Care</td>
<td></td>
</tr>
<tr>
<td>Resource</td>
<td>Engineers</td>
<td>Water Treatment Operators</td>
<td>Accountants</td>
<td></td>
</tr>
<tr>
<td>Rural Remote</td>
<td>Plant Operators</td>
<td>Engineers</td>
<td>Accountants</td>
<td></td>
</tr>
<tr>
<td>SEQ</td>
<td>Engineers, - Civil - Pavement - Transport</td>
<td>Landscape Architects</td>
<td>ICT</td>
<td></td>
</tr>
</tbody>
</table>

When considering the skill shortages listed by these segments, the variety/range of skill shortage occupations reported is important. Rural Remote and the Indigenous segments list the greatest range of skill shortage occupations. For example, the Indigenous councils listed the following range:
- Accountant
- Administration
- Aged Care
- Carpenter
- Child Care
- Cleaner
- Contracts Officer
- Economic Development Officer
- Electrician
- Environmental Management Officer
- Finance
- Human Resources
- Middle Management
- Mechanic
- Operations Manager
- Plumber
- Procurement/Contracts Officer
- Refrigeration Mechanic
- WHS Officer

Councils were asked to consider a list of key Professional and Technical/Trade occupations and to indicate against each if they are experiencing a current
shortage, and given this shortage, if they were forced to recruit less skilled applicants. Councils were also asked to indicate if this skill shortage occupation would be a critical issue in the future.

The top 10 skill shortage occupations in councils are listed below:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Professional Occupations</th>
<th>Percentage of Councils</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Engineers</td>
<td>33.9%</td>
</tr>
<tr>
<td>2</td>
<td>WH&amp;S Professionals</td>
<td>28.3%</td>
</tr>
<tr>
<td>3</td>
<td>Human Resource Managers</td>
<td>26.4%</td>
</tr>
<tr>
<td>4</td>
<td>Governance &amp; Risk Managers</td>
<td>25.5%</td>
</tr>
<tr>
<td>5</td>
<td>Accountants</td>
<td>24.5%</td>
</tr>
<tr>
<td>6</td>
<td>Environmental Health Officers</td>
<td>23.3%</td>
</tr>
<tr>
<td>7</td>
<td>IT/ICT Technicians</td>
<td>20.7%</td>
</tr>
<tr>
<td>8</td>
<td>Engineering Technicians</td>
<td>20.7%</td>
</tr>
<tr>
<td>9</td>
<td>Assets &amp; Facilities Managers</td>
<td>20.7%</td>
</tr>
<tr>
<td>10</td>
<td>Community Development &amp; Engagement Officers</td>
<td>20.7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rank</th>
<th>Technical &amp; Trade Occupations</th>
<th>Percentage of Councils</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Waste Water/Sewerage Operators</td>
<td>28.3%</td>
</tr>
<tr>
<td>2</td>
<td>Water Treatment Operator</td>
<td>22.6%</td>
</tr>
<tr>
<td>3</td>
<td>Supervisors/Team Leaders</td>
<td>22.6%</td>
</tr>
<tr>
<td>4</td>
<td>Plumbers</td>
<td>20.7%</td>
</tr>
<tr>
<td>5</td>
<td>Mechanics</td>
<td>20.7%</td>
</tr>
<tr>
<td>6</td>
<td>Care Persons</td>
<td>17.0%</td>
</tr>
<tr>
<td>7</td>
<td>Plumbing Inspectors</td>
<td>13.2%</td>
</tr>
<tr>
<td>8</td>
<td>Horticulturalists</td>
<td>13.2%</td>
</tr>
<tr>
<td>9</td>
<td>I/T/ICT Technicians</td>
<td>11.3%</td>
</tr>
<tr>
<td>10</td>
<td>Accounts/Pay Roll Clerk</td>
<td>11.3%</td>
</tr>
</tbody>
</table>

Councils in Queensland expect that shortages will increase beyond 2017 levels in the next 18 months in the following key areas:

- Engineers
- WH&S Professionals
- Environmental Health Officers
- Waste Water/Sewerage Operators
- Water Treatment Operator
- Supervisors/Team Leaders
- Plumbers
- Mechanics

The key drivers/reasons behind the current skill shortages have remained constant over the past 10 years and are:

- Location – regional/remote locations
- Wage levels limitations
- Lack of skilled/qualified applicants
- Small local population to draw from
- Lack of suitable housing
- Lack of literacy and numeracy capability of locals

The Indigenous segment was the only one to list low literacy and numeracy within the local population as a key driver of skill shortages.

Recruitment Strategies:

In order to fill vacancies in the top five skill shortage occupations, Queensland councils have attempted to recruit from:

- Within the local area – 98% of councils
- State Wide – 94% of councils
- Interstate – 72% of councils
- Internationally – 10% of councils

On average, it is taking just over three months for councils to fill vacancies in both Professional and Skilled/Technical positions. For Indigenous councils, filling specialist positions can take up to 24 months.

To help combat skill shortages, a small number (9.4%) of councils are employing staff (total of 6 staff) on Employer Sponsored Visas to fill vacancies in the following fields:

- Child Care
- Diesel Mechanic & Mechanic
- Engineering
- Urban/Town Planning

A small number (9.4%) of councils are "growing their own" to combat skill shortages by employing a total of 39 cadets in the following occupations:
One SEQ council is “growing their own” through a University Student Program, where students work three days a week for council and full-time over the semester breaks. These students are filling real positions and are employed in areas of councils that match their studies. Councils pays wages but not course fees.

Recommendation 19:
That the LGAQ explores, with other states, the possibility of setting up a local government sponsored international recruitment program.

**SECTION 4: Unmet Training Needs**

**Skill Gaps:**

A skills gap is the gap between the skill level of the employee and the skills needed to perform their job role, as desired by their employer.

71% of councils who responded to the *Survey* are experiencing skill gaps.

Key areas listed by councils as being the most critical in terms of these gaps were:

<table>
<thead>
<tr>
<th>Occupations with Critical Skill Gap</th>
<th>What new skills are required</th>
<th>Drivers behind the skills gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement</td>
<td>Local government context</td>
<td>Limited training offered in this area</td>
</tr>
<tr>
<td>Accountants</td>
<td>Local government finance standards</td>
<td></td>
</tr>
<tr>
<td>IT Professionals</td>
<td>Knowledge of new systems and processes</td>
<td></td>
</tr>
<tr>
<td>Asset Management</td>
<td>Ability to put together a strategic asset management plan</td>
<td>Lack of experienced personnel to coach and mentor staff</td>
</tr>
<tr>
<td>Managers</td>
<td>Leadership and people management skills</td>
<td>Lack of organizational focus on leadership</td>
</tr>
<tr>
<td>Supervisors/Middle Managers</td>
<td>Performance management skills</td>
<td>Internal promotion</td>
</tr>
<tr>
<td>Engineers</td>
<td>RRPEQ qualification</td>
<td>Lack of experience/training</td>
</tr>
<tr>
<td>Trades</td>
<td>Computer skills</td>
<td>Cost of remote training</td>
</tr>
</tbody>
</table>

Source: Local Government Skills Shortage Survey 2017, LGWDG

**Recommendation: 20**

That the LGAQ promotes to councils, that when employing a person with a skill gap council, include as a condition of employment the requirement for the employee to address the skill gap within a specified time frame.

Councils are using a combination of strategies to address skill gaps including opportunities to act up, secondments, on-the-job training, coaching and mentoring, and provision of targeted training programs.

The following chart shows that most councils (80%) are using targeted training programs to address identified skill gaps, with a small proportion (23%) using secondments.
Unmet Training Needs:

53% of councils who responded to the Survey have reported unmet training needs. The following table provides an overview of some of the key areas of unmet needs and the reasons listed by councils for this gap. The over-riding reasons given were the cost of training and that courses were not available locally. Indigenous and Rural Remote councils are the most disadvantaged in this regard.

Some councils also raised the matter of inadequate technology and systems as a key factor in limiting the ability of staff to keep up with the pace of change and close their skill gaps, particularly in the Finance and Information Technology areas.

Some Indigenous councils raised the reluctance of staff to leave their community to attend training. The Indigenous VET Partnership program funding by the Department of Education and Training recognises this issue and ensures that the majority of this funded training is delivered on country – on site. A similar industry driven program does not exist for the non-Indigenous councils.

Training programs delivered without an understanding of the local government context or more specifically of the legislative requirements that underpin local government systems has been raised by councils as a concern.

Councils are also asking for training programs to be developed in the following areas:
- Procurement
- Records Management
- Grant Writing

<table>
<thead>
<tr>
<th>Unmet Training Need</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Construction Contract Management</td>
<td>- High cost of Training</td>
</tr>
<tr>
<td>Financial Management</td>
<td>- Training Cost</td>
</tr>
<tr>
<td>Governance Training</td>
<td>- Cost of remote training delivery</td>
</tr>
<tr>
<td>Grants Application Training</td>
<td>- Time Constraints – course not offered locally</td>
</tr>
<tr>
<td>Recruitment &amp; Selection Training</td>
<td>- Change of legislation &amp; budget constraints</td>
</tr>
<tr>
<td>Succession Planning</td>
<td>- Budget restriction on L&amp;D spend beyond current role</td>
</tr>
<tr>
<td>Leadership &amp; Management Training</td>
<td>- Budget constraints/cost of courses</td>
</tr>
<tr>
<td></td>
<td>- Course not offered locally</td>
</tr>
<tr>
<td></td>
<td>- Availability of time and priority status within organisation</td>
</tr>
<tr>
<td>People and Performance Management</td>
<td>- Staff recruited for technical ability only</td>
</tr>
<tr>
<td></td>
<td>- Lack of resources</td>
</tr>
<tr>
<td></td>
<td>- Course not offered locally – too costly for providers to come out to the area</td>
</tr>
<tr>
<td>Project Management</td>
<td>- Can’t recruit people with full skill sets</td>
</tr>
<tr>
<td></td>
<td>- Limited internal resources, budget, time of staff to attend</td>
</tr>
<tr>
<td></td>
<td>- No suitable training for Council needs</td>
</tr>
<tr>
<td>Procurement in local government and tender management</td>
<td>- Cert IV course did not proceed, has not been written</td>
</tr>
<tr>
<td>Records Management</td>
<td>- No work-place based training available</td>
</tr>
<tr>
<td>Civil Construction/Plant Operations/Traffic Operators</td>
<td>- Course not offered locally</td>
</tr>
<tr>
<td></td>
<td>- Not offered locally and too costly for providers to come out to council</td>
</tr>
<tr>
<td>Working in Confined spaces</td>
<td>- Course not offered locally</td>
</tr>
<tr>
<td>Working safely at heights/EWP</td>
<td>- Course not offered locally</td>
</tr>
<tr>
<td>Trade Courses: Plumbing/Electrical</td>
<td>- No funding to support training</td>
</tr>
<tr>
<td></td>
<td>- Liability. Course not offered locally</td>
</tr>
<tr>
<td>Water/Waste Water Treatment Training</td>
<td>- Courses not offered locally</td>
</tr>
<tr>
<td>WHS Compliance training</td>
<td>- Cost of training</td>
</tr>
<tr>
<td>Microsoft Office</td>
<td>- No In-the-workplace based training available</td>
</tr>
<tr>
<td></td>
<td>- Council priority is toward mission critical skill shortages</td>
</tr>
<tr>
<td>Computer literacy skills</td>
<td>- Staff reluctance to attend training on this topic</td>
</tr>
<tr>
<td>Foundation Skills</td>
<td>- Not always an immediate priority</td>
</tr>
<tr>
<td>Adult Literacy &amp; Numeracy</td>
<td>- Not offered through local RTO’s</td>
</tr>
</tbody>
</table>

Source: Local Government Skills Shortage Survey 2017, LGWDG
SECTION 5: Emerging Issues

Emerging Issues that will impact on Councils’ Future Skilling Needs:

Councils were asked to provide details of any internal or external factors that will impact on their future skill needs – things like changes to legislation or major new infrastructure projects planned in their region. The table below gives an overview of the key factors listed by Queensland Councils.

There are 25% of councils which list data and technology changes as having the greatest impact on their future skilling needs.

<table>
<thead>
<tr>
<th>Factors</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data and technological advances</td>
<td>- Increasing need for data analysts and ICT specialists</td>
</tr>
<tr>
<td></td>
<td>- Skill base so poor, technology outstrips local capacity to use it</td>
</tr>
<tr>
<td></td>
<td>- Will shift workforce requirements – forcing operational staff to become more technical/ICT skilled</td>
</tr>
<tr>
<td></td>
<td>- Will reduce need for lower level staff</td>
</tr>
<tr>
<td>Major Infrastructure Projects</td>
<td>- Need for additional national safety accreditation</td>
</tr>
<tr>
<td></td>
<td>- Lack of qualified staff to undertake projects</td>
</tr>
<tr>
<td></td>
<td>- Limits staff availability to attend training</td>
</tr>
<tr>
<td>Ageing Workforce/Local Population</td>
<td>- Key employees retiring without employees trained to backfill</td>
</tr>
<tr>
<td></td>
<td>- Loss of key corporate knowledge</td>
</tr>
<tr>
<td></td>
<td>- Young people moving away and not returning to community</td>
</tr>
<tr>
<td>Upswing in local Mining sector</td>
<td>- Impacts on council staff – loss of skilled staff</td>
</tr>
<tr>
<td></td>
<td>- Makes it difficult for council to retain staff</td>
</tr>
<tr>
<td>Increase in Grant Income - Budget</td>
<td>- Creates difficulty in sourcing Project Managers</td>
</tr>
<tr>
<td>Decrease in Grant Income - Budget</td>
<td>- Decreases amount available to training staff</td>
</tr>
<tr>
<td></td>
<td>- Reduced services to community</td>
</tr>
<tr>
<td>New Legislation/Regulation</td>
<td>- New Plumbing Legislation – gangers can no longer perform work – now have to call in contractors at increase cost to council</td>
</tr>
<tr>
<td></td>
<td>- WHS Act and regulations - Changes in the way we work and report as well as the training required</td>
</tr>
<tr>
<td></td>
<td>- Unstable Industrial Relations environment – impacts on council’s ability to attract and retain staff – staff unhappy with the change</td>
</tr>
<tr>
<td>Workforce changes – increased flexibility, portfolio careers etc</td>
<td>- Traditional approach to teams and leadership will be challenged</td>
</tr>
<tr>
<td></td>
<td>- New leadership programs will be needed</td>
</tr>
</tbody>
</table>

Source: Local Government Skills Shortage Survey 2017, LGWDG

Councils were asked if they had undertaken any analysis or forecasting of changing roles and skills requirements of their workforce – specifically due to the impact of digital disruption or to advances in technology.

- 73.6% answered No
- 13.2% answered Yes
- 13.2% did not answer

Councils were asked to identify the new skills emerging over the next three years as a result of technological advances/digital disruption. They were also asked to specify how they intended to address these new skills?

<table>
<thead>
<tr>
<th>New Skills Emerging Over Next 3 Years</th>
<th>Strategies to Address Skill Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Analytics – using data to drive business decisions</td>
<td>- Capability Building &amp; Recruitment</td>
</tr>
<tr>
<td>Specialist ICT Skills</td>
<td>- Recruitment</td>
</tr>
<tr>
<td>General IT Skills for all Staff</td>
<td>- Upskill staff</td>
</tr>
<tr>
<td>Technology Training Roles</td>
<td>- Upskill staff into these roles</td>
</tr>
<tr>
<td></td>
<td>- Internal knowledge sharing and mentoring</td>
</tr>
<tr>
<td>Tech Savvy Workforce</td>
<td>- Need to overcome staff resistance</td>
</tr>
<tr>
<td></td>
<td>- Training in how to use technology</td>
</tr>
<tr>
<td></td>
<td>- Change in workforce culture and increase in skill level and comfort level of staff</td>
</tr>
<tr>
<td></td>
<td>- Creation of a more mobile workforce</td>
</tr>
<tr>
<td>Digital Literacy</td>
<td>- Need to address connectivity issue first so we can offer training in this area</td>
</tr>
<tr>
<td></td>
<td>- Need faster broadband network</td>
</tr>
<tr>
<td>GIS / Interactive Mapping</td>
<td>- Need better mapping infrastructure and software</td>
</tr>
<tr>
<td></td>
<td>- Introduce technology to increased number of employees – with support training</td>
</tr>
<tr>
<td>Drone operators / licenses</td>
<td>- Will be growth area</td>
</tr>
<tr>
<td>Smart Hub / Sensor Technology</td>
<td>- Train more staff to operate and implement</td>
</tr>
<tr>
<td>Mobile Apps for Outdoor Workforce</td>
<td>- Need rugged tablets and education of existing workforce</td>
</tr>
<tr>
<td></td>
<td>- Introduction of mobile technology hindered by blackspots</td>
</tr>
<tr>
<td>Using Apps for internal and external business</td>
<td>- Review Information Management systems</td>
</tr>
<tr>
<td>New Advanced IT Software and applications</td>
<td>- Need to develop an ICT Strategy and Action Plan</td>
</tr>
<tr>
<td>Enhanced use of ICT devices</td>
<td>- Trialling various devices / solutions to gauge benefits</td>
</tr>
<tr>
<td></td>
<td>- Data entry roles will no longer be required</td>
</tr>
<tr>
<td>NBN and Cable Infrastructure</td>
<td>- Training team in Cert 3 Telecommunications</td>
</tr>
</tbody>
</table>
How well positioned are you?

The way we do business, connect, socialise, travel, and live is changing.

The CSIRO predicts that the world of work in the next two decades will be shaped by five key trends: technological advances, digital connectivity, globalisation, the ageing population and emerging economic structures. These mega trends are driving the speed of change and are expected to lead to the restructuring of labour markets throughout Australia.31

The Committee for Economic Development of Australia (CEDA)32 predicts that almost five million jobs, or 39.6% of the Australian workforce, will face a high probability of being replaced by computers in the next 10-20 years, and a further 18.4% face a medium probability of having their roles eliminated.

The nature of work is expected to shift and redefine the composition of the workforce. The number of permanent employees is expected to diminish as organisations outsource non-core work to freelancers, part-timers and casuals, so as to enable firms to be more agile and accommodate accelerating changes in business strategy.

Advances in computer technologies will influence how workers perform work allowing them to work remotely, and to be connected to colleagues using Cloud technologies. New skills are expected to emerge, to create working roles that do not yet exist.

Skill-sets will change, and career paths centred on a specialisation within a narrow stream will offer less resilience than career paths that develop a worker’s competence in generic/soft skills such as project management, digital skills, adaptive thinking, team work and problem solving etc.

It is expected that organisational structures will be flatter, and workers will be assigned to teams based on their skills and potential to learn. The role of leaders will be to attract and nurture talent; coach, develop and inspire teams to innovate, improve work processes and build the organisation’s adaptive capacity.

Assumptions that determine how an organisation is structured, and the effectiveness of human capital strategies to attract and develop talent and build the organisational culture to maintain competitive advantage will need to be reviewed.

As new technologies emerge in the future the demand for some skills will wain while for others it will increase.

It is expected that soft skill intensive occupations will make up almost two-thirds of the workforce in the future.33

| Change and Transition Leadership | - Build Change / Adaptability Soft Skills  
| - Implement a Change Management Strategy  
| - Workshops for Supervisors  
| - Leadership Development and Team alignment activities |
| Re-Thinking the well-being of employees | - Develop a wellbeing strategy to incorporate a modern workforce |
| Shifting from paper based to online systems | - Upskill staff |
| Creating Digital Libraries | - Need to keep up to date with technology and offer online platforms |
| Using Cloud Based functionality | - Change Management Training |
| Skills in educating the community to use technology | - Review need with key impacted areas |
| Digitalisation of Data | - Train staff |
| Electronic Timesheets | - Introduce digital literacy program with Outdoor staff |
| Social Media and CRM skills | - Need to establish a risk management framework |
| Managing a multi-generational workforce | - Need to review successful strategies |

Source: Local Government Skills Shortage Survey 2017, LGWOD

---

31 Hajkowski et al (2016: 18)  
32 CEDA (2015: 24) Australia’s future workforce, Melbourne  
These soft skills are:

- Creativity and entrepreneurial skills
- Cross cultural awareness
- Social intelligence
- Novel and adaptive thinking
- New media literacy (e.g. social networking)
- Ability to understand concepts across multiple disciplines
- Critical thinking, analysis, and problem solving
- Design mind-set
- Ability to discriminate and filter information for importance
- Ability to work productively, drive engagement, and demonstrate presence as a member of a virtual team

It is in this context that councils were asked how well positioned they were in regard to soft skills and how they intended to address this emerging skills gap.

Between 40-60% of councils who responded to this question said they needed to improve their position in 8 out of the 11 soft skill areas listed below. The top three areas in which councils were least well positioned were:

- Ability to work productively, drive engagement, and demonstrate presence as a member of a virtual team
- Ability to understand concepts across multiple disciplines
- Ability to discriminate and filter information for importance

Councils will be mainly seeking to upskill existing staff with a much smaller number looking to import skills or used shared service arrangements.

---

**What might hinder staff gaining emerging skills?**

Councils were asked to list the key factors that might hinder staff gaining these emerging soft skills needed in the future. The table below lists their responses.

### Factors hindering staff gaining soft skills

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of Workplace Planning/ Frameworks</td>
<td></td>
</tr>
<tr>
<td>Necessary Systems/ Technology not in place</td>
<td></td>
</tr>
<tr>
<td>Location/ Remoteness of Council</td>
<td></td>
</tr>
<tr>
<td>Availability of soft skills locally</td>
<td></td>
</tr>
<tr>
<td>Ageing workforce</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td></td>
</tr>
<tr>
<td>Competing priorities in the workplace</td>
<td></td>
</tr>
<tr>
<td>Time constraints</td>
<td></td>
</tr>
<tr>
<td>Resistance to change</td>
<td></td>
</tr>
<tr>
<td>Culture of the organisation/mind set</td>
<td></td>
</tr>
<tr>
<td>Training Availability</td>
<td></td>
</tr>
<tr>
<td>Budgetary Constraints</td>
<td></td>
</tr>
</tbody>
</table>

The majority of employees within the Queensland local government sector are in the 40-59 age group. Lack of adaptive thinking, resistance to change and workplace culture might be linked to this age profile.
Some of these factors go hand in hand like:

- **Resistance to Change + Culture of the organization/mindset** = 55% of councils
- **Competing Priorities + Time Constraints** = 34% of councils

These are internal factors that council has control over and can plan to address. The same is true of **Lack of Workplace Planning and Lack of Leadership**.

**Future Workforce Profile:**

Councils were asked to list the types of workers they currently employ to deliver services (Current Profile) and to also indicate how they anticipate this profile might change in the future, whether it will:

- Remain the same
- Increase
- Decrease

In terms of the Current Workforce Profile 100% of councils who responded to this question employ full-time, part-time and casual workers.

A significant number use:

- Labour Hire Arrangements – 75.5%
- Independent Contractors – 89.8%
- Volunteers – 73.5%

And to a lesser extent:

- Freelancers – 12.2%
- Service Centres – 20.4%
- Fly In Fly Out Workers – 14.3%

**Recommendation 21:**

That councils be encouraged to maintain accurate records of their full workforce numbers including labour hire, independent contractors and freelancers.

The Future Workforce Profile is mapped out in the chart below. In the future councils are predicting the following trends:

- A significant increase in the use of Part-Time employees
- A moderate increase in the number of Volunteers
- A moderate increase in the use of Full-Time and Casual employees
- A small increase in the use of Service Centres and Independent Contractors
- A decrease in the number of Fly In Fly Out or Freelance Workers
- A decrease in the use of Labour Hire arrangements
### Appendix 1: Local governments in Queensland that responded to the Local Government Skills Survey by ACLG region.

<table>
<thead>
<tr>
<th>Council</th>
<th>ACLG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural and Rural Remote</td>
<td></td>
</tr>
<tr>
<td>Balonne Shire Council</td>
<td>RAM</td>
</tr>
<tr>
<td>Cloncurry Shire Council</td>
<td>RAM</td>
</tr>
<tr>
<td>Cook Shire Council</td>
<td>RAM</td>
</tr>
<tr>
<td>Banana Shire Council</td>
<td>RAV</td>
</tr>
<tr>
<td>Burdekin Shire Council</td>
<td>RAV</td>
</tr>
<tr>
<td>Charters Towers Regional Council</td>
<td>RAV</td>
</tr>
<tr>
<td>Douglas Shire Council</td>
<td>RAV</td>
</tr>
<tr>
<td>Goondiwindi Regional Council</td>
<td>RAV</td>
</tr>
<tr>
<td>Maranoa Regional Council</td>
<td>RAV</td>
</tr>
<tr>
<td>North Burnett Regional Council</td>
<td>RAV</td>
</tr>
<tr>
<td>Barcaldine Shire Council</td>
<td>RTL</td>
</tr>
<tr>
<td>Longreach Regional Council</td>
<td>RTL</td>
</tr>
<tr>
<td>Murweh Shire Council</td>
<td>RTL</td>
</tr>
<tr>
<td>Torres Shire Council</td>
<td>RTL</td>
</tr>
<tr>
<td>Blackall-Tambo Regional Council</td>
<td>RTM</td>
</tr>
<tr>
<td>Carpentaria Shire Council</td>
<td>RTM</td>
</tr>
<tr>
<td>Aurukun Shire Council</td>
<td>RTM</td>
</tr>
<tr>
<td>Cherbourg Aboriginal Shire Council</td>
<td>RTM</td>
</tr>
<tr>
<td>Hope Vale Aboriginal Shire Council</td>
<td>RTM</td>
</tr>
<tr>
<td>Kowanyama Aboriginal Shire Council</td>
<td>RTM</td>
</tr>
<tr>
<td>Palm Island Aboriginal Shire Council</td>
<td>RTM</td>
</tr>
<tr>
<td>Yarrabah Aboriginal Shire Council</td>
<td>RTM</td>
</tr>
<tr>
<td>Burke Shire Council</td>
<td>RTS</td>
</tr>
<tr>
<td>Napranum Aboriginal Shire Council</td>
<td>RTS</td>
</tr>
<tr>
<td>Prompuraaw Aboriginal Shire Council</td>
<td>RTS</td>
</tr>
<tr>
<td>Woorkuminya Aboriginal Shire Council</td>
<td>RTS</td>
</tr>
<tr>
<td>Croydon Shire Council</td>
<td>RTX</td>
</tr>
<tr>
<td>Diamantina Shire Council</td>
<td>RTX</td>
</tr>
<tr>
<td>Mapoon Aboriginal Shire Council</td>
<td>RTX</td>
</tr>
<tr>
<td>Urban &amp; Urban Fringe</td>
<td></td>
</tr>
<tr>
<td>Brisbane City Council</td>
<td>UCC</td>
</tr>
<tr>
<td>Livingstone Shire Council</td>
<td>UFM</td>
</tr>
<tr>
<td>Scenic Rim Regional Council</td>
<td>UFM</td>
</tr>
<tr>
<td>Urban Regional</td>
<td></td>
</tr>
<tr>
<td>Fraser Coast Regional Council</td>
<td>URL</td>
</tr>
<tr>
<td>Rockhampton Regional Council</td>
<td>URL</td>
</tr>
<tr>
<td>Central Highlands Regional Council</td>
<td>URM</td>
</tr>
<tr>
<td>Gladstone Regional Council</td>
<td>URM</td>
</tr>
<tr>
<td>Lockyer Valley Regional Council</td>
<td>URM</td>
</tr>
<tr>
<td>Noosa Shire Council</td>
<td>URM</td>
</tr>
<tr>
<td>South Burnett Regional Council</td>
<td>URM</td>
</tr>
<tr>
<td>Southern Downs Regional Council</td>
<td>URM</td>
</tr>
<tr>
<td>Western Downs Regional Council</td>
<td>URM</td>
</tr>
<tr>
<td>Cassowary Coast Regional Council</td>
<td>URS</td>
</tr>
<tr>
<td>Isaac Regional Council</td>
<td>URS</td>
</tr>
<tr>
<td>Mareeba Shire Council</td>
<td>URS</td>
</tr>
<tr>
<td>Mount Isa City Council</td>
<td>URS</td>
</tr>
<tr>
<td>Tablelands Regional Council</td>
<td>URS</td>
</tr>
</tbody>
</table>

Cairns Regional Council | URV |
Ipswich City Council | URV |
Logan City Council | URV |
Redland City Council | URV |
Sunshine Coast Council | URV |
Toowoomba Regional Council | URV |
Townsville City Council | URV |
General Meeting Outcomes
2 April 2019
Sofitel, Brisbane Central, 249 Turbot Street, Brisbane

AGENDA

<table>
<thead>
<tr>
<th>TIME</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00am</td>
<td>Registration Desk and Keepad collection open</td>
</tr>
<tr>
<td>10:00am</td>
<td>Call to Order</td>
</tr>
<tr>
<td></td>
<td>Mayor Mark Jamieson, President, LGAQ</td>
</tr>
<tr>
<td>10:20am</td>
<td>State Government Address</td>
</tr>
<tr>
<td></td>
<td>Hon Stirling Hinchliffe MP</td>
</tr>
<tr>
<td></td>
<td>Minister for Local Government, Minister for Racing and Minister for Multicultural Affairs</td>
</tr>
<tr>
<td>10:40am</td>
<td>Address from the Leader of the Opposition</td>
</tr>
<tr>
<td></td>
<td>Ms Deb Frecklington MP</td>
</tr>
<tr>
<td>11:00am</td>
<td>Motions and Debate</td>
</tr>
<tr>
<td>1:00pm</td>
<td>Close and Lunch</td>
</tr>
</tbody>
</table>
MOTIONS SECTION

PART 15 – SCHEDULE 1 – RULES OF PROCEDURE FOR DEBATE

1. Motions to be Seconded

A motion must not be debated unless it is seconded.

2. Motions Not to be Withdrawn Without Consent

When a motion has been proposed and seconded, it becomes subject to the control of the General Meeting, and may not be withdrawn without the consent of the General Meeting.

3. Amendment May Be Moved

1) When a motion has been proposed and seconded, and delegate is at liberty to move an amendment thereon.

2) However, an amendment may not be debated unless it is seconded.

4. Only One Amendment At A Time

A second or subsequent amendment must not be taken into consideration until previous amendment has been disposed of.

5. Further Amendment may be Moved on Amended Questions

1) If an amendment has been carried, the question as amended then becomes the question before the General Meeting.

2) A further amendment upon such question may be moved.

6. How Subsequent Amendments May Be Moved

1) If a motion for amendment, whether upon the original question or upon any question amended as aforesaid, has been lost, then a further amendment may be moved to the question to which such first-mentioned amendment was moved, and so on.

2) However, not more than one question and one proposed amendment therefor may be before the General Meeting at any one time.
7. Limitations As To The Number And Duration Of Speeches

1) The mover of an original motion has:
   a) a right of general reply to all observations which have been made in reference to such motions; and
   b) the right to speak upon every amendment moved in respect of the motion.

2) Subject to Rule 8, every delegate other than the mover of an original motions, has right to speak once upon such motions, and once upon every amendment moved in respect of the motion.

3) Except with the consent of the General Meeting, a delegate must not speak more than once upon any one motion except when misunderstood or misrepresented, in which case the delegate is permitted to correct or explain the misunderstanding or misrepresentation without adding any further observations than may be necessary for the purpose of such correction or explanation.

4) Except with the consent of the General Meeting:
   a) the mover of an original motion, in his or her opening speech, must not speak for more than three minutes at any one time.
   b) a speaker must not otherwise speak for more than three minutes at any one time.

8. Speakers In Rotation

1) Despite Rule 7, when a motion or amendment has been moved or seconded no delegate may speak further in support of the motion until someone has spoken in opposition to the motion, and thereafter speakers are only entitled to speak for or against in rotation.

2) However, in any case where the same motion has been submitted by more than one Member, a representative from each such Member is entitled to speak.

9. Digression

Every delegate speaking must confine his or her remarks to the matter then under consideration.

10. Imputations
A delegate must not make personal reflections on or impute improper motives to any other delegate.

11. Chairperson To Decide As To Pre-audience

If two or more delegates rise to speak at the same time, the chairperson decides which of the delegates may speak first.

12. Chairperson To Maintain Order

The chairperson must maintain order, and may, without the intervention of any delegates, call any delegate to order whenever, in his or her opinion, the necessity arises for so doing.

13. Delegates May Raise Questions Of Order

A delegate who considers that any other delegate is out of order may call the attention of the chairperson to that matter. The question of order must be dealt with immediately, without further discussion, in accordance with Rule 14.

14. Questions Of Order – How Dealt With

1) Upon a question of order being raised, the delegate called to order must immediately resume his seat, unless specially permitted by the chairperson to offer an explanation, retraction, or apology.

2) If the delegate is so permitted, he or she may explain, retract, or apologise for the matter or remark alleged to have been out of order.

3) If such explanation, retraction or apology is considered satisfactory by the chairperson, no further discussion on the question of order is permitted.

15. Motions Out Of Order To Be Rejected

Whenever it has been decided that any motion, amendment, or other matter is out of order, it must be rejected.

16. Irrelevance Or Repetition In Debate

The chairperson may:-
1) Call the attention of General Meeting to continued irrelevance or tedious repetition on the past of any delegate; and

2) Direct the delegate to discontinue his or her speech.

17. Closure Of Debate

1) The closure of a debate may be obtained by a motion made, according to the evident sense of the conference, "That the question be now put".

2) No discussion is permitted on that question.

18. How Questions Are To Be Put

1) The chairperson must put to the General Meeting all questions on which it is necessary that a vote shall be taken, first in the affirmative, and then in the negative, and the delegates present and voting thereon must vote in the specified manner.

2) In Rule 18(1), the "specified manner" of voting is the process determined by the Board from time to time.

3) To avoid doubt, the specified manner of voting:-

   a) must enable each delegate to vote in a manner which gives effect to its voting entitlements; and

   b) may involve or include the use of electronic devices.

4) The specified manner of voting to apply at any conference must be notified and explained by the chairperson to General Meeting before the first vote is taken at General Meeting.

5) The chairperson must declare the result to the General Meeting.

19. Chairperson May Repeat Question

The chairperson may:-

1) Put any questions as often as may be necessary to enable him or her to form his opinion as to the results of the voting; or

2) Appoint tellers, to count the number of votes for and against the question.
20. Questions – How Determined

Every question is decided by a majority of votes of the delegates present at any General Meeting and voting on that question.

21. Suspension Of Rules

1) Any one or more of the following of the foregoing rules of procedure for debates may be suspended by resolution at any conference of the Association.

