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

**Wednesday, 27 May 2020**
**At 9.00am**

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

Scott Mason
Chief Executive Officer
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1 PRESENT

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5 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

5.1 Minutes - General Council Meeting - 13 May 2020
General Council Meeting

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

Wednesday, 13 May 2020
Commenced at 9.00am
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MINUTES – GENERAL COUNCIL MEETING
HELD AT 9.00AM WEDNESDAY 13 MAY 2020 IN THE CENTRAL HIGHLANDS REGIONAL COUNCIL CHAMBERS, EMERALD OFFICE

PRESENT
Councillors
Councillor (Cr) Kerry Hayes (Mayor), Christine Rolfe (Deputy Mayor)
Councillors (Cr) Charles Brimblecombe, Joseph Burns, Anne Carpenter, Natalie Curtis, Megan Daniels, Janice Moriarty and Gai Sypher

Officers
Chief Executive Officer Scott Mason, General Manager Communities John McDougall, General Manager Corporate Services Margaret Gatt, General Manager Infrastructure and Utilities Gerhard Joubert (via skype) and Minute Secretary Marnie Wills

APOLOGIES
Nil

LEAVE OF ABSENCE
Nil

Attendance
General Manager Corporate Services M. Gatt attended the meeting at 9.01am
CEO S. Mason left the meeting at 9.07am

OPENING PRAYER
Pastor Roderick McLennan from the Emerald Presbyterian Church delivered the opening prayer.

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: 29 April 2020
Resolution:
Cr Brimblecombe moved and seconded by Cr Moriarty “That the minutes of the previous General Council Meeting held on 29 April 2020 be confirmed.”

2020 / 05 / 13 / 001
Carried (9-0)

BUSINESS ARISING OUT OF MINUTES
Nil

Attendance
Coordinator Ranger Services Brett Keys attended the meeting at 9.10am
OUTSTANDING MEETING ACTIONS
Councillors undertook a 6 monthly review of all outstanding meeting actions on the resolutions register.

Cr Rolfe
- Enquired on when the Town Centre Beautification Centre Projects will be brought back to Council for discussion with the new council

REVIEW OF UPCOMING AGENDA ITEMS
Discussions were held regarding upcoming agenda items.

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

PETITIONS (IF ANY)
Nil

Attendance
CEO S. Mason returned to the meeting at 9.20am
General Manager Corporate Services M. Gatt left the meeting at 9.31am and returned at 9.32am

DECISION ACTION REPORTS

Communities

Flying-fox Management Plan update

Purpose:
This report will outline the proposed amendments to the Central Highlands Regional Council Flying-Fox Management Plan in accordance with the recently amended and updated:
2. Code of Practice, ecologically sustainable management of flying-fox roosts (Nature Conservation Act 1992) and
3. Flying-fox roost management guide (Department of Environment and Science DES).

Resolution:
Cr Curtis moved and seconded by Cr Moriarty “That Central Highlands Regional Council adopt the proposed amendments to the Central Highlands Regional Council Flying-fox Management Plan 2020 in accordance with the Codes of Practice and the Department of Environment and Science Flying-fox roost management guideline.”

2020 / 05 / 13 / 002 Carried (9-0)

Attendance
Coordinator Ranger Services B. Keys left the meeting at 9.43am
Manager Governance J. Ngoroyemoto and Manager Safety and Wellness G. Westerberg attended the meeting at 9.44am
Corporate Services

Quarterly Policy Review - Customer and Commercial Services and Office of Chief Executive Officer

Purpose:
The purpose of this report is to present policies for review and adoption. The Customer and Commercial Services and Office of the Chief Executive Officer policies have been reviewed in accordance with Central Highlands Regional Council Policy Framework review schedule.

Resolution:
Cr Rolfe moved and seconded by Cr Burns “That Central Highlands Regional Council:

1. Defer the following proposed new polices to a future General Council Meeting:
   - Councillors Confidentiality Policy (CHRCP0030) dated 15 May 2020;
   - Electrical Safety Policy (CHRCP0024) dated 15 May 2020;
   - Fire Safety Policy (CHRCP0025) dated 15 May 2020;
   - Workplace Rehabilitation Policy (CHRCP0028) dated 15 May 2020;

2. Adopt the proposed amendments to the current policies:
   a. Work Health and Safety (CHRCP0029) dated 15 May 2020;
   b. No Smoking Policy (CHRCP0027) dated 15 May 2020;
   c. Fitness for Work Policy (CHRCP0026) dated 15 May 2020;

3. Rescind the Personal Protective Equipment Policy (CHRC0031) dated 9 February 2017, to be replaced by an Administrative Guideline.”

CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY

TITLE: Work Health and Safety
POLICY REF NO: CHRCP: 0029

1.0 Policy Purpose

1.1 This policy recognises council’s commitment to supporting Work Health and Safety across the entire organisation.

2.0 Policy Statement

2.1 Council believes all incidents are preventable and is committed to maintaining a healthy and safe work environment for our staff, contractors/consultants, community members and visitors. All levels of management within Council will ensure the health and safety outcomes are managed in a proactive manner. All council staff will ensure the continuous improvement aimed at eliminating work-related injury and illness across the entire organisation.

2.2 Council has established an overarching Work Health and Safety Management System to ensure that a planned, structured and effective approach to legislative obligations related to Health and Safety are implemented. Additionally, we have a dedicated Safety and Wellness Team focused on the health and safety of staff, including mental wellbeing that is supported by the Employee Assistance Program (EAP).
2.3 Council’s Health and Safety Values are:
   2.3.1 all incidents are preventable.
   2.3.2 everyone has a right to come to work and do their jobs effectively and go home safely.
   2.3.3 every person has the authority to stop a job if it is not safe.
   2.3.4 no job is more important than the top 4.
   2.3.5 every council officer is responsible for their safety and the safety of others.
   2.3.6 no council employee will walk past an unsafe act or condition.

2.4 In fulfilling Council’s legislative and moral obligations Council is committed to:
   2.4.1 Placing the health, safety and wellness of workers and persons ahead of all other considerations.
   2.4.2 Ensuring a safe system of work.
   2.4.3 Maintaining and continually improving the Work Health and Safety Management System through the development and management of measurable WHS objectives and targets.
   2.4.4 Use risk management approaches to develop sustainable, structured and consistent systems for health and safety management.
   2.4.5 Ensuring workers and relevant stakeholders are consulted regarding workplace health and safety.
   2.4.6 Ensuring that each worker received information, instruction and training regarding their workplace health and safety responsibilities.
   2.4.7 Implementing an effective hazard and incident management system.
   2.4.8 Health and safety resources will be made available to provide the strategic and operational capability to comply with legislative obligations and proactively contribute to continuous improvement activities.

2.5 To achieve Council’s legislative and moral obligations, the commitment and cooperation of every employee, individually as well as working together as a team is required, sharing a fundamental duty of care to ourselves and others. All employees have the authority to take actions necessary to provide for their own safety and the safety of other persons.

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**Policy**

**No Smoking**

**Policy Number:** CHRC0032  
**CHRCP:** 0027  
**Effective Date:** 1 May 2020

**Department:** Office of the CEO  
**Unit:** Workplace Health and Safety

**1.0 Purpose and Scope**

This policy supports Council’s smoke free working environment. It applies to all Council employees including contractors, volunteers, work experience students and trainees.

**2.0 Reference**
Council Employee Code of Conduct
Tobacco and Other Smoking Products Act 1998
Tobacco and Other Smoking Products Regulation 2010

3.0 Definitions

Council means Central Highlands Regional Council (CHRC)

4.0 Policy Statement

Council recognises the negative impact of smoking on the health of the individual and the rights of people to be protected from the dangers of passive smoking. Council is committed to providing a safe and healthy work environment for all employees, contractors, visitors and clients.

It is acknowledged that the individual has the right to choose whether or not to smoke, providing this does not constitute a risk to others or contravene safety provisions or reduce the employee’s productivity.

This policy also defines the use of electronic cigarettes as smoking.

4.1 Roles and Responsibilities

Employees must not smoke in the immediate work environment (including inside vehicles and plant/equipment) and have a responsibility to report breaches of the policy to the relevant supervisor.

4.2 Designated No Smoking Areas

Smoking is prohibited inside all buildings, office areas, enclosed work areas and plant, machinery and vehicles and wherever else there are designated no smoking areas.

Designated no smoking areas include:

- Office, conference and training areas;
- Lunch rooms, recreation areas and crib rooms;
- Administration and library buildings;
- Community and entertainment centres;
- Rural transaction centres;
- Workshop and store complexes;
- Storage facilities;
- Basement areas;
- Enclosed car parks;
- Public Swimming Pools;
- All confined spaces including:
  - Stairwells
  - Fire escapes
  - Lifts
  - Toilets
- All Council plant, machinery and vehicles (including Council vehicles utilised for private use);
- Within five metres of any entry door; air intake system or plant and equipment.

4.3 Signage

‘No Smoking’ signs will be displayed to show that smoking is prohibited in buildings; vehicles and plant and equipment.
Designated smoking areas on sites (only where it has been risk assessed as a permissible provision), shall be clearly signed and demarcated and persons shall only smoke in these designated area/s on site.

### 4.4 Quit Smoking Program

Council will offer a ‘quit smoking’ program for interested employees with an amount of up to $150 reimbursement on presentation of appropriate documents detailing that the individual is undergoing treatment to quit smoking. Appropriate documentation includes medical certificate and prescription details.

Council also encourages employees to utilise any programs delivered through the Department of Health and Queensland Quitline.

Access to these programs can be arranged in liaison with Council’s Safety and Wellness Department.

### 4.5 Smoke Breaks/Corporate Image

Employees are encouraged to limit smoking to the designated lunch and morning/afternoon tea breaks and to be mindful of their obligation to promote a positive corporate image for Council during business hours and whilst in corporate and workplace uniform. Any smoking during work time must not reduce the employee’s productivity or safety. Persons utilising designated smoking areas are to ensure that housekeeping is maintained at a high standard (i.e. general rubbish and cigarette butt disposal).

### 4.6 Consequences of Breach of Policy

Any employee failing to comply with the requirements of this policy may be subject to Council’s disciplinary procedures.

### 5.0 Policy Review

This policy 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

Notwithstanding the above, this policy is to be reviewed at intervals of no more than four (4) years.

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**CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY**

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<th>TITLE:</th>
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</tr>
</thead>
<tbody>
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<td>Fitness for Work</td>
<td>CHRCP: 0026</td>
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**1.0 Policy Purpose**

1. The purpose of the Fitness for Work Policy is to ensure that the health and safety of all persons is not at risk or adversely affected by any worker attending the workplace while not fit for work.