2) A resolution under Rule 21(1) must state the purpose of the suspension.
Contents

MOTIONS SECTION ................................................................................................................ 2

Association Matters ............................................................................................................. 8
  1. Association Matters – Compulsory Preferential Voting ........................................... 8
  2. Association Matters – Proportional Representation ............................................... 9
  3. Association Matters – Dual Candidacy ................................................................... 10
  5. Association Matters – LGAQ Proposed Expenditure Caps .................................... 12
  6. Association Matters – Regulation of Third Party Expenditure ............................... 14
  7. Association Matters – Public Campaign Funding of Local Government Elections .......................................................... 15
  8. Association Matters – Mayoral Power of Direction ............................................... 18

Association Motions ....................................................................................................... 19
  9. Association Motion – Appointment of Senior Executive Employees .................. 19
  10. Association Motion – Request to Queensland Government ................................ 20
## Association Matters

<table>
<thead>
<tr>
<th>Number and Title of Motion</th>
<th>1. <strong>Association Matters – Compulsory Preferential Voting</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose, at local government elections, a system of compulsory preferential voting.</td>
</tr>
<tr>
<td>MOVER</td>
<td>Cr Matthew Bourke, Brisbane City Council</td>
</tr>
<tr>
<td>SECONDER</td>
<td>Cr Jane McNamara, Flinders Shire Council</td>
</tr>
<tr>
<td>CARRIED</td>
<td></td>
</tr>
</tbody>
</table>

**Background**

The Queensland Government has proposed a series of reforms to the Queensland local government electoral system, one of which is to introduce compulsory preferential voting (“CPV”) for all council elections. The Crime and Corruption Commission’s October 2017 report “Operation Belcarra: A blueprint for integrity and addressing corruption risk in local government” (the Belcarra Report) did not make any recommendation about changing the method of voting at Queensland local government elections. Similarly, the March 2017 “Inquiry Report: A review of the conduct of the 2016 local government elections, the referendum and the Toowoomba South by-election” (“the Soorley Report”) commissioned by the Queensland Government specifically recommended “That Queensland should retain the current optional preferential voting system for local government elections at least until after the next election” (Recommendation 21). The Soorley Report also states “The panel supports the current OPV system for local government elections for all mayors and councillors in divided councils and FPTP for councillors in undivided councils.” [Note to members: “OPV” = optional preferential voting and “FPTP” = first past the post]

The Queensland Government’s proposal to introduce CPV goes against the recommendations of the Queensland Government commissioned Soorley Report. The 2018 LGAQ Policy Statement does not presently address this issue. The LGAQ Policy Executive considers this to be a critical matter requiring discussion and decision by the membership and proposes that the introduction of CPV be rejected. Particular factors considered by the Policy Executive in making this recommendation include: the potential for high numbers of informal votes and/or "donkey" votes, the complexity and length of the count, and voters being required to express ‘preferences’ for candidates whom they dislike.
## 2. Association Matters – Proportional Representation

<table>
<thead>
<tr>
<th>Number and Title of Motion</th>
<th>Motion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose proportional representation in Queensland local government.</td>
</tr>
<tr>
<td></td>
<td>MOVER: Cr Matthew Bourke, Brisbane City Council</td>
</tr>
<tr>
<td></td>
<td>SECONDER: Cr Matt Burnett, Gladstone Regional Council</td>
</tr>
<tr>
<td></td>
<td>CARRIED</td>
</tr>
</tbody>
</table>

### Background

Another of the Queensland Government proposed reforms to the Queensland local government electoral system is the introduction of proportional representation for councillors in undivided council areas. Neither the Belcarra Report nor the Soorley Report make any recommendation about the introduction of proportional representation. During previous reviews of local government electoral arrangements, for example in 2010, the membership made strong representations to the LGAQ that any form of proportional representation voting system was not appropriate for Queensland local government elections.

The 2018 LGAQ Policy Statement does not presently address this issue. The LGAQ Policy Executive considers this to be a critical matter requiring discussion and decision by the membership and proposes that the introduction of proportional representation be rejected. Particular factors considered by the Policy Executive in making this recommendation include: the potential for greater instability in councils as PR can lead to the election of candidates from micro-parties and outside the mainstream that can gain influence far in excess of their following in the community, the complexity and length of the count, and the fact that PR systems are difficult to understand for voters and open to manipulation by “preference whisperers”.
## 3. Association Matters – Dual Candidacy

<table>
<thead>
<tr>
<th>Number and Title of Motion</th>
<th>Motion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose, at local government elections, the ability for a person to stand as a dual candidate for both the position of mayor and councillor.</td>
</tr>
</tbody>
</table>

MOVER: Cr Cherie Dalley, Logan City Council  
SECONDER: Cr Fiona Gaske, Balonne Shire Council  
CARRIED

<table>
<thead>
<tr>
<th>Background</th>
</tr>
</thead>
<tbody>
<tr>
<td>Another of the Queensland Government proposed reforms to the Queensland local government electoral system is the introduction of dual candidacy for the election of mayors and councillors in undivided council areas (i.e. in undivided councils, a candidate could nominate for mayor and councillor). Neither the Belcarra Report nor the Soorley Report make any recommendation about the introduction of dual candidacy.</td>
</tr>
</tbody>
</table>

The 2018 LGAQ Policy Statement does not presently address this issue. However, there have been annual conference motions in the past rejecting this proposition, most recently in 2013. The LGAQ Policy Executive acknowledges that the concept of dual candidacy enjoys some support in the more rural and remote council areas where there are fewer qualified or experienced candidates available to nominate. Whilst acknowledging these views, the LGAQ Policy Executive is of the view that the introduction of dual candidacy be rejected. However, it is open to members to move an amendment to this motion specifying a population threshold at which point dual candidacy could apply, e.g. councils with populations of 2000 or less. |

**Motion**

That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose the introduction of local government election campaign expenditure limits as proposed by the March 2019 Department of Local Government, Racing and Multicultural Affairs information paper: "Local Government Reforms – Key amendments currently under consideration".

MOVER: Cr Jenny Hill, Townsville City Council
SECONDER: Cr Matthew Bourke, Brisbane City Council
CARRIED

**Background**

The Queensland Government has proposed a series of reforms to the Queensland local government electoral system, one of which is to introduce candidate expenditure caps as follows:

* Councillor candidates in local government areas/divisions —
  ➢ with fewer than 20,000 electors - $10,000;
  ➢ with 20,000 electors or more – sliding cap of 50¢ per elector
  ➢ with 40,000 electors or more - $20,000.

* Mayoral candidate in Local Government areas —
  ➢ with fewer than 60,000 electors - $30,000;
  ➢ with more than 60,000 electors – a sliding cap of 50¢ per elector
  ➢ with 200,000 electors or more - $100,000.

* Third parties: same cap that applies for Mayoral candidates.

* Groups of candidates and political parties that endorse candidates: sum of individual members expenditure caps up to the maximum for positions to be filled in lieu of candidate caps.

Caps are per four-year term. Aggregation and collaboration limits on candidates and groups of candidates using third parties to exceed expenditure caps.

The Belcarra Report recommended “That an appropriate parliamentary committee review the feasibility of introducing expenditure caps for Queensland local government elections …” (Recommendation 1). The LGAQ is unaware of any such review ever occurring.

The LGAQ supports, in principle, the introduction of election expenditure caps. This was part of the Policy Executive’s own "Beyond Belcarra” decision of April 2018.

However, the LGAQ Policy Executive recommends that the Queensland Government proposed expenditure caps be rejected because the caps are set too low and create the potential for the distorting influence of electoral expenditure by third parties with
aligned interests. The LGAQ Policy Executive submits an alternative as per Motions 5 and 6.

<table>
<thead>
<tr>
<th>Number and Title of Motion</th>
<th>5. Association Matters – LGAQ Proposed Expenditure Caps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland support the introduction of local government election campaign expenditure limits, set at $2 per enrolled voter for mayoral elections and $1 per enrolled voter for councillor elections, with upper expenditure limits (&quot;ceilings&quot;) of $200,000 for mayoral elections and $50,000 for councillor elections and lower expenditure limits (&quot;floors&quot;) of $20,000 for mayoral elections and: -</td>
</tr>
<tr>
<td></td>
<td>a) $15,000 for councillor elections in undivided councils; or</td>
</tr>
<tr>
<td></td>
<td>b) $5,000 for councillor elections in divided councils.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr Bourke, Brisbane City Council</td>
</tr>
<tr>
<td>SECONDER</td>
<td>Cr Tim Dwyer, Sunshine Coast Council</td>
</tr>
</tbody>
</table>

| Amendment 1               | That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland support the introduction of local government election campaign expenditure limits, set at $1 per enrolled voter for mayoral elections and $1 per enrolled voter for councillor elections, with lower expenditure limits ("floors") of $20,000 for mayoral elections and: - |
|                           | a) $15,000 for councillor elections in undivided councils; or |
|                           | b) $5,000 for councillor elections in divided councils. |
| MOVER:                    | Cr Matthew Bourke, Brisbane City Council |
| SECONDER:                 | Cr Karen Williams, Redland City Council |

<p>| Amendment 2               | That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland support the introduction of local government election campaign expenditure limits, set at $1 per enrolled voter for mayoral elections and $1 per enrolled voter for councillor elections, with lower expenditure limits (&quot;floors&quot;) of $20,000 for mayoral elections and: - |
|                           | a) $15,000 for councillor elections in undivided councils; or |
|                           | b) $10,000 for councillor elections in divided councils. |</p>
<table>
<thead>
<tr>
<th><strong>Background</strong></th>
<th>Refer to the background to Motion 4.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>This motion represents the LGAQ Policy Executive's alternative recommendation for proposed expenditure caps.</td>
</tr>
<tr>
<td></td>
<td>To avoid confusion as to what is proposed, the “floor” is not intended as a must spend. Rather, its purpose is to ensure that in smaller population councils:</td>
</tr>
<tr>
<td></td>
<td>• Mayors can spend up to a maximum of $20,000 if their council area comprises 10,000 electors or less;</td>
</tr>
<tr>
<td></td>
<td>• Councillors in undivided councils can spend up to a maximum of $15,000 if their council area comprises 15,000 electors or less;</td>
</tr>
<tr>
<td></td>
<td>• Councillors in divided councils can spend up to a maximum of $5,000 if their division comprises 5000 electors or less.</td>
</tr>
<tr>
<td>Number and Title of Motion</td>
<td><strong>6. Association Matters – Regulation of Third Party Expenditure</strong></td>
</tr>
<tr>
<td>---------------------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland support the introduction of legislation to prevent the potential distorting influence of electoral expenditure by third parties with aligned interests.</td>
</tr>
<tr>
<td></td>
<td>MOVER: Cr Bob Manning, Cairns Regional Council</td>
</tr>
<tr>
<td></td>
<td>SECONDER: Cr Matthew Bourke, Brisbane City Council</td>
</tr>
<tr>
<td>CARRIED</td>
<td></td>
</tr>
<tr>
<td>Background</td>
<td>Refer to the background to Motion 4.</td>
</tr>
<tr>
<td></td>
<td>The Queensland Government’s proposal, as detailed in the background to motion 4, includes a proposal to permit third parties to spend the same amount as individual candidates. This has the potential to distort the election process by way of the aggregation of expenditure by a number of third parties against a particular candidate. Such an outcome would undermine the government’s own reasoning for setting expenditure caps, which is “to improve transparency” and “reduce integrity risks associated with reliance on significant donations”.</td>
</tr>
</tbody>
</table>
7. **Association Matters – Public Campaign Funding of Local Government Elections**

**Motion**
That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose the ratepayer funding of Queensland local government elections.

MOVER: Cr Matthew Bourke, Brisbane City Council
SECONDER: Cr Cherie Dalley, Logan City Council
CARRIED

**Background**
The Queensland Government has proposed a series of reforms to the Queensland local government electoral system, one of which is to introduce public campaign funding of council elections. Neither the Belcarra Report nor the Soorley Report make any recommendation in relation to this proposal.

Under the Queensland Government’s proposal, candidates, groups of candidates and political parties that receive more than 4% of first preference votes would be entitled to $1.57 per first preference vote, up to the amount of their actual election expenditure. The proposal is that this be funded by councils by way of annual payment to ECQ, except for the 2020 local government elections.

Based on current electoral rolls, the maximum expected cost burden for each council is:

<table>
<thead>
<tr>
<th>COUNCIL</th>
<th>TOTAL ELECTORS (Source: 2016 electoral roll data from ECQ)</th>
<th>$ 1.57 per vote (calculated on basis of Mayoral councillor votes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brisbane</td>
<td>744,915</td>
<td>$ 2,339,033</td>
</tr>
<tr>
<td>Aurukun</td>
<td>787</td>
<td>$ 2,471</td>
</tr>
<tr>
<td>Balonne</td>
<td>3,006</td>
<td>$ 9,439</td>
</tr>
<tr>
<td>Banana</td>
<td>9,457</td>
<td>$ 29,695</td>
</tr>
<tr>
<td>Barcaldine</td>
<td>2,201</td>
<td>$ 6,911</td>
</tr>
<tr>
<td>Barcoo</td>
<td>240</td>
<td>$ 754</td>
</tr>
<tr>
<td>Blackall-Tambo</td>
<td>1,553</td>
<td>$ 4,876</td>
</tr>
<tr>
<td>Boulia</td>
<td>273</td>
<td>$ 857</td>
</tr>
<tr>
<td>Bulloo</td>
<td>231</td>
<td>$ 725</td>
</tr>
<tr>
<td>Bundaberg</td>
<td>66,468</td>
<td>$ 208,710</td>
</tr>
<tr>
<td>Burdekin</td>
<td>12,258</td>
<td>$ 38,490</td>
</tr>
<tr>
<td>Burke</td>
<td>231</td>
<td>$ 725</td>
</tr>
<tr>
<td>Cairns</td>
<td>99,479</td>
<td>$ 312,364</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>1,184</td>
<td>$ 3,718</td>
</tr>
<tr>
<td>Location</td>
<td>Population</td>
<td>Revenue</td>
</tr>
<tr>
<td>-------------------</td>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>Cassowary</td>
<td>18,690</td>
<td>$58,687</td>
</tr>
<tr>
<td>Central Highlands</td>
<td>16,669</td>
<td>$52,341</td>
</tr>
<tr>
<td>Charters Towers</td>
<td>7,564</td>
<td>$23,751</td>
</tr>
<tr>
<td>Cherbourg</td>
<td>438</td>
<td>$1,375</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>1,682</td>
<td>$5,281</td>
</tr>
<tr>
<td>Cook</td>
<td>2,415</td>
<td>$7,583</td>
</tr>
<tr>
<td>Croydon</td>
<td>195</td>
<td>$612</td>
</tr>
<tr>
<td>Diamantina</td>
<td>160</td>
<td>$502</td>
</tr>
<tr>
<td>Doomadgee</td>
<td>570</td>
<td>$1,790</td>
</tr>
<tr>
<td>Douglas</td>
<td>7,656</td>
<td>$24,040</td>
</tr>
<tr>
<td>Etheridge</td>
<td>562</td>
<td>$1,765</td>
</tr>
<tr>
<td>Flinders</td>
<td>1,171</td>
<td>$3,677</td>
</tr>
<tr>
<td>Fraser Coast</td>
<td>73,185</td>
<td>$229,801</td>
</tr>
<tr>
<td>Gladstone</td>
<td>40,522</td>
<td>$127,239</td>
</tr>
<tr>
<td>Gold Coast</td>
<td>352,542</td>
<td>$1,106,982</td>
</tr>
<tr>
<td>Goondiwindi</td>
<td>7,313</td>
<td>$22,963</td>
</tr>
<tr>
<td>Gympie</td>
<td>34,468</td>
<td>$108,230</td>
</tr>
<tr>
<td>Hinchinbrook</td>
<td>8,233</td>
<td>$25,852</td>
</tr>
<tr>
<td>Hope Vale</td>
<td>536</td>
<td>$1,683</td>
</tr>
<tr>
<td>Ipswich</td>
<td>116,169</td>
<td>$364,771</td>
</tr>
<tr>
<td>Isaac</td>
<td>11,526</td>
<td>$36,192</td>
</tr>
<tr>
<td>Kowanyama</td>
<td>616</td>
<td>$1,934</td>
</tr>
<tr>
<td>Livingstone</td>
<td>24,709</td>
<td>$77,586</td>
</tr>
<tr>
<td>Lockhart River</td>
<td>363</td>
<td>$1,140</td>
</tr>
<tr>
<td>Lockyer Valley</td>
<td>24,603</td>
<td>$77,253</td>
</tr>
<tr>
<td>Logan</td>
<td>181,930</td>
<td>$571,260</td>
</tr>
<tr>
<td>Longreach</td>
<td>2,668</td>
<td>$8,378</td>
</tr>
<tr>
<td>Mackay</td>
<td>76,756</td>
<td>$241,014</td>
</tr>
<tr>
<td>Mapoon</td>
<td>173</td>
<td>$543</td>
</tr>
<tr>
<td>Maranoa</td>
<td>8,762</td>
<td>$27,513</td>
</tr>
<tr>
<td>Mareeba</td>
<td>13,356</td>
<td>$41,938</td>
</tr>
<tr>
<td>McKinlay</td>
<td>540</td>
<td>$1,696</td>
</tr>
<tr>
<td>Moreton Bay</td>
<td>280,249</td>
<td>$879,982</td>
</tr>
<tr>
<td>Mornington</td>
<td>660</td>
<td>$2,072</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>11,374</td>
<td>$35,714</td>
</tr>
<tr>
<td>Murweh</td>
<td>2,989</td>
<td>$9,385</td>
</tr>
<tr>
<td>LGA</td>
<td>Amount</td>
<td>$</td>
</tr>
<tr>
<td>-------------------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Napranum</td>
<td>561</td>
<td>1,762</td>
</tr>
<tr>
<td>Noosa</td>
<td>38,768</td>
<td>121,732</td>
</tr>
<tr>
<td>North Burnett</td>
<td>7,059</td>
<td>22,165</td>
</tr>
<tr>
<td>NPARC</td>
<td>1,403</td>
<td>4,405</td>
</tr>
<tr>
<td>Palm Island</td>
<td>1,000</td>
<td>3,140</td>
</tr>
<tr>
<td>Paroo</td>
<td>1,198</td>
<td>3,762</td>
</tr>
<tr>
<td>Pormpuraaw</td>
<td>418</td>
<td>1,313</td>
</tr>
<tr>
<td>Quilpie</td>
<td>620</td>
<td>1,947</td>
</tr>
<tr>
<td>Redland</td>
<td>103,783</td>
<td>325,879</td>
</tr>
<tr>
<td>Richmond</td>
<td>556</td>
<td>1,746</td>
</tr>
<tr>
<td>Rockhampton</td>
<td>54,340</td>
<td>170,628</td>
</tr>
<tr>
<td>Scenic Rim</td>
<td>27,811</td>
<td>87,327</td>
</tr>
<tr>
<td>Somerset</td>
<td>16,133</td>
<td>50,658</td>
</tr>
<tr>
<td>South Burnett</td>
<td>22,421</td>
<td>70,402</td>
</tr>
<tr>
<td>Southern Downs</td>
<td>25,254</td>
<td>79,298</td>
</tr>
<tr>
<td>Sunshine Coast</td>
<td>206,960</td>
<td>649,854</td>
</tr>
<tr>
<td>Tablelands</td>
<td>16,865</td>
<td>52,956</td>
</tr>
<tr>
<td>Toowoomba</td>
<td>110,214</td>
<td>346,072</td>
</tr>
<tr>
<td>Torres</td>
<td>1,789</td>
<td>5,617</td>
</tr>
<tr>
<td>Torres Strait</td>
<td>2,454</td>
<td>7,706</td>
</tr>
<tr>
<td>Townsville</td>
<td>125,147</td>
<td>392,962</td>
</tr>
<tr>
<td>Western Downs</td>
<td>21,693</td>
<td>68,116</td>
</tr>
<tr>
<td>Whitsunday</td>
<td>21,475</td>
<td>67,432</td>
</tr>
<tr>
<td>Winton</td>
<td>844</td>
<td>2,650</td>
</tr>
<tr>
<td>Wooralinda</td>
<td>356</td>
<td>1,118</td>
</tr>
<tr>
<td>Wujal</td>
<td>204</td>
<td>641</td>
</tr>
<tr>
<td>Yarrabah</td>
<td>1,023</td>
<td>3,212</td>
</tr>
</tbody>
</table>

The LGAQ accepts that councils are responsible for paying ECQ for the conduct of council elections and it is not intended to alter that position via this motion. This motion is limited to opposing the ratepayer funding of election campaigns for individual candidates.
### 8. Association Matters – Mayoral Power of Direction

<table>
<thead>
<tr>
<th>Number and Title of Motion</th>
<th>8. Association Matters – Mayoral Power of Direction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose the proposed amendment to the legislation that will remove the power of the mayor to direct: -</td>
</tr>
<tr>
<td></td>
<td>a) senior contract employees (<em>City of Brisbane Act 2010</em>); and</td>
</tr>
<tr>
<td></td>
<td>b) senior executive employees (<em>Local Government Act 2009</em>).</td>
</tr>
<tr>
<td>MOVER: Cr Karen Williams, Redland City Council</td>
<td></td>
</tr>
<tr>
<td>SECONDER: Cr Jack Dempsey, Bundaberg Regional Council</td>
<td></td>
</tr>
<tr>
<td>CARRIED</td>
<td></td>
</tr>
</tbody>
</table>

#### Background

Neither the Belcarra Report nor the Soorley Report make any recommendation in relation to this proposal.

The power of the Lord Mayor to direct senior contract employees at the Brisbane City Council (via the *City of Brisbane Act 2010* and its predecessor) has existed for many years and was extended, in 2012, to include other council mayors (under the *Local Government Act 2009*) having the same power in relation to senior executive employees.

It is now proposed to reduce a Mayor’s powers in this regard and limit the Mayor’s power of direction to the CEO, only. The LGAQ strongly supported the 2012 reforms that empowered the Mayor in this regard, and the LGAQ Policy Executive opposes the winding back of this 2012 reform.
## Association Motions

<table>
<thead>
<tr>
<th>Number and Title of Motion</th>
<th>9. Association Motion – Appointment of Senior Executive Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose the proposed amendment to the legislation that will remove the power of the Mayor, in conjunction with either the Deputy Mayor or a Councillor who is a Committee Chair, to participate in the decision to appoint senior executive employees.</td>
</tr>
<tr>
<td></td>
<td>MOVER: Cr Matt Burnett, Gladstone Regional Council</td>
</tr>
<tr>
<td></td>
<td>SECONDER: Cr Tim Dwyer, Sunshine Coast Council</td>
</tr>
<tr>
<td></td>
<td>CARRIED</td>
</tr>
<tr>
<td><strong>Amendment 1</strong></td>
<td>That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland support a change to the proposed amendment to the legislation that will allow the whole of council to appoint a panel to recommend an appointment for senior executive employees with the final decision being made by the whole of council;</td>
</tr>
<tr>
<td></td>
<td>MOVER: Cr Cameron O’Neil, Maranoa Regional Council</td>
</tr>
<tr>
<td></td>
<td>SECONDER Cr Jan Chambers, Maranoa Regional Council</td>
</tr>
<tr>
<td></td>
<td>LOST</td>
</tr>
<tr>
<td><strong>Background</strong></td>
<td>Neither the Belcarra Report nor the Soorley Report make any recommendation in relation to this proposal.</td>
</tr>
<tr>
<td></td>
<td>The power of the mayor, in conjunction with either the deputy mayor or applicable committee chair, to appoint senior executive employees was introduced as part of the 2012 reforms.</td>
</tr>
<tr>
<td></td>
<td>It is now proposed to return that power of appointment to, solely, the CEO. The LGAQ strongly supported the 2012 reforms that empowered councillors in this regard and the LGAQ Policy Executive opposes the winding back of this 2012 reform.</td>
</tr>
<tr>
<td>Number and Title of Motion</td>
<td>10. Association Motion – Request to Queensland Government</td>
</tr>
<tr>
<td>---------------------------</td>
<td>----------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Motion                    | That the President, Chief Executive Officer and Policy Executive of the LGAQ, at the earliest opportunity, request that the Queensland Government;  
(a) take heed of the position of the 77 Queensland local governments, and the communities that they represent and serve, on the issues determined at this general meeting.  
(b) Further call on the Premier to honour her public commitment to not implement reforms to local government that she is not prepared to implement to her own government.  
MOVER: Cr Matthew Bourke, Brisbane City Council  
SECONDER: Cr Karen Williams, Redland City Council |
| Amendment 1               | That the President, Chief Executive Officer and Policy Executive of the LGAQ, at the earliest opportunity, request that the Queensland Government;  
(a) take heed of the position of the 77 Queensland local governments, and the communities that they represent and serve, on the issues determined at this general meeting.  
(b) Further call on the State Government to honour their commitment to not implement reforms to local government that they are not prepared to implement themselves  
MOVER: Cr Andrew Smith, Western Downs Regional Council  
SECONDER: Cr Matt Burnett, Gladstone Regional Council  
LOST |
| Amendment 2               | That the President, Chief Executive Officer and Policy Executive of the LGAQ, at the earliest opportunity, request that the Queensland Government;  
(a) take heed of the position of the 77 Queensland local governments, and the communities that they represent and serve, on the issues determined at this general meeting.  
(b) Further call on the Premier to honour the government’s commitment to not implement reforms to local government that they are not prepared to implement to their own government |
<table>
<thead>
<tr>
<th>MOVER</th>
<th>Cr Matthew Bourke, Brisbane City Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECONDER</td>
<td>Cr Karen Williams, Redland City Council</td>
</tr>
<tr>
<td>CARRIED</td>
<td></td>
</tr>
</tbody>
</table>

**Background**

Self-explanatory
<table>
<thead>
<tr>
<th>Number and Title of Motion</th>
<th>1. Association Matters - Compulsory Preferential Voting</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose, at local government elections, a system of compulsory preferential voting.</td>
</tr>
<tr>
<td><strong>Background</strong></td>
<td>The Queensland Government has proposed a series of reforms to the Queensland local government electoral system, one of which is to introduce compulsory preferential voting (“CPV”) for all council elections. The Crime and Corruption Commission’s October 2017 report “Operation Belcarra: A blueprint for integrity and addressing corruption risk in local government” (“the Belcarra Report”) did not make any recommendation about changing the method of voting at Queensland local government elections. Similarly, the March 2017 “Inquiry Report: A review of the conduct of the 2016 local government elections, the referendum and the Toowoomba South by-election” (“the Soorley Report”) commissioned by the Queensland Government specifically recommended “That Queensland should retain the current optional preferential voting system for local government elections at least until after the next election” (Recommendation 21). The Soorley Report also states “The panel supports the current OPV system for local government elections for all mayors and councillors in divided councils and FPTP for councillors in undivided councils.” [Note to members: “OPV” = optional preferential voting and “FPTP” = first past the post]. The Queensland Government’s proposal to introduce CPV goes against the recommendations of the Queensland Government commissioned Soorley Report. The 2018 LGAQ Policy Statement does not presently address this issue. The LGAQ Policy Executive considers this to be a critical matter requiring discussion and decision by the membership and proposes that the introduction of CPV be rejected. Particular factors considered by the Policy Executive in making this recommendation include: the potential for high numbers of informal votes and/or “donkey” votes, the complexity and length of the count, and voters being required to express ‘preferences’ for candidates whom they dislike.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number and Title of Motion</th>
<th>2. Association Matters – Proportional Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose proportional representation in Queensland local government.</td>
</tr>
<tr>
<td><strong>Background</strong></td>
<td>Another of the Queensland Government proposed reforms to the Queensland local government electoral system is the introduction of proportional representation for councillors in undivided council areas. Neither the Belcarra Report nor the Soorley Report make any recommendation about the introduction of proportional representation. During previous reviews of local government electoral arrangements, for example in 2010, the membership made strong representations to the LGAQ that any form of proportional representation voting system was not appropriate for Queensland local government elections. The 2018 LGAQ Policy Statement does not presently address this issue. The LGAQ Policy Executive considers this to be a critical matter requiring discussion and decision by the membership and proposes that the introduction of proportional representation be rejected. Particular factors considered by the Policy Executive in making this recommendation include: the potential for greater instability in councils as PR can lead to the election of candidates from micro-parties and outside the mainstream that can gain influence far in excess of their following in the community, the complexity and length of the count, and the fact that PR systems are difficult to understand for voters and open to manipulation by “preference whisperers”.</td>
</tr>
<tr>
<td>Number and Title of Motion</td>
<td>3. Association Matters – Dual Candidacy</td>
</tr>
<tr>
<td>---------------------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose, at local government elections, the ability for a person to stand as a dual candidate for both the position of mayor and councillor.</td>
</tr>
<tr>
<td><strong>Background</strong></td>
<td>Another of the Queensland Government proposed reforms to the Queensland local government electoral system is the introduction of dual candidacy for the election of mayors and councillors in undivided council areas (i.e. in undivided councils, a candidate could nominate for mayor and councillor). Neither the Belcarra Report nor the Soorley Report make any recommendation about the introduction of dual candidacy. The 2018 LGAQ Policy Statement does not presently address this issue. However, there have been annual conference motions in the past rejecting this proposition, most recently in 2013. The LGAQ Policy Executive acknowledges that the concept of dual candidacy enjoys some support in the more rural and remote council areas where there are fewer qualified or experienced candidates available to nominate. Whilst acknowledging these views, the LGAQ Policy Executive is of the view that the introduction of dual candidacy be rejected. However, it is open to members to move an amendment to this motion specifying a population threshold at which point dual candidacy could apply, e.g. councils with populations of 2000 or less.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number and Title of Motion</th>
<th>4. Association Matters – Queensland Government Proposed Expenditure Caps</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose the introduction of local government election campaign expenditure limits as proposed by the March 2019 Department of Local Government, Racing and Multicultural Affairs information paper: “Local Government Reforms – Key amendments currently under consideration”.</td>
</tr>
</tbody>
</table>
| **Background**            | The Queensland Government has proposed a series of reforms to the Queensland local government electoral system, one of which is to introduce candidate expenditure caps as follows: - o Councillor candidates in local government areas/divisions — ➢ with fewer than 20,000 electors - $10,000; ➢ with 20,000 electors or more – sliding cap of 50¢ per elector ➢ with 40,000 electors or more - $20,000. o Mayoral candidate in Local Government areas — ➢ with fewer than 60,000 electors - $30,000; ➢ with more than 60,000 electors – a sliding cap of 50¢ per elector ➢ with 200,000 electors or more - $100,000. o Third parties: same cap that applies for Mayoral candidates. o Groups of candidates and political parties that endorse candidates: sum of individual members expenditure caps up to the maximum for positions to be filled in lieu of candidate caps. Caps are per four-year term. Aggregation and collaboration limits on candidates and groups of candidates using third parties to exceed expenditure caps.” The Belcarra Report recommended “That an appropriate parliamentary committee review the feasibility of introducing expenditure caps for Queensland local government elections …” (Recommendation 1). The LGAQ is unaware of any such
The LGAQ supports, in principle, the introduction of election expenditure caps. This was part of the Policy Executive’s own “Beyond Belcarra” decision of April 2018.

However, the LGAQ Policy Executive recommends that the Queensland Government proposed expenditure caps be rejected because the caps are set too low and create the potential for the distorting influence of electoral expenditure by third parties with aligned interests. The LGAQ Policy Executive submits an alternative as per Motions 5 and 6.

<table>
<thead>
<tr>
<th>Number and Title of Motion</th>
<th>5. Association Matters – LGAQ Proposed Expenditure Caps</th>
</tr>
</thead>
</table>
| Motion                    | That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland support the introduction of local government election campaign expenditure limits, set at $2 per enrolled voter for mayoral elections and $1 per enrolled voter for councillor elections, with upper expenditure limits (“ceilings”) of $200,000 for mayoral elections and $50,000 for councillor elections and lower expenditure limits (“floors”) of $20,000 for mayoral elections and:
|                           | a) $15,000 for councillor elections in undivided councils; or
|                           | b) $5,000 for councillor elections in divided councils. |
| Background                | Refer to the background to Motion 4. |
|                           | This motion represents the LGAQ Policy Executive’s alternative recommendation for proposed expenditure caps. |
|                           | To avoid confusion as to what is proposed, the “floor” is not intended as a must spend. Rather, its purpose is to ensure that in smaller population councils:
|                           | • Mayors can spend up to a maximum of $20,000 if their council area comprises 10,000 electors or less;
|                           | • Councillors in undivided councils can spend up to a maximum of $15,000 if their council area comprises 15,000 electors or less;
|                           | • Councillors in divided councils can spend up to a maximum of $5,000 if their division comprises 5000 electors or less. |

<table>
<thead>
<tr>
<th>Number and Title of Motion</th>
<th>6. Association Matters – Regulation of Third Party Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland support the introduction of legislation to prevent the potential distorting influence of electoral expenditure by third parties with aligned interests.</td>
</tr>
<tr>
<td>Background</td>
<td>Refer to the background to Motion 4.</td>
</tr>
</tbody>
</table>
|                           | The Queensland Government’s proposal, as detailed in the background to motion 4, includes a proposal to permit third parties to spend the same amount as individual candidates. This has the potential to distort the election process by way of the aggregation of expenditure by a number of third parties against a particular candidate. Such an outcome would undermine the government’s own reasoning for setting expenditure caps, which is “to improve transparency” and “reduce integrity risks associated with reliance on significant donations”.

Agenda - General Council Meeting - 16 April 2019

Central Highlands Regional Council
7. Association Matters – Public Campaign Funding of Local Government Elections

Motion

That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose the ratepayer funding of Queensland local government elections.

Background

The Queensland Government has proposed a series of reforms to the Queensland local government electoral system, one of which is to introduce public campaign funding of council elections. Neither the Belcarra Report nor the Soorley Report make any recommendation in relation to this proposal.

Under the Queensland Government’s proposal, candidates, groups of candidates and political parties that receive more than 4% of first preference votes would be entitled to $1.57 per first preference vote, up to the amount of their actual election expenditure. The proposal is that this be funded by councils by way of annual payment to ECQ, except for the 2020 local government elections.

Based on current electoral rolls, the maximum expected cost burden for each council is:

<table>
<thead>
<tr>
<th>COUNCIL</th>
<th>TOTAL ELECTORS (Source: 2016 electoral roll data from ECQ)</th>
<th>$ 1.57 per vote (calculated on basis of Mayoral + councillor votes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brisbane</td>
<td>744,915</td>
<td>$ 2,339,033</td>
</tr>
<tr>
<td>Aurukun</td>
<td>787</td>
<td>$ 2,471</td>
</tr>
<tr>
<td>Balonne</td>
<td>3,006</td>
<td>$ 9,439</td>
</tr>
<tr>
<td>Banana</td>
<td>9,457</td>
<td>$ 29,695</td>
</tr>
<tr>
<td>Barcaldine</td>
<td>2,201</td>
<td>$ 6,911</td>
</tr>
<tr>
<td>Barcoo</td>
<td>240</td>
<td>$ 754</td>
</tr>
<tr>
<td>Blackall-Tambo</td>
<td>1,553</td>
<td>$ 4,876</td>
</tr>
<tr>
<td>Bouli</td>
<td>273</td>
<td>$ 857</td>
</tr>
<tr>
<td>Bulloo</td>
<td>231</td>
<td>$ 725</td>
</tr>
<tr>
<td>Bundaberg</td>
<td>66,468</td>
<td>$ 208,710</td>
</tr>
<tr>
<td>Burdekin</td>
<td>12,258</td>
<td>$ 38,490</td>
</tr>
<tr>
<td>Burke</td>
<td>231</td>
<td>$ 725</td>
</tr>
<tr>
<td>Cairns</td>
<td>99,479</td>
<td>$ 312,364</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>1,184</td>
<td>$ 3,718</td>
</tr>
<tr>
<td>Cassowary</td>
<td>18,690</td>
<td>$ 58,687</td>
</tr>
<tr>
<td>Central Highlands</td>
<td>16,669</td>
<td>$ 52,341</td>
</tr>
<tr>
<td>Charters Towers</td>
<td>7,564</td>
<td>$ 23,751</td>
</tr>
<tr>
<td>Cherbourg</td>
<td>438</td>
<td>$ 1,375</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>1,682</td>
<td>$ 5,281</td>
</tr>
<tr>
<td>Cook</td>
<td>2,415</td>
<td>$ 7,583</td>
</tr>
<tr>
<td>Croydon</td>
<td>195</td>
<td>$ 612</td>
</tr>
<tr>
<td>Diamantina</td>
<td>160</td>
<td>$ 502</td>
</tr>
<tr>
<td>Doomadgee</td>
<td>570</td>
<td>$ 1,790</td>
</tr>
<tr>
<td>Douglas</td>
<td>7,656</td>
<td>$ 24,040</td>
</tr>
<tr>
<td>Etheridge</td>
<td>562</td>
<td>$ 1,765</td>
</tr>
<tr>
<td>Flinders</td>
<td>1,171</td>
<td>$ 3,677</td>
</tr>
<tr>
<td>Fraser Coast</td>
<td>73,185</td>
<td>$ 229,801</td>
</tr>
<tr>
<td>Location</td>
<td>Population</td>
<td>Total Revenue</td>
</tr>
<tr>
<td>------------------</td>
<td>------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Gladstone</td>
<td>40,522</td>
<td>$127,239</td>
</tr>
<tr>
<td>Gold Coast</td>
<td>352,542</td>
<td>$1,106,982</td>
</tr>
<tr>
<td>Goondiwindi</td>
<td>7,313</td>
<td>$22,963</td>
</tr>
<tr>
<td>Gympie</td>
<td>34,468</td>
<td>$108,230</td>
</tr>
<tr>
<td>Hinchinbrook</td>
<td>8,233</td>
<td>$25,852</td>
</tr>
<tr>
<td>Hope Vale</td>
<td>536</td>
<td>$1,683</td>
</tr>
<tr>
<td>Ipswich</td>
<td>116,169</td>
<td>$364,771</td>
</tr>
<tr>
<td>Isaac</td>
<td>11,526</td>
<td>$36,192</td>
</tr>
<tr>
<td>Kowanyama</td>
<td>616</td>
<td>$1,934</td>
</tr>
<tr>
<td>Livingstone</td>
<td>24,709</td>
<td>$77,586</td>
</tr>
<tr>
<td>Lockhart River</td>
<td>363</td>
<td>$1,140</td>
</tr>
<tr>
<td>Lockyer Valley</td>
<td>24,603</td>
<td>$77,253</td>
</tr>
<tr>
<td>Logan</td>
<td>181,930</td>
<td>$571,260</td>
</tr>
<tr>
<td>Longreach</td>
<td>2,668</td>
<td>$8,378</td>
</tr>
<tr>
<td>Mackay</td>
<td>76,756</td>
<td>$241,014</td>
</tr>
<tr>
<td>Mapoon</td>
<td>173</td>
<td>$543</td>
</tr>
<tr>
<td>Maranoa</td>
<td>8,762</td>
<td>$27,513</td>
</tr>
<tr>
<td>Mareeba</td>
<td>13,356</td>
<td>$41,938</td>
</tr>
<tr>
<td>McKinlay</td>
<td>540</td>
<td>$1,696</td>
</tr>
<tr>
<td>Moreton Bay</td>
<td>280,249</td>
<td>$879,982</td>
</tr>
<tr>
<td>Mornington</td>
<td>660</td>
<td>$2,072</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>11,374</td>
<td>$35,714</td>
</tr>
<tr>
<td>Murweh</td>
<td>2,989</td>
<td>$9,385</td>
</tr>
<tr>
<td>Napranum</td>
<td>561</td>
<td>$1,762</td>
</tr>
<tr>
<td>Noosa</td>
<td>38,768</td>
<td>$121,732</td>
</tr>
<tr>
<td>North Burnett</td>
<td>7,059</td>
<td>$22,165</td>
</tr>
<tr>
<td>NPARC</td>
<td>1,403</td>
<td>$4,405</td>
</tr>
<tr>
<td>Palm Island</td>
<td>1,000</td>
<td>$3,140</td>
</tr>
<tr>
<td>Paroo</td>
<td>1,198</td>
<td>$3,762</td>
</tr>
<tr>
<td>Pormpuraaw</td>
<td>418</td>
<td>$1,313</td>
</tr>
<tr>
<td>Quilpie</td>
<td>620</td>
<td>$1,947</td>
</tr>
<tr>
<td>Redland</td>
<td>103,783</td>
<td>$325,879</td>
</tr>
<tr>
<td>Richmond</td>
<td>556</td>
<td>$1,746</td>
</tr>
<tr>
<td>Rockhampton</td>
<td>54,340</td>
<td>$170,628</td>
</tr>
<tr>
<td>Scenic Rim</td>
<td>27,811</td>
<td>$87,327</td>
</tr>
<tr>
<td>Somerset</td>
<td>16,133</td>
<td>$50,658</td>
</tr>
<tr>
<td>South Burnett</td>
<td>22,421</td>
<td>$70,402</td>
</tr>
<tr>
<td>Southern Downs</td>
<td>25,254</td>
<td>$79,298</td>
</tr>
<tr>
<td>Sunshine Coast</td>
<td>206,960</td>
<td>$649,854</td>
</tr>
<tr>
<td>Tablelands</td>
<td>16,865</td>
<td>$52,956</td>
</tr>
<tr>
<td>Toowoomba</td>
<td>110,214</td>
<td>$346,072</td>
</tr>
<tr>
<td>Torres</td>
<td>1,789</td>
<td>$5,617</td>
</tr>
<tr>
<td>Torres Strait</td>
<td>2,454</td>
<td>$7,706</td>
</tr>
<tr>
<td>Townsville</td>
<td>125,147</td>
<td>$392,962</td>
</tr>
</tbody>
</table>
The LGAQ accepts that councils are responsible for paying ECQ for the conduct of council elections and it is not intended to alter that position via this motion. This motion is limited to opposing the ratepayer funding of election campaigns for individual candidates.

Number and Title of Motion
8. Association Matters – Mayoral Power of Direction

Motion
That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose the proposed amendment to the legislation that will remove the power of the mayor to direct:

a) senior contract employees (City of Brisbane Act 2010); and
b) senior executive employees (Local Government Act 2009).

Background
Neither the Belcarra Report nor the Soorley Report make any recommendation in relation to this proposal.

The power of the Lord Mayor to direct senior contract employees at the Brisbane City Council (via the City of Brisbane Act 2010 and its predecessor) has existed for many years and was extended, in 2012, to include other council mayors (under the Local Government Act 2009) having the same power in relation to senior executive employees.

It is now proposed to reduce a Mayor’s powers in this regard and limit the Mayor’s power of direction to the CEO, only. The LGAQ strongly supported the 2012 reforms that empowered the Mayor in this regard, and the LGAQ Policy Executive opposes the winding back of this 2012 reform.

Number and Title of Motion
9. Association Motion – Appointment of Senior Executive Employees

Motion
That the Local Government Association of Queensland, on behalf of its members, advise the Queensland Government that the Councils of Queensland oppose the proposed amendment to the legislation that will remove the power of the Mayor, in conjunction with either the Deputy Mayor or a Councillor who is a Committee Chair, to participate in the decision to appoint senior executive employees.

Background
Neither the Belcarra Report nor the Soorley Report make any recommendation in relation to this proposal.

The power of the mayor, in conjunction with either the deputy mayor or applicable committee chair, to appoint senior executive employees was introduced as part of the 2012 reforms.

It is now proposed to return that power of appointment to, solely, the CEO. The LGAQ strongly supported the 2012 reforms that empowered councillors in this regard and the LGAQ Policy Executive opposes the winding back of this 2012 reform.
<table>
<thead>
<tr>
<th>Number and Title of Motion</th>
<th>10. Association Motion – Request to Queensland Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion</td>
<td>That the President, Chief Executive Officer and Policy Executive of the LGAQ, at the earliest opportunity, request that the Queensland Government; (a) take heed of the position of the 77 Queensland local governments, and the communities that they represent and serve, on the issues determined at this general meeting. (b) Further call on the Premier to honour her public commitment to not implement reforms to local government that she is not prepared to implement to her own government.</td>
</tr>
<tr>
<td>Background</td>
<td>Self-explanatory</td>
</tr>
</tbody>
</table>
REPORT TO CEOs TELECONFERENCE THURSDAY 4 APRIL 2019

CENTRAL QUEENSLAND REGIONAL ORGANISATION OF COUNCILS (CQROC)

From: Scott Mason, Chief Executive Officer, Central Highlands Regional Council (CHRC)
Date: 4 April 2019

1. Project Management Methodology

CHRC circulated the report from SEEC Pty Ltd at the CQROC CEOs meeting of 24 January 2019.

**ACTION:** It is requested that the CEOs review the report and discuss recommendations for the CQROC meeting.

2. RTO recognition for CQUniversity to provide training for CQ local government employees for water and wastewater

The CQROC CEOs will be invited to discuss the relevance of a presentation by the trainer. CHRC General Manager Infrastructure & Utilities has contacted the Institute of Professional Works Engineers Australia – Queensland advising of this opportunity. No response has been received to date.

3. Post Code Allocations and Localities Issues in the Central Highlands Region

An update on these two matters will be given at the CQROC meeting on 12 April 2019.

4. Joint proposal to outsource complaint processes and investigations

**Background:**
Given the workings of the CHRC Disclosure Hotline, an informal discussion was held on whether there would be the possibility of outsourcing the new legislative obligations for investigation services associated with complaints handling. The thinking is also consistent with CHRC’s approach to Internal Audit services where that function and the delivery of those services are outsourced to a provider and that function has operated reasonably well with the responsibility for understanding the legislation and standards resting with the provider (PKF).

CHRC had received a proposal from PKF indicating a willingness to look at how that service could be provided consistently with our current services. That being the case, there is an opportunity to consider a broader perspective for CQROC around the provision of complaints management and investigation services.

**Proposal for Discussion:**
With the changes that have flowed from the Belcarra Report from the Crime and Corruption Commission, and the need for councils to now consider further complaints processes and investigations, there is an opportunity to consider a joint proposal to outsource this activity from all councils to establish a centralised point of service across the CQROC area. There will be limited individual economy of scale savings for any one council to pursue, but there is a logic in pursuing a joint procurement and delivery for all councils. There will be an independence attached to each council not doing the work internally and an opportunity to engage the specialised skills associated with complaints and investigation work on an as needs basis. It will also provide for a level of consistency in how each council manages the processes – but allows for the establishment case learnings that can be shared across the region. While each and every council may not utilise the service through an initial period, there is merit in a consistent approach and shared learnings with new legislation through applications discussed in case studies.
If the CQROC member councils see merit in the proposal, then a scope and outline of the approach can be further defined and shared with the councils for consideration. More detailed explanations on the service and its application would need to be identified and this concept is merely proposed for feedback so that detailed consideration can be given to how this may work in practice.

If supported, then CHRC will pursue, on behalf of the member councils, further and develop the concept into a more refined proposal that we can progress. There remain risks with the uncertainty of the current legislation and the finalisation of that detail will need to be considered before any proposals can be explored.

5. Council Motions

Item 11.1 Zero Waste to Landfill Targets by 2028

An updated report from CHRC Manager Planning & Environment will be provided to the CQROC meeting of 12 April 2019.

6. CQROC website

An update will be provided to the CQROC meeting of 12 April 2019.

7. CQROC Executive Assistants Networking Suggestion

As part of the performance planning for the two Executive Assistants in the CHRC Office of the CEO (Mrs Marnie Wills, Executive Assistant to the Mayor and Councillors, and Ms Kristine Love, Executive Assistant to the CEO), it was decided to expand the networking opportunities for CHRC. One of those suggestions was that the Executive Assistants to the Mayors and CEOs take the opportunity to also travel to CQROC meetings to network amongst themselves. Discussions could include general administrative processes, difficulties and solutions at that senior administrative level and the different ways the Executive Assistants administer the actions arising from meetings.

8. Central Queensland Alliance of Councils Proposal

CHRC CEO, Mr Scott Mason, and Mr David McKendry, Executive Officer, Mackay Regional Council, developed a Background Paper and Briefing Note in relation to the proposed CQ Alliance of Councils (also known as ‘SuperROC’).

The CQROC Secretariat circulated the proposal to the CQ Alliance members for information.

9. Human Resources

Attached to this report are copies of the CHRC draft People Plan, Vacancies List as at 5 March 2019 and Survey Action Plan status as at 5 March 2019.
There are six identified components to achieving a high performing organisation:

1. **Our Organisation** is ensuring that all employees and departments have a shared understanding of their role in delivering Council’s Corporate Plan through a unified approach, as well as fostering an understanding and ownership amongst employees of Council’s Vision, Mission and Values, and how everyone contributes to these.

2. **Learning & Development** is our desire to provide learning and development opportunities to all employees which support a positive culture, increase engagement and skill levels and provide opportunities for advancement.

3. **Leadership Development** is expanding the skills and capability of our leaders at all levels, modelling Council’s Values and taking responsibility for Council’s success by being accountable and guiding our people through change.

4. **Engagement & Communication** is about empowering and engaging our people through Council’s Values, Mission and Vision and demonstrating their value by considering their ideas, celebrating their successes and supporting them to be innovative, creative and open.

5. **Collaborative Industrial Environment** is our desire to understand and promote the benefits of building on shared knowledge and experiences, and being open to new delivery approaches, engaging with our union partners and ensuring a healthy industrial environment.

6. **Policy, Systems & Processes** is ensuring appropriate and effective policy, systems and processes are in place that align with the Council’s Values. It is ensuring we are transparent, responsive and streamlined in our governance to support our employees and the community.

- Building a high performing organisation is about investing in our people, values, processes and systems to build the capacity and capability necessary to achieve our corporate priorities and realise our vision by:
  - creating an environment which maximises employee engagement - through encouraging and rewarding high performance;
  - investing in the ongoing development and capability of our people - through extensive learning and development opportunities;
  - encouraging a flexible work environment - through a variety of initiatives, including flexible working arrangements, working from home and mobile working opportunities.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Will be achieved by promoting Council’s Values, and understanding how each employee fits into the overall Council structure. This will also include a strategic approach to recruitment and capacity building.</td>
<td>Will be achieved through an emphasis on advancing our capability to generate outcomes effectively and efficiently. To implement measures to deliver on Council priorities with a better understanding, and improved collaboration and coordination.</td>
<td>Will be achieved by our leaders understanding how to communicate Council’s Vision, Mission and Values to our people by translating them into our work practices. Our leaders will be supported through change and will be provided opportunities to gain the necessary skills to manage effectively in a complex fluid environment, ensuring they look for opportunities to solve problems and embrace the benefits of change and continuous improvement.</td>
<td>Will be achieved by demonstrating we value our employees by considering their ideas, celebrating their successes and supporting them to be innovative, creative and open. Our employees will be supported through a flexible working environment and investing in their ongoing development.</td>
<td>Will be achieved by adopting, promoting and supporting collaborative behaviour, building a one council approach to encouraging and harnessing ideas from employees and developing a pro-active and holistic approach to creating a healthy and safe workplace.</td>
<td>Will be achieved by establishing a transparent, responsive and streamlined structure and governance arrangement, and the development of agile policies, systems and processes that support our employees, meet the needs of the Council and are capable of responding to rapid change.</td>
</tr>
</tbody>
</table>
**What is it?**
We build an inclusive environment by communicating the Council’s role and how our employees contribute to the Council’s Vision. We will ensure our employees are the right people, with the right skills at the right time, through streamlined and effective recruitment processes and ongoing performance management. We will analyse HR metrics data, monitor trends and develop strategies to positively impact the experience of working at Council. We will emphasise the ‘user’ experience, in design, development and delivery of everything we do.

**What is it?**
Council will encourage mobility and secondment opportunities and encourage internal mobility which will contribute to capability advancement. Corporately funded development programs invest in our employees and enhance employee capability and contributes to engagement. Equally there is an expectation that employees will strive for high performance, taking responsibility for their own development.

**What is it?**
Leaders translate Council’s Vision to positively encourage and support innovation, develop and manage employees, engage and exchange ideas through capability development. Leaders have access to a range of capability programmes to encourage effective management and leadership expectations. Leaders are supported to manage performance through clear processes, advice and guidance.

**What is it?**
Corporately funded development programs investing in our employees and enhancing employee engagement. Engagement levels are monitored initially using our Employee Engagement Survey tools. Corporate focus on communication strategies with all employees.

**What is it?**
Employees are valued, collaborative work practices are supported, and ideas and innovations encouraged. Inclusive leadership and relevant programs to mitigate bias creates a workplace where we can achieve our full potential and feel that our contributions are valued, working effectively and flexibly together. Inclusive and collaboratively working together with our Union partners encourages full engagement and good will.

**What are we currently doing?**
Central Highlands Regional Council

**What are we currently doing?**
The following initiatives have already been implemented to support a collaborative industrial environment:

- Employees are valued, collaborative work practices are supported, and ideas and innovations encouraged. Inclusive leadership and relevant programs to mitigate bias creates a workplace where we can achieve our full potential and feel that our contributions are valued, working effectively and flexibly together.
- Inclusive and collaboratively working together with our Union partners encourages full engagement and good will.

**What are we doing next?**
The following initiatives will be implemented to support strong leadership:

- Leadership Development Program to focus on building leader’s capability, including a tailored orientation programme, coaching and a focus on performance management.
- Succession Planning Framework to future proof Council in terms of critical roles.
- The implementation of the management and leadership capability framework to maintain a focus on professional development.
- Annual Performance Appraisals supports managers to effectively manage all aspects of their performance, including guidance and performance feedback.

**What are we doing next?**
The following initiatives will be implemented to support the strategic plan.

- Leadership Development Program to focus on building leader’s capability, including a tailored orientation programme, coaching and a focus on performance management.
- Succession Planning Framework to future proof Council in terms of critical roles.
- The implementation of the management and leadership capability framework to maintain a focus on professional development.
- Annual Performance Appraisals supports managers to effectively manage all aspects of their performance, including guidance and performance feedback.

**What are we currently doing?**
The following initiatives have already been implemented to support a collaborative industrial environment:

- Joint Consultative Committee meetings to enhance communication and engagement with Unions and employees.
- Relationship building across Council and Unions to enhance collaboration and good will.

**What are we doing next?**
The following initiatives will be implemented to support strong leadership:

- Leadership Development Program to focus on building leader’s capability, including a tailored orientation programme, coaching and a focus on performance management.
- Succession Planning Framework to future proof Council in terms of critical roles.
- The implementation of the management and leadership capability framework to maintain a focus on professional development.
- Annual Performance Appraisals supports managers to effectively manage all aspects of their performance, including guidance and performance feedback.

**What are we doing next?**
The following initiatives will be implemented to support strong leadership:

- Leadership Development Program to focus on building leader’s capability, including a tailored orientation programme, coaching and a focus on performance management.
- Succession Planning Framework to future proof Council in terms of critical roles.
- The implementation of the management and leadership capability framework to maintain a focus on professional development.
- Annual Performance Appraisals supports managers to effectively manage all aspects of their performance, including guidance and performance feedback.

**What are we currently doing?**
The following initiatives have already been implemented to support the strategic plan:

- Implementing Workforce Strategic Plan to support a focus on current and future resourcing.
- Developing the One Council HRP solution to create a one-stop HR presence for the employee life cycle.
- Reviewing HR policy and procedures to provide a streamlined workflow.

**What are we doing next?**
The following initiatives will be implemented to support strong leadership:

- Leadership Development Program to focus on building leader’s capability, including a tailored orientation programme, coaching and a focus on performance management.
- Succession Planning Framework to future proof Council in terms of critical roles.
- The implementation of the management and leadership capability framework to maintain a focus on professional development.
- Annual Performance Appraisals supports managers to effectively manage all aspects of their performance, including guidance and performance feedback.

**What are we currently doing?**
The following initiatives have already been implemented to support the strategic plan:

- Implementing Workforce Strategic Plan to support a focus on current and future resourcing.
- Developing the One Council HRP solution to create a one-stop HR presence for the employee life cycle.
- Reviewing HR policy and procedures to provide a streamlined workflow.

**What are we doing next?**
The following initiatives will be implemented to support strong leadership:

- Leadership Development Program to focus on building leader’s capability, including a tailored orientation programme, coaching and a focus on performance management.
- Succession Planning Framework to future proof Council in terms of critical roles.
- The implementation of the management and leadership capability framework to maintain a focus on professional development.
- Annual Performance Appraisals supports managers to effectively manage all aspects of their performance, including guidance and performance feedback.

**What are we currently doing?**
The following initiatives have already been implemented to support a collaborative industrial environment:

- Joint Consultative Committee meetings to enhance communication and engagement with Unions and employees.
- Relationship building across Council and Unions to enhance collaboration and good will.

**What are we doing next?**
The following initiatives will be implemented to support the strategic plan:

- Leadership Development Program to focus on building leader’s capability, including a tailored orientation programme, coaching and a focus on performance management.
- Succession Planning Framework to future proof Council in terms of critical roles.
- The implementation of the management and leadership capability framework to maintain a focus on professional development.
- Annual Performance Appraisals supports managers to effectively manage all aspects of their performance, including guidance and performance feedback.

**What are we currently doing?**
The following initiatives have already been implemented to support a collaborative industrial environment:

- Joint Consultative Committee meetings to enhance communication and engagement with Unions and employees.
- Relationship building across Council and Unions to enhance collaboration and good will.

**What are we doing next?**
The following initiatives will be implemented to support strong leadership:

- Leadership Development Program to focus on building leader’s capability, including a tailored orientation programme, coaching and a focus on performance management.
- Succession Planning Framework to future proof Council in terms of critical roles.
- The implementation of the management and leadership capability framework to maintain a focus on professional development.
- Annual Performance Appraisals supports managers to effectively manage all aspects of their performance, including guidance and performance feedback.

**What are we currently doing?**
The following initiatives have already been implemented to support the strategic plan:

- Implementing Workforce Strategic Plan to support a focus on current and future resourcing.
- Developing the One Council HRP solution to create a one-stop HR presence for the employee life cycle.
- Reviewing HR policy and procedures to provide a streamlined workflow.

**What are we doing next?**
The following initiatives will be implemented to support strong leadership:

- Leadership Development Program to focus on building leader’s capability, including a tailored orientation programme, coaching and a focus on performance management.
- Succession Planning Framework to future proof Council in terms of critical roles.
- The implementation of the management and leadership capability framework to maintain a focus on professional development.
- Annual Performance Appraisals supports managers to effectively manage all aspects of their performance, including guidance and performance feedback.

**What are we currently doing?**
The following initiatives have already been implemented to support the strategic plan:

- Implementing Workforce Strategic Plan to support a focus on current and future resourcing.
- Developing the One Council HRP solution to create a one-stop HR presence for the employee life cycle.
- Reviewing HR policy and procedures to provide a streamlined workflow.

**What are we doing next?**
The following initiatives will be implemented to support strong leadership:

- Leadership Development Program to focus on building leader’s capability, including a tailored orientation programme, coaching and a focus on performance management.
- Succession Planning Framework to future proof Council in terms of critical roles.
- The implementation of the management and leadership capability framework to maintain a focus on professional development.
- Annual Performance Appraisals supports managers to effectively manage all aspects of their performance, including guidance and performance feedback.
<table>
<thead>
<tr>
<th>What does success look like?</th>
<th>What does success look like?</th>
<th>What does success look like?</th>
<th>What does success look like?</th>
<th>What does success look like?</th>
</tr>
</thead>
</table>
| • Increased take up of mobility opportunities. | • Uptake of digital learning opportunities | • Improvement in Employee Engagement Survey results | • Improvement in Employee Engagement Survey results | • Reduction in informal and formal grievances.  
• Improvement Employee Engagement Survey results. |
| • Review Rewards and Recognition procedure to ensure engagement | | | | • Positive results from tailored pulse surveys and Employee Engagement Survey  
• Fully functional online HR processes achieving efficiency Council wide |
### Current Vacancies as at 05.03.19

<table>
<thead>
<tr>
<th>Position Code</th>
<th>Position Name</th>
<th>Occupancy Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>10016</td>
<td>Apprentice Diesel Fitter Duaringa</td>
<td>V</td>
</tr>
<tr>
<td>10025</td>
<td>Area Support Officer Capella</td>
<td>V</td>
</tr>
<tr>
<td>10039</td>
<td>Area Support Officer Springsure</td>
<td>V</td>
</tr>
<tr>
<td>10044</td>
<td>Asset Engineer</td>
<td>V</td>
</tr>
<tr>
<td>10051</td>
<td>Assistant Treatment Plant Operator SSure</td>
<td>V</td>
</tr>
<tr>
<td>10058</td>
<td>Assistant Treatment Plant Operator</td>
<td>V</td>
</tr>
<tr>
<td>10084</td>
<td>Coordinator Environment &amp; Waste</td>
<td>V</td>
</tr>
<tr>
<td>10110</td>
<td>Construction and Design Engineer</td>
<td>V</td>
</tr>
<tr>
<td>10111</td>
<td>Development Engineer</td>
<td>V</td>
</tr>
<tr>
<td>10114</td>
<td>Diesel Fitter/Mechanic Capella</td>
<td>V</td>
</tr>
<tr>
<td>10130</td>
<td>Facilities Cleaner</td>
<td>V</td>
</tr>
<tr>
<td>10141</td>
<td>GIS Officer</td>
<td>V</td>
</tr>
<tr>
<td>10168</td>
<td>Library Officer Emerald cas</td>
<td>V</td>
</tr>
<tr>
<td>10179</td>
<td>Manager Financial Services</td>
<td>V</td>
</tr>
<tr>
<td>10189</td>
<td>Diesel Fitter/Mechanic Springsure</td>
<td>V</td>
</tr>
<tr>
<td>10195</td>
<td>Network Crew Operator Emerald</td>
<td>V</td>
</tr>
<tr>
<td>10196</td>
<td>Network Crew Operator Emerald</td>
<td>V</td>
</tr>
<tr>
<td>10199</td>
<td>Network Operator Emerald</td>
<td>V</td>
</tr>
<tr>
<td>10213</td>
<td>Plant Fitter Quarry</td>
<td>V</td>
</tr>
<tr>
<td>10229</td>
<td>Plant Op / Grader Springsure</td>
<td>V</td>
</tr>
<tr>
<td>10232</td>
<td>Plant Op / Grader Springsure</td>
<td>V</td>
</tr>
<tr>
<td>10243</td>
<td>Plant Op / Labourer Blackwater</td>
<td>V</td>
</tr>
<tr>
<td>10250</td>
<td>Plant Op / Labourer P&amp;G Blackwater</td>
<td>V</td>
</tr>
<tr>
<td>10255</td>
<td>Plant Op / Labourer Blackwater</td>
<td>V</td>
</tr>
<tr>
<td>10261</td>
<td>Plant Op / Labourer P&amp;G Capella</td>
<td>V</td>
</tr>
<tr>
<td>10262</td>
<td>Plant Op / Labourer Capella</td>
<td>V</td>
</tr>
<tr>
<td>10288</td>
<td>Plant Op / Labourer Emerald</td>
<td>V</td>
</tr>
<tr>
<td>10291</td>
<td>Plant Op / Labourer P&amp;G Emerald</td>
<td>V</td>
</tr>
<tr>
<td>10301</td>
<td>Plant Op / Labourer Emerald</td>
<td>V</td>
</tr>
<tr>
<td>10306</td>
<td>Plant Op / Labourer Emerald</td>
<td>V</td>
</tr>
<tr>
<td>10309</td>
<td>Plant Op / Labourer P&amp;G Emerald</td>
<td>V</td>
</tr>
<tr>
<td>10319</td>
<td>Plant Op / Labourer Emerald</td>
<td>V</td>
</tr>
<tr>
<td>10323</td>
<td>Plant Op / Labourer Emerald</td>
<td>V</td>
</tr>
<tr>
<td>10326</td>
<td>Plant Op / Labourer Springsure</td>
<td>V</td>
</tr>
<tr>
<td>10330</td>
<td>Plant Op / Labourer P&amp;G Springsure</td>
<td>V</td>
</tr>
<tr>
<td>10332</td>
<td>Plant Op / Labourer Springsure</td>
<td>V</td>
</tr>
<tr>
<td>10338</td>
<td>Plant Op / Labourer Springsure</td>
<td>V</td>
</tr>
<tr>
<td>10340</td>
<td>Plant Op / Labourer P&amp;G Tieri</td>
<td>V</td>
</tr>
<tr>
<td>10347</td>
<td>Plant Op / Loader Duaringa</td>
<td>V</td>
</tr>
<tr>
<td>10369</td>
<td>Plant Op / Water Truck Duaringa</td>
<td>V</td>
</tr>
<tr>
<td>10384</td>
<td>Quarry Operator</td>
<td>V</td>
</tr>
<tr>
<td>10406</td>
<td>Road Train Operator Springsure</td>
<td>V</td>
</tr>
<tr>
<td>10418</td>
<td>Senior Treatment Plant Operator ESR</td>
<td>V</td>
</tr>
<tr>
<td>10421</td>
<td>Service Desk Officer</td>
<td>V</td>
</tr>
<tr>
<td>10425</td>
<td>Stores Officer cas</td>
<td>V</td>
</tr>
<tr>
<td>10440</td>
<td>Supervisor Maintenance Rural Duaringa</td>
<td>V</td>
</tr>
<tr>
<td>10450</td>
<td>Supervisor Parks &amp; Gardens Duaringa</td>
<td>V</td>
</tr>
<tr>
<td>10461</td>
<td>Supervisor Workshop Duaringa</td>
<td>V</td>
</tr>
<tr>
<td>10463</td>
<td>Supervisor Workshop Springsure</td>
<td>V</td>
</tr>
<tr>
<td>-------</td>
<td>-------------------------------</td>
<td>---</td>
</tr>
<tr>
<td>10467</td>
<td>Technical Officer Water Infrastructure</td>
<td>V</td>
</tr>
<tr>
<td>10470</td>
<td>Technical Officer Capella Tieri</td>
<td>V</td>
</tr>
<tr>
<td>10471</td>
<td>Technical Officer Emerald Gemfields</td>
<td>V</td>
</tr>
<tr>
<td>10474</td>
<td>Cadet Engineer Treatment</td>
<td>V</td>
</tr>
<tr>
<td>10484</td>
<td>Waste Facilities Attendant Gemfields</td>
<td>V</td>
</tr>
<tr>
<td>10492</td>
<td>Water Infrastructure Project Engineer</td>
<td>V</td>
</tr>
<tr>
<td>10494</td>
<td>Water Network Infrastructure Engineer</td>
<td>V</td>
</tr>
<tr>
<td>10500</td>
<td>Treatment Plant Operator Rolleston</td>
<td>V</td>
</tr>
<tr>
<td>10538</td>
<td>Compliance Officer</td>
<td>V</td>
</tr>
<tr>
<td>10542</td>
<td>Corporate Data Asset Officer</td>
<td>V</td>
</tr>
<tr>
<td>10549</td>
<td>Project Student Engineer</td>
<td>V</td>
</tr>
<tr>
<td>10581</td>
<td>First5Forever Project Officer</td>
<td>V</td>
</tr>
<tr>
<td>10591</td>
<td>Sport &amp; Recreation Officer BDSR</td>
<td>V</td>
</tr>
<tr>
<td>10602</td>
<td>Management Accountant</td>
<td>V</td>
</tr>
<tr>
<td>10605</td>
<td>Horticulture Trainee</td>
<td>V</td>
</tr>
<tr>
<td>10620</td>
<td>Administration Assistant S.T.S.S.</td>
<td>V</td>
</tr>
<tr>
<td>10623</td>
<td>Finance Officer Management Accounting</td>
<td>V</td>
</tr>
<tr>
<td>10626</td>
<td>Training Officer</td>
<td>V</td>
</tr>
<tr>
<td>10645</td>
<td>Technical Officer Resource Recovery</td>
<td>V</td>
</tr>
<tr>
<td>10646</td>
<td>Asset Accountant</td>
<td>V</td>
</tr>
<tr>
<td>10656</td>
<td>Payroll Officer</td>
<td>V</td>
</tr>
<tr>
<td>10657</td>
<td>Plant Operator / Roller</td>
<td>V</td>
</tr>
<tr>
<td>10665</td>
<td>Administration Assistant Corporate Serv</td>
<td>V</td>
</tr>
</tbody>
</table>
Summary of our approach to action planning our August 2018 staff survey results

Introduction
Central Highlands Regional Council is committed to building our focus on staff pursuing excellence in all they do and enjoying high levels of personal job satisfaction.

In terms of these objectives, our regular staff surveys provide critically important information which we must use to identify opportunities to improve. The structure we are proposing provides a mechanism for us to use the results of the staff survey undertaken in August this year as the basis of identifying, in consultation with our staff, initiatives that can be actioned to improve how they feel about working in council.

Our approach
We are approaching responding to the August 2018 staff survey results at two levels – the corporate, whole of organisational level and the business unit level. This will give us both top-down and a bottom-up inputs.

Survey action Teams (SATs) will be formed to address the common whole of council themes identified from the survey results, those being attraction and retention, reward and recognition, communication, vision and values and our leaders. These SATs will look at corporate, whole of Council initiatives and organisation policies and procedures.