**2.0 Policy Statement**
2.1 Central Highlands Regional Council aims to ensure that fitness for work is integrated into all our management systems and core operations so that prevention of occupational injury and illness becomes an integral part of our organisational culture.

3.0 Commitment

3.1 Central Highlands Regional Council is committed to providing a safe working environment for all persons. Accordingly, Council shall provide a fitness for work program to ensure that appropriate fitness for work and workplace safety standards are maintained.

3.2 In order to fulfil this commitment, Council shall:

3.2.1 Provide education and awareness programs on fitness for work responsibilities to all workers;
3.2.2 Provide appropriate assistance to overcome problems that could impair fitness for work;
3.2.3 Provide an effective, fair and constructive policy and procedures for dealing with workers who are unfit for work;
3.2.4 Provide assistance through a full range of educational and rehabilitative measures to overcome problems that could impair an individual’s fitness for work, inclusive of Employee Assistance Programs.

4.0 Definitions

4.1 Not fit for work means a person that has an impaired ability to safely perform the inherent duties required of their role. Reasons for the impairment include but are not limited to being under the influence of a substance or alcohol, fatigue, sustaining an injury (work or not work related) or medical procedure.

4.2 Worker means a worker as defined in accordance with section 7 of the Work Health and Safety Act 2011 who is directly or indirectly engaged by Central Highlands Regional Council.
Budget Review 3

**Purpose:**
The original budget is reviewed at least three times during the year and adopted by resolution. Budget review 3 has now been undertaken to identify and account for changes since the adoption of budget review 2 in February 2020.

The original 2019-20 budget reported an operating deficit of $2.135m which was revised at budget review 2 to a deficit of $2.358m. Budget review 3 is amending the operating deficit reported at budget review 2, to a forecast deficit of $4.372m. The capital program forecast at budget review 2 of $74.450m is also being revised downwards to $71.423m at budget review 3.

The operating and capital adjustments proposed as part of the budget review 3 process have been reflected in Council’s Long-Term Financial Plan.

The emerging risks and uncertainties associated with COVID-19 have had an impact on the formulation of budget review 3. While known adjustments have been accounted for, there may be additional impacts still to be determined that will modify the operating and capital forecast result to the end of the financial year.

**Resolution:**
Cr Carpenter moved and seconded by Cr Brimblecombe “That Central Highlands Regional Council, in accordance with sections 169 and 170 of the Local Government Regulation 2012, adopt the amendments to the budget including:

1. The statement of comprehensive income
2. The statement of financial position
3. The statement of cash flow
4. The statement of changes in equity
5. The measures of financial sustainability
6. Capital program 2019-20 and 2020-21.”

**Attendance**
Acting Manager Finance H. Kirby left the meeting at 10.32am
Adjournment
Meeting adjourned at 10.32am for morning tea
Meeting resumed at 11.00am

Attendance
Manager Governance J. Ngoroyemoto attended the meeting at 11.00am

Review of Delegations from Council to the Chief Executive Officer

Purpose:
This report provides a review and update of the delegations from Council to the Chief Executive Officer and is being presented for Council endorsement.

Resolution:
Cr Burns moved and seconded by Cr Brimblecombe “That Central Highlands Regional Council:

1. Receive the current “Delegations Register Council to CEO” which details all the powers delegated to the Chief Executive Officer of Council pursuant to section 257 of the Local Government Act as shown in the attachment 1 to this report;

2. Adopt the proposed amendments to “Delegations Register Council to CEO” to reflect the new and amended delegations, as published as part of the agenda to Councillors to the ‘hub’; and

3. Endorse the Administration to amend the “CEO to Employees/Contractors Delegations Register” to reflect the changes as per recommendation 2.”

2020 / 05 / 13 / 005

Carried (9-0)

Attendance
Manager Governance J. Ngoroyemoto left the meeting at 11.25am

Chief Executive Officer

Date change for Gazetted Central Highlands - Show Holidays 2020 (Capella, Springsure and Emerald)

Purpose:
The purpose of this report is to determine if Council’s appetite to apply to the Department of Industrial Relations to seek permission to change the gazetted show holidays for Capella, Springsure and Emerald.

Resolution:
Cr Sypher moved and seconded by Cr Moriarty “That Central Highlands Regional Council receive and note the report and that Council formally communicate the public gazetted public holidays.”

2020 / 05 / 13 / 006

Carried (9-0)
LATE AGENDA ITEMS

Transfer of Transport Infrastructure Development Scheme (TIDS) funding

Purpose:
Council have received an urgent request from the Secretariat of the Bowen Basin Regional Roads and Transport Group (BBRRTG) to consider transfer of Transport Infrastructure Development Scheme (TIDS) funds of $152,515, between Woorabinda Aboriginal Shire Council and Central Highlands Regional Council to ensure full expenditure can be achieved for the BBRRTG 2019/20 financial year.

In anticipation of the BBRRTG Board approval of the proposed transfer, Council is requested to accept the additional TIDS funding and commit to match the required 50% funding with budget from existing capital works projects within the 2019/20 capital works program. It is proposed to accommodate this by internal transfer within the approved Road Infrastructure Program.

If Council accepts the proposed transfer, the transfer is to be approved by the BBRRTG Board as matter of urgency, through recommendation by the Technical Group on Wednesday 13 May 2020.

Resolution:
Cr Brimblecombe moved and seconded by Cr Moriarty “That Council in anticipation of the Bowen Basin Regional Roads and Transport Group Board approval of the transfer of Transport Infrastructure Development Scheme funds of $152,515, between Woorabinda Aboriginal Shire Council and Central Highlands Regional Council:

1. Accepts the proposed transfer; and
2. Commits to match the required 50% funding with budget from existing capital works projects within the 2019/20 capital works program.

That Council approve the transfer of matching funds of $152,515 from the Gravel Re-sheet – Gravel Supply project in the 2019/20 capital works program, subject to the above occurring, from the following three projects:

1. Cocklebinda Road - $52,515
2. Redcliffe Road - $50,000
3. Aroona Road - $50,000

To the following two projects:

1. Malvern Road Pave and Seal Project - $102,515
2. Wyuna Road Pave and Seal Project - $50,000.”

2020 / 05 / 13 / 007  Carried (9-0)

Capricorn Highway (Codenwarra Road to Opal Street) Upgrade Business Case

Purpose:
The purpose of this report is to:
• Provide Council with an update on progress of the Capricorn Highway (Duaringa-Emerald) – Codenwarra Road to Opal Street flood immunity traffic capacity and safety upgrade Business Case project.
• Advise the tender evaluation outcome of the Request for Tender (RFT) 2020T068C - Capricorn Highway (Codenwarra Road to Opal Street) Upgrade – Business Case.
• Endorse the Tender Evaluation Panel’s recommendation to award Tender 2020T068C to AECOM Australia Pty Ltd for an adjusted value of $1,167,644.08 (excl GST), subject to the following conditions being met:
  o Writing and seeking a commitment from the Department of Main Roads to increase their proposed funding commitment to match 50% of the full cost of the Business Case.
  o Council to confirm matching funding for the project during the 2020/21 Budget development.
  o Council seeking a tender validity extension from the successful tenderer till 31 July 2020 to allow budget approval to proceed.
• Recommend greater advocacy for the project after completion of the Business Case at all levels of government.

**Resolution:**
Cr Sypher moved and seconded by Cr Daniels “That Central Highlands Regional Council endorse the Tender Evaluation Panel’s recommendation to award Tender 2020T068C to AECOM Australia Pty Ltd for an adjusted value of $1,167,644.08 (exclusive of goods and services tax), subject to the following conditions being met:

1. Written confirmation from the Department of Transport and Main Roads to increase their proposed funding commitment to at least 50% of the full cost of the Business Case;
2. Confirmation of matching funding for the project within the 2020/21 budget; and
3. Acquisition of a tender validity extension from the successful tenderer to 31 July 2020 within Councils 2020/21 Budget.”

2020 / 05 / 13 / 008  
Carried (9-0)

**Attendance**
Coordinator Environment and Waste G. Atherfold attended the meeting at 11.58am

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**Reef Guardian Executive Elective**

**Purpose:**
Central Highlands Regional Council has participated in and been part of the Reef Guardian Council program since 2012.

As an active member of this program, Council has a number of obligations which include contributing to the Executive Committee. This committee provides a forum for executive representatives of the Reef Guardian Councils, and the Great Barrier Reef Marine Park Authority (the Authority), to discuss issues and opportunities.

This report seeks the nomination of up to two councillor representatives for the Executive Committee.

**Resolution:**
Cr Curtis moved and seconded by Cr Sypher “That Central Highlands Regional Council nominates Councillors Brimblecombe and Daniels to represent Council on the Reef Guardian Council Executive Committee.”

2020 / 05 / 13 / 009  
Carried (9-0)

**Attendance**
Coordinator Environment and Waste G. Atherfold left the meeting at 12.04
Into Closed Session

Resolution:
Cr Moriarty moved and seconded by Cr Carpenter “That Council close its meeting to the public in accordance with Section 275 (1) (h) of the Local Government Regulation 2012 and that Council staff involved in the closed discussions remain in the room.”

2020 / 05 / 13 / 010
Carried (9-0)

The meeting was closed at 12.05pm

Attendance
Manager Planning and Environment K. Byrne and Principal Planner Strategic Land Use J. Hague attended the meeting at 12.06pm

Regional Economic Development Incentive Application - Sojitz Coal Mining Pty Ltd

Out of Closed Session

Resolution:
Cr Sypher moved and seconded by Cr Burns “That the meeting now be re-opened to the public.”

2020 / 05 / 13 / 011
Carried (9-0)

The meeting was opened at 12.21pm

Attendance
Manager Planning and Environment K. Byrne and Principal Planner Strategic Land Use J. Hague left the meeting at 12.21pm

Regional Economic Development Incentive Application - Sojitz Coal Mining Pty Ltd

Purpose:
This purpose of this report is to assess the Regional Economic Development Incentive application from Sojitz Coal Mining Pty Ltd against the Regional Economic Development Incentive Policy and provide a recommendation.

Resolution:
Cr Rolfe moved and seconded by Cr Carpenter “That Central Highlands Regional Council:

1. Refuses the Regional Economic Development Incentive application associated with COB001.1-2019 Combined Development Permit for Material change of use – High impact industry (Coal Loadout Facility including Rail Loop and Siding) and Development Permit for Reconfiguring a lot (1 into 2 lot subdivision of land) for $22,385.15.

2. Advises Sojitz Coal Mining Pty Ltd that future Regional Economic Development Incentive applications amounting to $110,599.02 for applications OPW451-2019 and DA005-2019 associated with expansion of the Extractive Industry operations would not be supported.

3. Encourages Sojitz Coal Mining Pty Ltd to apply for a Regional Economic Development Incentive if they develop residential housing, including residential subdivisions, in Springsure or Rolleston.”

2020 / 05 / 13 / 012
Carried (9-0)
GENERAL BUSINESS

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

Cr Rolfe
- The Capricornian Branch in Springsure has won branch of the quarter for the second time and that they have increased their services to home loans and refinancing. It was agreed to forward a letter of congratulations.

CLOSURE OF MEETING

There being no further business, the Mayor closed the meeting at 12.28pm.

CONFIRMED

MAYOR

DATE
6 BUSINESS ARISING OUT OF MINUTES

7 REVIEW OF OUTSTANDING MEETING ACTIONS

8 REVIEW OF UPCOMING AGENDA ITEMS

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

10 PETITIONS

10.1 To be tabled (if any)
11 DECISION ACTION REPORTS

11.1 Communities

11.1.1 Central Highlands Arts and Cultural Advisory Committee (CHACAC) Planning Meeting Minutes - 17 April 2020 ..... approx. 30 mins

DECISION REPORT

Date: 27 May 2020 Presentation Duration: Approx. 30 minutes
To: General Council Meeting
Author: Karen Newman, Arts & Cultural Officer
Authorising Officer: John McDougall, General Manager Communities
File Reference: ECM # 1529069
Presented for: Decision

ATTACHMENTS:

PURPOSE:
The report presents the meeting minutes of the Central Highlands Arts and Culture Advisory Committee planning meeting held online on 17 April 2020.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council receives the 17 April 2020 Central Highlands Arts and Culture Advisory Committee planning meeting minutes.

REPORT:

Background
The Central Highlands Arts and Cultural Advisory Committee (CHACAC) is a council committee established to encourage participation and optimum service delivery for council communities, particularly regarding the areas of arts, cultural and heritage programs, projects and activities.

The CHACAC operates under a Terms of Reference which is annually reviewed to align with Arts Queensland and local changes of the arts, cultural and heritage program.

Discussion/Current issue
This report presents the meeting minutes of the CHACAC planning meeting held online on 17 April 2020.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
1. Strong Vibrant Communities;
   1.1 - Corporate Plan Strategy: Strong diverse communities
   1.2 - Corporate Plan Strategy: Respecting our cultures
   1.2.1 - Preserve, maintain and provide access to our region’s history.
   1.2.2 - Promote the heritage, arts and cultures of our communities.
   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.
1.3.3 - Facilitate opportunities for learning, social activities, community events, grants and funding programs.

3. Supporting our Local Economy;
3.1.2 - Promote the Central Highlands as a region for tourism and development opportunities.

**Budget/Financial/Resourcing:**
CHACAC meetings are budgeted for as part of the annual operating budget.

**Communication/Engagement:**
The CHACAC conduct planning and community engagement meetings throughout the region each financial year.

**Risk Assessment:**
There are no specific risks related to the presentation of these meeting minutes.

**Timings/Deadlines:**
It is considered best practice to present CHACAC planning meeting minutes to council as soon as practicable after the meeting.

The next CHACAC planning meeting is scheduled for 8 May 2020.

**Conflict of Interest Declaration:**
Council officers contributing to the preparation and approval of this report have no conflicts of interest to declare.

**Human Rights Impact:**
No.

**Alternatives Considered:**
Not applicable.

- END OF REPORT -
# Central Highlands Arts and Cultural Advisory Committee (CHACAC) Planning Meeting Minutes

**Date:** 17 April 2020  
**Venue:** Online conference call  
**Chair:** Karen Newman - Arts and Cultural Officer (ACO)  
**Note Taker:** Karen Newman - Arts and Cultural Officer (ACO)  
**Present:** CHACAC Members: Associate Professor Anita Milroy, Sharon Gimbert and Barbara Beazley.  
**CHRC:** Karen Newman – ACO, Imbi Josey (acting Coordinator Community Engagement) and Nikki Pickering (Arts and Cultural Officer – Galleries) [ACOG].  
**Apologies:** CHACAC members: Councillor Charles Brimblecombe, Councillor Gail Godwin-Smith, Councillor Gail Nixon, Maureen Burns, Kathy Hawkins, Wendy Gibson, Melissa Chick and Shaunte Francis.  
**CHRC:** Suzanne Poulter - Manager Connected Communities (MCC).  
**Meeting time:** 10:00am to 11:00am

<table>
<thead>
<tr>
<th>Item</th>
<th>Subject</th>
<th>Discussions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Open meeting</td>
<td>ACO welcomed everyone and apologies were noted.</td>
</tr>
<tr>
<td></td>
<td>Welcome and Apologies</td>
<td></td>
</tr>
</tbody>
</table>

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**Central Highlands Arts and Cultural Advisory Committee (CHACAC) Planning Meeting**

**Page 1**
2 Confirmation of previous meeting minutes

CHACAC meeting notes were not able to be confirmed due to technical difficulties and low attendance of members.

**Action:** ACO to email the meeting minutes from 7 February 2020 to CHACAC members for their review and response by COB Monday 20 April 2020.

3 Actions update from previous meeting

A review of the previous planning meeting minutes and actions was undertaken. It should be noted that this process was interrupted by technical difficulties.

**Previous Meeting Actions**

It was noted that the action table from the previous meeting minutes reflected the ACO’s recent annual leave and the impacts of COVID-19 restrictions.

**Action:** ACO will send actions update via email.

Completed actions:

- The first 'Heritage Call Out' event resulted in a memorial event commemorating 60 years since the Bogantungan Medway Creek disaster. This event was hosted at the Emerald Library on the anniversary date of 26 March 2020.
- The ACOG will focus on coordinating the Central Highlands Galleries, while also supporting the ACO.

Ongoing actions:

- ACO to add Metal in March introductory year targeted for March 2021 into Creative Cultural Futures and Heritage 2020-2022 FYs action plan draft.
- ACO is retrieving cemetery records from Duaringa Historical Association when next visiting Duaringa.

Pending actions:

- ACO to contact Canadian artist Cameron Cross for Big Easel Van Gogh Sunflower painting contract copy.

3 RADF Budget and RADF project proposals

<table>
<thead>
<tr>
<th>RADF Budget</th>
<th>Budget $</th>
<th>Comments</th>
<th>Application support</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019-2020</td>
<td>$62,667</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Round 1</td>
<td></td>
<td>0</td>
<td>nil</td>
</tr>
<tr>
<td>Round 2</td>
<td></td>
<td>0</td>
<td>nil</td>
</tr>
<tr>
<td>Group</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CTM Links Capella - Whimsy and me</td>
<td>1,313</td>
<td>approved</td>
<td></td>
</tr>
<tr>
<td>Michelle Gray and Raelene Bock</td>
<td>5,100</td>
<td>not approved</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>This application didn’t meet RADF guidelines.</td>
<td></td>
</tr>
</tbody>
</table>

### Round 3

#### Individual

| Lachlan Grierson - Carnarvon Creates | 828 approved, then cancelled | Carnarvon Creates Artist Retreat was cancelled due to COVID-19 restrictions. |
| Charmaine Partlett - McKeon – Carnarvon Creates | 825 approved, then cancelled | Carnarvon Creates Artist Retreat was cancelled due to COVID-19 restrictions. |

### Round 4 (proposal discussions)

#### Individual

| Wellness workshops - Lisa Hodge - Blackwater | tba | Sharon Gimbert will work with Lisa Hodge to increase her smaller eastern region project to a regional project. |
| Lachlan Grierson – Blacksmithing workshop - location TBD | 5,000 | Sharon Gimbert will work with Lachlan Grierson to complete application. |

#### Group

| Gemfields Folk Festival - Kim Tompson | 5,000 | Barbara Beazley will work with Kim Tompson to complete application. |
| Emerald Patchwork Group (EPG) - workshops | 4,500 | Sharon Gimbert will work with EPG to complete application. |
| Comedy Festival – Capella Cultural Centre | tba | Sharon Gimbert will discuss project with Les Alberts manager of Capella Cultural Centre to progress the application. |
| Bauhinia Shire Historical Society - Kylie McGuire | 5,000 | Sharon Gimbert will discuss project with Kylie McGuire to progress the application. |
### Council Initiated Projects (CIP)

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Budget</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIP - Community, connectivity, confidence. Artist development and mentoring</td>
<td>38,000</td>
<td>Sharon Gimbert, Barbara Beazley and ACO to work on application.</td>
</tr>
<tr>
<td>CIP - Jet James (at CQU campus)</td>
<td>5,666</td>
<td>Sharon Gimbert to work on application.</td>
</tr>
<tr>
<td>CIP - Animation project (regional)</td>
<td>10,000</td>
<td>ACO and Associate Professor Anita Milroy to work on application.</td>
</tr>
</tbody>
</table>

### RADF project amendment

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Budget</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIP - Videography project - Lou Pethro</td>
<td>10,000</td>
<td>ACO allocation FY 18-19 allocation, Barbara Beazley, Sharon Gimbert and Maureen Burns working on application with Lou Pethro.</td>
</tr>
<tr>
<td>CIP - Videography project - from CC cancellation</td>
<td>5,000</td>
<td>ACO allocation FY 18-19 allocation, Barbara Beazley to prepare project amendment details for RADF Round 4 meeting.</td>
</tr>
</tbody>
</table>

### FY 2020-2021 Planning proposals

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trisha Ruest workshop</td>
<td>Sharon Gimbert and Barbara Beazley will develop project proposal with Trisha Ruest.</td>
</tr>
<tr>
<td>3-D printing pottery workshop</td>
<td>Sharon Gimbert and Lachlan Grierson to work on project proposal.</td>
</tr>
<tr>
<td>Blackwater Patchwork - sculptural patchwork</td>
<td>Sharon Gimbert and Blackwater Patchwork representatives to work on project proposal.</td>
</tr>
<tr>
<td>Blackwater RSL - Lester Anderson</td>
<td>ACO to work with Lester Anderson on project proposal.</td>
</tr>
</tbody>
</table>

CHACAC are seeking to identify projects to the value of $61,354 for Round 4 to utilise the remaining RADF funds for the FY 19-20. Note: this includes cancelled round 3 projects.