Business Unit plans (BUPs) will be developed with input from all staff in the business unit area based around the actual staff survey results for the business unit.

WOMT will be the overseeing body which and supported by Project Facilitator- Sheree Chant.

Survey Action Teams (SATs)
Will comprise a WOMT sponsor and staff representatives to be appointed by an expressions of interest process. Anticipated that 3 to 5 SATs will be set up ultimately based on the survey results. They will address corporate, whole of organisation, issues and initiatives, as well as organisation policies and procedures.

A SAT pilot will be set up in December 2018 to look at Reward and Recognition. Other areas will be established in March/April 2019. A pulse survey on reward and recognition will be undertaken in March 2019 to explore if there has been a change in staff views on reward and recognition based on the actions from the SAT and the BUPs. SATs will provide regular reports to each WOMT meeting.

Business Unit Plans (BUPs)
These will be prepared by business unit managers/coordinators in response to the survey results for the business unit area. They will be compulsory. They are to utilise the guidelines and template provided and attached.

Business unit managers/coordinators will be given 4-6 weeks to engage all their staff and finalise the BUPs. BUPs will be provided for General Managers endorsement, then distributed to all staff. As far as possible, staff in the business unit area should be allocated responsibility for implementing identified actions in the BUPs.

General Managers will oversee, in regular consultation with the business unit manager/ coordinator, the implementation of the BUPs and provide quarterly updates to WOMT on progress against the BUPs.

Attachment 1 – Proposed structure to respond to Staff Engagement Survey 2018
Guidelines for BUPs

Background
The Business Unit Plan initiatives is aimed at business unit managers and supervisors/coordinators engaging all their staff to collectively develop a simple plan that will capture basic initiatives that can be implemented within the business unit area to improve staff satisfaction.

Those initiatives should be specifically targeted at the areas that scored lowest in the business unit area staff survey.

As reward and recognition was one of the lowest scoring areas across the organisation, a corporate Survey Action Team (SAT) has been set up to explore this issue corporately. Against this background, we ask that every BUP identify at least 2 reward and recognition initiatives that can be actioned in the business unit area. We will be specifically undertaking a pulse survey in March 2019 to check if these initiatives are having any real impact on staff satisfaction.

Other initiatives identified in the BUP should be around the other lowest scoring areas from the business unit staff survey results.

Your BUP, in the format attached, needs to be completed based on input from all your staff, and returned to your General Manager by 31 January 2019.

Your General Manager will then be responsible for working with you to oversee implementation of the BUP.

Potential Process to derive the BUPs
1. Schedule a meeting, or a series of meetings, involving all staff in your business unit area
2. Share the above background at each meeting
3. Briefly overview the corporate survey results and the specific staff survey results for your business unit area
4. Ask your staff for suggestions about things that we can realistically do to; Improve reward and recognition in our business unit, and Improve in the other lowest scoring areas from the BU staff survey
5. Complete your business unit plan, please ensure you allocate responsibility to your staff for actions in the BUP as far as possible
6. Provide a copy to your General Manager for their endorsement
7. Share the BUP with all your staff
8. Implement your BUP
9. Hold regular staff engagement sessions to monitor implementation of actions from the BUP

Where to from here?
The above is to be reported to ELT, and if supported then to the December meeting of WOMT.

Attachment 1 - Template for BUPs
Attachment 2 - Worked example of BUP
WESTERN QUEENSLAND LOCAL GOVERNMENT ASSOCIATION

ANNUAL GENERAL MEETING

Longreach Civic and Cultural Centre
96a Eagle Street
LONGREACH QLD 4730

Monday 8 April 2019
ANNUAL GENERAL MEETING AGENDA

1. CONFIRMATION OF MINUTES
2. PRESIDENT’S REPORT
3. SECRETARY/TREASURER’S ANNUAL REPORT
4. INWARDS CORRESPONDENCE
5. OUTWARDS CORRESPONDENCE
6. ANNUAL STATEMENTS
7. ALLOWANCES AND FEES
   7.1 Annual Membership Fees / Host Contribution
8. ELECTION OF OFFICE BEARERS
   8.1 President
   8.2 Senior Vice President
   8.3 Junior Vice President
   8.4 Secretary/Treasurer
   8.5 Associate Representative
   8.6 Auditor
9. MOTIONS
   9.1 Rural Students Conveyance Allowance
   9.2 Distance Eligibility for Secondary Students travelling on School Buses
   9.3 Restoration of Financial Assistance Grant to 1% of the Total Commonwealth Taxation Revenue
   9.4 Encouraging Queensland State Government to Undertaken a review at an appropriate time in the future, of the Local Government Legislation Reform post the Crime and Corruption Commission Review
   9.5 Aged Care – Rural Communities
   9.6 Federal Funding for Aviation Security
   9.7 Fund for Plant and Animal Pest Management for Communities affected by Drought and Flood
   9.8 Financial Stability of Rural and Remote Councils
   9.9 Invasive Weed Control
   9.10 Great Artesian Basin Infrastructure Investment Program
   9.11 Federal Assistance Grant Payments for Rural and Remote Councils
(FAGs) ......................................................................................................................... 24
9.13 State Emergency Services (SES) Funding ............................................................. 25
9.14 RADAR System in the North West Region of Queensland.................................... 26

10. GENERAL BUSINESS

10.1 Venue of Next Annual General Meeting ................................................................. 27
10.2 Vote of Thanks ....................................................................................................... 27

11. CLOSE OF MEETING .............................................................................................. 27

SUPPORTING INFORMATION

MINUTES OF THE ANNUAL GENERAL MEETING HELD ON 19 MAY 2018 ............ 28
CONSTITUTION ............................................................................................................. 37

APPENDICES

INWARDS CORRESPONDENCE

OUTWARDS CORRESPONDENCE

ANNUAL FINANCIAL STATEMENTS 2017-2018
WESTERN QUEENSLAND LOCAL GOVERNMENT ASSOCIATION

ANNUAL GENERAL MEETING 2019
AGENDA

NOTICE OF MEETING

Monday 8 April 2019

Longreach Civic and Cultural Centre
Fairmount (West) Room
96a Eagle Street, Longreach

To be held at 2.00pm

Member Councils

Barcaldine Regional Council
Barcoo Shire Council
Blackall-Tambo Regional Council
Boulia Shire Council
Central Highlands Regional Council
Diamantina Shire Council
Flinders Shire Council
Isaac Regional Council
Longreach Regional Council
McKinlay Shire Council
Richmond Shire Council
Winton Shire Council

Please find attached the agenda for the Annual General Meeting to be held on Monday, 8 April 2019, at the Longreach Civic and Cultural Centre, Fairmount (West) Room, 96a Eagle Street, Longreach commencing at 2.00pm.

Mr Ian Bodill
Secretary/Treasurer
Opening of Meeting

Apologies

Acknowledgement of Traditional Owners

Declarations of Councillors Material Personal Interest on any items of business

Declarations of Councillors Conflict of Interest on any items of business

BUSINESS

1. CONFIRMATION OF MINUTES

Motion: That the minutes of the 82nd Annual Conference of the Western Queensland Local Government Association held at the Western Gateway Motel, Emerald on Saturday 19 May 2018 be accepted.

2. PRESIDENT’S ANNUAL REPORT

It has been another eventful year in Western Queensland and Local Government has been at the centre of it all, responding in all directions, delivering so much more than essential services.

Our climate threw everything at us this year and we have risen to the occasion on behalf of our communities; whether dealing with drought, or flooding rains, or both at the same time.

The spirit in which our members have worked together this year, in response and recovery, underscores the importance and effectiveness of our association. There are challenges and opportunities that we, as local governments in Western Queensland, all share.

Under the theme of Regional Diversification, where everyone has a role to play, the WQLGA 2019 Annual Conference will focus on fields where local government can assist the growth of industries, making our communities more sustainable and liveable.

We hope it allows you an outstanding opportunity to engage with subject-matter experts in the fields of tourism, agriculture, training, energy, water, waste, and the economy; as well as with key departmental figures from state and federal governments.

Most of all, I hope you take the opportunity to form new collaborations, explore common ground, and find the inspiration for new goals our association can share in.

I believe we can be the conduit through which the world engages in our region. That is why it has been such a privilege to lead the Western Queensland Local Government Association in 2019 – long may our proud association thrive.

Cr Ed Warren
PRESIDENT

Motion: That the President’s Annual Report be received.
3. SECRETARY/TREASURER'S ANNUAL REPORT

The Association has continued to remain in a sound financial position with a further $25,000 invested into the term deposit account held at the Bank of Queensland. With the inclusion of interest rolled over during the investment period, this account stands at a balance of $101,805.62 as at 23 March 2019. This amount was reinvested in February for a further 3 months with an interest rate of 2.40% which matures on 28 April 2019.

With the Everyday Spending account currently at a balance of $75,342.38, there will be a substantial amount remaining for the next hosting Council once the 2019 Conference costs have been expended and registration payments have been received.

If the Association continues to progress with these savings each year, it may wish to consider how the funds can be re-invested into the Western Queensland Local Government Communities through offering support for training opportunities in Local Government specific areas to assist in building on key skills required in our workforces.

The 2019 Annual Conference has attracted sponsorship funding to the amount of $54,000 with additional in-kind support offered. Without this financial support each year, it would be difficult to provide these networking opportunities to the Western Queensland Councils to not only discuss the issues relating to each of their communities, but to also showcase and celebrate what each of our regions have to offer.

This year, we have 140 delegates attending the Longreach Conference (including speakers and sponsors), with registrations still open at the time of preparing this agenda. We are proud of the program put together and hope that you all enjoy the following few days at the Longreach 2019 WQLGA Annual Conference.

The audited financial statements to 30 June 2018 are attached for your consideration.

Ian Bodill
SECRETARY/TREASURER

Motion: That the Secretary/Treasurer’s Report be received.

4. INWARDS CORRESPONDENCE

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Appendix</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 September 2018</td>
<td>Invitation to Give Evidence at Public Hearing – Inquiry into indicators of, and impacts of, Regional Inequality of Australia</td>
<td>1</td>
</tr>
<tr>
<td>2 November 2019</td>
<td>Email Invitation to attend Local Government Association of Queensland (LGAQ) ROC Assembly 6-7 February 2019</td>
<td>2</td>
</tr>
</tbody>
</table>

Motion: That the inwards correspondence be received.
5. OUTWARDS CORRESPONDENCE

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Appendix</th>
</tr>
</thead>
<tbody>
<tr>
<td>14 August 2018</td>
<td>LGAQ Motions Electronically Submitted:</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>- Bureau of Meteorology Impacted by Internet Service Providers' move to Wireless Frequency</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Feral Pigs – Managing the Threat</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Aged Care – Rural and Remote Communities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Flying Fox Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Rural Mental Health</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Mining Field Roads and Mining Leases</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Localities and Postcodes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Mobile Black Spot Programme</td>
<td></td>
</tr>
<tr>
<td>31 October 2018</td>
<td>Letter to Auditor-General of Queensland re Representations by Management of WQLGA for year ended 30 June 2018 and events subsequent to that date up to and including date of this letter</td>
<td>6</td>
</tr>
<tr>
<td>1 February 2019</td>
<td>Email to LGAQ ROC Assembly – Top 3 Priorities for WQLGA</td>
<td>7</td>
</tr>
</tbody>
</table>

Note – Additional correspondence in relation to the organisation of the WQLGA Conference has been circulated to members, sponsors and speakers.

Motion: That the outwards correspondence be confirmed.

6. ANNUAL STATEMENTS

Motion: That the audited Annual Financial Statements of the Western Queensland Local Government Association for the year ended 30 June 2018 be adopted.

7. ALLOWANCES AND FEES

7.1 Annual Membership Fees / Host Contribution

Motion: That the Association membership fees for 2019/2020 remain at $2,500 per member Council with the secretariat services to be at the discretion of the host Council.

8. ELECTION OF OFFICE BEARERS

The WQLGA Annual General Meeting was brought forward to April 2019 due to the upcoming Federal Election. The President, Cr Ed Warren would like to call for the election of office bearers, who will take up duty from 1 June 2019, to allow for the finalisation of his current term and completion of Conference financial commitments, etc.

8.1 President

Call for nominations for President

Motion: That <insert name> be appointed as the President of the WQLGA for the 2019-2020 year.

Motion: That the location of the Office of the Association be as per the office of the President.
8.2 **Senior Vice President**

Call for nominations for Senior Vice President

**Motion:** That <insert name> be appointed as the Senior Vice President of the WQLGA for the 2019-2020 year.

---

8.3 **Junior Vice President**

Call for nominations for Junior Vice President

**Motion:** That <insert name> be appointed as the Junior Vice President of the WQLGA for the 2019-2020 year.

---

8.4 **Secretary/Treasurer**

Call for nominations for Secretary/Treasurer

**Motion:** That <insert name> be appointed as the Secretary/Treasurer of the WQLGA for the 2019-2020 year.

---

8.5 **Associate Representative**

Call for nominations for Association Representative.

**Motion:** That <insert name> be appointed as the Association Representative of the WQLGA for the 2019-2020 year.

---

8.6 **Auditor**

**Motion:** That the Queensland Audit Office (QAO) be appointed as Auditor of the WQLGA for 2019-2020 financial year.
### 9.1 Rural Students Conveyance Allowance

<table>
<thead>
<tr>
<th>Motion Title:</th>
<th>Rural Students Conveyance Allowance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motion:</strong></td>
<td>That the Western Queensland Local Government Association lobbies the Minister for Transport and Main Roads to review the calculation methodology for the conveyance allowance to be applied from the home and not property boundary.</td>
</tr>
<tr>
<td><strong>Background:</strong></td>
<td>The Isolated Children’s Parents’ Association QLD Inc, (ICPA QLD) advocates for equitable access to quality educational opportunities for children in rural and remote areas. ICPA QLD represents forty-six branches, comprising over 1200 families throughout rural Queensland. ICPA QLD is a voluntary apolitical parent organisation and is the only community-based parent group with interests in all sectors and levels of education – state schools, independent, church or boarding schools, early childhood and care through to tertiary education and all methods used to facilitate access to that education. There are many issues facing rural families who are attempting to access the conveyance allowance, and this is one of the most important. ICPA QLD is aware of one family, as an example, who have been driving 32 kilometres every school day as part of the school drop off and pick up. For the entire primary school life of the children, no conveyance allowance has been received. This has been due to the fact that the bus stop is on the family property so currently renders the family ineligible for conveyance allowance. To further strengthen the need to reassess, another example is the case where one family put a shortcut road in on the family property for ease of access to the nearest town. This was not a gazetted road, rather a practical route of convenience. What this meant was that the families conveyance allowance was then changed to be calculated from that turn off instead of the gazetted road turn-off (property entrance). On 2 separate occasions (2 different years) the Department sent a representative to check application details to make sure the family was not getting paid for the distance from their entrance but the shortcut road. These checks would have cost possibly more than was collected in conveyance allowance for the year. The lost conveyance allowance for the family was 25 km/day, which became unpaid travel one way (50kms every school day). To allow for this type of situation that may occur for rural and remote families, and to make the conveyance allowance a fairer system for families where travel is solely on their property, the Department of Transport could utilise a combination of The Australian Statistical Geography Standard (ASGS) Remoteness Structure Map and other ‘isolated’ indicators as a guide determining and establishing new eligibility criteria.</td>
</tr>
<tr>
<td>What are the impacts (positive or negative) on Local Government?</td>
<td>Councils are representing their community which is the primary function of Local Government. Rural residents are disadvantaged due to existing government policies.</td>
</tr>
<tr>
<td>What is the desired outcome sought?</td>
<td>That the Western Queensland Local Government Association lobbies the Minister for Transport and Main Roads to review the calculation methodology for the conveyance allowance to be applied from the home and not property boundary.</td>
</tr>
</tbody>
</table>
Distance Eligibility for Secondary Students travelling on School Buses

**Blackall-Tambo Regional Council**

**Motion Title:** Distance Eligibility for Secondary Students travelling on School Buses

**Motion:** That the Western Queensland Local Government Association lobbies the Minister for Transport and Main Roads to amend current regulations to provide the same assistance to secondary school students travelling on government subsidised buses as currently provided to state school students.

**Background:**
The Isolated Children’s Parents Association QLD Inc. (ICPA QLD) advocated for equitable access to quality education opportunities for children in rural and remote areas. ICPA QLD represents forty-six branches, comprising over 1200 families throughout rural Queensland.

ICPA QLD is a voluntary apolitical parent organisation and is the only community based parent group with interests in all sectors and levels of education – state schools, independent, church or boarding schools, early childhood and care through to tertiary education and all methods used to facilitate access to that education.

Students living in Rural and Remote Australia face many challenges in order to obtain their education. The impact of year 7 being moved into Secondary School has seriously affected rural and remote school bus services. A student as young as 11 years who is in year 7 is deemed ineligible to travel on the school bus as the family lives more than 3.2km but less than 4.8km from the nearest State School.

The discrepancy between Primary and Secondary distance criteria not only has a significant impact on the student in year 7 and his/her family but also all the families that access the school bus in rural and remote areas due to the school bus not being able to meet the required minimum number since the student is now in Secondary school and doesn’t live the required distance from the nearest school.

ICPA QLD are aware that students are legally permitted to pay for access to a bus run (spare seats pending), however in the event of a bus run closing, this student (who also relies on the service) is not taken into consideration when discussing numbers. A ‘verbal agreement’ that these students will be taken into consideration is not acceptable. There is a duty of care to be given to these secondary students when considering conditions such as high summer temperatures (averaging ___ degrees at 3pm in 2017) when walking home on remote highways and heavy vehicle traffic, such as road trains, that also access these rural and remote roads, often with no side footpaths.

**What are the impacts (positive or negative) on Local Government?**
Councils are representing their community which is the primary function of Local Government. Rural residents are disadvantaged due to existing government policies.

**What is the desired outcome sought?**
That the Western Queensland Local Government Association lobbies the Minister for Transport and Main Roads to amend current regulations to provide the same assistance to secondary school students travelling on government subsidised buses as currently provided to state school students.
## 9.3 Restoration of Financial Assistance Grant to 1% of the Total Commonwealth Taxation Revenue

<table>
<thead>
<tr>
<th>Boulia Shire Council</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Motion Title:</strong></th>
<th><strong>Restoration of Financial Assistance Grant to 1% of the Total Commonwealth Taxation Revenue.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motion:</strong></td>
<td>That the Local Government Association of Queensland lobbies the Federal Government to restore Financial Assistance Grants (FAGs) funding to at least one percent of total Commonwealth taxation revenue.</td>
</tr>
<tr>
<td><strong>Background:</strong></td>
<td>Financial Assistance Grant's (FAGs) programme funding is provided under the <em>Local Government (Financial Assistance) Act 1995</em> (Cth) (the Act). The objectives of the Act (Section 3(2)) state that FAGs are provided for the purposes of improving:</td>
</tr>
<tr>
<td></td>
<td>a) the financial capacity of local governing bodies; and</td>
</tr>
<tr>
<td></td>
<td>b) the capacity of local governing bodies to provide their residents with an equitable level of services; and</td>
</tr>
<tr>
<td></td>
<td>c) the certainty of funding for local government bodies; and</td>
</tr>
<tr>
<td></td>
<td>d) the efficiency and effectiveness of local governing bodies; and</td>
</tr>
<tr>
<td></td>
<td>e) the provision by local governing bodies of services to Aboriginal and Torres Strait Islander communities.</td>
</tr>
<tr>
<td></td>
<td>FAGs are a critical source of funding for councils, but in relative terms, FAGs has declined by around 43 percent over the past 20 years and now amounts to only 0.55% (2018) of Commonwealth taxation revenue.</td>
</tr>
<tr>
<td></td>
<td>Recognising this situation is unsustainable, the Australian Local Government Association (ALGA) is launching a comprehensive national campaign to restore FAGs funding in the lead up to the next Federal Election. Rather than focus on issues associated with FAGs methodology, the campaign will focus a suite of resources on the need to restore FAGs funding to at least one percent of total Commonwealth taxation revenue, whilst preserving existing direct funding through partner programs such as Roads to Recovery.</td>
</tr>
<tr>
<td><strong>What are the impacts (positive or negative) on Local Government?</strong></td>
<td>A gradual but inevitable decline in local government’s ability to service their constituents and effectively manage aging infrastructure.</td>
</tr>
<tr>
<td><strong>What is the desired outcome sought?</strong></td>
<td>A clear position that can be supported by all local governments in achieving an appropriate untied share of Commonwealth taxation.</td>
</tr>
</tbody>
</table>
9.4 Encouraging Queensland State Government to undertake a review at an appropriate time in the future, of the Local Government Legislation reform post the Crime and Corruption Commission review.

<table>
<thead>
<tr>
<th>Motion Title:</th>
<th>Encouraging Queensland State Government to undertake a review at an appropriate time in the future, of the Local Government Legislation Reform post the Crime and Corruption Commission review.</th>
</tr>
</thead>
</table>
| Motion:       | That:  
|               | 1. The LGAQ monitors the impact on Councils’ decision-making processes as a result of the LGA amendments following the CCC Operating “Belcarra” and “Windage” recommendations and how these provisions may dilute the role of Councillor in contributing to the decision-making process.  
|               | 2. Dependent upon the feedback received by the LGAQ, it makes the appropriate submission to the State government to review the Local Government Act.  
|               | 3. The LGAQ seeks member feedback from member councils on the impacts of amendments prior to the elections due in March 2020. |
| Background:   | Details. The Crime and Corruption Commission (CCC) has produced two recent reports into the activities of local government, namely:  
|               | 1. The “Belcarra Report” into electoral practices following the 2016 Council elections  
|               | a. The CCC found widespread non-compliance with legislative obligations relating to local government elections and political donations.  
|               | b. The CCC made 31 recommendations, many of which related to the conduct of elections. However, some recommendations related to the role and function of a Councillor and resulted in amendments to the Local Government Act 2009 (LGA) particularly provisions regarding:  
|               | i. conflicts of interest, real or perceived;  
|               | ii. whether a Councillor should remove themselves from the room whilst a matter was discussed – and its recording;  
|               | iii. that it be ‘an offence to influence or attempt to influence any decision by a Councillor or employee’; and  
|               | iv. the establishment of an “Office of the Independent Assessor”.  
|               | 2. The report (Operation Windage) into allegations of corrupt conduct in Ipswich City Council:  
|               | a. Resulted in 15 people being charged with criminal offences;  
|               | b. Identified significant governance failures and cultural issues;  
|               | c. Required Councils to consider the operation of ‘Controlled entities’; and  
<p>|               | d. Introduced a policy prohibiting the use of private email addresses by Councillors and employees. |</p>
<table>
<thead>
<tr>
<th>What are the impacts (positive or negative) on Local Government?</th>
</tr>
</thead>
<tbody>
<tr>
<td>The CCC reports identified major issues in Local Government. Central Highlands Regional Council (CHRC) fully supports the need to ensure that integrity, accountability and transparency are fundamental to the good governance structure of a local government. Local government as a level of government has been tarnished and CHRC supports amendments that address the matters raised and assists in rebuilding public confidence in local government.</td>
</tr>
<tr>
<td>Council notes that the LGA clearly states that a Councillor has the statutory responsibility in “representing the current and future interests of residents and participate in council meetings, policy development and decision making for the benefit of the area.”</td>
</tr>
<tr>
<td>Council is of the view that prior to the amendments the legislative responsibilities of Councillors were appropriate. However, the CCC reports clearly show that some persons would “ignore or bend requirements”. Unfortunately, the actions of a few impact the whole.</td>
</tr>
<tr>
<td>Council considers the LGA amendments relating to “conflicts of interest” and it now being an “offence to influence or attempt to influence a Councillor or employee” have resulted in a level of ambiguity in the matter in which a Councillor discharges their statutory duties and Council is concerned some of the provisions may have the unintended consequences of diluting the core role of a Councillor.</td>
</tr>
<tr>
<td>Councils have varied decision making models and consider these amendments may negatively impact them. In the case of CHRC Council’s “committee system” committees, which do not comprise all Councillors, have the delegated authority to make decisions. Non-committee members feel constrained in having input into the decision-making process because of the ‘offence to influence’ provisions, even when they do not have a conflict of interest in a matter. A simplistic response might be to review our committee model, but this would have unintended impacts on other aspects of the decision-making process.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What is the desired outcome sought?</th>
</tr>
</thead>
<tbody>
<tr>
<td>In summary CHRC understands and accepts the reason for the LGA amendments but is concerned that unintended consequences, as stated above, have not been identified. CHRC understands that the LGA is the subject of systematic legislative review but considers it appropriate to review these particular provisions in a given period, but prior to the 2020 elections, after the full consequence and effect of the amendments and their impact on the statutory role of a Councillor have become evident.</td>
</tr>
</tbody>
</table>
**Motion Title:** Aged Care – Rural Communities

**Motion:** That the Western Queensland Local Government Association engage with the Federal Government / LGAQ to collaboratively develop relevant models of aged care for rural and remote communities.

**Background:**
It is important for service providers to collaborate to innovatively develop models of care that will work in rural and remote areas and to advocate on behalf of aged people to the Federal Government to consider these so that:
- Financial and efficient services can be provided to clients
- They receive equitable care and choices where possible
- The challenges they face are reduced, thereby relieving stress
- Transport issues are reduced
- Accessibility to specialists is increased

Australia has an ageing population (15% in 2016 were 65 years or older) and by 2055 this proportion will increase to 22.9%. This presents many challenges. It increases demand for primary health, aged care services and long-term care, requires a larger and better-trained workforce, and intensifies the need for environments and infrastructure to be age-friendly. It also has implications for the nature and quality of services and will affect economic output and governments’ budget.

When it is time for someone to move into residential aged care, the Australian Government subsidises aged care homes, with people contributing to the cost of their care if they can afford to. Access to residential aged care in remote and very remote communities is extremely limited.

Private providers are not found in locations that operate on marginally sustainable business models such as those facilities that operate in remote and very remote communities. The concept of consumer choice is thus more constrained as you progress into more remote locations, and data strongly suggest that as people in these communities age, they have to move to regional locations where they are able to access better health and aged care services. In doing so, these people are removed from family and familiar surrounding causing extreme stress.

Based in the Accessibility/Remoteness Index of Australia (ARIA), different models of care will be required for the various geographical segments, so a coordinated approach will be required to change the current system that many appear to find inequitable.

**What are the impacts (positive or negative) on Local Government?**
Without appropriate funding models or service provision that attracts providers to deliver aged care services in regional and remote communities, local governments are, in some cases, filling the gap of service provision in regional and remote communities. Therefore, the requisite allied support is often under-resourced in this instance and presents a problematic challenge for community members accessing transport, health and home care services for example.
| What is the desired outcome sought? | All levels of government work collaboratively to develop relevant, tailored and locally responsive models of aged care for regional and remote communities. These models should be flexible and innovative to not only attract but ensure longevity for service providers to deliver the required aging-in-place outcomes for regional and remote communities. |
9.6 Federal Funding for Aviation Security

Central Highlands Regional Council

Motion Title: Federal Funding for Aviation Security

Motion:
That the Australian Local Government Association advocates to the Minister of Home affairs that it is appropriate that any new regulatory security requirements imposed by the Federal Government on regional airports that result in significant cost increases should be offset with funding assistance opportunities to ensure regional communities are not further disadvantaged.

Background:
- In 2018 the Office of Transport Security (now part of the Department of Home Affairs) notified airports of additional security requirements to be implemented by 31/12/2020.
- A grant was included in the 2018-2019 Federal budget to assist airports in purchasing some of the new equipment (such as body scanners) needed at some airports.
- Typically, the cost of screening machines as part of delivering the federally required security requirements makes up around only 5% of the annual cost of complying with security requirements. Other costs include manpower, administration, changes to building and infrastructure, additional floor space consumed that in small terminals must be recreated elsewhere, new expensive maintenance regimes etc.
- The Federal grant is clearly inadequate.
- Security at airports are in place to keep the national aviation system safe. Likely terrorist targets are not small prop aircraft with minimal people on board being used as a weapon against an indistinct regional or rural town building. Risk based evidence shows that terrorists want to cause mass panic by hitting well-known and visible ground targets or cause mass loss of life on high capacity jets between capital cities. As such regional communities carry the cost of keeping the national aviation system safe. Regional communities unfortunately do not have high enough travel numbers to defray the costs imposed.
- The benefits to aviation is national. An adverse event will impact the national economy, local and international tourism sectors amongst others. The Australian Government impose ever increasing security regimes on regional airports because of the national obligations Australia has as a contracting state to the Chicago Convention. As such, aviation security is then a public good and a national responsibility.
- Aviation security is no different to national security, the Australian Federal Police or Defence Force. As a national benefit and a national public good, the cost must be carried federally.
- Money to pay for the Federal shortfall in funding must either be collected from passengers or from rate payers.

What are the impacts (positive or negative) on Local Government?
The cost of having to provide increased security provisions which is an impost on small regional airports where passenger travel from the regional airport port is to the larger city Ports. Cost of screening passengers to larger city ports has a significant impact on the Local Governments who own and operate regional airports. A regional airport’s ability to adequately recover costs for increased passenger security screening is limited to then pass on actual costs to travelling passengers, which translates into increased air travel costs for regional passengers.
<table>
<thead>
<tr>
<th><strong>What is the desired outcome sought?</strong></th>
<th>Recognition of the impost of passenger security screening costs on small to medium regional airports, and that increased funding pools be provided to local government operated regional airports to assist with the imposed federal aviation security provisions.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The ongoing whole of life costs associated with security equipment, on going maintenance and staff training contributes to the operator’s costs. Where a regional airport is unable to operate at reasonable profit levels, the costs associated with security requirements must be funded through other revenue streams of the local government, i.e. ratepayers.</strong></td>
<td></td>
</tr>
</tbody>
</table>
## Funding for Plant and Animal Pest Management for Communities affected by Drought and Flood

### Motion Title:
Funding for Plant and Animal Pest Management for Communities affected by Drought and Flood

### Motion:
That the Australian Local Government Association seek to have the Federal Government provide further funding opportunities to Local Government areas affected by drought and or flood for pest animal and plant management.

### Background:
Local Governments are responsible for the management of pest plant and animal species present in their area. Whilst each Local Government makes every attempt to manage this requirement through allocated budgets the problem of control and management of the pest problems is greatly impacted throughout the different areas due to conditions experienced during extreme weather events.

As Local Governments make every attempt to meet the legislative requirements to manage the pest problems extreme weather events such as drought or flood influence the effectiveness of all efforts to combat pest animal and plant presence.

At present there are a total of 23 councils and five (5) part council areas drought-declared representing 58.1% of the land area of QLD.

Invasive plants and animals’ impact on the lives of all Queenslanders, costing QLD over $600 million annually in lost production and in control costs (Department of Agriculture and Fisheries 2018 Feral Pest initiative).

### What are the impacts (positive or negative) on Local Government?

During these extreme weather events the effectiveness of pest management strategies is greatly affected due to the way herbicides and pesticides can be applied. For instance, application of herbicidal chemical with a wetting agent results in evaporation of the chemical due to extreme heat, additionally wind can greatly affect the application by causing severe over spray or zero application results.

Flooding results in absolute dilution of any applied chemical and further results in the further spread of pest plants throughout the regions resulting in further dispersal and greater needs for more control. All these factors result in great financial burdens on Local Governments in their efforts to control pest animal and plant management.

Drought conditions result in higher levels of predation to natural resources and landholders throughout the Local Government controlled areas due to pest animals’ species. The higher level of predation on the sheep and beef industries throughout Local Government areas impacts on local businesses due to loss of jobs and lower incomes due to lack of primary production.

Providing more funding opportunities to Local Government areas and opportunities to landholders to access the funding, would help to tackle pest animal and plant strategies to greater achieve pest management and aid in the eradication of this nationwide problem faced by farmers and Local Governments alike.
Providing stakeholders with adequate funding opportunities promotes better control strategies and can provide the opportunity for employment growth to the industries focused on pest management and reliant on the outcome of greater pest control.

Greater funding provides opportunity for better control strategies and management plans. Resulting in more effective control measures and activities to combat invasive pest species. Influencing employment growth and helping to rejuvenate affected areas impacted on by drought and or flood.

| What is the desired outcome sought? | All levels of government work collaboratively to develop relevant, tailored and locally responsive models of aged care for regional and remote communities. These models should be flexible and innovative to not only attract but ensure longevity for service providers to deliver the required aging-in-place outcomes for regional and remote communities. |
### 9.8 Financial Stability of Rural and Remote Councils

#### Motion Title:
Financial Stability of Rural and Remote Councils

#### Motion:
That the WQLGA request a meeting with the Minister for Local Government to make him aware of the financial vulnerability of rural and remote Councils as set out in the AEC Report (August 2018).

Further that the WQLGA seek the Minister's support in having the Queensland Grants Commission undertake an evaluation of its grants distribution to ascertain if its methodology is enabling rural and remote councils to provide services at a standard not lower than the average standard of Local Governments in the state.

#### Background:
Given the critical financial position of rural and remote councils as stated in the AEC Report, titled: Assessment of the Financial Vulnerability of Rural and Remote Queensland Councils (August 2018) it is crucial that the distribution of the Financial Assistance Grants is achieving what it is supposed to, namely “that all local governments are able to function at a standard not lower than the average standard of local governments of the State”.

A question to the Queensland Grants Commission at a recent briefing in Hughenden identified that the Grants Commission does not know what the average standard in the State is. That is the Commission has no idea if the current distribution is working to address the significant difference in the level of Local Government services offered in the Bush compared to the major urban cities. In other words the commission has no KPI’s established to indicate the success of their modelling.

#### What are the impacts (positive or negative) on Local Government?
Continued severe financial vulnerability of rural and remote Councils in the North West, Central West and South West.

#### What is the desired outcome sought?
That the financial vulnerability of rural and remote councils is brought to the Minister’s attention and also to ensure that the Financial Assistance Grants play an important role in reducing the difference in the service standard levels between the Bush and the City.
<table>
<thead>
<tr>
<th>Motion Title:</th>
<th>Invasive Weed Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion:</td>
<td>That the Western Queensland Local Government Association lobbies State and Federal Governments for funding to control and minimise the negative impacts of invasive weeds following the recent North and Far North Queensland Monsoon Trough 25 January to 14 February 2019.</td>
</tr>
<tr>
<td>Background:</td>
<td>With the severe flooding and ground soaking during the monsoon trough episode there will be a large percentage of viable seed that will germinate, requiring an extreme effort to eradicate these weeds.</td>
</tr>
<tr>
<td></td>
<td>The science and best practice currently available indicates that early strategic action on invasive weed control could potentially lead to lesser inputs than if left until later.</td>
</tr>
<tr>
<td></td>
<td>Now more than ever is a time to strive for increased agricultural productivity in a Prickly Acacia and Weeds of National Significance free landscape</td>
</tr>
<tr>
<td>What are the impacts (positive or negative) on Local Government?</td>
<td>Prickly Acacia and Weeds of National Significance infestation in the Flinders and surrounding Shires</td>
</tr>
<tr>
<td>What is the desired outcome sought?</td>
<td>Funding to control the infestation into the future</td>
</tr>
</tbody>
</table>
Motion Title: Great Artesian Basin Infrastructure Investment Program

Motion:
That the Western Queensland Local Government Association request that the State and Commonwealth Governments act to get a comprehensive funding arrangement in place prior to the looming sunset clause for all bores to be capped and piped by 2027.