### RADF Projects discussion

**Jet James project**
- Sharon Gimbert discussed Jet James’ CIP project approval in Round 2.
- ACO advised this project did not go to council for endorsement and should be considered in Round 4.
- Concerns were raised about timeframe to deliver the Jet James project in August 2020.
<table>
<thead>
<tr>
<th>Videography project with Lou Pethro project</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ACO gave a project update on the Capella videography project with Lou Petho. Guidelines on the project have been received from Lou on what can be delivered with current social distancing requirements. Project needs to be delivered face-to-face for skills development. Timelines for delivery are not able to be determined due to COVID-19. It is not considered feasible to transition the project into an online space.</td>
</tr>
<tr>
<td>• Sharon Gimbert noted that some community members feel overwhelmed by the delivery of activities online.</td>
</tr>
<tr>
<td>• CHACAC discussed current RADF projects that they would prefer to be deferred until after COVID-19 restrictions are lifted.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community, connectivity, confidence artist development and mentoring project</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Sharon Gimbert gave an outline surrounding the Community, Connectivity, Confidence CIP project for local artist development and mentoring.</td>
</tr>
<tr>
<td>• Sharon is available to discuss the project with other CHACAC members.</td>
</tr>
<tr>
<td>• Sharon emphasised the need to include local community in professional development opportunities to access and advance their skillsets.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Animation project</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Barbara Beazley suggested that the CIP animation workshop proposal could be delivered by locals. “We need to put our faith in our local people and start to utilise them”.</td>
</tr>
<tr>
<td>• Emerald Photographic Club have an excellent projector available for rent.</td>
</tr>
<tr>
<td>• Associate Professor Anita Milroy indicated that the Central Queensland University (CQU) campus have older IT equipment that they are cleaning out. This includes 20 old projectors, which could be used for the regional animation project.</td>
</tr>
<tr>
<td>• ACO to work on this CIP project proposal for Round 4.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5 RADF Bid 2020-2021 discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The RADF Bid for FY 2020-2021 is due for council signoff next week.</td>
</tr>
<tr>
<td>• Bid included the new council RADF documentation for use in the FY 2020-2021.</td>
</tr>
<tr>
<td>• CHACAC members concluded that “Council Initiated Project” applications should not be displayed on the council website as it may be confusing for community as these are council led.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6 Flying Arts Webinars</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ACOG attended a Flying Arts webinar on artist collectives. Harvey Bay has been very successful in this space. Flying Arts place their webinars on their site for viewing.</td>
</tr>
<tr>
<td>• ACO and ACOG attended an online Central Queensland Regional Arts Services Network (CQRASN) workshop outlining a variety of online platforms and tools.</td>
</tr>
</tbody>
</table>

**Action:** ACOG to send to Barbara Beazley and Sharon Gimbert link to webinar. Flying Arts webinars link: [https://vimeo.com/flyingarts](https://vimeo.com/flyingarts)
Online platforms

- Barbara Beazley enquired as to what online platforms council would be using for online activities.
- Sharon Gimbert recommend Slack for creating and participating online.

General Business

- Deferred until CHACAC 8 May 2020 planning meeting.

Member Updates

- Deferred until CHACAC 8 May 2020 planning meeting.

Meeting Close

- Next CHACAC planning meeting scheduled for 10:00am Friday 8 May 2020, to be held online.
- ACO noted that RADF Round 4 closes on 1 May 2020.
- Meeting closed 11.00am.

CHACAC Actions Table

<table>
<thead>
<tr>
<th>Item/Project</th>
<th>Action</th>
<th>Responsible</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative Cultural Futures and Heritage Action Plan – draft for 2020-2022 FYs</td>
<td>13-12-19 ACO to continue to conduct community consultation face to face visits for Creative Cultural Futures and Heritage Action Plan – draft for 2020-2022 FYs.</td>
<td>ACO / Members</td>
<td>Completed</td>
<td>17-04-20 No more face-to-face feedback sessions can be delivered due to COVID-19 restrictions. 07-02-20 Online engagement conducted. No formal responses.</td>
</tr>
<tr>
<td></td>
<td>25-10-19 ACO to edit the Creative Cultural Futures and Heritage 2020-2022 FYs action plan draft to reflect CHACAC's feedback.</td>
<td>ACO</td>
<td>Completed</td>
<td>07-02-20 New actions will only be included if they are achievable with existing resources.</td>
</tr>
<tr>
<td></td>
<td>22-11-19 ACO to send email seeking a response from members about whether they want their contact details added onto the council website.</td>
<td>ACO</td>
<td>Completed</td>
<td>22-11-19 Email confirmation of details required.</td>
</tr>
<tr>
<td>Creative Cultural Futures and Heritage Action Plan – Future aspirations</td>
<td>13-12-19 ACO is listing Creative Cultural Futures and Heritage – future aspirations document bi-annual review in the draft Creative Cultural Futures and Heritage Action Plan 2020-2022 FYs.</td>
<td>ACO</td>
<td>Completed</td>
<td>17-04-20 Creative Cultural Futures and Heritage Action Plan – Future aspirations review biannually to Creative Cultural Futures and Heritage Action Plan has been added to draft for 2020-2022 FYs.</td>
</tr>
<tr>
<td>--</td>
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<td>--</td>
<td>--</td>
</tr>
<tr>
<td>25-10-19 ACO to add Creative Cultural Futures and Heritage Action Plan – Future aspirations review biannually to Creative Cultural Futures and Heritage Action Plan – draft for 2020-2022 FYs</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Creative Cultural Futures and Heritage Action Plan – 2018-2020 FYs</td>
<td>13-12-19 ACO to present biannual report to council</td>
<td>ACO</td>
<td>Completed</td>
<td>17-04-20 Report has been delivered to council and can be viewed on council livestream. 07-02-20 ACO advised report is going to council that 75% of the work has been completed for 2019-2020 FY. Remaining 25% of the actions are on big projects involving other departments.</td>
</tr>
<tr>
<td>The Carnarvon Gorge ‘Carnarvon Creates …’ Artist Retreat</td>
<td>17-04-20 ‘The Carnarvon Creates …’ Artist Retreat was cancelled due to COVID-19 restrictions</td>
<td>Sharon Gimbert Barbara Beazley</td>
<td>In progress</td>
<td>17-04-20 ‘The Carnarvon Creates …’ Artist Retreat was cancelled due to COVID-19 restrictions. Financials still to be finalised.</td>
</tr>
<tr>
<td>07-02-20 Sharon Gimbert advised they continue to work on preparations for this project and all is going well</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>07-02-20 Sharon Gimbert and Barb Beazley will continue to work on project and provide updates</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Metal in March</td>
<td>17-04-20 Metal in March has been added to draft Creative Cultural and Futures Heritage action plan 2020-2022 FYS</td>
<td>ACO</td>
<td>Completed</td>
<td>17-04-20 Metal in March has been added to draft Creative Cultural and Futures Heritage action plan 2020-2022 FYS for consideration.</td>
</tr>
<tr>
<td>07-02-20 CHACAC members attending Carnarvon Creates Artist Retreat may seek expressions of interest from artists attending to participate in Metal in March event 2021.</td>
<td>Sharon Gimbert Barbara Beazley ACO</td>
<td>Completed</td>
<td>07-02-20 A grant has been also been approved under Human and Social Recovery Category C Funding. This is a community lead project that incorporates barb wire workshop. It is a totally separate project to the proposed Metal in March 2021 event. This is to be added to CCFAP 2020-2022.</td>
<td></td>
</tr>
</tbody>
</table>
### Art Asset Gap Analysis – Arts Asset Register including public art

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Provider</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>17-04-20</td>
<td>Museums and Galleries Queensland recommended service providers had been asked to quote for the project which is now being conducted as a desktop review.</td>
<td>ACO - Galleries</td>
<td>In progress</td>
<td><strong>07-02-20</strong> ACO Galleries is currently undertaking this project. ACO assisting with previously created developed art asset registers and existing public art details.</td>
</tr>
<tr>
<td>13-12-19</td>
<td>ACO has contacted Museums and Galleries Queensland for advice on specialists in this field. Recommended service providers will be asked to quote for the project. ACO will work with new ACO – Galleries to progress this project as an opportunity for their professional development and to understand council’s arts’ assets.</td>
<td>ACO</td>
<td>In progress</td>
<td><strong>07-02-20</strong> ACO Galleries is currently undertaking this project.</td>
</tr>
<tr>
<td>6-09-19</td>
<td>Members to send to the ACC the GPS location, photos and details of any public artworks they are aware of to be considered for the Art Assets Register and Cultural Tourism.</td>
<td>CHACAC ACC</td>
<td>In progress</td>
<td></td>
</tr>
<tr>
<td><strong>Public art Van Gogh ‘Big Easel’ Sunflower Painting- (Morton Park)</strong></td>
<td>25-10-19 ACO to contact Canadian artist Cameron Cross for Big Easel Van Gogh Sunflower painting contract.</td>
<td>ACO</td>
<td>In progress</td>
<td><strong>07-02-20</strong> Currently CHRC assets and facilitates department are looking at frame A budget proposal to be re-submitted</td>
</tr>
<tr>
<td></td>
<td>25-10-19 ACO to talk with GM Communities, Parks and gardens staff and GM Infrastructure. Suggestion by CHACAC members:</td>
<td>ACO</td>
<td>In progress</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• A different painting to put up there.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Back can be done by Council, can we just change the painting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Finds original contract.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Ongoing costs – Whole of life costs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Maybe negotiate a skin instead</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6-09-19 ACO to liaise with the original Canadian artist and the Community Recreation and Facilities Team, about the restoration of the Sunflower</td>
<td>ACO</td>
<td>In progress</td>
<td></td>
</tr>
<tr>
<td>Heritage Collection Management</td>
<td>17-04-20 Dr Melanie Piddocke will conduct an online review of remaining collections and visit when COVID-19 restrictions are lifted.</td>
<td>Dr Melanie Piddocke</td>
<td>In progress</td>
<td>17-04-20 Dr Melanie Piddocke will conduct some aspects of the project via phone and complete the additional components when distancing rules are relaxed.</td>
</tr>
<tr>
<td>07-02-20 Dr Melanie Piddocke will return in March 2020 to finalise the Central Highlands heritage Collection Study.</td>
<td>Dr Melanie Piddocke</td>
<td>In progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-06-19 ACO advised CHACAC members library staff to get Blackwater Herald sent to State Libraries.</td>
<td>ACO</td>
<td>In progress</td>
<td>20-06-19 Blackwater staff flagged Blackwater Herald conservation as a priority and wish to flag significance of this collection’s conservation.</td>
<td></td>
</tr>
<tr>
<td>Digitisation project</td>
<td>20-06-19 ACO advised CHACAC members library staff to get Blackwater Herald sent to State Libraries.</td>
<td>ACO</td>
<td>In progress</td>
<td>20-06-19 Blackwater staff flagged Blackwater Herald conservation as a priority and wish to flag significance of this collection’s conservation.</td>
</tr>
<tr>
<td>20-06-19 CCE to proceed with volunteer project</td>
<td>CCE</td>
<td>In progress</td>
<td>20-06-19 Co-ordinator Community Engagement leading volunteer project</td>
<td></td>
</tr>
<tr>
<td>RADF Marketing</td>
<td>17-04-20 RADF Showcase event will be added to draft Creative Cultural Futures and Heritage Action Plan 2020-2022 FYs.</td>
<td>ACO</td>
<td>Completed</td>
<td>17-04-20 RADF Showcase event will be added to draft Creative Cultural Futures and Heritage Action Plan 2020-2022 FYs as a biannual event.</td>
</tr>
<tr>
<td>07-02-20 Showcase RADF at the time of Arts Around August</td>
<td>ACO</td>
<td>In progress</td>
<td>07-02-20 Members agreed to move the showcase event into 2020-2021 FYR. To tie in the showcasing in with Arts Around August using any current RADF applications.</td>
<td></td>
</tr>
<tr>
<td>25-10-19 Ongoing until project completion</td>
<td>ACO</td>
<td>In progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6-09-19 ACO to investigate dates for the RADF Showcase Event for discussion at the October 2019 RADF meeting.</td>
<td>ACO</td>
<td>In progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19-07-19 ACO to add RADF showcase event to the list of 2019-20 promotional activities.</td>
<td>ACO</td>
<td>In progress</td>
<td>25-10-19 Has to be after local government elections - May or June.</td>
<td></td>
</tr>
</tbody>
</table>
**Central Highlands Arts and Cultural Advisory Committee (CHACAC) Planning Meeting**

<table>
<thead>
<tr>
<th><strong>Film workshops</strong></th>
<th>19-07-19 CHACAC members to obtain good quality images of RADF activities and workshops and use for RADF marketing material.</th>
<th>ACO</th>
<th>In progress</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>22-11-19 ACO to share film information with CHACAC members.</td>
<td>ACO</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>25-10-19 CHACAC discussed Winton Film Festival as a training opportunity</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Arts and cultural website feedback</strong></td>
<td>13-12-19 Multiple projects and programs needed to be added and existing projects and programs content enhanced.</td>
<td>ACO</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>13-12-19 ACO to request an update to the Projects and Programs webpage to reflect current achievements.</td>
<td>ACO</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>13-12-19 ACO to request an update to the Projects and Programs webpage to reflect current achievements.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Arts Around August</strong></td>
<td>07-02-20 ACO to confirm what budget remains in 2019-2020 FY and what will be included in the 2020-2021 FY.</td>
<td>ACO</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>To progress marketing the event and grant rounds.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CHACAC meeting notes 7 February 2020</strong></td>
<td>17-04-20 ACO to email the meeting notes from 7 February 2020 to CHACAC members for their review and response by COB Monday 20 April 2020.</td>
<td>ACO</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>17-04-20 ACO will send actions update via email.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Webinars</strong></td>
<td>17-04-20 ACOG to send to Barbara Beazley and Sharon Gimbert link to Flying Arts webinar. Flying Arts webinar link: <a href="https://vimeo.com/flyingarts">https://vimeo.com/flyingarts</a></td>
<td>ACOG</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>17-04-20 Flying Arts webinars link: <a href="https://vimeo.com/flyingarts">https://vimeo.com/flyingarts</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
11.1.2 Systematic Approved Inspection Program..... approx. 10 mins

DECISION REPORT

Date: 27 May 2020  Presentation Duration: Approx. 10 minutes
To: General Council Meeting
Author: Brett Keys, Coordinator Ranger Services
Authorising Officer: John McDougall, General Manager Communities
File Reference: Not applicable
Presented for: Decision

ATTACHMENTS:
Nil

PURPOSE:
Central Highland Regional Council has seen a reduction in the number of dogs being registered in the region from previous years. To encourage dog registration and compliance with animal management in the region, the register of commercial and cost recovery fees were amended for 2019/20 as an incentive for animal owners to register their dogs. The amended fee structure was an attempt to influence dog owners to comply with state legislation and register their dogs accordingly.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council resolve to approve a Systematic Approved Inspection Program in the Central Highlands Regional Council area to target dog registration and compliance in accordance with the Animal Management (cats and dogs) Act 2008.

REPORT:

Background
At present, records indicate that 3,200 dogs are registered in the Central Highlands Regional Council region. It is suspected that this number is lower than the actual number of dogs in the region by potentially up to 2,000 dogs. Failure by residents to register their dogs in accordance with the legislative requirement has an impact on animal management compliance across the region, appropriate data, and impacts the revenue collected by council through animal registration.

Ranger Services actively tries to encourage responsible animal management through educating community members at PetPet, stalls at shows, open days, Nogoa November and CQ Pet Rescue BBQ events. Enforcing dog registrations is a reactive process and has limitations in the absence of an Approved Inspection Program (AIP). While enforcement will result in compliance it also results in infringements to the public and can increase the workload of the officers involved. Particularly when further action is required by way of a warrant to enter and seize property may occur.

Additionally, local laws require animal owners comply with the requirement to obtain a permit to keep animals in certain circumstances.

Discussion/Current issue
Presently Central Highlands Regional Council dog registrations are significantly down on previous years with 3,000 dogs currently registered. Ranger services continues to identify and locate persons in contravention of state legislation associated with the registration of dogs. This results in a lack of compliance with responsible pet ownership and secondary represents a loss of revenue through animal registrations.
**Why an AIP is required:**

An AIP has not been undertaken in the Central Highlands since 2016. Recent events in the region have highlighted this need with a number of serious dog attacks across the region and a community opinion that Ranger Services are not interested in animal management. This in fact could not be further from the truth and it is indeed a high priority of Ranger Services to have an effective animal management standard. It is anticipated that undertaking an inspection program will reinforce the commitment to effective animal management within the CHRC area. Further cleansing in record management during the implementation of OneCouncil has further highlighted the decrease in registrations.

An AIP is not unique to the Central Highlands, a number of other councils including regional councils undertakes these programs regularly:

- North Burnett Regional Council (May 2020)
- Rockhampton Regional Council
- Redland City Council
- Richmond Shire Council
- Charters Towers Regional Council (Sep2019 – March 2020),
- Maranoa Regional Council
- Gladstone Regional Council (Feb 2020 – July 2020),
- Carpenteria Shire Council (March 2020 – May 2020),
- Logan City Council (Jan 2020 – July 2020),
- Aurukun Shire Council (July 2019 – Oct 2019),
- Goondawindi Regional Council (Feb 2018 – May 2018),
- Whitsunday Regional Council (Oct 2016 – Jan 2017)

**What happens if found non-compliant?**

Persons found in contravention of the relevant Local Laws and in turn other relevant state laws will be issued with infringements for non-compliance along with the requirement to remedy the contravention in order to become compliant. Council’s Ranger Services team will continue to educate the community on Ranger Services matters and key issues such as responsible pet ownership. The ongoing commitment is demonstrated by the Ranger Services to responsible animal management is shown in a number of ways:

- in schools through PetPep is reaching a wide audience through the monthly visits
- Council’s annual financial commitment to the National Desexing Network
- free microchipping event held at Nogoa November 2019
- opening of the front counter at the Borilla Street office to enhance customer serviceability for customers with animals in toe
- commitment to hosting stalls at the regions shows and AgGrow festivals annually
- partnering with CQ Pet Rescue to host BBQ meet and greets
- hosting work experience students in a “Ranger for the day” capacity

**Legislative requirement**

Section 133 of the *Local Government Act 2009* (the Act) subsection (2) details, an approved inspection program is a program, approved by a local government, under which an authorised person may enter and inspect properties in the local government area to ensure the Local Government Acts are being complied with.

In accordance with section 134 of the Act, Council is required to provide notice of an approved inspection program. The current requirement is to publish a notice about the approval of an inspection program at least 14 but not more than 28 calendar days before the start of the program:

- In a newspaper that is circulating generally in the local government area
- On the local government’s website

Undertaking a systematic annual inspection program will enable officers to identify and gather accurate data of dog owners that have not complied with relevant legislation and in turn force compliance in an effective manner.
The process once approved

The program will require officers to undertake inspections of residences in the Central Highlands Regional Council area focusing on premises that dogs have been identified at, however are not recorded within the Central Highlands Regional Council data systems.

Officers will undertake a review of all current registered dogs in the system and identify those on a map. This map will then be utilised when officers are in a target area. The identified residences with dogs will not have any need to be inspected further provided the information recorded is accurate.

Noncompliance will result in a notice being issued at the address or upon the resident about the nature of non-compliance i.e. nonregistration, no microchip or no permit to keep an animal. This will require the suspect to rectify the non-compliance within three days or risk being issued with an infringement. These duties can be carried out currently once the AIP is approved. Limitations on the project may be affected by COVID-19 restrictions for household inspections.

CONSIDERATIONS / IMPLICATIONS:

**Corporate/Operational Plan Reference/Policy/Legislation:**
4. Protecting our People and our Environment;
4.1.4 - Promote community safety and well-being.
4.2.2 - Ensure an effective regulatory role through education and enforcement.

6. Our Organisation;
6.1.1 - Provide excellent customer service to ensure professional service delivery.
6.3.1 - Develop and implement effective systems to manage risk to enable the efficient delivery of council services.
6.4.1 - Sustain a productive, efficient and safe workforce that is responsive to council and community needs.

**Legislation:**
*Local Government Act 2009* section 134 Approving an inspection program.
*Animal Management (cats and dogs) Act 2008* section 113 Approval of inspection program authorising entry.
*Animal Management (cats and dogs) Act 2008* section 14 owner must ensure that cat or dog is implanted.
*Animal Management (cats and dogs) Act 2008* section 46 what owner must do (dog)
Central Highlands Regional Council Local Law No 2 (Animal Management) 2012

**Budget/Financial/Resourcing:**
Financial considerations include loss of revenue through failure to capture dog registrations, it is estimated that there would be approximately 2,000 unregistered dogs in the region including those who have been the subject of dog attacks. Activity is a business as usual undertaking and no extra costs should be incurred over the duration of the undertaking as it would be undertaken complimentary to core business. It is noted that while the AIP will result in an increase of dog registrations and better data on animal ownership in the region, the revenue generated by the renewals may only impact Council’s revenue by $60,000 (assumption based on 2,000 dogs desexed and microchipped $30 each in accordance with the 2019/20 fes). The benefit of regular AIP’s is compliance, not revenue raising.