Background:
The plan requires all artesian bores to be fitted with watertight delivery systems by September 2027.

It is estimated that there is at least 160 uncontrolled bores and 5,500 km of bore drains remaining in Queensland, considering that with the rising pressure more will commence to flow again.

It should be essential that pipes be installed alongside tanks and troughs.

It is disappointing that for the last 2 years there has been very few bores capped and piped. Last year six applications were approved but only 4 were completed.

What are the impacts (positive or negative) on Local Government?
All Shires in Western Queensland rely on the GAB and with pressure build up in a lot of areas the scheme needs to be completed ensuring sufficient water supply for infrastructure expansion.

What is the desired outcome sought?
All bores in the Great Artesian Basin controlled.
9.11 Federal Assistance Grant payments for Rural and Remote Councils

<table>
<thead>
<tr>
<th>Motion Title: Federal Assistance Grant Payments for Rural and Remote Councils</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion: That WQLGA lobbies the Federal Government to progressively provide an increased portion of Federal Assistance Grants to Rural and Remote Councils which are financially unsustainable.</td>
</tr>
<tr>
<td>Background: Over recent years Councils have been faced with significant variability in funding which has made it difficult for them to undertake meaningful long term planning. There has also been a range of significant cost increases resulting from a number of factors including the devolution of responsibilities from the State and Federal Government to Local Government. Councils have also been required to deal with ever increasing compliance obligations imposed by other levels of Government which has also increased costs.</td>
</tr>
<tr>
<td>What are the impacts (positive or negative) on Local Government? Rural and Remote Councils in Queensland are under increasing pressure due to being financially unsustainable. These councils are unable to secure sufficient own source revenue to support their operations and will remain dependent of Federal and State grant funding. FAGs funding is currently shared amongst all Councils, including wealthy coastal and metropolitan councils with significant capacity to source their own revenue from rates or fees and charges.</td>
</tr>
<tr>
<td>What is the desired outcome sought? For the Commonwealth to review the current methodology for distribution of FAGs and increase the portion of FAGs being paid to unsustainable rural and remote councils.</td>
</tr>
</tbody>
</table>
## Longreach Regional Council

### Motion Title:
Consistency in the timing of Annual Payment of Financial Assistance Grants (FAGs).

### Motion:
That the Western Queensland Local Government Association lobbies the Federal Government to provide Councils with certainty about the timing of the Financial Assistance Grant payments so as not to distort Council financial statements.

### Background:
The Federal Government determines, from time to time and at its discretion, to make Financial Assistance Grant payments in advance of the period in which it would otherwise be due. For Councils where the Financial Assistance Grants are a significant portion of their operating revenue, inconsistencies with the timing of the payment of the Financial Assistance Grants to Councils has a significant impact on their operating result from year to year.

### What are the impacts (positive or negative) on Local Government?
The Queensland Audit Office acknowledges that revenue is recognised in the period in which it is received and that the practice by the Federal Government does have an influence on financial metrics.

Early payment has the effect of creating significant variability in operating positions from year to year, masking underlying financial performance. This makes it very difficult for councils to effectively utilise financial sustainability metrics to monitor performance. With increased emphasis on Local Government sustainability and reporting to Parliament on audit results, it is critically important that the payment of the Financial Assistance Grants is consistent, year to year.

### What is the desired outcome sought?
That the Financial Assistance Grants (FAGs) be paid at consistent/agreed times each year.
9.13  SES Funding

<table>
<thead>
<tr>
<th>Motion Title:</th>
<th>State Emergency Services (SES) Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion:</td>
<td>That the Western Queensland Local Government Association lobbies the State Government to take responsibility for fully funding the operations of the SES.</td>
</tr>
<tr>
<td>Background:</td>
<td>The present day SES is managed by the Queensland Fire and Emergency Service. Since the establishment of the SES by legislation, Local Governments have been expected to provide accommodation such as headquarters buildings, storage for equipment, vehicles, minor equipment and all ongoing costs including maintenance to fund the operations of the SES.</td>
</tr>
<tr>
<td>What are the impacts (positive or negative) on Local Government?</td>
<td>Councils are being asked to provide infrastructure and equipment at ever increasing costs with little or no increase in grants and subsidies. Under the Queensland Fire and Emergency Service’s (QFES) proposed Memorandum of Understanding (MOU), once again the ratepayer is left to fund the expanding gap for what is ultimately a State agency. The responsibilities placed on the SES continue to increase with State requirements for training, governance, Workplace Health &amp; Safety, and specialised equipment. For example, SES Units are expecting Local Governments to provide additional funding so they can operate effectively. This is unsustainable and an increased burden on ratepayers in each of our LGA’s.</td>
</tr>
<tr>
<td>What is the desired outcome sought?</td>
<td>The State Emergency Service is to be wholly funded by QFES to ensure the SES can operate effectively and to remove the responsibility of Local Governments to fund a State Agency.</td>
</tr>
</tbody>
</table>
## RADAR System in the North West Region of Queensland

<table>
<thead>
<tr>
<th><strong>Motion Title:</strong></th>
<th>RADAR System in the North West Region of Queensland</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motion:</strong></td>
<td>Richmond Shire Council would like to raise a motion for the Bureau of Meteorology to invest in setting up a RADAR system in the North West (NW) region. Currently there is a dead spot from Torrens Creek to Julia Creek, North to Croydon and South to Winton. In the recent floods nearly all the storms that hit Richmond did not show up on the RADAR at all.</td>
</tr>
<tr>
<td><strong>Background:</strong></td>
<td>Excerpt from the LDMG Minutes 6 February 2019&lt;br&gt;&lt;br&gt;Cr Fox commented on the inadequacy of the BOM site where the true state of the weather conditions are not being shown. &lt;br&gt;&lt;br&gt;Cr Wharton replied that the provision of radars north of Richmond would be beneficial in these circumstances and suggested that a submission to the State and Federal Governments for funding be prepared. &lt;br&gt;&lt;br&gt;RESOLUTION 20190206.2&lt;br&gt;It was moved Cr Patsy Fox, seconded Cr June Kuhl and carried that a submission be prepared to the State and Federal Governments for funding for the provision of two radars in the area north of Richmond.</td>
</tr>
<tr>
<td><strong>What are the impacts (positive or negative) on Local Government?</strong></td>
<td>Radar will be an important infrastructure project for the NW Region by providing maximum benefit to the community, particularly the region's primary producers who depend so much on accurate rainfall forecasts.</td>
</tr>
<tr>
<td><strong>What is the desired outcome sought?</strong></td>
<td>For the State or Federal Government to allocate funding for the provision of two radars in the area north of Richmond.</td>
</tr>
</tbody>
</table>
10. GENERAL BUSINESS

10.1 Venue of Next Annual General Meeting

**Motion:** That the 2020 Annual General Meeting be hosted by <insert Council>.

10.2 Vote of Thanks

11. CLOSE OF MEETING
MINUTES OF THE WESTERN QUEENSLAND LOCAL GOVERNMENT ASSOCIATION
ANNUAL GENERAL MEETING

HELD IN AT THE WESTERN GATEWAY MOTEL, 12 THERESA STREET, EMERALD
SATURDAY 19 MAY 2018
COMMENCING AT 9.05AM

ATTENDANCE
Councillor K Hayes (Chair) (Central Highlands Regional Council)

OFFICERS
S Mason (Secretary/Treasurer) and M Wills (Minute Secretary)

APOLOGIES
Moved: Diamantina Shire Council
Seconded: Barcoo Shire Council

Richmond Shire Council
McKinlay Shire Council
Mr Michael Parker, Chief Executive Officer Barcoo Shire Council
Ms Lynn Moore, Chief Executive Officer Boulia Shire Council
Mr Leon Love, Chief Executive Officer Diamantina Shire Council
Mr Chris Blanch, Chief Executive Officer Blackall–Tambo Regional Council
Cr Jarvis, Blackall–Tambo Regional Council
Mr Alister Rutherford, Director of Corporate and Community Services, Blackall–Tambo Regional Council
Mr Ian Bodill, Chief Executive Officer, Longreach Shire Council
Mr Alan Rayment, Chief Executive Officer, Winton Shire Council
Mr Graham King, Chief Executive Officer, Flinders Shire Council

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS
The President acknowledged the traditional owners of the land, past and present.

DECLARATION OF COUNCILLORS MATERIAL PERSONAL INTEREST AND ANY ITEMS OF BUSINESS
Nil

DECLARATION OF COUNCILLORS CONFLICT OF INTEREST AND ANY ITEMS OF BUSINESS
Nil

BUSINESS

1. CONFIRMATION OF MINUTES

Moved: Boulia Shire Council
Seconded: Flinders Shire Council

Resolution:
That the minutes of the 81st Annual Conference of the Western Queensland Local Government Association held at the Barcaldine Town Hall on 31 May 2017 be received.

Carried
2. PRESIDENT'S ANNUAL REPORT

Moved: Blackall–Tambo Regional Council  
Seconded: Barcoo Shire Council

Resolution:  
That the President’s Annual Report be received.  
Carried

3. SECRETARY/TREASURER’S ANNUAL REPORT

Moved: Boulia Shire Council  
Seconded: Winton Shire Council

Resolution:  
That the Secretary/Treasurer’s Report be received.  
Carried

4. INWARDS CORRESPONDENCE

Moved: Longreach Regional Council  
Seconded: Barcoo Shire Council

Resolution:  
Follow up required with the Australian Local Government Association with regards to Financial Assistance Grants motion Number # to Australian Local Government Association National General Assembly in June 2017.  
Carried

5. OUTWARDS CORRESPONDENCE

Moved: Diamantina Shire Council  
Seconded: Blackall–Tambo Regional Council

Resolution:  
That the outwards correspondence be confirmed.  
Carried

6. ANNUAL STATEMENTS

Moved: Boulia Shire Council  
Seconded: Blackall–Tambo Regional Council

Resolution:  
That the audited Annual Financial Statements of the Western Queensland Local Government Association for the year ended 30 June 2017 be adopted.  
Carried

7. ALLOWANCES AND FEES

7.1 Annual Membership Fees

Moved: Barcaldine Regional Council  
Seconded: Barcoo Shire Council

Resolution:  
That the Association membership fees for 2018 / 2019 be increased to $2,500 per member Council with the costs associated with secretariat services to be at the discretion of the host Council.  
Carried
Cr Chandler congratulated Cr Hayes on his term as president of the Western Queensland Local Government Association.

Cr Hayes paid tribute to Cr Gail Nixon, unwavering commitment to the WQLGA and supported this position to ensure that CHRC always remains a member of the WQLGA.

8. **ELECTION OF OFFICE BEARERS**

At this stage the President Cr. Kerry Hayes stepped down for the election of office bearers. Secretary Scott Mason called for nominations.

**8.1 President**

Call for nominations for President.

*Councillor Ed Warren*  
Nominated by Blackall-Tambo Regional Council  
Seconded by Barcoo Shire Council

As there were no further nominations, Cr Ed Warren was duly elected as President of the Association and occupied the Chair.

That the location of the Office of the Association be as per the office of the President.  
*Carried*

**8.2 Senior Vice President**

The Chair called for nominations for Senior Vice President

*Councillor John Wharton*  
Nominated by Boulia Shire Council  
Seconded by Flinders Shire Council

As there were no further nominations, Cr John Wharton was duly elected as Senior Vice President of the Association.  
*Carried*

**8.3 Junior Vice President**

Call for nominations for Junior Vice President

*Councillor Andrew Martin*  
Nominated by Barcoo Shire Council  
Seconded by Winton Shire Council

As there were no further nominations, Cr Andrew Martin was duly elected as Junior Vice President of the Association.  
*Carried*

**8.4 Secretary / Treasurer**

Call for nominations for Secretary/Treasurer

*Mr Ian Bodill*  
Nominated by Longreach Shire Council  
Seconded by Boulia Shire Council

As there were no further nominations, Mr Ian Bodill was duly elected as Secretary / Treasurer of the Association.  
*Carried*
8.5 Association Representative

Moved: Central Highlands Regional Council  Seconded: Blackall-Tambo Regional Council

The position of Association Representative for Western Queensland Local Government Association is not filled until a review is conducted of the constitution of the association. If this position is required, that it be filled at the discretion of the executive.

Carried

8.6 Auditor

Moved: Barcoo Shire Council  Seconded: Central Highlands Regional Council

Resolution:
That the Queensland Audit Office be appointed as Auditor of the WQLGA for 2017 / 2018 financial year.

Carried

9. RESOLUTIONS

9.1 Feral Pigs – Managing the Threat

Summary:
Feral pigs are found in all states and territories of Australia, particularly in association with wetlands and river systems. An estimate of the size of the nation’s feral pig population is difficult as numbers fluctuate widely in response to wet and dry periods, and availability of food and water. In warmer areas of Australia, feral pigs’ poor heat tolerance restricts their distribution to the vicinity of watercourses and floodplains. It will never be possible to eradicate feral pigs in Queensland with existing resources however with a concerted effort by all local governments, other agencies and the inclusiveness of the general public, management is possible.

Moved: Boulia Shire Council  Seconded: Blackall-Tambo Regional Council

Resolution:
That all councils support a paid bounty of $5 per pig snout and request that the State Government match the bounty to effectively decrease the population of feral pigs in Queensland.

Carried

9.2 Mobile Black Spot Programme

Summary:
Mobile Phone coverage is a major issue in regional and remote Australia, with over 10,000 sites nominated under the Mobile Black Spot Programme. These mobile black spots impact business and industry, road users and also impact access to services such as health, education and other critical Government services.
Communication is a basic necessity, and inadequate mobile phone coverage is therefore a significant issue, particularly for those living, working and travelling in regional and remote Australia. This should be prioritised to improve consistency of services, and close the gap for residents, businesses and visitors to these areas.

Moved: Central Highlands Regional Council  Seconded: Flinders Shire Council

Resolution:
That the Western Queensland Local Government Association lobby the Commonwealth Government for funding to be allocated to the Mobile Black Spot Programme.

Carried
9.3 Localities and Postcodes

Summary:
Post and parcel services in regional and remote Australia are a key area of concern and are critical for maintaining effective communication. Communication is a basic necessity, and misdirected post and parcels lead to frustration and costs for those living and working in these areas.

These issues impact broad sections of the community, including government, business and industry, particularly with respect to financial impacts associated with delays in payments and individual’s sense of connection with place and feelings of isolation.

Realignment of locality and postcode areas will assist in improving consistency of services for regional and remote areas.

Moved: Central Highlands Regional Council
Seconded: Boulia Shire Council

Resolution:
That the Western Queensland Local Government Association seek to influence the realignment of locality and postcodes in regional and remote areas to improve consistency and enhance communication by post and parcel delivery through reducing inefficiencies associated with misdirected mail services.

Carried

Moved: Barcoo Shire Council
Seconded: Boulia Shire Council

Resolution:
That the WQLGA calls on the Australian Government to permit postcode change, creation or reinstatement in limited circumstances, more so on the basis of community identity as opposed to mail routing efficiency.

In specific circumstances there are postcode anomalies which could be quite simply addressed through postcode change or reinstatement of a postcode:
- Barcoo - Yaraka
- Diamantina - Bedourie
- CHRC – Gemfields, Rubyvale, Sapphire, The Willows, Anakie
- Barcoo - Stonehenge

Carried

9.4 Mining Field Roads and Mining Leases

Summary:
Under current legislation, legal access, that is surveyed road, either existing, or new, is not a requirement for a mining lease. This situation has left the Gemfields area littered with mining leases, serviced via unsurveyed “tracks”, which pass through unallocated State land, and in some cases, freehold land, without owners consent. Further, there is no regard to the Cultural Heritage issues, or Native Title implications.

Moved: Central Highlands Regional Council
Seconded: Boulia Shire Council

Resolution:
That the Central West Local Government Association request that the relevant State Ministers (Mines and Natural Resources) work with member councils of the WQLGA to address deficiencies in current legislation that exacerbate the controlled development of mining activities in Western Queensland including for example impacts in Boulia, Barcoo Winton and Central Highlands (the Gemfields, mineral area).

Carried
9.5 Flying Fox Management

Summary:
The Queensland flying-fox management framework gives Local Government (LG) an as-of-right authority to disperse, remove or otherwise manage flying fox impacts in urban areas. To take action outside of the code of practice or outside an urban area an application is required to the Department of Environment and Heritage Protection for a flying-fox roost management permit.

Moved: Central Highlands Regional Council Seconded: Flinders Shire Council

Resolution:
That the Western Queensland Local Government Association lobby for a national and state unified and community-minded approach to the solution and management of Flying Foxes.

Carried

9.6 Rural Mental Health

Summary:
Approximately one third of Australia’s population lives in rural and remote Australia. Access and availability to services decreases with remoteness whilst affordability of living also decreases. The suicide rate is 1.7 times higher in remote and very remote areas compared to major cities.

Rural and remote communities face the challenges of: vast geographic area and isolation, economic downturn or low commodity process, natural disasters such as drought and flood and limited access to services.

Moved: Central Highlands Regional Council Seconded: Boulia Shire Council

Resolution:
That the Western Queensland Local Government Association advocate to the State Government and Primary Health Networks (PHN) to review the current mental health funding process and programs to align with more realistic and improved service delivery to rural and remote Australia.

Carried

9.7 Aged Care – Rural and Remote Communities

Summary:
Australia has an ageing population (15% in 2016 were 65 years or older) and by 2055 this proportion will increase to 22.9%. This presents many challenges and opportunities. It increases demand for primary health, aged care services and long-term care, requires a larger and better-trained workforce, and intensifies the need for environments and infrastructure to be age-friendly. It also has implications for the nature and quality of services and will affect economic output and governments’ budget.

It is important for service providers to collaborate to innovatively develop models of care that will work in rural and remote areas and to advocate on behalf of aged people to the Federal Government to consider these so that:

- Financial and efficient services can be provided to clients
- They receive equitable care and choices where possible
- The challenges they face are reduced, thereby relieving stress
- Transport issues are reduced
- Accessibility to specialists is increased
Moved: Central Highlands Regional Council  Seconded: Barcoo Regional Council

Resolution:
The Western Queensland Local Government Association engage with the Federal Government / Local Government Association of Queensland to collaboratively develop relevant models of aged care for rural and remote communities.

Carried

LATE MOTIONS

9.8 Citrus Canker - A concerted effort to eliminate the threat of disease of Citrus Canker from the horticultural industry.

Summary
The Australian Government Department of Agriculture and Fisheries has issued a Movement Control Order (MCO) Notice (website) for the exotic disease citrus canker and its carriers after a recent canker detection was reported in the Northern Territory. The MCO commenced on 24 April 2018 and will stay in effect for three months unless revoked earlier.

Moved: Central Highlands Regional Council  Seconded: Diamantina Shire Council

Resolution:
The Western Queensland Local Government Association calls on the Federal and State Governments to act expeditiously in all things necessary (for example, issuing orders for the destruction of affected trees and disinfection of plant and equipment) to eliminate the risk of the spread of the disease.

Carried

9.9 Bureau of Meteorology impacted by internet service providers’ move to wireless frequency

Summary
The Bureau of Meteorology has warned that changes to the radio frequency it operates on, the 5.6GHz band, could cause problems with its radar system's range, resolution, and measurement accuracy.

The new 5G mobile network needs a frequency band to operate on, and the Federal Government is planning to auction off parts of the 3.6GHz band for it in October. But already using that band are a number of wireless internet service providers, which need a new home.

Moved: Central Highlands Regional Council  Seconded: Boulia Shire Council

Resolution:
The Western Queensland Local Government Association calls on the Federal and State Governments to ensure that the Bureau of Meteorology's (BOM) ability to accurately measure the weather is not adversely affected by plans to retail spectrum capacity to prospective wireless internet service providers onto its radar frequency.

Carried

9.10 Submission to Senate Inquiry  Indicators of and Impact of Regional inequality in Australia

Summary
Central Highlands Regional Council received an invitation to make a submission to the Senate Economics References Committee on the Inquiry into the indicators of and impact of regional inequality in Australia.
Moved: Central Highlands Regional Council  Seconded: Boulia Shire Council

Resolution:
That the Western Queensland Local Government Association prepare a submission for the Senate Inquiry into indicators of and impacts of regional inequality in Australia which collectively includes inequality issues that are faced by the member Councils.

Carried

9.11  Last Mile

Summary
‘Last Mile’ transport network deficiencies cause freight logistics inefficiency. While seamless transportation is sought for produce from and goods into regional and remote Queensland, focus needs to be upon the elimination last mile bottlenecks of greatest benefit first.

Moved: Boulia Shire Council  Seconded: Central Highlands Regional Council

Resolution:
That the Western Queensland Local Government Association collaborate with the Australian Government and Queensland State Government to identify priority freight transport infrastructure investments that eliminate bottlenecks caused by last mile network deficiencies. Further, that the WQLGA participate in and share the costs associated with the preparation of a business case for identified projects.

Carried

10.  GENERAL BUSINESS

10.1  Venue of Next Annual General Meeting

Moved: Barcoo Shire Council  Seconded: Boulia Shire Council

Resolution:
That the 2019 Annual General Meeting be hosted by Longreach Regional Council.

Carried

It was noted That Richmond Shire Council expressed and interest to holding the WQLGA 2020 Annual Conference / Annual General Meeting.

10.2

Moved: Flinders Shire Council  Seconded: Boulia Shire Council

Resolution
That the Western Queensland Local Government Association calls on the Department of Natural Resources, Mines and Energy to provide clarification regarding the requirement of travelling stock permit holders to provide evidence of biosecurity risk management / status when utilizing the stock route network. The Association is concerned about consistency and makes this decision on the basis that it is a requirement for lease and land owners to hold a biosecurity management plan.

Carried
10.2 Vote of Thanks

Councillor Ed Warren thanked Councillor Kerry Hayes, Mr Scott Mason and Mrs Marnie Wills of Central Highlands Regional Council and Mrs Kylie Hawkins from Central Highlands Development Corporation for hosting the Annual Conference and Annual General Meeting of the Association.

11. CLOSE OF MEETING

The Chair declared the meeting closed at 11.13am
Constitution

Name of Association

1. The name shall be “The Western Queensland Local Government Association” and herein after be referred to as “The Association”.

Office of Association

2. The office of the Association shall be in such place, as the delegates shall decide at the Annual General Meeting.

Objects of Association

3. The aim of the association shall be “to render every possible assistance to the Local Government bodies which are members of it by taking whatever action is deemed advisable and which will tend to the better administration and more economical working of the area concerned and the development of the Western Queensland Region”.

Inaugural Members

4. The Association shall, subject to the Clause 5 hereof, consist of the Council of Aramac, Barcaldine, Barcoo, Bauhinia, Belyando, Blackall, Boulia, Diamantina, Emerald, Flinders, Ilfracombe, Isisford, Jericho, Longreach, McKinlay, Tambo and Winton.

New Members

5. Any other council which desires to become a member of the association shall send in a request in writing, and such request shall be dealt with by delegates at the next Annual General Meeting, when a ballot shall be held. No application shall be granted unless it is approved by a majority of the member Councils represented.

Resignation

6. A council shall be permitted to resign from the Association at any time. Such resignation shall be in writing and addressed to the secretary and shall take effect when received by the secretary.

Representation

7. Each of the member Councils of the Association shall be entitled to send one delegate to each Ordinary Meeting of the Association and such delegate shall be a member or officer of the Council.

Each of the member Council of the Association shall be entitled to send two delegates to each Annual General Meeting of the Association and such delegates shall be members or officers of the council. Should any delegate not be able to attend a meeting he/she may appoint a substitute to represent him/her. Technical advisers may accompany delegates.

Voting Ordinary Meeting

8. At Ordinary Meetings each Council shall be entitled to one vote, however, should a council not be represented at any ordinary meeting it may, in writing appoint a proxy from another member Council for that meeting.

Voting Annual General Meeting

9. At Annual General Meetings each Member Council shall be entitled to two votes and should any delegate from a council be absent the remaining delegate shall be empowered to cast two votes on behalf of the council he/she represents.
Meeting Notices

10. All notices of meeting shall be sent to the Council concerned and not to the individual delegates.

Appointment of Delegates by Councils

11. Delegates to the Association shall be appointed by each Member Council, which shall be required to inform the Secretary of the Association the names of such delegates.

Quorum

12. A Quorum of a meeting of the association shall be when not less than one half of the Member Councils are represented.

Absence of Quorum

13. Should there be no Quorum at a meeting of the Association it shall be postponed to a time determined by the Executive.

Management

14. The control of the Association between meetings shall be vested in the Executive, which shall consist of President, Senior President and Junior President, all of whom shall be elected by the delegated at the Annual General meeting of the Association. Following the Election of President, nominations will be called for the position of Vice-President.

The nominee receiving the most votes at the subsequent ballot shall be elected as the Senior Vice-President and the nominee receiving the Second highest number of votes shall be declared elected as the Junior Vice-President.

If at any election two or more nominees receive the same number of votes the chairman will exercise the casting vote to determine the election.

The President, Senior Vice-President or Junior President of the Executive shall be deemed to have in writing or on advice from Council that he/she is no longer a delegate of that Council and the vacancy may be filled at any meeting of the Association in accordance with clause 11 hereof. A Secretary/Treasurer shall be paid a remuneration, which shall be reviewed at each Annual General Meeting and decided by resolution.

Emergent Meetings

15. The president may call a meeting of the association at any time considered necessary, subject to the approval of the Executive. The President shall call a meeting on receipt of a written request from any two of the member councils. Such request shall be called within three weeks of the receipt of the written request.

Chairman

16. The president shall take the chair at all meetings, conduct the business thereof and keep order. In the absence of the president, the Senior Vice-President or in the absence of the Senior Vice-President the Junior Vice-President shall take the chair, or failing them the delegates present shall appoint one of their numbers to conduct the business of that meeting.

Secretarial Work of the Association

17. The delegates shall be empowered to make whatever arrangements they may deem advisable for the taking of minutes and the carrying out of the secretarial work of the Association.
Finance

18. The financing of the Association shall be left in the hands of the delegates.

Membership Fees

19. The membership fee shall be such sum as the association shall decide at each Annual General Meeting and shall be paid by each Council within fourteen days of its membership. In all subsequent years the Membership Fee shall be paid prior to the Annual General Meeting.

Certain Resolutions to be approved by Members Councils

20. Any decision or recommendation of the Association, which affects the internal management of the Councils or proposes the combining of any Local Government areas for a common purpose, must first be approved by the Councils concerned before being acted upon.

Alteration or Amendment of Constitution

21. This constitution shall not be altered, added to, struck out or amended except at the Annual General Meeting or at a special Meeting called with the consent of the Executive for that purpose. A month’s notice of the proposed alteration must be given in writing by one or more of the Member Councils. Any such alteration shall not take effect unless carried by a two-third majority of the Councils representatives.

22. This constitution can be altered, added, struck out or amended by formulating a teleconference to resolve the issues.

Agenda Order of Business Meeting Notice

23. At all meetings the business dealt with shall be that contained on the agenda paper a copy of which must be sent to Council at least fourteen days prior to the holding of the meeting. Any other business except policy matters may be added to the agenda by the President with the permission of the Delegates attending.

Ordinary Meetings

24. The association shall meet once each calendar year at such place, as the delegates shall decide on a date to be fixed by the Association for the conducting of business, and it shall be competent for meetings to be held more often, should the delegates or Executive so decide.

Appointment of Committee

25. It shall be competent for delegates attending an Ordinary Meeting to appoint committees for the purpose of making investigations or obtaining information or for the better administration of the Association.

Procedure

26. The procedure of business at Ordinary Meetings shall be as follows: -

Opening of the meeting by President
Welcome by host Council
Apologies
Confirmation of Minutes:
Ordinary Meeting
Annual General Meeting
Special Meeting
Business Arising from the Minutes
Reports
Financial Statements
Correspondence
Reception of Notified Motions
Consideration of Notified Motions
General Business
Venue of Next meeting
Guest Speaker
Vote of thanks to Guest Speaker
Close of Meeting by President

Provided that it shall be competent for the Chairman in his discretion to accord precedence of any business.

**Annual General Meeting**

27. The Annual General Meeting shall be held in May, June, July in each year.

**Annual Reports**

28. At the Annual General Meeting the President shall present an Annual Report and the Secretary/Treasurer shall present an Annual Report.

**Procedure for Annual General Meetings**

29. The procedure of the Business at Annual General Meetings shall be as follows:-

- Opening of meeting by President
- Welcome by Host Council
- Official Opening of Meeting
- Apologies
- Confirmation of Minutes
- Resolutions
- Correspondence
- General Business
- President's Annual report
- Secretary/Treasurer's Annual Report
- Annual Membership Fees
- Remuneration of Secretary/Treasurer
- Remuneration of Typist
- Contribution to host Council
- Election
- President
- Senior Vice-President
- Junior Vice-President
- Secretary/Treasurer
- Association Representatives
- Appointment of Auditor
- Location of Office of the Association
- Amendments to Constitution
- Venue of Next Annual General Meeting
- Close of Meeting.

Provided that it shall be competent for the Chairman in his/her discretion to accord precedence to any business.

**Rules of Debate**

**Motions**

30. No discussion shall take place unless a motion is moved and seconded. The mover shall have the right of reply which will close the debate after all the other speakers have spoken.
**Speeches**

31. Delegates shall speak once only to any motion except by way of explanation and then only with the permission of the chair. Members in speaking must address their remarks to the chairman.

**Amendments**

32. When an amendment is made on any motion, no second amendment shall be taken until the first is disposed of. If that amendment is carried it shall then be put as the substantive motion, upon which a further amendment may be moved to the original motion, but only one amendment may be submitted for discussion at one time. It shall be competent for the chairman to receive a motion "That the question be now put".

**Time Limit**

33. A delegate bringing up business shall be limited to ten minutes and shall propose a motion for discussion. The mover of an amendment shall be limited to five minutes and all other speakers three minutes. An extension of time may be granted to any speaker by consent of the delegates.

**Casting Vote**

34. Upon every issue the Chairman shall have a vote and if the numbers are equally divided he/she shall have a casting vote.

**Method of Voting**

35. The method of voting shall be by a show of hands except when delegates shall decide for a division or a ballot.
THE SENATE

Economics References Committee

6 September 2018

Cr Kerry Hayes
President
Western Queensland Local Government Association

By email: wqlgo@chrc.qld.gov.au

Dear Cr Hayes

Invitation to give evidence at a public hearing
Inquiry into indicators of, and impacts of, regional inequality in Australia

On behalf of the Senate Economics References Committee, I confirm the committee’s invitation for you to attend the committee’s public hearing. The hearing is scheduled as follows:

Date: Wednesday, 29 August 2018
Time: 9.30am – 4.20pm
Location: McIndoe Function Centre
Opal Street, Emerald QLD

You are scheduled to appear from 2.30pm. It would be appreciated if you could arrive about 15 minutes earlier than the designated time. To assist with our arrangements, please confirm the names and designations of all witnesses appearing at the hearing if this information has not already been provided, and advise the secretariat of any changes as soon as possible. In addition, if persons attending the public hearing have any special requirements please contact the secretariat so that any necessary arrangements can be made.

Upon arrival, witnesses should introduce themselves to secretariat staff, who will assist with any requirements. At the beginning of your appearance the Chair will invite you to make a brief opening statement of approximately 5 minutes, in which you may wish to outline your main arguments, summarise your views or highlight the issues you would like to emphasise for the committee. The committee will then ask questions designed to clarify aspects of your submission, to seek information relevant to matters within its terms of reference and to allow you to amplify any points made in your submission or verbal presentation. If there are any documents you wish to provide to the committee relevant to the hearing, you should bring sufficient copies (7 copies) for all committee members and the secretariat.

Enclosed is a copy of the program, and the Hansard witness form (last page of this invitation). Please confirm your availability to give evidence at the public hearing and return the Hansard witness form for each person appearing to economics.sen@aph.gov.au by COB Monday, 27 August 2018.

PO Box 6100, Parliament House, Canberra ACT 2600

Tel: (02) 6277 3540 | Email: economics.sen@aph.gov.au | Website: www.aph.gov.au/senate_economics
Guidelines for witnesses appearing before Parliamentary Committees, and procedures to be observed by Senate Committees for the protection of witnesses can be found via the following links:

- Procedures to be observed by Senate Committees for the protection of witnesses
- Notes for guidance for witnesses appearing before Senate Committees
- Frequently asked questions for witnesses appearing before Senate committees

Please note that the hearing will be broadcast on the committee’s website: http://www.aph.gov.au/News_and_Events/Watch_Parliament

On behalf of the committee, thank you for your participation in the hearing process. If you require any further information please contact the secretariat on 02 6277 3540.

Yours sincerely

Mr Mark Fitt
Committee Secretary
Hi Grace,

I wish to advise that Cr Ed Warren, Mayor, Longreach Regional Council is the President of the Western Queensland Local Government Association for the current period.

Cr Warren is interested in attending the above event and asked if you would mind including him in future updates once you have more information. I will block out these dates in his calendar as well.

The WQLGA has also been set up with its own email address to assist with future correspondence going to whoever takes on the role from year to year to keep a consistent contact. This email address is admin@wqlga.asn.au

Many thanks,

Regards,

Lorena Newton
Governance Executive Officer
Longreach Regional Council
P 07 4658 4113 | F 07 4658 4116
PO Box 144 | Ilfracombe | Qld 4727
E ceo.assist@longreach.qld.gov.au
W www.longreach.qld.gov.au
Agenda - General Council Meeting - 16 April 2019

Bob Owen <bob@carpentaria.qld.gov.au>; Scott Mason <SMason@charterstowers.qld.gov.au>; Kerry Hayes <mayor@charterstowers.qld.gov.au>; Helen J. Dixon <HJ Dixon@charterstowers.qld.gov.au>; Liz Schmidt@charterstowers.qld.gov.au; mayorcurrans@gympie.qld.gov.au; Anne Baker <anne.baker@isaac.qld.gov.au>; Pam@qmc.qld.gov.au; paulantonio@tr.qld.gov.au; Jennifer Hill <jennifer.hill@townsville.qld.gov.au>; lordmayor@brisbane.qld.gov.au; Vonda Malone <Vonda_Malone@torres.qld.gov.au>; pscott@cook.qld.gov.au

Cc: Kathy Elliott <kathy.elliott@balonne.qld.gov.au>; alison@barc.qld.gov.au; Simone Talbot <Simone_Talbot@lgaq.asn.au>; Craig Johnstone <craig_johnstone@lgaq.asn.au>; Luke Hannan <Luke_Hannan@lgaq.asn.au>; Tony Goode <Tony_Goode@lgaq.asn.au>; Stephan Bohnen <Stephan_Bohnen@lgaq.asn.au>; Greg Hallam <Greg_Hallam@lgaq.asn.au>; Mark Jamieson@sunshinecoast.qld.gov.au; Craig Matheson <craig.matheson@sunshinecoast.qld.gov.au>; ea@carpentaria.qld.gov.au; Kristine Love <klove@charterstowers.qld.gov.au>; Marnie Wills <MWills@charterstowers.qld.gov.au>; Jenny M. Brown <JBrown@charterstowers.qld.gov.au>; Angela Dunkley <Angela_Dunkley@gympie.qld.gov.au>; tricia.hughes@isaac.qld.gov.au; colleeni@msc.qld.gov.au; Melissa Zenke <Melissa.Zenke@tr.qld.gov.au>; julie.coats@townsville.qld.gov.au; Melissa.Rosemond@townsville.qld.gov.au; Natasha Ria <Natasha.Ria@brisbane.qld.gov.au>

Subject: DATE CLAIMER: LGAQ ROC ASSEMBLY 6-7 FEBRUARY 2019

Dear ROC Chairs and CEOs/Executive Officers,

I am pleased to advise that we are now proposing to hold 2019 LGAQ ROC Assembly on Thursday 7 February 2019, with a field trip on Wednesday 6 February 2019.

The LGAQ President, Mayor Mark Jamieson has kindly offered to host the ROC Assembly in his region, the Sunshine Coast.

We look forward to being able to offer you an exciting program which is expected to comprise of:

- A field trip on Wednesday 6 February showcasing the highlights of the Sunshine Coast, including the Sunshine Coast Airport Expansion, the Sunshine Coast University Hospital and the Automated Underground Waste Collection system in the new Maroochydore CBD
- Dinner and networking opportunities
- The ROC Assembly on Thursday 7 February to share ideas around advocacy including the impending federal election

The Local Government Minister and Shadow Minister will also be invited to meet with you along with other relevant speakers.

Please let us know if you have any other suggestions for topics to discuss or speakers.

I sincerely hope all ROCs will be represented at this event and that you will be able to participate – please mark it in your calendar. As usual, the invitation is for two people per ROC (the Chair and Executive Officer).

I’d like to take this opportunity to thank you for your collaboration this year.

Kind Regards,

Sarah Buckler PSM | General Manager – Advocacy

P: 07 3000 2296

Local Government House | 25 Evelyn Street Newstead QLD 4006

PO Box 2230 Fortitude Valley BC QLD 4006
16 January 2019

Councillor Kerry Hayes
President
Western Queensland Local Government Association
C/- Central Highlands Regional Council
PO Box 21
EMERALD QLD 4720

Dear Councillor Hayes

Special Purpose Financial Statements—2017–18
- Western Queensland Local Government Association

The certified Special Purpose Financial Statements are enclosed. I have issued an unmodified opinion.

Consistent with all special purpose financial reports, I have included an emphasis of matter paragraph in my auditor’s report to highlight the use of the special purpose basis of accounting.

A copy of the certified statements has also been provided to the Minister for Local Government.

Yours sincerely

Carolyn Dougherty
Director

cc: Mr S Mason, Treasurer, Western Queensland Local Government Association
Enc.
The Western Queensland Local Government Association

Special Purpose Financial Statements

FOR THE YEAR ENDED 30 JUNE 2018
#### Special Purpose Financial Statements
For the year ended 30 June 2018

**Table of contents**

<table>
<thead>
<tr>
<th>Description</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement of Comprehensive Income</td>
<td>2</td>
</tr>
<tr>
<td>Statement of Financial Position</td>
<td>3</td>
</tr>
<tr>
<td>Statement of Changes in Equity</td>
<td>4</td>
</tr>
<tr>
<td>Statement of Cash Flows</td>
<td>5</td>
</tr>
<tr>
<td>Notes to the Financial Statements</td>
<td>6</td>
</tr>
<tr>
<td>Certificate of the Executive</td>
<td>8</td>
</tr>
<tr>
<td>Independent Auditor's Report</td>
<td>9</td>
</tr>
</tbody>
</table>
## STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2018

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>51,000</td>
<td>34,430</td>
</tr>
<tr>
<td>Membership</td>
<td>24,000</td>
<td>24,000</td>
</tr>
<tr>
<td>Registration</td>
<td>16,100</td>
<td>12,200</td>
</tr>
<tr>
<td>Interest</td>
<td>548</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>91,648</td>
<td>70,630</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit Fees</td>
<td>1,500</td>
<td>1,540</td>
</tr>
<tr>
<td>Accommodation Costs</td>
<td>270</td>
<td>820</td>
</tr>
<tr>
<td>Function Expenses</td>
<td>29,755</td>
<td>20,396</td>
</tr>
<tr>
<td>Catering and Meals</td>
<td>29,139</td>
<td>15,697</td>
</tr>
<tr>
<td>Annual Conference Expenses</td>
<td>3,960</td>
<td>3,600</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>64,624</td>
<td>42,053</td>
</tr>
<tr>
<td><strong>Net surplus (deficit)</strong></td>
<td>27,024</td>
<td>28,577</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Comprehensive Income</strong></td>
<td>27,024</td>
<td>28,577</td>
</tr>
</tbody>
</table>

The accompanying notes form part of these financial statements.
### STATEMENT OF FINANCIAL POSITION

**AS AT 30 JUNE 2018**

<table>
<thead>
<tr>
<th>Note</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>3</td>
<td>111,342</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>4</td>
<td>5,416</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td></td>
<td>115,758</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td>115,758</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td>115,758</td>
</tr>
</tbody>
</table>

Accumulated Surplus

The accompanying notes form part of these financial statements.
## STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2018

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accumulated Surplus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening balance at start of year</td>
<td>$88,734</td>
<td>$60,157</td>
</tr>
<tr>
<td>Net surplus (deficit) for the year</td>
<td>$27,024</td>
<td>$28,577</td>
</tr>
<tr>
<td>Closing balance as at year end</td>
<td>$115,758</td>
<td>$88,734</td>
</tr>
</tbody>
</table>

The accompanying notes form part of these financial statements.
The accompanying notes form part of these financial statements.
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018

1. Background
The Western Queensland Local Government Association was established to render assistance to the Local Government bodies which are members of it by taking whatever action is deemed advisable and which will tend to be the better administration and more economical working of the area concerned and the development of the Western Queensland Region.

2. Statement of Significant Accounting Policies
This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the association. The Executive has prepared these financial statements on the basis that the entity is a non-reporting entity because in the opinion of the Executive there are limited users of the financial report and the format adopted is suitable to meet the information needs of these users.

The special purpose financial report has been prepared in accordance with the recognition and measurement requirements of all applicable Australian Accounting Standards ("AASBs") and the disclosure requirements of the following Standards:
- AASB 101 Presentation of Financial Statements
- AASB 107 Statement of Cash Flows
- AASB 110 Events after the Reporting Period
- AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors
- AASB 1048 Interpretation and Application of Standards

No other applicable Accounting Standards, Australian Accounting Interpretation or other authoritative pronouncements of the Australian Accounting Standard Board have been applied.

The financial report has been prepared on an accruals basis and is based on historic costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following material accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

Income Tax
The association's Executive has determined its status as being income tax exempt.

Donations of Services
The association conducts its activities using voluntary services provided by Executive members. These donations of time do not give rise to a financial transaction and are therefore not reported in the income statement.

Revenue
Revenue is recognised as a receivable when it is probable that it will be received and the amount is known, otherwise the amount is recognised upon receipt.

Accounts Receivable
Accounts receivable are recognised at the nominal amounts, settlement is generally required within 30 days from the invoice date. Any amounts assessed as uncollectible are written off through the statement of comprehensive income.
The Western Queensland Local Government Association

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018 (continued)

Accounts Payable
Accounts payable are recognised upon receipt of the goods or services ordered and are measured at the agreed price. Amounts owing are unsecured and are generally settled on 30 day terms.

Rounding and comparatives
Amounts included in the financial statements have been rounded to the nearest $1.
Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

<table>
<thead>
<tr>
<th>3. Cash and cash equivalents</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash at bank</td>
<td>111,342</td>
<td>101,549</td>
</tr>
<tr>
<td>Investment account</td>
<td>75,411</td>
<td>101,549</td>
</tr>
<tr>
<td></td>
<td>35,931</td>
<td></td>
</tr>
</tbody>
</table>

| 4. Accounts receivable      | 4,416 | 2,630 |

| 5. Accounts payable         | -     | 15,445 |

<table>
<thead>
<tr>
<th>6. Reconciliation of Cash Flow from Operating Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Surplus (Deficit)</td>
</tr>
<tr>
<td>Decrease/(Increase) in accounts receivable</td>
</tr>
<tr>
<td>Increase/(decrease) in accounts payable</td>
</tr>
<tr>
<td>Net cash from operating activities</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7. Events after reporting period</th>
</tr>
</thead>
<tbody>
<tr>
<td>In the opinion of the executive, no events have occurred subsequent to year end requiring disclosure in the financial statements as at 30 June 2018.</td>
</tr>
</tbody>
</table>
Certificate of the Executive

The Executive has determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 2 to the financial statements.

In the opinion of the Executive the financial report as set out on pages 2 to 7:

1. Presents a true and fair view of the financial position of the Western Queensland Local Government Association as at 30 June 2018 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that the Western Queensland Local Government Association will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Executive and is signed for and on behalf of the Executive by:

President

Treasurer

Dated this 25th day of October 2018
INDEPENDENT AUDITOR’S REPORT

To the Executive and the Members of Western Queensland Local Government Association.

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Western Queensland Local Government Association.

In my opinion, the financial report:

a) gives a true and fair view of the entity’s financial position as at 30 June 2018, and its financial performance and cash flows for the year then ended

b) complies with the financial reporting requirements of the Western Queensland Local Government Association’s constitution and the financial reporting framework described in note 2.

The financial report comprises the statement of financial position as at 30 June 2018, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the certificate of the executive.

Basis for opinion

I conducted my audit in accordance with the Auditor-General of Queensland Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Report section of my report.

I am independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the Auditor-General of Queensland Auditing Standards.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to Note 2 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the financial reporting responsibilities of the Executive under the Western Queensland Local Government Association’s constitution. As a result, the financial report may not be suitable for another purpose. My opinion is not modified in respect of this matter.
Responsibilities of the entity for the financial report

The Executive are responsible for the preparation of the financial report that gives a true and fair view in accordance with the Western Queensland Local Government Association’s constitution and the financial reporting framework described in Note 2, and for such internal control as the Executive determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error. In fulfilling this responsibility, the Executive determined that the basis of preparation described in Note 2 is appropriate to meet the requirements of the Western Queensland Local Government Association’s constitution.

The Executive are also responsible for assessing the entity’s ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the entity’s internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the entity.

- Conclude on the appropriateness of the entity’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor’s report. However, future events or conditions may cause the entity to cease to continue as a going concern.
Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Executive regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

16 January 2019

Carolyn Dougherty
as delegate of the Auditor-General

Queensland Audit Office
Brisbane
15 February 2019

Cr Kerry Hayes
President
Western Queensland Local Government Association

mayor@chrc.qld.gov.au

Dear Cr Hayes

A review of the Stock Route Management Regulation 2003 (the regulation) and the Queensland Stock Route Network Management Strategy 2014–2019 (the strategy) has commenced.

Under the Statutory Instruments Act 1992, a regulation automatically expires (or sunsets) after 10 years unless action is taken to preserve it. This ensures regulations are regularly reviewed so they have continuing relevance to the economic, social and general wellbeing of Queensland. The regulation expires in August 2019. Prior to making a new regulation, the Department of Natural Resources, Mines and Energy (DNRME) must undertake a sunset review. The sunset review aims to ensure the provisions are still required, efficient and effective. The review also includes an analysis of the fee schedule under the regulation.

In addition, under the Stock Route Management Act 2002, the strategy will expire in 2019. The effectiveness of the strategy must be reviewed six months prior to its expiry. DNRME’s process for the review and remake of the regulation and strategy will include:

- A consultation paper to be released on the government’s Get Involved website seeking public input in March 2019.
- Feedback from the consultation paper and a review of fees will inform the preparation of a draft regulation and draft strategy.
- The draft regulation and draft strategy will be released for further public consultation prior to government approval of final regulation and strategy.

Should you have any further enquiries, please contact Ms Mirranie Barker, Manager, Land Policy, Department of Natural Resources, Mines and Energy on telephone 3199 7357.

Yours faithfully,

James Purtill
Director-General

Department of Natural Resources, Mines and Energy

1 William Street Brisbane
PO Box 15216 City East
Queensland 4002 Australia
www.dnrm.qld.gov.au
ABN 59 020 847 551
From: Marnie Wills
Sent: Wed, 15 Aug 2018 14:41:27 +1000
To: ECM Prod
Subject: Confirmation of LGAQ Motion submission received - Bureau of Meteorology impact by internet services providers moving to wireless frequency

From: LGAQ Notifications <notifications@lgaq.asn.au>
Sent: Tuesday, 14 August 2018 1:24 PM
To: Marnie Wills <MWills@chrc.qld.gov.au>
Subject: Motion submission received

Please do not reply to this email. This is an automated message.

Thank you for submitting your motion. Your submission reference number is #88

All submitted motions will be reviewed following the motion submission period.

The Local Government Association of Queensland will contact you on the provided emailed address:

mwills@chrc.qld.gov.au

Your submitted motion has been captured as follows:

Submitter name:
Scott Mason

Submission time:
14/8/2018

Submitter council:
Central Highlands Regional Council

Motion title:
Bureau of Meteorology impacted by internet service providers' move to wireless frequency

Motion topic:
Community Services and Social Policy

Council resolution #:
9

Council resolution date:
19-05-2018
I want LGAQ to:
That the Local Government Association of Queensland calls on the Federal and State Governments to ensure that the Bureau of Meteorology's (BOM) ability to accurately measure the weather is not adversely affected by plans to move some wireless internet service providers onto its radar frequency.

Background:
The BOM has warned that changes to the radio frequency it operates on, the 5.6GHz band, could cause problems with its radar system’s range, resolution, and measurement accuracy. Dr Konstanty Bialkowski, an expert on radar systems from the University of Queensland, said the 5.6GHz was good at interactions with water content. "In terms of reflectivity and water absorption, and because of that it's able to detect rain particles and rain and things like that," he said. The new 5G mobile network needs a frequency band to operate on, and the Federal Government is planning to auction off parts of the 3.6GHz band for it in October. But already using that band are a number of wireless internet service providers, which need a new home. The Australian Communications and Media Authority (ACMA) has proposed moving them to the 5.6GHz band, which is already used by the BOM. In a statement the BOM said it was working with ACMA to resolve any potential issues of interference. Dr Bialkowski said interference came into play because of "leakage". "The issue is that signals, when they operate in a band, also have a leakage in an adjacent spectrum," he said. "The leakage occurs because when we create a signal, it actually has a very wide spectrum, and we use filters to limit the out of band signals which occur. "You can never get that down to zero, it always will exist. "That signal, although it is not that strong compared to a signal of interest, is actually quite strong compared to the level of signal expected from far away rain particles." Dr Bialkowski said it could be as extreme as storms appearing on the radar, even if they did not exist. "Effectively it could look like a false return, so maybe rain occurring where the operator is actually using their antenna," he said. "And it could be a very strong one, which would give a very false impression that some sort of storm was occurring where in reality nothing was actually occurring there at all."

Desired outcome:
• BOM continues to use the radio frequency 5.6GHz band • ACMA proposes moving internet service providers to the 5.6GHz band • BOM works with ACMA to resolve any potential issues of interference

Please feel free to contact us at ask@lgaq.asn.au or on 1300 542 700
Marnie Wills | Executive Assistant (Mayor & Councillors)
Central Highlands Regional Council
Phone +61 7 4980 6377 | Website

From: LGAQ Notifications <notifications@lgaq.asn.au>
Sent: Tuesday, 14 August 2018 1:11 PM
To: Marnie Wills <MWills@chrc.qld.gov.au>
Subject: Motion submission received

Please do not reply to this email. This is an automated message.

Thank you for submitting your motion. Your submission reference number is #87

All submitted motions will be reviewed following the motion submission period.

The Local Government Association of Queensland will contact you on the provided emailed address:

mwills@chrc.qld.gov.au

Your submitted motion has been captured as follows:

Submitter name:
Lyn Moore

Submission time:
14/8/2018

Submitter council:
Boulia Shire Council

Motion title:
Feral Pigs - Managing the Threat

Motion topic:
Environment and Health
Council resolution #:
001

Council resolution date:
19-05-2018

I want LGAQ to:
That the Local Government Association of Queensland lobby all councils support a paid bounty of $5 per pig snout and request that the State Governments match the bounty to effectively decrease the population of feral pigs in Queensland.

Background:
Feral pigs are found in all states and territories of Australia, particularly in association with wetlands and river systems. An estimate of the size of the nation’s feral pig population is difficult as numbers fluctuate widely in response to wet and dry periods, and availability of food and water. In warmer areas of Australia, feral pigs’ poor heat tolerance restricts their distribution to the vicinity of watercourses and floodplains. We support the Threat Abatement Plan 2017 and choose to focus on the effective localised management of feral pigs within Queensland. Feral pigs are a rugged species well developed to survive in our climatic conditions. Effective on ground control of feral pigs at critical sites and during breeding periods may be one of the best methods available to combat this pest. It will never be possible to eradicate feral pigs in Queensland with existing resources however with a concerted effort by all local governments, other agencies and the inclusiveness of the general public, management is possible.

Desired outcome:
The successful implementation of this bounty will depend on a high level of cooperation between landholders, community groups and local governments. Success will depend on all councils in conjunction with the State Government allocating adequate funding (matched) to achieve effective on-ground control of feral pigs at critical sites during peak periods.

Please feel free to contact us at ask@lgaq.asn.au or on 1300 542 700
From: Marnie Wills
To: ECM Prod
Subject: Confirmation of LGAQ Motion submission received - Aged Care - Rural and Remote Communities

From: LGAQ Notifications <notifications@lgaq.asn.au>
Sent: Monday, 13 August 2018 2:23 PM
To: Marnie Wills <MWills@chrc.qld.gov.au>
Subject: Motion submission received

Please do not reply to this email. This is an automated message.

Thank you for submitting your motion. Your submission reference number is #85

All submitted motions will be reviewed following the motion submission period.

The Local Government Association of Queensland will contact you on the provided emailed address:

mwills@chrc.qld.gov.au

Your submitted motion has been captured as follows:

Submitter name:
Scott Mason

Submission time:
13/8/2018

Submitter council:
Central Highlands Regional Council

Motion title:
Aged Care - Rural and Remote Communities

Motion topic:
Community Services and Social Policy

Council resolution #:
2018/03/27/008

Council resolution date:
27-03-2018
I want LGAQ to:
That the Local Government Association of Queensland engage with the Federal Government collaboratively develop relevant models of aged care for rural and remote communities.

**Background:**
It is important for service providers to collaborate to innovatively develop models of care that will work in rural and remote areas and to advocate on behalf of aged people to the Federal Government to consider these so that:
- Financial and efficient services can be provided to clients
- They receive equitable care and choices where possible
- The challenges they face are reduced, thereby relieving stress
- Transport issues are reduced
- Accessibility to specialists is increased

Australia has an ageing population (15% in 2016 were 65 years or older) and by 2055 this proportion will increase to 22.9%. This presents many challenges. It increases demand for primary health, aged care services and long-term care, requires a larger and better-trained workforce, and intensifies the need for environments and infrastructure to be age-friendly. It also has implications for the nature and quality of services and will affect economic output and governments’ budget. When it is time for someone to move into residential aged care, the Australian Government subsidises aged care homes, with people contributing to the cost of their care if they can afford to. Access to residential aged care in remote and very remote communities is extremely limited. Private providers are not found in locations that operate on marginally sustainable business models such as those facilities that operate in remote and very remote communities. The concept of consumer choice is thus more constrained as you progress into more remote locations, and data strongly suggest that as people in these communities age, they have to move to regional locations where they are able to access better health and aged care services. In doing so, these people are removed from family and familiar surrounding causing extreme stress. Based in the Accessibility/Remoteness Index of Australia (ARIA), different models of care will be required for the various geographical segments, so a coordinated approach will be required to change the current system that many appear to find inequitable.

**Desired outcome:**
All levels of government work collaboratively to develop relevant, tailored and locally responsive models of aged care for regional and remote communities. These models should be flexible and innovative to not only attract but ensure longevity for service providers to deliver the required ageing-in-place outcomes for regional and remote communities.

Please feel free to contact us at ask@lgaq.asn.au or on 1300 542 700
Thank you for submitting your motion. Your submission reference number is #84

All submitted motions will be reviewed following the motion submission period.

The Local Government Association of Queensland will contact you on the provided emailed address:

mwills@chrc.qld.gov.au

Your submitted motion has been captured as follows:

Submitter name:
Scott Mason

Submission time:
13/8/2018

Submitter council:
Central Highlands Regional Council

Motion title:
Rural Mental Health

Motion topic:
Community Services and Social Policy

Council resolution #:
2018/03/27/008
Council resolution date:
27-03-2018

I want LGAQ to:
That the Local Government Association of Queensland advocate to the State Government and Primary Health Networks (PHN) to review the current mental health funding process and programs to align with more realistic and improved service delivery to rural and remote Australia.

Background:
Approximately one third of Australia’s population lives in rural and remote Australia. Access and availability to services decreases with remoteness whilst affordability of living also decreases. The suicide rate is 1.7 times higher in remote and very remote areas compared to major cities. Rural and remote communities face the challenges of: vast geographic area and isolation, economic downturn or low commodity process, natural disaster such as drought and flood and limited access to services. Funded programs must be flexible and responsive to a community/region’s need, provide consistency and developed in partnership with local communities and service providers. The Australian Government, State and Territories have demonstrated a commitment to increasing the profile and value of mental health with an increasing national budget for mental health services. Now it is time to ensure the commitment is delivered appropriately and realistically to meet the needs of rural and remote areas. A more flexible, streamlined and consistent funding approach would mitigate the challenges of service provision in rural and remote Australia. Mental health needs are diverse and with a smaller population base, if services cater for one prescriptive criteria many needs go unmet and the gap in access to services increases. A more generalist service program offering professional counselling and support in rural and remote areas would increase access to mental health services. This would also ensure the “no wrong door” concept and consumers would not fall between the gaps. Support programs allow consumers to make significant changes to their lives where they return to a sense of wellbeing and productivity with less risk of recurring illness. The Stepped Care approach is welcome however there seems to be a focus on either end of the spectrum and attention needs to be in the middle phase of wellness. Funding cycles need to be reviewed to provide more consistency and sustainability of services in rural and remote areas. Relatively short funding cycles and change of contracts with service providers does not benefit consumers or service providers. Ideally service providers need to have an investment and presence in the communities they service to provide the best service to the consumer. It is a challenge to recruit and retain a skilled workforce with a relatively short funding period, as contracts near closure and the uncertainty of the future workers relocate to other areas.

Desired outcome:
The development and implementation of funding models that are tailored to regional areas which also have a strong emphasis on attracting and retaining appropriately qualified and competent staff to deliver specialised mental health services locally.

Please feel free to contact us at ask@lgaq.asn.au or on 1300 542 700
Marnie Wills | Executive Assistant (Mayor & Councillors)
Central Highlands Regional Council
Phone +617 4980 6377 | Website

From: LGAQ Notifications <notifications@lgaq.asn.au>
Sent: Monday, 13 August 2018 2:17 PM
To: Marnie Wills <MWills@chrc.qld.gov.au>
Subject: Motion submission received

Please do not reply to this email. This is an automated message.

Thank you for submitting your motion. Your submission reference number is #83

All submitted motions will be reviewed following the motion submission period.

The Local Government Association of Queensland will contact you on the provided emailed address:

mwills@chrc.qld.gov.au

Your submitted motion has been captured as follows:

Submitter name:
Scott Mason

Submission time:
13/8/2018

Submitter council:
Central Highlands Regional Council

Motion title:
Flying Fox Management

Motion topic:
Environment and Health

Council resolution #:
2018/03/27/008
Council resolution date:
27-03-2018

I want LGAQ to:
That the Local Government Association of Queensland lobby for a national and state unified and community-minded approach to the solution and management of Flying Foxes

Background:
The Inquiry into the Management of Flying-FOXes in the Eastern States of Australia, by the Australian House of Representatives Standing Committee on the Environment and Energy has received submissions from the Local Government Association Queensland and Queensland Department of Environment and Heritage Protection. It is acknowledged the Inquiry is making steady progress. The funding program announced to improve our understanding of flying fox roosts in urban areas is welcomed. The current complications with management policies across different levels of government, and various practical measures are being implemented and delayed responsiveness to flying-foxes are becoming problematic and create unnecessary community frustration. The Queensland flying-fox management framework gives Local Government (LG) an as-of-right authority to disperse, remove or otherwise manage flying fox impacts in urban areas. To take action outside of the code of practice or outside an urban area an application is required to the DEHP for a flying-fox roost management permit. Separating the management of Flying Fox populations, between the management of roosts and conservation, has created disastrous consequences for LG. Policy and practical implications have not benefited the community or the flying fox population. In the last three (3) years Council has conducted two (2) dispersals and two (2) proposed dispersals, costing Council approximately $262,558.00 with limited success in some cases due to the short-term focus of the practical measures available. Information gathered from the LGAQ listed that in 2014, 9 out of 25 cases of attempted dispersal of flying-fox roosts did not leave the LG area. Dispersal activities failed altogether 40% of the time and where they were successful, repeat dispersal actions were required in 18 of the 25 cases. Flying-foxes have an important role to play in the biodiversity and health of our ecosystem. Ongoing management of flying fox species within urban areas will continue to encourage the preservation and ecologically sustainability of flying-foxes in the Central Highlands region. The current management practices and responsibility arrangements are neither adequate nor successful. Regular occurrences of unlawful activity undertaken by frustrated community members, repeated dispersal activity which is both costly and ineffective and increased notifications are epitomising the failures of the current system. As a regional flying-fox management action, Council has adopted a flying-fox management plan to identify areas where flying-fox roosts may be unsuitable and how Council is going to manage roosting ongoing. This plan was last updated in November 2017.

Desired outcome:
That a unified approach to legislation, management and future planning for flying fox habitats be a priority for all level of government to create a simpler approach to co-existing with flying fox is achieved.

Please feel free to contact us at ask@lgaq.asn.au or on 1300 542 700
From: Marnie Wills  
Sent: Wed, 15 Aug 2018 14:38:20 +1000  
To: ECM Prod  
Subject: Confirmation of LGAQ Motion submission received - Mining Field Roads and Mining Leases

From: LGAQ Notifications <notifications@igaq.asn.au>  
Sent: Monday, 13 August 2018 2:15 PM  
To: Marnie Wills <MWills@chrc.qld.gov.au>  
Subject: Motion submission received

Please do not reply to this email. This is an automated message.

Thank you for submitting your motion. Your submission reference number is #82

All submitted motions will be reviewed following the motion submission period.

The Local Government Association of Queensland will contact you on the provided emailed address:

mwills@chrc.qld.gov.au

Your submitted motion has been captured as follows:

Submitter name:  
Scott Mason

Submission time:  
13/8/2018

Submitter council:  
Central Highlands Regional Council

Motion title:  
Mining Field Roads and Mining Leases

Motion topic:  
Infrastructure, Economics and Regional Development

Council resolution #:  
2018/03/27/008

Council resolution date:  
27-03-2018

Document Set ID: 1289140  
Version: 1, Version Date: 15/08/2018
I want LGAQ to:

That the Local Government Association of Queensland request that the relevant State Ministers (Mines and Natural Resources) work with member councils of the WQLGA to address deficiencies in current legislation that exacerbate the controlled development of mining activities in Western Queensland including for example impacts in Boulia, Barcoo Winton and Central Highlands (the Gemfields, mineral area).

Background:

Central Highlands Regional Council (CHRC) has held several discussions with relevant State Agencies in relation to the Mining Leases (ML’s) that are current in the Gemfields area, and future ML’s, that, if issued under current conditions that presently exist, will exacerbate the situation. Under current legislation, legal access, that is, surveyed road, either existing, or new, is not a requirement for a mining lease. This situation has left the Gemfields area littered with mining leases, serviced via unsurveyed “tracks”, which pass through unallocated State land, and, in some cases, freehold land, without owners consent. Further, there is no regard to the Cultural Heritage issues, or Native Title implications. Section 50(1)(b)(iii) of the Mineral Resources Act 1989 also allows the mining lease holder (the lessee) to: “erect and maintain a structure (including where authorised to do so by the mining claim, a temporary residence for a person who is bona fide using the area of the mining claim for a purpose for which it was granted) not being of a permanent nature on that area”. This has resulted in temporary “dwellings” of questionable standard being erected without reference to Council building application and inspection processes. No plumbing final certificate is sought or obtained for these temporary structures (the Plumbing and Drainage Act 2002 does not recognise any dwelling that has plumbing installed as a temporary dwelling). Further problems being encountered by Council now are applications being made by mining lease holders to convert the tenure of that part of the mining lease that the temporary dwelling occupies to a more permanent form of tenure. The Department of Natural Resources, at this stage, does require survey for a legal access to the changed tenure, which can result in conflict with the existing serviced road network. Council also has to deal with base conversions that create an area that conflicts with minimum areas set by the Planning Scheme, and lot sizes that are less than the 2,000 square metres required to adequately service a septic installation. In summary, the following dot points each relate to an issue that does not contribute to adequate governance of the Gemfields area. • Temporary dwellings allowed without reference to local government conditions. • No ‘legal’ access requirements for mining leases. • Conflict of temporary dwellings with the Plumbing and Drainage Act 2002. • Tracks to mining leases being created without consideration of Cultural Heritage and Native Title. • Lease conversion applications for lot sizes that conflict with the Central Highlands Regional Council Planning Scheme. • Lease lot sizes being inadequate for septic installations (2,000 square metres minimum). • Temporary dwellings having no building or plumbing approval.

Desired outcome:

The relevant State Agencies and Council to work together to produce a legislative outcome that allows for the safe development of the Gemfields mineral area. Minimum standards relating to temporary dwellings, access to mining leases, and minimum lease sizes. Lease areas should be connected by way of a series of access easements, that the lessee can maintain, which should then connect to a Council maintained “spine” road network.
From: Marnie Wills
Sent: Wed, 15 Aug 2018 14:37:49 +1000
To: ECM Prod
Subject: Confirmation of LGAQ Motion submission received - Localities and Postcodes

From: LGAQ Notifications <notifications@lgaq.asn.au>
Sent: Monday, 13 August 2018 2:12 PM
To: Marnie Wills <MWills@chrc.qld.gov.au>
Subject: Motion submission received

Please do not reply to this email. This is an automated message.

Thank you for submitting your motion. Your submission reference number is #81

All submitted motions will be reviewed following the motion submission period.

The Local Government Association of Queensland will contact you on the provided emailed address:

mwills@chrc.qld.gov.au

Your submitted motion has been captured as follows:

Submitter name: Scott Mason

Submission time: 13/8/2018

Submitter council: Central Highlands Regional Council

Motion title: Localities and Postcodes

Motion topic: Connectivity, Communications and Innovation

Council resolution #: 2018/03/27/008

Council resolution date: 27-03-2018
I want LGAQ to:
That the Local Government Association of Queensland seek to influence the realignment of locality and postcodes in regional and remote areas to improve consistency and enhance communication by post and parcel delivery through reducing inefficiencies associated with misdirected mail services.

Background:
Post and parcel services in regional and remote Australia are a key area of concern and are critical for maintaining effective communication. Communication is a basic necessity, and misdirected post and parcels lead to frustration and costs for those living and working in these areas. These issues impact broad sections of the community, including government, business and industry, particularly with respect to financial impacts associated with delays in payments, and individual’s sense of connection with place and feelings of isolation. Realignment of locality and postcode areas will assist in improving consistency of services for regional and remote areas.

Desired outcome:
That a review to better understand the practicalities of the current localities and postcode system be prioritised and undertaken by a relevant Federal authority. This review should consider a tailored approach to localised problems with the current localities and postcode system. This could take the form of a review completed by Australia Post, with contribution from impacted stakeholders or the Federal Government allocated an external resources to facilitate a review, with recommendations to more efficiently operate this service to impacted residents and businesses.

Please feel free to contact us at ask@lgaq.asn.au or on 1300 542 700
From: LGAQ Notifications <notifications@lgaq.asn.au>
Sent: Monday, 13 August 2018 2:08 PM
To: Marnie Wills <MWills@chrc.qld.gov.au>
Subject: Motion submission received

Please do not reply to this email. This is an automated message.

Thank you for submitting your motion. Your submission reference number is #80

All submitted motions will be reviewed following the motion submission period.

The Local Government Association of Queensland will contact you on the provided emailed address:

mwills@chrc.qld.gov.au

Your submitted motion has been captured as follows:

Submitter name:
Scott Mason

Submission time:
13/8/2018

Submitter council:
Central Highlands Regional Council

Motion title:
Mobile Black Spot Programme

Motion topic:
Connectivity, Communications and Innovation

Council resolution #:
2018/03/27/008

Council resolution date:
27-03-2018
I want LGAQ to:
That the Local Government Association of Queensland lobby the Commonwealth Government for further funding to be allocated to the Mobile Black Spot Programme.

Background:
Mobile Phone coverage is a major issue in regional and remote Australia, with over 10,000 sites nominated under the Mobile Black Spot Programme. These mobile black spots impact business and industry, road users and also impact access to services such as health, education and other critical Government services. Communication is a basic necessity, and inadequate mobile phone coverage is therefore a significant issue, particularly for those living, working and travelling in regional and remote Australia. This should be prioritised to improve consistency of services, and close the gap for residents, businesses and visitors to these areas.

Desired outcome:
That the federal government commit to increasing funding for this program to proportionately enhance regional connectivity to the digital economy.