**Communication/Engagement:**
The notice must be advertised in a Locally circulated newspaper and Local Government website.

**Risk Assessment:**
The inability to undertake an AIP represents a high risk to Council through continued noncompliance with the *Animal Management (cats and dogs) Act 2008* and Council’s local laws. The AIP is an extension of the educational work the rangers undertake in the community with regard
to responsible pet ownership. There is no risk to privacy as the legislation authorises council officers to enter a property to conduct the AIP.

**Timings/Deadlines:**
Central Highlands Regional Council Ranger services is requesting that the program will run in accordance with legislative timeframes of a period not more than six months. Commencing 1 August 2020 and terminating 31 January 2021.

This program will be advertised in accordance with legislative requirements, 14 days prior to commencement of the program and not more than 28 days from the commencement of the program. Advertising will take place in a locally circulated newspaper and council web page.

**Conflict of Interest Declaration:**
Council officers contributing to the preparation and approval of this report have no conflicts of interest to declare.

**Human Rights Impact:**
No

**Alternatives Considered:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Positives</th>
<th>Negatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Option 2</td>
<td>Enforcement action</td>
<td>Will capture offenders/offences</td>
</tr>
<tr>
<td>Option 3</td>
<td>No action</td>
<td>Will not capture offenders</td>
</tr>
</tbody>
</table>

- END OF REPORT -
DECISION REPORT

Date: 27 May 2020  
Presentation Duration: Approx. 10 minutes

To: General Council Meeting

Author: Sarah Ronnfeldt, Principal Planner Development Assessment

Authorising Officer: John McDougall, General Manager Communities

File Reference: DA013-2020

Presented for: Decision

ATTACHMENTS:

PURPOSE:
The purpose of this report is to seek council decision in relation to a request for fee reduction on the development assessment fee for an application associated with the Black Hill Quarry (refer Attachment 1).

In accordance with the Commercial and Cost Recovery Fees 2019/20, the assessment manager does not have delegated authority to either partially or wholly waive a development application fee. A request to reduce or waive a fee outside the provisions included in item a) of Part A – General Development Assessment Fee will require a decision to be made by council (i.e. at a General Council Meeting).

OFFICER RECOMMENDATION:
That Central Highlands Regional Council:
1. Refuse the request for fee reduction by Blackwater Quarries Pty Ltd from $39,048 to $3,210; and
2. Recommend that the applicant consider making an application under the Regional Economic Development Incentives (REDI) policy as an avenue of potentially reducing the assessment fee.

REPORT:

Background
Black Hill Quarry is located on Walton Road, Bluff more accurately described as Lot 26 on HT486 and has been owned and operated by the State government as a borrow pit for state infrastructure projects since 11 June 1977. The land is still owned by the State of Queensland represented by the Department of Transport and Main Road (TMR) as Trustee, however Blackwater Quarries Pty Ltd are now the registered operators. It is their intention to sell the extracted material commercially to both the state and general market and have submitted a material change of use application in order to lawfully do so.

Council has previously made resolutions to waive part or all development application fees in response to requests from the applicant. There are numerous reasons for waiving part or all of application fees however cost recovery still needs to be achieved and the report details the reasons contributing to the officers recommendation. The following five applications have been split into new proposed uses and change/extension applications.

New proposed uses:
1. 26 March 2019: Fee waiver – Swarmfarm application
   a. Fee waiver of $3,688.66 to Council due to erroneous planning advice provided 1.5 years prior advising that an application was not required. (2019/03/26/022)
a. Fee reduction of 35% from $1,805 to $631.75 to represent cost recovery. This was then adjusted in Council’s Commercial and Cost Recovery Fees to correct the matter. (2017/12/12/008)

Change/extension applications

1. 26 November 2019: fee adjustment for Maranda Heights extension application
   a. Reduction of application fee from $12,148.20 to $2,809.40 to properly reflect cost recovery based on the number of lots in the stages that the extension applied to. (2019/11/26/004)

2. 24 September 2019: Ivy Anderson extension application fee waiver
   a. Fee waiver request of $855 for the extension application. Previous discussions between council and the Ivy Anderson committee provided the confirmation that this would be waived. (2019/09/24/012)

3. 23 October 2018: Request for fee waiver – SunWater Emergency siren at Rundle Park
   a. Request to waive $855 change application to achieve a win/win outcome for council and SunWater in light of the erroneous placement of the warning siren which created community angst. (2018/10/23/007)

The development application for Blackwater Quarries must undergo a full assessment as if it was a new land use and will require input from several council business units. Council’s assessment fees are based on cost recovery. Approval of the applicant’s fee reduction request will result in a shortfall in operational revenue of $35,838. There is an opportunity for the applicant to pursue an application for fee consideration through the regional economic development incentive policy (REDI) and council staff have already made contact with the applicant on this one. A previous example of a quarry operation receiving a grant was for Millibourne Pty Ltd. In 2018 Council resolved to provide a REDI for $21,311 (2018,06,12,004).

Discussion/Current issue

The assessment fee is calculated at $39,048 based on the application being impact assessable and having an annual extraction rate of 100,000 tonnes (maximum). The fee calculation is summarised below:

<table>
<thead>
<tr>
<th>Base Fee (up to 1,000t)</th>
<th>Additional tonnage (per 1,000t)</th>
<th>Unit fee rate (additional tonnage)</th>
<th># t * unit fee rate</th>
<th>Total Amount (base fee + # t * unit fee rate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3,210</td>
<td>99</td>
<td>$362</td>
<td>$35,838</td>
<td>$39,048</td>
</tr>
</tbody>
</table>

The application fee as calculated pursuant to council’s Register of commercial and cost recovery fees 2109-20 results in a fee that the applicant believes is not reflective of the nature of the proposed application and its associated assessment. The applicant has requested that the assessment fee be limited to the base (impact) rate of $3,210. They offer the fact that the quarry is, and has been for many years, an existing land use and that the requirement to submit a development application arises only because of a proposed change in the business model as a reason for the reduced fee.

Despite the applicant’s justification for fee reduction, the development application must undergo a full assessment as if it was a new land use and will require input from several council business units. Council’s assessment fees are based on cost recovery. Approval of the applicants fee reduction request will result in a shortfall in operational revenue of $35,838.

Council offers a funding incentive that supports infrastructure projects that will deliver economic benefits to the local government area. The Regional Economic Development Incentives (REDI) is a package that provides stimulus to facilitate growth across all commerce and industries. A component of the policy allows for a reduction or waiver of fees and charges incurred by the applicant in obtaining the necessary permits from council when certain criteria is met. It is recommended that Blackwater Quarries Pty Ltd be advised to lodge an application to the REDI scheme for consideration of assessment fees. Council’s Strategic Land
Use team have already been in contact with the applicant to discuss the REDI and potential opportunities for them.

CONSIDERATIONS / IMPLICATIONS:

**Corporate/Operational Plan Reference/Policy/Legislation:**
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.

**Budget/Financial/Resourcing:**
The total application fee for the assessment of the development application is $39,048. This fee is based on cost recovery for assessment by council officers. Approval of the fee reduction will realise a loss of $35,838 in operational revenue and does not represent cost recovery for council.

The application fee has already been paid in full by the applicant. Should council overturn the officers recommendation, any fee reduction approved by council will be refunded to the applicant.

**Communication/Engagement:**
The development application has been lodged with council’s development assessment unit. The applicant will be advised of any decision regarding the request for fee reduction and assisted in lodging a REDI application, if required.

**Risk Assessment:**
In deciding on the recommendation or alternatives, council needs to be mindful of creating precedent. If council decide to deviate from the adopted fees and charges schedule, there may be ramifications of this decision with regards to similar development applications. Each year the development application fees in the Register of commercial and cost recovery is compared against a number of Councils to ensure that the Central Highlands is an economical region which promotes business attraction and expansion.

**Timings/Deadlines:**
The application was considered ‘properly made’ when the assessment fee was paid in full on 7 April 2020 and is progressing in accordance with the Development Assessment Rules. This report and determination will not impede the current assessment timeframes.

**Conflict of Interest Declaration:**
Council officers contributing to the preparation and approval of this report have no conflicts of interest to declare.

**Human Rights Impact:**
No

**Alternatives Considered:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Positives</th>
<th>Negatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Option 2 Levy an alternative percentage discount (i.e. 50% = $19,524) in accordance with provision b Waiver of Development Application Charges as per Council’s Register of commercial and cost recovery fees 2019-20.</td>
<td>Collect partial fee</td>
<td>May result in a burden being placed on ratepayers to fund the shortfall.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Does not reflect cost recovery to Council.</td>
</tr>
</tbody>
</table>

- END OF REPORT -
Dear Sir/Madam

DEVELOPMENT APPLICATION FOR A MATERIAL CHANGE OF USE – DEVELOPMENT PERMIT FOR EXTRACTIVE INDUSTRY ON LAND KNOWN AS BLACK HILL QUARRY, AT WALTON ROAD, BLUFF 4702 PROPERLY DESCRIBED AS LOT 26 HT486

Groundwork Plus has been commissioned by Blackwater Quarries Pty Ltd to prepare an application for a Material Change of Use – Development Permit for Extractive Industry on land known as Black Hill Quarry, at Walton Road, Bluff 4702 properly described as Lot 26 HT486. The attached application has been prepared in accordance with Chapter 3, Part 2, Division 51 of the Planning Act 2016 (‘Planning Act’), being the mandatory information required for a ‘properly made application’. The required information is as follows:

51(1)(a) - The application has been made using the approved forms to the Assessment Manager. Refer to completed form attached.

51(1)(b)(i) - The application is accompanied by the documents required to be given with the application.

51(1)(b)(ii) - Council’s fees and charges register identified an application fee of $39,048.00. We respectively request this fee be reduced to the base fee of $3,210.00 as the purpose of this application is to enable supply of material extracted from the Black Hill Quarry to the general market in addition to state controlled road project. The site is an operational quarry with the necessary Environmental Authority and it is proposed to continue to maintain the access road between the site and state-controlled road. We request an invoice to be issued to enable Blackwater Quarries Pty Ltd to pay the application fee.

51(2) - Written consent is provided from State of Queensland acting through the Department of Agriculture and Fisheries.
We have enclosed a Planning Assessment Report and associated attachments in support of the application. If you have any queries regarding the material provided, please do not hesitate to contact me by telephone: (07) 3871 0411, or by email: mbenham@groundwork.com.au. We look forward to receiving Council’s acknowledgement of the application.