Please feel free to contact us at ask@lgaq.asn.au or on 1300 542 700
31 October 2018

Mr B Worrall
Auditor-General of Queensland
Queensland Audit Office
PO Box 15396
CITY EAST QLD 4002

Dear Mr Worrall

REPRESENTATIONS BY MANAGEMENT OF WESTERN QUEENSLAND LOCAL GOVERNMENT ASSOCIATION FOR THE YEAR ENDED 30 JUNE 2018 AND EVENTS SUBSEQUENT TO THAT DATE UP TO AND INCLUDIUNG THE DATE OF THIS LETTER

This representation letter is provided for the audit of Western Queensland Local Government Association’s financial report for the year ended 30 June 2018. These representations are provided by us to assist you in expressing an opinion on whether the financial report presents a true and fair view in accordance with the Australian Accounting Standards and Local Government Act 2009.

We acknowledge our responsibility for ensuring that the financial report is in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) issued by the Australian Accounting Standards Board and Local Government Act 2009. We confirm that the financial report has been approved by management and is free of material misstatements including omissions.

We confirm that, to the best of our knowledge and belief, the statements made in appendix A to this letter are factually correct. These statements are made based on information available to us having made such enquiries as we considered necessary to appropriately informing ourselves on these matters.
WESTERN QUEENSLAND
LOCAL GOVERNMENT ASSOCIATION


President: Mayor Kerry Hayes
Secretary: Mr Scott Mason
Email: wqlga@chrc.qld.gov.au
Tel: 07 4980 6377
Fax: 1300 242 687
PO Box 21
Emerald Qld 4720

We understand that your audit was:

- conducted in accordance with the Auditor-General of Queensland Auditing Standards which incorporate the Australian Auditing Standards
- designed primarily for the purpose of expressing an opinion on the financial report of Western Queensland Local Government Association taken as a whole, in accordance with the requirements of the Auditor-General Act 2009; and
- limited to tests of the financial records and other auditing procedures you considered necessary for that purpose.

For and on behalf of the Western Queensland Local Government Association.

Yours sincerely

[Signature]

Cr Kerry Hayes
President
Western Queensland Local Government Association
31 October 2018
Appendix A – Management representations

Access to information, documents and property

1. We confirm to the best of our knowledge and understanding that the auditors have been given full and free access to all documents and property belonging to, in the custody of, or under the control of Western Queensland Local Government Association. In discharging our responsibility to provide full and free access:

   We have provided you with:

   • access to all information, in both electronic and other forms, of which we are aware that is relevant to the preparation of the financial report such as records, documentation and other matters

   • additional information that you have requested from us for the purposes of the audit

   • unrestricted access to persons within Western Queensland Local Government Association from whom you determined it necessary to obtain audit evidence.

2. We have made available details of all bank accounts.

Financial report preparation

3. We have fulfilled our responsibilities, for the preparation of the financial report in accordance with Australian Accounting Standards and the Local Government Act 2009 and Local Government Regulation 2012; in particular, the financial report gives a true and fair view in accordance therewith.

4. All transactions have been recorded in the accounting records and reflected in the financial report.

5. The electronic presentation of the financial report is our responsibility. Our responsibility includes ensuring that the electronic version of the financial report and the independent auditor's report presented on the web site are the same as the final signed version of the financial report and independent auditor's report.

Financial statement disclosures

6. The financial report discloses all significant accounting policies used in the preparation of the financial report. We considered the substance of the underlying transactions as well as their legal form in selecting the appropriate accounting policies and related disclosures for the financial report.

7. The following material items have been properly recorded and disclosed in the financial report in accordance with Australian Accounting Standards:

   (a) changes in accounting policy(ies), estimate(s) and/or correction of any prior period error(s)

   (b) financial assets and/or liabilities

   (c) all management judgements applied in the application of accounting policies assessed as having the most significant effect on the resultant amounts

   (d) all sources of estimation uncertainty in key assumptions underlying recorded assets and liabilities that may result in a material adjustment to the carrying amounts of such assets and liabilities in the next financial year

   (e) taxation balances

   (f) liabilities (including provisions), contingent liabilities or assets (including those arising under derivative financial instruments)
Appendix A – Management representations

Significant management assumptions

Related parties

8. We have disclosed to you the identity of Western Queensland Local Government Association related parties and all the related party relationships and transactions of which we are aware.

9. We have adequate process in place to identify, record and manage related party relationships.

10. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Australian Accounting Standards.

Key Management Personnel

11. The key management personnel disclosed in related parties and key management personnel remuneration are a complete list of those persons who have the authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly.

Subsequent events

12. We are not aware of anything else that has occurred after the end of the financial year that would cause the financial report to be misleading.

Compliance with applicable laws, regulations and contractual agreements

13. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial report.

14. We have complied, in all material respects with prescribed requirements for the establishment and keeping of relevant accounts, registers and other appropriate records.

15. We have complied with all aspects of contractual agreements that would have a material effect on the financial report in the event of non-compliance.

Uncorrected misstatements

16. The effects of uncorrected misstatements are immaterial, both individually and in the aggregate, to the financial report as a whole. A list of all uncorrected misstatements is attached to this representation letter.

Legal

17. We have disclosed to you all known actual or possible litigation and claims whose effects should be considered when preparing the financial report; and accounted for and disclosed in accordance with the Australian Accounting Standards and other prescribed requirements.

18. Western Queensland Local Government Association has satisfactory title to all assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
Appendix A – Management representations

Internal Control

19. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud. We have established and maintained adequate internal control to facilitate the preparation of the financial report, and adequate financial records have been maintained.

20. We acknowledge our responsibility to identify the risks that Western Queensland Local Government Association is exposed to and for measuring, assessing and developing a prioritised action plan. We confirm that we have established, maintained, operated and demonstrated an appropriate framework of business controls, to cover all our operational, technical, commercial, financial and administrative activities.

Fraud

21. We have disclosed to you the results of our assessment of the risk that the financial report may be materially misstated as a result of fraud.

22. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects Western Queensland Local Government Association and involves:
   - management
   - employees who have significant roles in internal control
   - others where the fraud could have a material effect on the financial report.

23. We have disclosed to you all information in relation to allegations or fraud, or suspected fraud, affecting the financial report communicated by employees, former employees, analysts, regulators or others.

Future plans

24. There were no material commitments for the construction or acquisition of property, plant and equipment or to acquire other non-current assets, such as investments or intangibles, other than those disclosed in the financial report.

25. We have no plans or intentions that may materially affect the carrying values, or classification, of assets and liabilities.

Going concern basis of preparation

26. We have assessed Western Queensland Local Government Association ability to continue as a going concern and believe there are reasonable grounds to believe that Western Queensland Local Government Association will be able to pay its debts as and when they become due and payable.

Other Information

27. We have informed you of all the documents that we expect to issue that may comprise other information.

28. The financial report and any other information obtained by you prior to the date of your auditor’s report is consistent with one another, and the other information does not contain any material misstatements.
<table>
<thead>
<tr>
<th>#</th>
<th>Details</th>
<th>Profit or loss</th>
<th>Balance sheet</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Increase/(decrease)</td>
<td>Increase/(decrease)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>1</td>
<td>No uncorrected misstatements identified</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Lorena Newton

From: Linda Mcnab  
Sent: Friday, 1 February 2019 12:27 PM  
To: 'grace_mcsorley@lgaq.asn.au'  
Subject: 3 Priority Issues for your ROC  
Attachments: ROC Priorities WQLGA.PDF

Afternoon Grace,

Please find attached WQLGA ROC priorities.

Sincerely,

Linda McNab  
07 4658 4152 ed.officer@longreach.qld.gov.au

Longreach Regional Council  
Facebook: LongreachRegionalCouncil  
Twitter: @longreachregion

Council acknowledges the iningai, Malintji and Kuunkari peoples as Traditional Owners of the land on which we operate; and pays respect to Elders past present and future.

From: Grace McSorley  
Sent: Thursday, 31 January 2019 4:08 PM  
To: Western Queensland Local Government Association; Joe Veraa; Shayne Sutton; Tricia Hughes; Kristine Arnold  
Subject: 3 Priority Issues for your ROC

Good Afternoon,

This is reminder that the three “top shelf” priority issues of your ROC for 2019 are due to me by tomorrow, Friday 1st Feb.

Appreciate your assistance.

Kind Regards,

Grace McSorley | Executive Assistant to General Manager  
P: 07 3000 2296  M: 0447 777 179
Local Government House | 25 Evelyn Street Newstead QLD 4006  
PO Box 2230 Fortitude Valley BC QLD 4006
Western Queensland Local Government Association (WQLGA) priorities for consideration at LGAQ ROC Assembly – Sunshine Coast 6-7 February 2019

As president of the Western Queensland Local Government Association, it is my pleasure to present the top three priorities of local government in Western Queensland for consideration:

1 – Widespread reform to fix the financial sustainability crisis
Too many local governments are financially unsustainable. We are calling for sector-wide financial reform to alleviate what we see as a looming crisis among low rate-base councils. Measures such as restoring Financial Assistance Grants to match 1% of federal tax revenue are essential. However, they should be considered alongside measures such as zonal taxation incentives and grants to fund the maintenance of critical assets and infrastructure. We believe financial reform in local government should be federally mandated and we call on state governments to join with us in lobbying for this important outcome.

2 – Assistance to broaden our economic base
Local governments across Western Queensland are experiencing crippling population decline. We consider it essential to nurture investment in our communities by capitalising on our natural advantages in renewable energy and water resources. These initiatives should focus on enhancing our livability and creating a new value proposition for those doing business in our region.

3 – Targeted tourism funding
As Western Queensland strives to reach its tourism potential, local government should be central to facilitating growth in the industry. Targeted investment must be made in areas such as industry development and capacity building, transport and logistics, increasing visitor capacity, managing existing demand and driving new demand.

Should you require further information regarding our priorities, please do not hesitate to contact me personally on 07 4658 4103 or Secretary Mr Ian Bodill on 07 4658 4101

Sincerely

Ed Warren
President
ASSESSMENT OF THE FINANCIAL VULNERABILITY OF RURAL AND REMOTE QUEENSLAND COUNCILS

AUGUST 2018
Disclaimer:

Whilst all care and diligence have been exercised in the preparation of this report, AEC Group Pty Ltd does not warrant the accuracy of the information contained within and accepts no liability for any loss or damage that may be suffered as a result of reliance on this information, whether or not there has been any error, omission or negligence on the part of AEC Group Pty Ltd or their employees. Any forecasts or projections used in the analysis can be affected by a number of unforeseen variables, and as such no warranty is given that a particular set of results will in fact be achieved.
ASSESSMENT OF THE FINancial VULNERABILITY OF RURAL & REMOTE QLD COUNCILS

FINANCIAL VULNERABILITY OF RURAL AND REMOTE QUEENSLAND COUNCILS

Rural and remote Councils in North West, Central West and South West Queensland are financially vulnerable to external shocks and generally have a very heavy reliance on external funding to finance their operations.

The following key issues exist that potentially threaten the ongoing financial sustainability of North West, Central West and South West Queensland Councils:

- Limited own source revenue and a rate base spread across large geographic areas.
- Substantial declines in their populations over the past five years, meaning less residents now exist to share the rate and cost burden.
- Considerably higher capital and operating costs given distances to markets for labour, goods and services.
- Very high level of capital investment required per head of population that must be financed, renewed and maintained.
- Ageing infrastructure requiring large renewal investments in the short to medium term.
- Volatility of operating grants and some historic grant funding decisions (e.g. freeze in Financial Assistance Grants) that significantly impacted the ability to provide infrastructure and services to local communities. The limited rate base of most Councils means that own source revenue cannot replace any loss in external funding and such funding is therefore essential.

- Adverse weather conditions, with the majority of North West, Central West and South West Councils having been drought-declared since mid to late 2013 (with some exceptions in the North West).

As a consequence of these challenges, rural and remote Queensland Councils in the North West, Central West and South West generally struggle to consistently balance their operating position. Of the 21 North West, Central West and South West Councils, 17 were in deficit in 2015-16 and 13 were in deficit in 2016-17. For some Councils, a 10% to 30% increase in total operating revenue – including rates and charges, operating grants and other revenue – is required to overcome sustained operating deficits.

In addition to growth in external funding support, greater certainty and predictability in the sources and levels of this funding are required to support Queensland Councils in the North West, Central West and South West. Strategic infrastructure investment and service provision can only be achieved if there is certainty in long-term funding levels essential to financial sustainability and community development.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>DOCUMENT CONTROL</th>
<th>FINANCIAL VULNERABILITY OF RURAL AND REMOTE QUEENSLAND COUNCILS</th>
<th>TABLE OF CONTENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. INTRODUCTION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. POPULATION DECLINE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. TYRANNY OF DISTANCE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. EXTENT OF INFRASTRUCTURE INVESTMENT AND RENEWAL PRESSURES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. RELIANCE ON GRANT FUNDING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. UNCERTAIN FINANCIAL ASSISTANCE GRANTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. ADVERSE WEATHER CONDITIONS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. FINANCIAL SUSTAINABILITY</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

REFERENCES
1. INTRODUCTION

This briefing paper has been prepared to provide a high-level assessment of the financial vulnerability of 21 rural and remote Western Queensland Councils and their heavy reliance on external funding sources to ensure ongoing financial sustainability.

The Councils covered in the assessment are outlined in the figure below.

Figure 1.1: Regional Organisations of Councils, Western Queensland
2. POPULATION DECLINE

Population decline has been substantial in most North West, Central West and South West Council areas over the past five years, with the only Council area to record an increase being Doomadgee.

A declining population means fewer rateable properties over which the rate burden can be distributed. North West, Central West and South West Queensland Councils are placed at a significant disadvantage to Councils in growth areas as their own source revenue base is often declining or stagnant rather than growing.

Unfortunately, the cost to Councils from maintaining infrastructure and service provision does not reduce in line with the reduction in the population.

Table 2.1: Estimated Resident Population

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burke</td>
<td>551</td>
<td>506</td>
<td>450</td>
<td>396</td>
<td>342</td>
<td>347</td>
<td>-204 -37.0%</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>2,170</td>
<td>2,146</td>
<td>2,112</td>
<td>2,092</td>
<td>2,051</td>
<td>2,004</td>
<td>-166 -7.6%</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>3,356</td>
<td>3,323</td>
<td>3,264</td>
<td>3,172</td>
<td>3,114</td>
<td>3,123</td>
<td>-233 -6.9%</td>
</tr>
<tr>
<td>Doomadgee</td>
<td>1,368</td>
<td>1,399</td>
<td>1,423</td>
<td>1,455</td>
<td>1,474</td>
<td>1,492</td>
<td>+124 +9.1%</td>
</tr>
<tr>
<td>Flinders</td>
<td>1,792</td>
<td>1,749</td>
<td>1,704</td>
<td>1,635</td>
<td>1,569</td>
<td>1,521</td>
<td>-271 -15.1%</td>
</tr>
<tr>
<td>McKinlay</td>
<td>1,039</td>
<td>989</td>
<td>939</td>
<td>872</td>
<td>810</td>
<td>790</td>
<td>-249 -24.0%</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>21,906</td>
<td>21,713</td>
<td>21,109</td>
<td>20,384</td>
<td>19,332</td>
<td>18,899</td>
<td>-3,007 -13.7%</td>
</tr>
<tr>
<td>Richmond</td>
<td>841</td>
<td>837</td>
<td>835</td>
<td>815</td>
<td>800</td>
<td>794</td>
<td>-47 -5.6%</td>
</tr>
<tr>
<td>Total NW</td>
<td>33,023</td>
<td>32,662</td>
<td>31,836</td>
<td>30,821</td>
<td>29,492</td>
<td>28,970</td>
<td>-4,053 -12.3%</td>
</tr>
</tbody>
</table>

| CENTRAL WEST     |         |         |         |         |         |         |               |
| Barcaldine       | 3,249   | 3,232   | 3,166   | 3,083   | 2,909   | 2,853   | -396 -12.2%   |
| Barcoo           | 348     | 333     | 317     | 297     | 272     | 272     | -76 -21.8%    |
| Blackall-Tambo   | 2,236   | 2,214   | 2,154   | 2,037   | 1,924   | 1,889   | -347 -15.5%   |
| Boulia           | 486     | 481     | 473     | 459     | 437     | 431     | -55 -11.3%    |
| Diamantina       | 295     | 299     | 303     | 302     | 297     | 288     | -7 -2.4%      |
| Longreach        | 4,217   | 4,104   | 4,029   | 3,815   | 3,727   | 3,598   | -619 -14.7%   |
| Winton           | 1,346   | 1,314   | 1,279   | 1,225   | 1,156   | 1,144   | -202 -15.0%   |
| Total CW         | 12,177  | 11,977  | 11,721  | 11,218  | 10,722  | 10,475  | -1,702 -14.0% |

| SOUTH WEST       |         |         |         |         |         |         |               |
| Balonne          | 4,791   | 4,784   | 4,740   | 4,629   | 4,480   | 4,391   | -400 -8.3%    |
| Bulloo           | 410     | 398     | 390     | 375     | 360     | 350     | -60 -14.6%    |
| Maranoa          | 13,426  | 13,515  | 13,443  | 13,305  | 12,928  | 12,843  | -583 -4.3%    |
| Murweh           | 4,738   | 4,687   | 4,645   | 4,534   | 4,391   | 4,309   | -429 -9.1%    |
| Paroo            | 1,907   | 1,856   | 1,819   | 1,749   | 1,686   | 1,665   | -242 -12.7%   |
| Quilpie          | 985     | 947     | 921     | 876     | 833     | 821     | -164 -16.6%   |
| Total SW         | 26,257  | 26,187  | 25,958  | 25,468  | 24,678  | 24,379  | -1,878 -7.2%  |

3. **TYRANNY OF DISTANCE**

The table below provides the number of persons per square kilometre for each Council. It is evident that each North West, Central West and South West Council covers considerable area on a per capita basis when compared with Coastal Provincial Queensland Councils (average outcome of 26.13 persons per square kilometre) and South-East Queensland Councils (average outcome of 315.56 persons per square kilometre).

The smaller the rate base relative to the size of the service area, the higher the cost per rateable assessment to provide essential infrastructure and services.

**Table 3.1: Population Density (persons per square kilometre)**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burke</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>0.03</td>
<td>0.03</td>
<td>0.03</td>
<td>0.03</td>
<td>0.03</td>
<td>0.03</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>0.07</td>
<td>0.07</td>
<td>0.07</td>
<td>0.07</td>
<td>0.06</td>
<td>0.07</td>
</tr>
<tr>
<td>Doomadgee</td>
<td>0.75</td>
<td>0.77</td>
<td>0.78</td>
<td>0.80</td>
<td>0.81</td>
<td>0.82</td>
</tr>
<tr>
<td>Flinders</td>
<td>0.04</td>
<td>0.04</td>
<td>0.04</td>
<td>0.04</td>
<td>0.04</td>
<td>0.04</td>
</tr>
<tr>
<td>McKinlay</td>
<td>0.03</td>
<td>0.02</td>
<td>0.02</td>
<td>0.02</td>
<td>0.02</td>
<td>0.02</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>0.50</td>
<td>0.50</td>
<td>0.48</td>
<td>0.47</td>
<td>0.44</td>
<td>0.43</td>
</tr>
<tr>
<td>Richmond</td>
<td>0.03</td>
<td>0.03</td>
<td>0.03</td>
<td>0.03</td>
<td>0.03</td>
<td>0.03</td>
</tr>
<tr>
<td>Total NW</td>
<td>0.11</td>
<td>0.11</td>
<td>0.10</td>
<td>0.10</td>
<td>0.10</td>
<td>0.09</td>
</tr>
<tr>
<td>CENTRAL WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barcaldine</td>
<td>0.06</td>
<td>0.06</td>
<td>0.06</td>
<td>0.06</td>
<td>0.05</td>
<td>0.05</td>
</tr>
<tr>
<td>Barcoo</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Blackall-Tambo</td>
<td>0.07</td>
<td>0.07</td>
<td>0.07</td>
<td>0.07</td>
<td>0.06</td>
<td>0.06</td>
</tr>
<tr>
<td>Boulia</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
</tr>
<tr>
<td>Diamantina</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Longreach</td>
<td>0.10</td>
<td>0.10</td>
<td>0.10</td>
<td>0.09</td>
<td>0.09</td>
<td>0.09</td>
</tr>
<tr>
<td>Winton</td>
<td>0.03</td>
<td>0.02</td>
<td>0.02</td>
<td>0.02</td>
<td>0.02</td>
<td>0.02</td>
</tr>
<tr>
<td>Total CW</td>
<td>0.03</td>
<td>0.03</td>
<td>0.03</td>
<td>0.03</td>
<td>0.03</td>
<td>0.03</td>
</tr>
<tr>
<td>SOUTH WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balonne</td>
<td>0.15</td>
<td>0.15</td>
<td>0.15</td>
<td>0.15</td>
<td>0.14</td>
<td>0.14</td>
</tr>
<tr>
<td>Bulloo</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Maranoa</td>
<td>0.23</td>
<td>0.23</td>
<td>0.23</td>
<td>0.23</td>
<td>0.22</td>
<td>0.22</td>
</tr>
<tr>
<td>Murweh</td>
<td>0.12</td>
<td>0.12</td>
<td>0.11</td>
<td>0.11</td>
<td>0.11</td>
<td>0.11</td>
</tr>
<tr>
<td>Paroo</td>
<td>0.04</td>
<td>0.04</td>
<td>0.04</td>
<td>0.04</td>
<td>0.04</td>
<td>0.03</td>
</tr>
<tr>
<td>Quilpie</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
</tr>
<tr>
<td>Total SW</td>
<td>0.08</td>
<td>0.08</td>
<td>0.08</td>
<td>0.08</td>
<td>0.08</td>
<td>0.08</td>
</tr>
</tbody>
</table>


In addition to a lack of economies of scale in service provision, rural and remote Councils face considerably higher capital and operating costs given distances from markets for labour, goods and services. The Queensland Local Government Grants Commission (2017) produces a series of location-based cost adjustors to represent the additional costs incurred that are purely related to a Council’s location. An index of 1.00 exists for major metropolitan areas such as Brisbane, Gold Coast, Moreton Bay, Sunshine Coast, Ipswich, Logan, Redland, Cairns, Townsville and Mackay. The indices applicable to the North West, Central West and South West are all considerably higher at between 1.63 in Maranoa and 1.99 in Barcoo, implying that the cost of service delivery can be up to twice that in major metropolitan areas.

**Table 3.2: Location Cost Adjustor, 2016-17**

<table>
<thead>
<tr>
<th>North West</th>
<th>Index</th>
<th>Central West</th>
<th>Index</th>
<th>South West</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burke</td>
<td>1.92</td>
<td>Barcaldine</td>
<td>1.84</td>
<td>Balonne</td>
<td>1.68</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>1.94</td>
<td>Barcoo</td>
<td>1.99</td>
<td>Bulloo</td>
<td>1.95</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>1.75</td>
<td>Blackall-Tambo</td>
<td>1.85</td>
<td>Maranoa</td>
<td>1.63</td>
</tr>
<tr>
<td>Doomadgee</td>
<td>1.86</td>
<td>Boulia</td>
<td>1.90</td>
<td>Murweh</td>
<td>1.81</td>
</tr>
<tr>
<td>Flinders</td>
<td>1.82</td>
<td>Diamantina</td>
<td>1.99</td>
<td>Paroo</td>
<td>1.85</td>
</tr>
<tr>
<td>McKinlay</td>
<td>1.90</td>
<td>Longreach</td>
<td>1.90</td>
<td>Quilpie</td>
<td>1.95</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>1.76</td>
<td>Winton</td>
<td>1.93</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Richmond</td>
<td>1.94</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. EXTENT OF INFRASTRUCTURE INVESTMENT AND RENEWAL PRESSURES

The table below provides the replacement cost of infrastructure and community assets per head of population for each North West, Central West and South West Council and highlights the very high capital investment that must be financed, renewed and maintained with a significant reliance on external funding sources.

For comparative purposes, the average replacement cost per capita is $33,995 for Coastal Provincial Queensland Councils and $22,074 for South-East Queensland Councils.

Table 4.1: Current Replacement Cost of Assets per capita

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NORTH WEST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burke</td>
<td>$210,296</td>
<td>$231,907</td>
<td>$291,349</td>
<td>$450,111</td>
<td>$544,611</td>
<td>$569,784</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>$172,746</td>
<td>$178,711</td>
<td>$186,235</td>
<td>$230,446</td>
<td>$239,617</td>
<td>$246,060</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>$87,388</td>
<td>$95,784</td>
<td>$114,553</td>
<td>$118,743</td>
<td>$129,246</td>
<td>$135,359</td>
</tr>
<tr>
<td>Doomadgee</td>
<td>$111,523</td>
<td>$99,056</td>
<td>$88,388</td>
<td>$93,599</td>
<td>$85,135</td>
<td>n.a.</td>
</tr>
<tr>
<td>Flinders</td>
<td>$115,766</td>
<td>$129,690</td>
<td>$138,854</td>
<td>$153,385</td>
<td>$141,634</td>
<td>$150,992</td>
</tr>
<tr>
<td>McKinlay</td>
<td>$179,615</td>
<td>$212,753</td>
<td>$232,769</td>
<td>$254,196</td>
<td>$284,516</td>
<td>$319,270</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>$32,863</td>
<td>$33,498</td>
<td>$35,558</td>
<td>$33,444</td>
<td>$34,609</td>
<td>$36,124</td>
</tr>
<tr>
<td>Richmond</td>
<td>$214,176</td>
<td>$216,983</td>
<td>$232,723</td>
<td>$252,656</td>
<td>$270,879</td>
<td>$287,557</td>
</tr>
<tr>
<td><strong>CENTRAL WEST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barcaldine</td>
<td>$89,893</td>
<td>$111,578</td>
<td>$119,783</td>
<td>$127,718</td>
<td>$139,818</td>
<td>$142,563</td>
</tr>
<tr>
<td>Barcoo</td>
<td>$382,523</td>
<td>$609,024</td>
<td>$646,656</td>
<td>$821,919</td>
<td>$916,544</td>
<td>$959,761</td>
</tr>
<tr>
<td>Blackall-Tambo</td>
<td>$123,684</td>
<td>$109,225</td>
<td>$133,368</td>
<td>$141,523</td>
<td>$152,167</td>
<td>$156,147</td>
</tr>
<tr>
<td>Bouli</td>
<td>$302,265</td>
<td>$284,281</td>
<td>$279,277</td>
<td>$414,486</td>
<td>$439,103</td>
<td>$455,688</td>
</tr>
<tr>
<td>Diamantina</td>
<td>$552,590</td>
<td>$527,866</td>
<td>$557,515</td>
<td>$563,675</td>
<td>$585,067</td>
<td>$653,139</td>
</tr>
<tr>
<td>Longreach</td>
<td>$63,361</td>
<td>$68,064</td>
<td>$76,260</td>
<td>$81,941</td>
<td>$98,807</td>
<td>$106,284</td>
</tr>
<tr>
<td>Winton</td>
<td>$137,750</td>
<td>$162,311</td>
<td>$173,013</td>
<td>$193,104</td>
<td>$214,667</td>
<td>$241,165</td>
</tr>
<tr>
<td><strong>SOUTH WEST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balonne</td>
<td>$70,861</td>
<td>$72,767</td>
<td>$73,312</td>
<td>$69,601</td>
<td>$78,918</td>
<td>$81,540</td>
</tr>
<tr>
<td>Bulloo</td>
<td>$485,368</td>
<td>$544,837</td>
<td>$710,282</td>
<td>$662,859</td>
<td>$712,594</td>
<td>$722,657</td>
</tr>
<tr>
<td>Maranoa</td>
<td>$93,445</td>
<td>$97,294</td>
<td>$77,248</td>
<td>$81,130</td>
<td>$79,796</td>
<td>$79,621</td>
</tr>
<tr>
<td>Murweh</td>
<td>$41,154</td>
<td>$48,367</td>
<td>$61,435</td>
<td>$78,519</td>
<td>$83,598</td>
<td>$87,220</td>
</tr>
<tr>
<td>Paroo</td>
<td>$85,967</td>
<td>$131,320</td>
<td>$139,610</td>
<td>$165,148</td>
<td>$177,819</td>
<td>$197,246</td>
</tr>
<tr>
<td>Quilpie</td>
<td>$134,142</td>
<td>$185,138</td>
<td>$194,719</td>
<td>$235,734</td>
<td>$276,940</td>
<td>$287,904</td>
</tr>
</tbody>
</table>

Notes: Doomadgee 2016-17 audited financial statements not yet available.

The Asset Sustainability Ratio reported by Queensland Councils is calculated as the level of expenditure on asset renewal and replacement as a percentage of the depreciation (or consumption) of assets. It measures the extent to which the asset base is being maintained over time. A value of 100% means that the assets are being renewed at the rate at which they are being consumed.

There are mixed outcomes for North West, Central West and South West Councils as outlined in the table on the following page, with:

- Around half having a ratio well in excess of 100% and are spending more on capital renewal than is being consumed, likely to be at least in part due to required catch-up work on ageing infrastructure.
- Around half having a ratio well below 100%, indicating a deterioration in the capital base and at least in some instances reflecting the deferral of essential infrastructure renewal due to insufficient financial and/or resourcing capacity.
Table 4.2: Asset Sustainability Ratio, Average of 2014-15 to 2016-17

<table>
<thead>
<tr>
<th>Council</th>
<th>3-yr Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NORTH WEST</strong></td>
<td></td>
</tr>
<tr>
<td>Burke</td>
<td>43%</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>89%</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>156%</td>
</tr>
<tr>
<td>Doomadgee</td>
<td>53%</td>
</tr>
<tr>
<td>Flinders</td>
<td>127%</td>
</tr>
<tr>
<td>McKinlay</td>
<td>236%</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>94%</td>
</tr>
<tr>
<td>Richmond</td>
<td>153%</td>
</tr>
<tr>
<td><strong>CENTRAL WEST</strong></td>
<td></td>
</tr>
<tr>
<td>Barcaldine</td>
<td>122%</td>
</tr>
<tr>
<td>Barcoo</td>
<td>134%</td>
</tr>
<tr>
<td>Blackall-Tambo</td>
<td>88%</td>
</tr>
<tr>
<td>Bouli</td>
<td>105%</td>
</tr>
<tr>
<td>Diamantina</td>
<td>88%</td>
</tr>
<tr>
<td>Longreach</td>
<td>146%</td>
</tr>
<tr>
<td>Winton</td>
<td>197%</td>
</tr>
<tr>
<td><strong>SOUTH WEST</strong></td>
<td></td>
</tr>
<tr>
<td>Balonne</td>
<td>60%</td>
</tr>
<tr>
<td>Bulloo</td>
<td>149%</td>
</tr>
<tr>
<td>Maranoa</td>
<td>27%</td>
</tr>
<tr>
<td>Murweh</td>
<td>79%</td>
</tr>
<tr>
<td>Paroo</td>
<td>57%</td>
</tr>
<tr>
<td>Quilpie</td>
<td>134%</td>
</tr>
</tbody>
</table>

Notes: Doomadgee 2016-17 audited financial statements not yet available, and as such the 2013-14 to 2015-16 period was used.
Source: AEC, Council Annual Reports.
5. RELIANCE ON GRANT FUNDING

The table and figure below indicate the contribution of operating grants provided to each North West, Central West and South West Council to total operating revenue. Outcomes for 2016-17 have been adjusted for the prepayment of the Financial Assistance Grants for 2017-18 in June 2017. Many Councils received flood damage and other special grants during the assessment period that may distort the numbers on a year to year basis. No adjustments for these operating grants have been made given inconsistencies in reporting different grants across Councils.

Even with the significant volatility in the numbers from year to year, it is evident that North West, Central West and South West Queensland Councils are extremely reliant on external grant funding.

Table 5.1: Operating Grants as % of Total Operating Revenue

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NORTH WEST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burke</td>
<td>63.7%</td>
<td>57.3%</td>
<td>19.8%</td>
<td>33.0%</td>
<td>56.1%</td>
<td>77.3%</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>34.4%</td>
<td>63.3%</td>
<td>52.4%</td>
<td>54.6%</td>
<td>75.2%</td>
<td>65.2%</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>27.3%</td>
<td>22.5%</td>
<td>15.0%</td>
<td>24.0%</td>
<td>24.2%</td>
<td>24.4%</td>
</tr>
<tr>
<td>Doomadgee</td>
<td>50.2%</td>
<td>58.1%</td>
<td>54.9%</td>
<td>43.6%</td>
<td>26.3%</td>
<td>n.a.</td>
</tr>
<tr>
<td>Flinders</td>
<td>30.5%</td>
<td>18.7%</td>
<td>16.8%</td>
<td>28.6%</td>
<td>41.0%</td>
<td>29.7%</td>
</tr>
<tr>
<td>McKinlay</td>
<td>20.2%</td>
<td>40.0%</td>
<td>18.4%</td>
<td>45.6%</td>
<td>46.8%</td>
<td>32.4%</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>18.9%</td>
<td>11.4%</td>
<td>7.4%</td>
<td>12.4%</td>
<td>16.6%</td>
<td>19.2%</td>
</tr>
<tr>
<td>Richmond</td>
<td>45.7%</td>
<td>59.9%</td>
<td>20.2%</td>
<td>41.1%</td>
<td>45.6%</td>
<td>28.0%</td>
</tr>
<tr>
<td><strong>CENTRAL WEST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barcaldine</td>
<td>25.8%</td>
<td>18.0%</td>
<td>15.3%</td>
<td>27.0%</td>
<td>35.6%</td>
<td>35.3%</td>
</tr>
<tr>
<td>Barcoo</td>
<td>26.0%</td>
<td>24.8%</td>
<td>21.0%</td>
<td>51.2%</td>
<td>41.5%</td>
<td>54.3%</td>
</tr>
<tr>
<td>Blackall-Tambo</td>
<td>62.8%</td>
<td>31.5%</td>
<td>30.2%</td>
<td>39.2%</td>
<td>26.8%</td>
<td>23.3%</td>
</tr>
<tr>
<td>Boulia</td>
<td>17.4%</td>
<td>14.1%</td>
<td>18.1%</td>
<td>31.3%</td>
<td>59.7%</td>
<td>54.9%</td>
</tr>
<tr>
<td>Diamantina</td>
<td>9.9%</td>
<td>8.3%</td>
<td>8.2%</td>
<td>19.7%</td>
<td>16.5%</td>
<td>17.1%</td>
</tr>
<tr>
<td>Longreach</td>
<td>47.7%</td>
<td>56.1%</td>
<td>16.0%</td>
<td>39.6%</td>
<td>37.2%</td>
<td>42.4%</td>
</tr>
<tr>
<td>Winton</td>
<td>51.7%</td>
<td>41.8%</td>
<td>28.9%</td>
<td>41.2%</td>
<td>45.3%</td>
<td>47.2%</td>
</tr>
<tr>
<td><strong>SOUTH WEST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balonne</td>
<td>75.0%</td>
<td>75.9%</td>
<td>47.4%</td>
<td>34.7%</td>
<td>27.3%</td>
<td>28.8%</td>
</tr>
<tr>
<td>Bulloo</td>
<td>25.9%</td>
<td>38.4%</td>
<td>26.6%</td>
<td>41.2%</td>
<td>45.0%</td>
<td>40.0%</td>
</tr>
<tr>
<td>Maranoa</td>
<td>54.3%</td>
<td>36.9%</td>
<td>26.6%</td>
<td>27.6%</td>
<td>24.7%</td>
<td>27.6%</td>
</tr>
<tr>
<td>Munweh</td>
<td>61.3%</td>
<td>55.7%</td>
<td>19.7%</td>
<td>40.8%</td>
<td>39.1%</td>
<td>40.8%</td>
</tr>
<tr>
<td>Paroo</td>
<td>23.1%</td>
<td>43.6%</td>
<td>27.0%</td>
<td>46.9%</td>
<td>46.3%</td>
<td>56.4%</td>
</tr>
<tr>
<td>Quilpie</td>
<td>52.9%</td>
<td>18.7%</td>
<td>55.1%</td>
<td>67.2%</td>
<td>65.9%</td>
<td>44.1%</td>
</tr>
</tbody>
</table>

Notes: 2016-17 outcomes have been adjusted by removing the 50% FAG prepayment made to Councils. No adjustments have been made to previous years for any FAG prepayments. Doomadgee 2016-17 audited financial statements not yet available.