Yours faithfully

Groundwork Plus

Megan Benham
Senior Town Planning Consultant

Enc/s. Application Forms
DAF Consent
Planning Assessment Report and supporting attachments
11.1.4 Community Resilience - Solar Distributed Energy Resource project..... approx. 20 mins

DECISION REPORT

Date: 27 May 2020  Presentation Duration: Approx. 20 minutes
To: General Council Meeting
Author: Jason Hague, Principal Planner Strategic Land Use
Authorising Officer: John McDougall, General Manager Communities
File Reference: TBA
Presented for: Decision

ATTACHMENTS:
2. Attachment 2: Distributed Energy Resources Project Calculations [11.1.4.2 - 1 page]

PURPOSE:

This report provides:

- An explanation of how Central Highlands Regional Council can provide greater energy security to the community and transition to a low carbon economy.
- Justification for a Solar Distributed Energy Resource project for Central Highlands Regional Council for housing (option 1) and/or non-residential council assets (option 2).
- Identify synergies with the LG Sherlock and Peak Services – Energy Services Review.
- The recommended approach to ensure this proposal can access external funding opportunities that require it to be ‘shovel ready’.

OFFICER RECOMMENDATION:

That Central Highlands Regional Council endorse one of the following options:

1. Invite expressions of interest” to progress a housing and solar Distributed Energy Resource project
2. Subject to the outcome of the expression of interest process, authorise the Chief Executive Officer to enter into negotiations; take all other necessary steps to prepare relevant contracts and report back to Council.

REPORT:

Background

Central Highlands Regional Council (Council) participated in the Clean Growth Choices – Communities in Transition program (CGC program). The aim was to identify opportunities for Central Highlands residents to be more prepared for the challenges of climate change adaptation. Climate change is a significant long-term change in the expected patterns of average weather of a region such as Central Highlands over a significant period of time. Climate change adaptation recognises this and investigates how to adapt to the effects of these variations on our way of life. In the process new business opportunities can be discovered.

Council previously received a $66,000 grant to work on the CGC program in partnership with the University of Southern Queensland (USQ) and the Department of Environment and Science (DES). Council has recently been offered a further $33,000 under the CGC program to continue to develop business cases which will assist the Central Highlands to adapt to climate change and transition to a low carbon economy.

A full update on the progress of the CGC program and associated business cases was presented at the General Council Meeting on 29 April 2020.
Discussion/Current issue
The Proposal - Increasing community resilience through sustainable, efficient and clean energy

Option One - Housing and Solar Distributed Energy Resource project

As a large energy consumer, Council must explore and implement renewable energy generation alternatives to save money on its annual energy costs and transition to a low carbon economy. Solar infrastructure can provide sustainable, efficient and clean energy.

This proposal is for a pilot project to install solar panels on Council owned housing. Council maintains residential properties in areas such as:

- Blackwater (20)
- Springsure (40)
- Tieri (4)
- Capella (47) and
- Emerald (50).

Under this proposal, approximately 200 Council owned residential properties would be installed with solar panels. The electricity generated on-site from these properties would be used by the tenants of each individual property. Any surplus electricity (not utilised by the tenants) would be transferred to critical Council facilities such as the East Nogoa water treatment plant or Opal Street water treatment plant. This process is known as Distributed Energy Resources (DER).

Option Two – Non-residential Asset Solar Distributed Energy Resource project

If there was no appetite to utilise residential properties, the proposal could utilise Council owned commercial and industrial properties. For instance, Council offices, libraries and depots could be installed with solar panels. The electricity generated on-site from these properties would be used in the first instance by that building and any surplus could be transferred to the East Nogoa water treatment plant or Opal Street water treatment plant. Distributed Energy Resources (DER) would be used to manage the energy transfer.

Research completed to date has been focused on Council owned residential properties. The projected costs and savings, usage and generation rates for the non-residential assets would need to be investigated and recalculated if this option was pursued.

Distributed Energy Resources (DER)

Distributed Energy Resources (DER) is described as small-scale electricity generation within a local grid network that can, in the future, be independently capable and controllable from the surrounding grid (refer Attachment 2). Australian Energy market Operator (AEMO) defines DER as ‘distribution level resources which produce electricity or actively manage consumer demand’.

Council’s future could include the capacity to disconnect critical service infrastructure (i.e. airport, sewerage and water utilities) from the main grid during times of widespread outages (i.e. following a natural disaster) and operate autonomously. This proposal can be viewed as the first step in achieving this future.

DER projects typically deliver the following benefits:

- Strengthens the grid capacity reducing the impacts of natural disasters through the ability to operate critical infrastructure autonomously.
- DER generate substantial cost savings to Council in comparison to sourcing all energy from private utility providers.
- Localised energy production can create an economic circulation effect, encouraging local buy-in and economic responsibility, increasing sustainability rational and innovative approaches to consumption.
- DER projects can attract new businesses, assisting businesses access to reliable energy.

DER projects are supported by the Australian Renewable Energy Agency (ARENA) which is promoting the Distributed Energy Integration Program (DEIP). DEIP is a collaboration of energy peak bodies, market
authorities, industry associations and consumer associations that seek to maximise the value of customers' distributed resources for all energy users.

**Justification for Proposal**

This project will deliver the following benefits to the Central Highlands community:

- The creation of a DER that will give an added level of resilience and reliability to the electricity network within the Central Highlands benefiting the local businesses and its residents.
- The project will address Operational Plan objectives including 2. Building and Maintaining Quality Infrastructure (2.1.4, 2.2.1, 2.2.4) and 5. Leadership and Governance (5.2.1).
- Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the Australian Energy Market Operator (AEMO) forecasts that up to 45 per cent of all electricity generated in Australia will be coming from distributed energy resources (DER) by 2050, compared to just 3 per cent today.
  - This project would see Council at the forefront of this new trend.
- The proposed DER model provides a long-term solution to increasing energy security and reducing energy costs for Council.
- Success of the project advances Councils as an innovative renewable energy advocate and will reduce operating costs.
- The DER project outcomes support a whole of government approach to implement policy to reduce reliance on fossil fuels and transition to a low carbon economy.
- Increased building property value as evidence suggests that individuals and businesses are willing to pay a higher rent and/or sales premium for property with improved energy performance (Eichholtz et al, 2011, the Australian Property Institute 2011).
- Utilisation of the data and analysis available from the LG Sherlock Energy Detective

**LG Sherlock and Peak Services – Energy Services Review**

Council’s LG Sherlock subscription provides the ability for council to identify trends, patterns and costs which exist in relation to energy consumption across Council’s asset portfolio. The analysis of this data will provide opportunities for council to explore alternative energy solutions including the use of solar.

To assist with the analysis of energy consumption and opportunities for solar supplements and alternatives, Council has engaged Peak Services to undertake an energy services review of 20 key council facilities to determine the feasibility of solar installations, including:

- Assessment of the condition of the switchboard and cabling system for potential solar installation
- Inspection of the roof cladding condition and hold down of cladding
- Inspection of the roof cladding support systems from inside the roof cavity
- Develop concept design and specifications for potential solar plant installation
- Estimated capital and whole of life costs and potential electricity cost savings and return on investment; and
- Identification of Ergon requirements for solar power connection.

**No Capital Cost**

This project can be developed at no capital cost to Council as there are numerous opportunities for grant or third-party funding for this type of infrastructure project. For example, Council would have been eligible to apply for between $20,000 and $10 million under Round 4 of the Building Better Regions Fund (BBRF). This opportunity was missed as the business case and associated project documentation was not prepared and approved prior to the grant application deadline closing.

With the urgent need of the state and federal governments to provide economic stimulus through infrastructure projects, it is likely that further grant opportunities will arise in the next three to six months. It is imperative that this proposal receives support to:

- develop a detailed plan and grant proposal for either option that will be eligible for relevant state or federal funding opportunities
- be “shovel-ready” to act upon any grant approval within the same financial year.

Table 1 summarises the costs and benefits of the proposal and how the annual savings are calculated dependent on the amount set to charge the residents for solar produced and consumed on the site. This
data will be used to inform applications for state and federal grants and third-party funding identified through the invitation to tender process.

Funding will also be supplemented through reimbursement of solar infrastructure associated with the Small-scale Renewable Energy Scheme. Under the Small-scale Renewable Energy Scheme, properties with solar power systems up to 100kW, receive Small-Scale Technology Certificates (STCs) for every megawatt hour of renewable energy generated or displaced by an accredited solar panel. As Emerald is in Zone 2, Council would receive approximately 112 STCs per system. Upon installation of each solar system certificates can be redeemed at a rate of $35 per certificate.

The Large-scale Renewable Energy Target (LRET) provides Large-scale Generation Certificates (LGCs) for commercial and utility-scale renewable energy systems over 100kW. Whilst STCs are a one-off tradeable credit, LGCs are produced on an ongoing basis after the system is accredited, installed and producing power. Essentially, the LGCs can become an ongoing revenue stream however the market prices for LGCs do fluctuate with supply and demand.

In regard to the projected annual cost savings for residential properties, the charges have been set at various rates (cents per kw/h). This variation in the estimated charging amounts reflects different options to reduce or maximise revenue from surplus energy or from cost recovery from tenants. Customers could be charged at reduced rates depending on the type of resident or Council’s policy. For example, an aged care provider may be charged at a reduced rate.

The annual cost savings for the East Nogoa Treatment Plant is also dependent on charge rates set by Energyq (the energy retailer formerly Ergon and Energex) in respect to the offset amount. At a minimum, this rate would be a 10.3 cents per kw/h (c/kw/h) from Energyq (based on Option One). If Council is serious about progressing this project, further discussions could take place with Energyq regarding the applicable rate for the preferred option and advancing a charging calculation solution. If successful, Council could receive the higher rate of 26.3 c/kw/h for Option One.

For further information on how these amounts were calculated, refer to Attachment 3.