Source: Council Annual Reports.

Figure 5.1: Operating Grants as % of Total Operating Revenue, 2011-12 to 2016-17 Average
The significant volatility in grant funding makes it difficult for North West, Central West and South West Councils to effectively budget from year to year, particularly when combined with their relatively high reliance on contract works and other revenue versus own source rates and charges revenue (outlined in the table and figure below) and limited capacity to raise additional own source revenue.

Any decisions made by other levels of government regarding the operating grants provided to each Council therefore has an amplified effect on their ability to effectively and sustainably ensure ongoing infrastructure and service provision to their local communities.

Table 5.2: Council Rates and Charges as % of Total Operating Revenue

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burke</td>
<td>21.1%</td>
<td>22.7%</td>
<td>54.7%</td>
<td>36.1%</td>
<td>28.4%</td>
<td>13.7%</td>
<td>29.5%</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>11.7%</td>
<td>13.3%</td>
<td>11.7%</td>
<td>11.1%</td>
<td>14.8%</td>
<td>14.6%</td>
<td>12.8%</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>42.5%</td>
<td>44.3%</td>
<td>49.5%</td>
<td>47.8%</td>
<td>51.0%</td>
<td>45.1%</td>
<td>46.7%</td>
</tr>
<tr>
<td>Doonmadgee</td>
<td>3.0%</td>
<td>6.4%</td>
<td>3.8%</td>
<td>5.9%</td>
<td>4.1%</td>
<td>n.a.</td>
<td>4.6%</td>
</tr>
<tr>
<td>Flinders</td>
<td>13.3%</td>
<td>9.1%</td>
<td>14.1%</td>
<td>13.8%</td>
<td>20.0%</td>
<td>13.6%</td>
<td>14.0%</td>
</tr>
<tr>
<td>McKinlay</td>
<td>8.4%</td>
<td>20.0%</td>
<td>14.7%</td>
<td>20.4%</td>
<td>21.5%</td>
<td>14.8%</td>
<td>16.6%</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>64.5%</td>
<td>61.3%</td>
<td>71.1%</td>
<td>77.0%</td>
<td>70.3%</td>
<td>66.2%</td>
<td>68.4%</td>
</tr>
<tr>
<td>Richmond</td>
<td>8.3%</td>
<td>6.0%</td>
<td>9.1%</td>
<td>12.6%</td>
<td>13.8%</td>
<td>9.6%</td>
<td>9.9%</td>
</tr>
<tr>
<td>CENTRAL WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barcaldine</td>
<td>13.1%</td>
<td>12.4%</td>
<td>18.2%</td>
<td>19.1%</td>
<td>25.6%</td>
<td>25.6%</td>
<td>19.0%</td>
</tr>
<tr>
<td>Barcoo</td>
<td>4.8%</td>
<td>5.6%</td>
<td>5.7%</td>
<td>9.4%</td>
<td>7.1%</td>
<td>5.3%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Blackall-Tambo</td>
<td>14.7%</td>
<td>15.5%</td>
<td>8.4%</td>
<td>15.0%</td>
<td>24.5%</td>
<td>23.6%</td>
<td>17.0%</td>
</tr>
<tr>
<td>Boula</td>
<td>5.2%</td>
<td>5.3%</td>
<td>12.8%</td>
<td>12.8%</td>
<td>8.4%</td>
<td>7.5%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Diamantina</td>
<td>1.6%</td>
<td>1.4%</td>
<td>2.7%</td>
<td>5.2%</td>
<td>4.7%</td>
<td>5.3%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Longreach</td>
<td>22.3%</td>
<td>21.4%</td>
<td>24.5%</td>
<td>23.8%</td>
<td>26.9%</td>
<td>23.5%</td>
<td>23.7%</td>
</tr>
<tr>
<td>Winton</td>
<td>21.5%</td>
<td>18.1%</td>
<td>20.0%</td>
<td>19.0%</td>
<td>20.6%</td>
<td>22.5%</td>
<td>20.3%</td>
</tr>
<tr>
<td>SOUTH WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balonne</td>
<td>14.9%</td>
<td>15.1%</td>
<td>31.5%</td>
<td>39.8%</td>
<td>45.7%</td>
<td>45.2%</td>
<td>32.0%</td>
</tr>
<tr>
<td>Bulloo</td>
<td>16.4%</td>
<td>28.0%</td>
<td>31.3%</td>
<td>28.9%</td>
<td>31.3%</td>
<td>28.3%</td>
<td>27.4%</td>
</tr>
<tr>
<td>Maranoa</td>
<td>19.3%</td>
<td>24.6%</td>
<td>21.2%</td>
<td>28.9%</td>
<td>37.1%</td>
<td>41.1%</td>
<td>28.7%</td>
</tr>
<tr>
<td>Murweh</td>
<td>20.2%</td>
<td>20.9%</td>
<td>31.6%</td>
<td>35.8%</td>
<td>34.3%</td>
<td>27.7%</td>
<td>28.4%</td>
</tr>
<tr>
<td>Paroo</td>
<td>8.1%</td>
<td>22.5%</td>
<td>20.5%</td>
<td>27.7%</td>
<td>25.1%</td>
<td>21.3%</td>
<td>20.9%</td>
</tr>
<tr>
<td>Quilpie</td>
<td>11.9%</td>
<td>6.7%</td>
<td>10.5%</td>
<td>15.3%</td>
<td>20.8%</td>
<td>26.5%</td>
<td>15.3%</td>
</tr>
</tbody>
</table>

Notes: 2016-17 outcomes have been adjusted by removing the 50% FAG prepayment made to Councils. No adjustments have been made to previous years for any FAG prepayments. Doomadgee 2016-17 audited financial statements not yet available.

Source: Council Annual Reports.

Figure 5.2: Council Rates and Charges as % of Total Operating Revenue, 2011-12 to 2016-17 Average

Source: Council Annual Reports.
6. UNCERTAIN FINANCIAL ASSISTANCE GRANTS

With a heavy reliance on grant funding to balance their operating positions, rural and remote Councils in North West, Central West and South West Queensland require a high level of certainty on the level of funding provided on a year to year basis. The table and figure below outline the real change in Financial Assistance Grants received by each Council from 2013-14 to 2017-18. It is evident that the freeze in the level of Financial Assistance Grants paid between 2014-15 and 2016-17 had a significant impact on the real funding provided by the Federal Government to the majority of Western Queensland Councils. The most significant impacts have been felt by Longreach, Carpentaria, Richmond and Barcoo.

**Table 6.1: Total Real Change in Financial Assistance Grants, 2013-14 to 2017-18**

<table>
<thead>
<tr>
<th>Council</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NORTH WEST</strong></td>
<td></td>
</tr>
<tr>
<td>Burke</td>
<td>-3.6%</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>-10.5%</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>-2.9%</td>
</tr>
<tr>
<td>Doomadgee</td>
<td>+2.7%</td>
</tr>
<tr>
<td>Flinders</td>
<td>+7.0%</td>
</tr>
<tr>
<td>McKinlay</td>
<td>-5.1%</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>+5.9%</td>
</tr>
<tr>
<td>Richmond</td>
<td>-10.5%</td>
</tr>
<tr>
<td><strong>Total NW</strong></td>
<td>-2.1%</td>
</tr>
<tr>
<td><strong>CENTRAL WEST</strong></td>
<td></td>
</tr>
<tr>
<td>Barcaldine</td>
<td>-2.6%</td>
</tr>
<tr>
<td>Barcoo</td>
<td>-10.4%</td>
</tr>
<tr>
<td>Blackall-Tambo</td>
<td>-4.1%</td>
</tr>
<tr>
<td>Boulia</td>
<td>-4.7%</td>
</tr>
<tr>
<td>Diamantina</td>
<td>+2.6%</td>
</tr>
<tr>
<td>Longreach</td>
<td>-16.0%</td>
</tr>
<tr>
<td>Winton</td>
<td>-7.7%</td>
</tr>
<tr>
<td><strong>Total CW</strong></td>
<td>-7.4%</td>
</tr>
<tr>
<td><strong>SOUTH WEST</strong></td>
<td></td>
</tr>
<tr>
<td>Balonne</td>
<td>+3.0%</td>
</tr>
<tr>
<td>Bulloo</td>
<td>+7.0%</td>
</tr>
<tr>
<td>Maranoa</td>
<td>+0.7%</td>
</tr>
<tr>
<td>Murweh</td>
<td>-6.5%</td>
</tr>
<tr>
<td>Paroo</td>
<td>+4.0%</td>
</tr>
<tr>
<td>Quilpie</td>
<td>-4.7%</td>
</tr>
<tr>
<td><strong>Total SW</strong></td>
<td>+0.4%</td>
</tr>
</tbody>
</table>


**Figure 6.1: Total Real Change in Financial Assistance Grants, 2013-14 to 2017-18**

The following figure provides an indication of the percentage changes in real Financial Assistance Grant payments to each Council between 2013-14 and 2017-18. It is evident that the distribution methodology provides no level of certainty over the level of funding received in any given year.

**Figure 6.2: Annual Real Change in Financial Assistance Grants, 2013-14 to 2017-18**


The tables on the following pages outline the Financial Assistance Grants paid to each Council and region between 2013-14 and 2017-18 in nominal terms and real 2013-14 terms.
## Table 6.2: Financial Assistance Grants (nominal)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bulloo</td>
<td>$2,885,518</td>
<td>$2,842,777</td>
<td>$2,910,307</td>
<td>$2,964,309</td>
<td>$2,996,245</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>$4,844,329</td>
<td>$4,757,702</td>
<td>$4,753,791</td>
<td>$4,586,796</td>
<td>$4,667,108</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>$5,225,170</td>
<td>$5,164,084</td>
<td>$5,285,556</td>
<td>$5,419,258</td>
<td>$5,465,628</td>
</tr>
<tr>
<td>Doomadgee</td>
<td>$1,224,205</td>
<td>$1,207,122</td>
<td>$1,236,390</td>
<td>$1,270,953</td>
<td>$1,354,209</td>
</tr>
<tr>
<td>Flinders</td>
<td>$5,537,982</td>
<td>$5,734,075</td>
<td>$5,870,421</td>
<td>$6,016,704</td>
<td>$6,383,076</td>
</tr>
<tr>
<td>McKinlay</td>
<td>$5,198,451</td>
<td>$5,375,523</td>
<td>$5,503,210</td>
<td>$5,183,497</td>
<td>$5,310,862</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>$5,211,451</td>
<td>$5,377,728</td>
<td>$5,494,330</td>
<td>$5,618,219</td>
<td>$5,941,747</td>
</tr>
<tr>
<td>Richmond</td>
<td>$3,829,517</td>
<td>$3,934,988</td>
<td>$3,858,766</td>
<td>$3,767,340</td>
<td>$3,692,100</td>
</tr>
<tr>
<td><strong>Total NW</strong></td>
<td>$33,956,624</td>
<td>$34,393,999</td>
<td>$34,913,371</td>
<td>$34,827,076</td>
<td>$35,910,975</td>
</tr>
<tr>
<td>Barcaldine</td>
<td>$6,781,502</td>
<td>$6,701,659</td>
<td>$6,749,804</td>
<td>$6,838,679</td>
<td>$7,110,907</td>
</tr>
<tr>
<td>Baroo</td>
<td>$3,859,672</td>
<td>$3,758,180</td>
<td>$3,690,232</td>
<td>$3,668,104</td>
<td>$3,723,263</td>
</tr>
<tr>
<td>Blackall-Tambo</td>
<td>$3,851,053</td>
<td>$3,808,560</td>
<td>$3,879,646</td>
<td>$3,835,928</td>
<td>$3,976,092</td>
</tr>
<tr>
<td><strong>Total CW</strong></td>
<td>$33,634,673</td>
<td>$33,279,837</td>
<td>$33,081,196</td>
<td>$33,001,107</td>
<td>$33,532,787</td>
</tr>
<tr>
<td>Balonne</td>
<td>$4,756,547</td>
<td>$4,702,665</td>
<td>$4,729,400</td>
<td>$4,995,009</td>
<td>$5,277,802</td>
</tr>
<tr>
<td>Bulloo</td>
<td>$5,542,706</td>
<td>$5,725,398</td>
<td>$5,869,416</td>
<td>$6,016,508</td>
<td>$6,383,741</td>
</tr>
<tr>
<td>Maranoa</td>
<td>$15,515,880</td>
<td>$16,044,238</td>
<td>$16,416,223</td>
<td>$16,816,867</td>
<td>$16,827,171</td>
</tr>
<tr>
<td>Murweh</td>
<td>$6,694,873</td>
<td>$6,597,316</td>
<td>$6,506,506</td>
<td>$6,477,608</td>
<td>$6,742,121</td>
</tr>
<tr>
<td>Paroo</td>
<td>$4,651,830</td>
<td>$4,714,103</td>
<td>$4,822,871</td>
<td>$4,915,126</td>
<td>$5,207,394</td>
</tr>
<tr>
<td>Quilpie</td>
<td>$4,791,816</td>
<td>$4,731,225</td>
<td>$4,815,936</td>
<td>$4,830,436</td>
<td>$4,915,251</td>
</tr>
<tr>
<td><strong>Total SW</strong></td>
<td>$41,993,853</td>
<td>$42,514,945</td>
<td>$43,160,392</td>
<td>$44,095,394</td>
<td>$45,393,480</td>
</tr>
</tbody>
</table>

# ASSESSMENT OF THE FINANCIAL VULNERABILITY OF RURAL & REMOTE QLD COUNCILS

## Table 6.3: Financial Assistance Grants (real 2013-14 $)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NORTH WEST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burdekin</td>
<td>$2,885,518</td>
<td>$2,759,561</td>
<td>$2,783,639</td>
<td>$2,805,994</td>
<td>$2,782,421</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>$4,844,329</td>
<td>$4,618,430</td>
<td>$4,545,951</td>
<td>$4,341,829</td>
<td>$4,334,044</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>$5,225,170</td>
<td>$5,012,916</td>
<td>$5,046,467</td>
<td>$5,129,832</td>
<td>$5,075,579</td>
</tr>
<tr>
<td>Doomadgee</td>
<td>$1,224,205</td>
<td>$1,171,786</td>
<td>$1,182,334</td>
<td>$1,203,075</td>
<td>$1,257,567</td>
</tr>
<tr>
<td>Flinders</td>
<td>$5,537,982</td>
<td>$5,566,222</td>
<td>$5,613,761</td>
<td>$5,695,370</td>
<td>$5,927,554</td>
</tr>
<tr>
<td>McKinlay</td>
<td>$5,198,451</td>
<td>$5,218,166</td>
<td>$5,262,605</td>
<td>$4,906,662</td>
<td>$4,931,857</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>$5,211,451</td>
<td>$5,220,306</td>
<td>$5,254,113</td>
<td>$5,318,167</td>
<td>$5,517,720</td>
</tr>
<tr>
<td>Richmond</td>
<td>$3,829,517</td>
<td>$3,819,799</td>
<td>$3,690,057</td>
<td>$3,566,138</td>
<td>$3,428,617</td>
</tr>
<tr>
<td><strong>Total NW</strong></td>
<td>$33,985,623</td>
<td>$33,387,167</td>
<td>$33,386,926</td>
<td>$32,987,996</td>
<td>$32,253,355</td>
</tr>
<tr>
<td><strong>CENTRAL WEST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barcaldine</td>
<td>$6,781,502</td>
<td>$6,505,482</td>
<td>$6,454,696</td>
<td>$6,473,446</td>
<td>$6,603,444</td>
</tr>
<tr>
<td>Barcoo</td>
<td>$3,859,672</td>
<td>$3,648,167</td>
<td>$3,528,892</td>
<td>$3,472,202</td>
<td>$3,457,556</td>
</tr>
<tr>
<td>Blackall-Tambo</td>
<td>$3,851,053</td>
<td>$3,697,072</td>
<td>$3,710,024</td>
<td>$3,631,063</td>
<td>$3,692,342</td>
</tr>
<tr>
<td>Boulia</td>
<td>$2,929,265</td>
<td>$2,809,106</td>
<td>$2,831,426</td>
<td>$2,794,665</td>
<td>$2,791,101</td>
</tr>
<tr>
<td>Diamantina</td>
<td>$2,801,658</td>
<td>$2,793,755</td>
<td>$2,817,278</td>
<td>$2,810,895</td>
<td>$2,873,405</td>
</tr>
<tr>
<td>Longreach</td>
<td>$7,909,127</td>
<td>$7,575,098</td>
<td>$7,136,868</td>
<td>$6,901,077</td>
<td>$6,644,424</td>
</tr>
<tr>
<td>Winton</td>
<td>$5,502,396</td>
<td>$5,276,960</td>
<td>$5,155,671</td>
<td>$5,155,270</td>
<td>$5,077,481</td>
</tr>
<tr>
<td><strong>Total CW</strong></td>
<td>$33,634,673</td>
<td>$32,305,639</td>
<td>$31,634,855</td>
<td>$31,238,617</td>
<td>$31,139,792</td>
</tr>
<tr>
<td><strong>SOUTH WEST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balonne</td>
<td>$4,756,547</td>
<td>$4,565,004</td>
<td>$4,522,626</td>
<td>$4,728,241</td>
<td>$4,901,157</td>
</tr>
<tr>
<td>Bulloo</td>
<td>$5,542,706</td>
<td>$5,557,799</td>
<td>$5,612,800</td>
<td>$5,695,184</td>
<td>$5,928,171</td>
</tr>
<tr>
<td>Maranoa</td>
<td>$15,515,880</td>
<td>$15,574,577</td>
<td>$15,698,490</td>
<td>$15,918,729</td>
<td>$15,626,316</td>
</tr>
<tr>
<td>Murweh</td>
<td>$6,694,873</td>
<td>$6,404,193</td>
<td>$6,222,036</td>
<td>$6,131,658</td>
<td>$6,260,976</td>
</tr>
<tr>
<td>Paroo</td>
<td>$4,651,830</td>
<td>$4,576,108</td>
<td>$4,612,011</td>
<td>$4,652,624</td>
<td>$4,835,773</td>
</tr>
<tr>
<td>Quilpie</td>
<td>$4,791,816</td>
<td>$4,592,728</td>
<td>$4,605,379</td>
<td>$4,572,457</td>
<td>$4,564,479</td>
</tr>
<tr>
<td><strong>Total SW</strong></td>
<td>$41,953,852</td>
<td>$41,270,469</td>
<td>$41,273,341</td>
<td>$41,898,895</td>
<td>$42,216,072</td>
</tr>
</tbody>
</table>

7. ADVERSE WEATHER CONDITIONS

The majority of North West, Central West and South West Councils have been drought-declared since mid to late 2013, with some exceptions in the North West. These adverse weather and growing conditions have placed pressure on local communities, impacting their capacity to pay Council rates and charges and invest and spend in local areas.

Unfortunately, the timing of the drought coincided with the Federal Government decision to freeze Financial Assistance Grants (from 2013-14 to 2016-17), exacerbating the devastation of drought and limiting the ability of North West, Central West and South West Councils to increase rates to offset the financial impost placed on them from the freeze.

The table below provides information on official drought declarations since 2011-12 and the figure on the following page outlines current drought-declared areas across the state.

Table 7.1: Drought Declarations

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burke</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carpentaria</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cloncurry</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doomadgee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flinders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>McKinlay</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mount Isa</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Richmond</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CENTRAL WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barcaldine</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barcoo</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blackall-Tambo</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boulia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diamantina</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Longreach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Winton</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOUTH WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balonne</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bulloo</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maranoa</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Murweh</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paroo</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quilpie</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 7.1: Current Drought Declaration Status, 1 August 2018

There are a total of 23 councils and 8 part council areas drought-declared. These declarations represent 57.4% of the land area of Queensland. There are also 85 individually Droughted Properties in a further 11 shires.

ASSESSMENT OF THE FINANCIAL VULNERABILITY OF RURAL & REMOTE QLD COUNCILS

The figure below provides information on areas within Queensland with extreme rainfall deficiency rankings, and highlights that despite some North West, Central West and South West Council areas not being officially drought declared (e.g. areas of Mount Isa), they remain in significant rainfall deficiency.

**Figure 7.2: Rainfall Deficiency Map**

Notes: Rainfall deficiency is used to describe the situation where there has been less rainfall over a given period (in this case any period between 12 and 24 months in the latest two-year period), when compared with similar periods over the whole historical record (since 1900). A 1 in 20 rainfall event is an indication of how many times such low rainfall would be likely to occur at a location in a 20 year period: so for every 20 years you could expect to get low rainfall like this just once. This is also, more accurately, known as being at or below the 5th percentile (or within the lowest 5% of rainfall records). Similarly, a 1 in 10 rainfall event is used to show where rainfall is at or below the 10th percentile (or within the lowest 10% of rainfall records).

8. FINANCIAL SUSTAINABILITY

Given their heavy limited population (and ratepayer) base, vast service areas, high infrastructure investments relative to the rate base, heavy reliance on external grant funding, volatility in grant funding, the Federal Government freeze in Financial Assistance Grants, and challenging economic conditions, rural and remote Queensland Councils in the North West, Central West and South West generally struggle to consistently balance their operating position.

The limited rate base of most Councils means that own source revenue cannot replace any loss in funding, and as such essential infrastructure and service provision to local communities is placed at risk as is their ongoing financial sustainability.

The total value of all operating deficits across the three regions in 2015-16 was $53.778 million, followed by $31.130 million in 2016-17 when adjusting operating positions for the prepayment of the Financial Assistance Grants for 2017-18 made in June 2017.

Of the 21 North West, Central West and South West Councils, 17 were in deficit in 2015-16 and 13 were in deficit in 2016-17.

Table 8.1: Operating Surplus/(Deficit), $'000

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burke</td>
<td>-$6,709</td>
<td>$7,113</td>
<td>-$5,037</td>
<td>-$1,187</td>
<td>-$5,425</td>
<td>$676</td>
<td>4</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>$469</td>
<td>-$459</td>
<td>$2,907</td>
<td>$5,519</td>
<td>-$6,213</td>
<td>-$1,322</td>
<td>3</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>$336</td>
<td>$2,234</td>
<td>$1,428</td>
<td>$138</td>
<td>-$1,216</td>
<td>-$1,964</td>
<td>2</td>
</tr>
<tr>
<td>Doomadgee</td>
<td>-$993</td>
<td>-$2,139</td>
<td>$4,258</td>
<td>-$752</td>
<td>-$1,812</td>
<td>n.a.</td>
<td>4</td>
</tr>
<tr>
<td>Flinders</td>
<td>$4,544</td>
<td>$4,511</td>
<td>-$1,100</td>
<td>$1,407</td>
<td>$961</td>
<td>$3,767</td>
<td>1</td>
</tr>
<tr>
<td>McKinlay</td>
<td>$3,042</td>
<td>-$990</td>
<td>-$1,643</td>
<td>-$803</td>
<td>-$1,634</td>
<td>$1,242</td>
<td>4</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>$478</td>
<td>$2,606</td>
<td>-$1,803</td>
<td>$439</td>
<td>$1,725</td>
<td>$4,942</td>
<td>1</td>
</tr>
<tr>
<td>Richmond</td>
<td>$251</td>
<td>$5,260</td>
<td>-$1,634</td>
<td>-$3,737</td>
<td>-$3,498</td>
<td>-$3,800</td>
<td>4</td>
</tr>
<tr>
<td>Total NW</td>
<td>$1,420</td>
<td>$18,136</td>
<td>-$2,624</td>
<td>$1,024</td>
<td>-$17,112</td>
<td>$3,541</td>
<td>23</td>
</tr>
<tr>
<td># of Deficits</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>4</td>
<td>6</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>CENTRAL WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barcaldine</td>
<td>$2,648</td>
<td>-$1,606</td>
<td>-$3,633</td>
<td>-$1,994</td>
<td>-$2,263</td>
<td>-$5,932</td>
<td>5</td>
</tr>
<tr>
<td>Baroo</td>
<td>-$563</td>
<td>$1,978</td>
<td>-$1,257</td>
<td>-$695</td>
<td>-$2,591</td>
<td>-$4,546</td>
<td>5</td>
</tr>
<tr>
<td>Blackall-Tambo</td>
<td>-$683</td>
<td>$18,427</td>
<td>$6,566</td>
<td>$3,651</td>
<td>-$1,358</td>
<td>-$1,521</td>
<td>4</td>
</tr>
<tr>
<td>Boula</td>
<td>$3,979</td>
<td>$2,366</td>
<td>-$2,659</td>
<td>-$364</td>
<td>-$1,837</td>
<td>-$1,010</td>
<td>4</td>
</tr>
<tr>
<td>Diamantina</td>
<td>-$3,324</td>
<td>$16,153</td>
<td>$2,834</td>
<td>-$4,860</td>
<td>-$2,263</td>
<td>-$5,751</td>
<td>4</td>
</tr>
<tr>
<td>Longreach</td>
<td>$3,720</td>
<td>$1,382</td>
<td>$162</td>
<td>$4,374</td>
<td>$4,743</td>
<td>$4,269</td>
<td>1</td>
</tr>
<tr>
<td>Winton</td>
<td>-$2,318</td>
<td>$2,408</td>
<td>$154</td>
<td>$3,028</td>
<td>$1,365</td>
<td>-$839</td>
<td>2</td>
</tr>
<tr>
<td>Total CW</td>
<td>$3,459</td>
<td>$4,254</td>
<td>$2,167</td>
<td>$3,140</td>
<td>-$13,690</td>
<td>$15,329</td>
<td>25</td>
</tr>
<tr>
<td># of Deficits</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>SOUTH WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balonne</td>
<td>$14,842</td>
<td>-$15,624</td>
<td>-$233</td>
<td>-$511</td>
<td>-$2,732</td>
<td>-$2,838</td>
<td>5</td>
</tr>
<tr>
<td>Bulloo</td>
<td>$4,254</td>
<td>$409</td>
<td>-$3,411</td>
<td>-$3,764</td>
<td>$409</td>
<td>$260</td>
<td>2</td>
</tr>
<tr>
<td>Maranoa</td>
<td>$5,637</td>
<td>-$9,782</td>
<td>-$7,729</td>
<td>-$4,899</td>
<td>-$13,854</td>
<td>-$11,351</td>
<td>5</td>
</tr>
<tr>
<td>Munweh</td>
<td>-$267</td>
<td>$372</td>
<td>-$1,756</td>
<td>-$2,954</td>
<td>-$2,510</td>
<td>-$1,349</td>
<td>5</td>
</tr>
<tr>
<td>Paroo</td>
<td>$1,217</td>
<td>-$2,321</td>
<td>-$3,522</td>
<td>-$2,092</td>
<td>-$4,044</td>
<td>-$4,233</td>
<td>5</td>
</tr>
<tr>
<td>Quilpie</td>
<td>$1,210</td>
<td>-$829</td>
<td>-$3,267</td>
<td>$6,729</td>
<td>-$244</td>
<td>$171</td>
<td>3</td>
</tr>
<tr>
<td>Total SW</td>
<td>$26,892</td>
<td>-$27,775</td>
<td>-$19,918</td>
<td>-$7,491</td>
<td>-$22,975</td>
<td>$19,341</td>
<td>25</td>
</tr>
<tr>
<td># of Deficits</td>
<td>1</td>
<td>4</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

Notes: 2016-17 outcomes have been adjusted by removing the 50% prepayment made to Councils. No adjustments have been made to previous years for any prepayments. Doomadgee 2016-17 audited financial statements not yet available.

Source: Council Annual Reports.
The table below indicates the Operating Surplus Ratio for each North West, Central West and South West Council, as measured by the operating surplus/(deficit) divided by operating revenue. For some Councils, a 10% to 30% increase in total operating revenue – including rates and charges, operating grants and other revenue – is required to overcome sustained operating deficits.

Table 8.2: Operating Surplus/(Deficit) Ratio

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NORTH WEST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burke</td>
<td>-40.2%</td>
<td>44.0%</td>
<td>-72.4%</td>
<td>-12.3%</td>
<td>-42.5%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Carpentaria</td>
<td>1.0%</td>
<td>-1.0%</td>
<td>5.0%</td>
<td>8.2%</td>
<td>-13.1%</td>
<td>-2.6%</td>
</tr>
<tr>
<td>Cloncurry</td>
<td>1.5%</td>
<td>9.0%</td>
<td>6.5%</td>
<td>0.6%</td>
<td>-4.9%</td>
<td>-6.7%</td>
</tr>
<tr>
<td>Doomadgee</td>
<td>-14.7%</td>
<td>-28.0%</td>
<td>34.1%</td>
<td>-8.4%</td>
<td>-13.6%</td>
<td>n.a.</td>
</tr>
<tr>
<td>Flinders</td>
<td>19.6%</td>
<td>13.0%</td>
<td>-4.5%</td>
<td>5.5%</td>
<td>5.4%</td>
<td>14.2%</td>
</tr>
<tr>
<td>McKinlay</td>
<td>10.8%</td>
<td>-8.0%</td>
<td>-9.3%</td>
<td>-6.1%</td>
<td>-12.7%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Mount Isa</td>
<td>1.1%</td>
<td>6.0%</td>
<td>-3.9%</td>
<td>0.9%</td>
<td>3.3%</td>
<td>8.5%</td>
</tr>
<tr>
<td>Richmond</td>
<td>1.6%</td>
<td>21.0%</td>
<td>-12.0%</td>
<td>-32.1%</td>
<td>-32.8%</td>
<td>-23.2%</td>
</tr>
<tr>
<td><strong>CENTRAL WEST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barcaldine</td>
<td>6.4%</td>
<td>-3.6%</td>
<td>-11.1%</td>
<td>-6.3%</td>
<td>-9.5%</td>
<td>-24.4%</td>
</tr>
<tr>
<td>Barcoo</td>
<td>-3.1%</td>
<td>12.0%</td>
<td>-7.3%</td>
<td>-6.4%</td>
<td>-16.0%</td>
<td>-20.4%</td>
</tr>
<tr>
<td>Blackall-Tambo</td>
<td>-2.8%</td>
<td>-71.0%</td>
<td>12.7%</td>
<td>12.3%</td>
<td>-7.3%</td>
<td>-7.4%</td>
</tr>
<tr>
<td>Bouli</td>
<td>19.8%</td>
<td>12.0%</td>
<td>-29.4%</td>
<td>-3.6%</td>
<td>-12.8%</td>
<td>-6.1%</td>
</tr>
<tr>
<td>Diamantina</td>
<td>-8.2%</td>
<td>30.2%</td>
<td>9.9%</td>
<td>-29.4%</td>
<td>-11.5%</td>
<td>-31.6%</td>
</tr>
<tr>
<td>Longreach</td>
<td>11.0%</td>
<td>3.9%</td>
<td>0.5%</td>
<td>11.6%</td>
<td>-14.2%</td>
<td>11.1%</td>
</tr>
<tr>
<td>Winton</td>
<td>-15.2%</td>
<td>13.0%</td>
<td>0.9%</td>
<td>16.2%</td>
<td>7.9%</td>
<td>-5.1%</td>
</tr>
<tr>
<td><strong>SOUTH WEST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balonne</td>
<td>28.3%</td>
<td>-27.7%</td>
<td>-0.8%</td>
<td>-2.3%</td>
<td>-13.4%</td>
<td>-13.5%</td>
</tr>
<tr>
<td>Bulloo</td>
<td>18.8%</td>
<td>3.0%</td>
<td>-26.6%</td>
<td>-25.9%</td>
<td>3.0%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Maranoa</td>
<td>5.2%</td>
<td>-7.2%</td>
<td>-6.7%</td>
<td>-5.2%</td>
<td>-18.3%</td>
<td>-15.4%</td>
</tr>
<tr>
<td>Murweh</td>
<td>-1.0%</td>
<td>1.3%</td>
<td>-9.4%</td>
<td>-16.6%</td>
<td>-14.2%</td>
<td>-6.0%</td>
</tr>
<tr>
<td>Paroo</td>
<td>3.6%</td>
<td>-16.6%</td>
<td>-21.4%</td>
<td>-16.1%</td>
<td>-28.2%</td>
<td>-25.0%</td>
</tr>
<tr>
<td>Quilpie</td>
<td>5.5%</td>
<td>-2.0%</td>
<td>-10.2%</td>
<td>25.8%</td>
<td>-1.1%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

Notes: 2016-17 outcomes have been adjusted by removing the 50% prepayment made to Councils. No adjustments have been made to previous years for any prepayments. Doomadgee 2016-17 audited financial statements not yet available.

Source: Council Annual Reports.

It should be noted here that many North West, Central West and South West Councils received flood damage and other special grants during the assessment period that can distort the numbers on a year to year basis, given that some funding amounts may include prepayments.
REFERENCES


Council Annual Reports 2011-12 to 2016-17.
17 INFORMATION REPORTS - CLOSED SESSION

17.1 Departmental Update - Chief Executive Officer - Central Queensland Regional Organisation of Councils Chief Executive Officers meeting

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.
18 GENERAL BUSINESS

19 LATE AGENDA ITEMS

20 CLOSURE OF MEETING