<table>
<thead>
<tr>
<th>Overall Budget</th>
<th>Estimated Cost or Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project cost ($)</td>
<td>1,286,155.00</td>
</tr>
<tr>
<td>Funding sought from state or federal grants ($)</td>
<td>628,155.00</td>
</tr>
<tr>
<td>Reimbursement for Solar infrastructure – (STC’s @ $35 each)</td>
<td>658,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Annual Cost Savings for Residential Properties</th>
<th>Estimated Cost or Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Savings at reduced energy costs (per house) (%)</td>
<td>&gt;35</td>
</tr>
<tr>
<td>Savings at reduced energy costs per house (12.5 c/kw/h) ($)</td>
<td>594.34 to 1,826.91</td>
</tr>
<tr>
<td>Savings at reduced energy costs per house (14.0 c/kw/h) ($)</td>
<td>524.68 to 1,612.79</td>
</tr>
<tr>
<td>Savings at reduced energy costs per house (15.75 c/kw/h) ($)</td>
<td>443.41 to 1,362.98</td>
</tr>
<tr>
<td>Annual savings for all residential properties (15.75 c/kw/h) ($)</td>
<td>88,682.00 – 272,596.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Annual Cost Savings for the East Nogoa Water Treatment Plant</th>
<th>Estimated Cost or Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generation offset–East Nogoa Water Treatment (10.3 c/kw/h) $</td>
<td>53,422.00</td>
</tr>
<tr>
<td>Generation offset–East Nogoa Water Treatment (26.3 c/kw/h) $</td>
<td>136,408.00</td>
</tr>
</tbody>
</table>
Table 2 estimates the amount of energy generated and used under different power usage scenarios. These production numbers allow calculations that will provide the electricity amounts to offset against the Council facility. It is difficult to get a fixed figure as the amount generated and used on each residential site can dramatically differ.

As such, various ratios have been given 65:35, 75:25 and 85:15 where 65% of electricity produced from that house is used on site. The remaining 35% portion is exported to be used at the Council facility.

The Council facility chosen as an example consumer of the surplus electricity was selected based on its usage rate. It is important to identify a large energy user to ensure that the surplus electricity exported to the facility can be consumed at that specific location.

Table 2: Project sites Usage and Generation (Option One)

<table>
<thead>
<tr>
<th>Council Facility</th>
<th>Daily Usage (kw/h)</th>
<th>Annual Usage (kw/h)</th>
<th>Annual Electricity Cost ($)</th>
<th>Annual Generation (kw/h)</th>
<th>Annual Onsite Usage (kw/h)</th>
<th>Annual Generation Offset (kw/h)</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Nogoa Water Treatment Plant</td>
<td>2,500</td>
<td>912,500</td>
<td>240,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opal Street Water Treatment Plant</td>
<td>1,000</td>
<td>360,000</td>
<td>84,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>200 Council houses (100 at 4.8kw and 100 at 6.6kw) 65:35</td>
<td></td>
<td>2,074,660</td>
<td>1,348,529</td>
<td>726,131</td>
<td></td>
<td></td>
</tr>
<tr>
<td>200 Council houses (100 at 4.8kw and 100 at 6.6kw) 75:25</td>
<td></td>
<td>2,074,660</td>
<td>1,555,995</td>
<td>518,665</td>
<td></td>
<td></td>
</tr>
<tr>
<td>200 Council houses (100 at 4.8kw and 100 at 6.6kw) 85:15</td>
<td></td>
<td>2,074,660</td>
<td>1,763,461</td>
<td>311,199</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

CONSIDERATIONS / IMPLICATIONS:

**Corporate/Operational Plan Reference/Policy/Legislation:**

**Operational Plan**

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.
2.2 - Corporate Plan Strategy: Affordable and well serviced infrastructure
2.2.1 - Develop efficiencies in water and wastewater operations.
2.2.4 - Implement energy efficient practices for our assets and facilities.

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:**

**Initial Resource Implications**

The project model is to provide a no capital cost outcome for Council through the “expression of interest” tender process. The aim is to create recurring cost savings and an income stream for Council. In addition, there is evidence that residential and commercial properties with solar panels have a higher estimated value than comparative properties without.

No additional staff resources will be required to develop Option One. Exiting staff resources and Council’s LG Sherlock subscription would be sufficient to further develop the proposal for Option Two.

Construction of infrastructure will be provided by third party providers under the grant funding or third-party funding arrangement.

**Ongoing Costs**

A small operating cost for maintenance of the system. This could be incorporated into existing maintenance programs and/or compensated through savings generated from the offset of excess energy.

**Communication/Engagement:**

Advertising for the tender or invitation for expression of interest will be through newspapers and relevant local government portals. Section 228 of the Local Government Regulation 2012 states that local government must invite tenders or invitation for expression of interest process. This process is to verify the deliverable price point and will also be used inform the grant or funding process in a transparent way.

Future communication can occur through Council’s online platform (Have your say) and social media when the project is delivered.

Internal engagement has occurred between the Principal Planner Strategic Land Use, Coordinator Property Services and the General Manager Infrastructure and Utilities. Ongoing proposal developments would continue to engage with these parties.

**Risk Assessment:**

Table 3 summarises the risks to Council to either pursue this proposal or to take no further action.

<table>
<thead>
<tr>
<th>Risk Criteria</th>
<th>Risk Assessment</th>
<th>Controls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reputational</td>
<td>‘Moderate Risk’ that Council will be perceived to not be fulfilling its obligations to address and adapt to climate change. Project such as this proposed project, are needed to transition to a low carbon economy.</td>
<td>Prepare to have the project funded and shovel ready. Be shovel ready for infrastructure funding opportunities.</td>
</tr>
<tr>
<td>Financial</td>
<td>‘Low Risk’ as the model is for no capital cost to Council.</td>
<td>Continue to investigate grant funding to finance the proposed model.</td>
</tr>
<tr>
<td>Financial</td>
<td>‘Low Risk’ as the initial funding for background participation has been under the CGC program.</td>
<td>Continue to fund the investigation of the proposal via funding from the State Government.</td>
</tr>
<tr>
<td>Financial</td>
<td>‘Low Risk’ that the proposal won’t find 100% funding.</td>
<td>Research every type of existing funding stream for infrastructure funding and renewable energy project funding.</td>
</tr>
<tr>
<td>Financial</td>
<td>‘Low Risk’ that the proposal funding once acquired is lost halfway through the project delivery.</td>
<td>Council will have locked in funding prior to committing to external contracts for infrastructure delivery.</td>
</tr>
</tbody>
</table>
As Council is going through a transparent market process for the pricing of the infrastructure costs, organisational risk and regulatory compliance risks are low. The project is a benefit to the local community and Council that will enable future recurring income and cost savings for Council.

The financial risk is negated through sourcing external funding and the invitation for expression of interest process. All options will be explored further to finalise the delivery model.

**Timings/Deadlines:**
There are no specific timeframes or deadlines as yet. Once a compatible funding opportunity is identified, the deadline set by the authorising agent will need to be complied with.

**Conflict of Interest Declaration:**
Council officers contributing to the preparation and approval of this report have no conflicts of interest to declare.

**Human Rights Impact:**
No

**Alternatives Considered:**

**Table 4: Alternate Options**

<table>
<thead>
<tr>
<th>Description</th>
<th>Positives</th>
<th>Negatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Option 2</strong></td>
<td>Not to proceed with the tender or invitation for expression of interest process for either option.</td>
<td>No further expenditure of staff resources on the funding preparation, proposal details and procurement documentation.</td>
</tr>
<tr>
<td><strong>Option 3</strong></td>
<td>Pursue Option One – Housing and Solar Distributed Energy Resource project</td>
<td>Further savings to be delivered to Council through increased use of renewable energy. Further evidence Council to taking appropriate action to adapt to climate change.</td>
</tr>
<tr>
<td><strong>Option 4</strong></td>
<td>Pursue Option Two – Non-residential Asset Solar Distributed Energy Resource project</td>
<td>Further savings to be delivered to Council through increased use of renewable energy. Further evidence Council to taking appropriate action to adapt to climate change</td>
</tr>
</tbody>
</table>

**Risk Criteria**

<table>
<thead>
<tr>
<th>Risk Criteria</th>
<th>Risk Assessment</th>
<th>Controls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental</td>
<td>‘Low Risk’ that Council is participating in proposals to be innovative and less reliant on fossil fuels, Council will fulfil its obligations to address and adapt to climate change.</td>
<td>Continue to participate in the CGC program</td>
</tr>
<tr>
<td>Legislation</td>
<td>‘Low Risk’ identified legislative requirements have been noted.</td>
<td>Continue to follow Council policy for procurement.</td>
</tr>
</tbody>
</table>
### Description | Positives | Negatives
--- | --- | ---
 | change. | delivery of renewable energy from commercial type buildings. |  
 |  | Electricity usage from Council infrastructure properties needs to be investigated to facilitate the need for the renewable energy. | 

| Option 5 | Pursue Option One and Two | Further savings to be delivered to Council through increased use of renewable energy. | Modelling on system sizing needs to be completed to understand how to receive the best credit option through either STCs or LGCs or some combination of both. |
| |  | Further evidence Council to taking appropriate action to adapt to climate change. | Energy Qld as a stakeholder needs to be included into the expanded delivery of renewable energy from commercial type buildings. |
| |  | Electricity usage from Council infrastructure properties needs to be investigated to facilitate the need for the renewable energy. |  |

**Alternative recommendation:**
That Central Highlands Regional Council endorse one of the following options:

1. Develop a detailed proposal for Non-Residential Asset Solar Distributed Energy Resource project. Once developed, “expressions of Interest” would be invited.

2. Subject to the outcome of the expression of interest process, authorise the Chief Executive Officer to enter into negotiations; take all other necessary steps to prepare relevant contracts and report back to Council.

- END OF REPORT -
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This report represents the collective vision of the Distributed Energy Leadership Forum (DELF), which is the Clean Energy Council’s key advisory committee for strategy and priorities in support of distributed energy. The CEC thanks Marchment Hill Consulting (MHC) for drafting and refining the document and the following members of the DELF for shaping it according to its vision: Neil Gibbs (MHC and DELF chair), Simon de Bell (ABB Australia), Emma Fagan (Tesla), Jenny Paradiso (SunTrix), Warwick Johnston (SunWiz), Scott Partlin (SMA-Australia), Mark Paterson (Strategen) and Dr Penelope Crossley (University of Sydney).
Most of Australia is about to reach ‘socket parity’ according to the Australian Energy Market Commission (AEMC) and Bloomberg New Energy Finance. This means that in future, more households and businesses will realise that a grid-connected rooftop solar and battery system produces electricity more cheaply than what they can buy from the grid.

Millions of Australians have already reduced their electricity bills and lessened their dependence on the grid using clean, renewable solar power. We have embraced rooftop solar so enthusiastically that we have the highest penetration of residential rooftop solar in the world. In Queensland, about 33 per cent of all dwellings have solar installed on their roof¹. South Australia (32 per cent) and Western Australia (28 per cent) are not far behind. There are now more than 2.1 million Australian solar homes². By 2050, the AEMC expects more than half of all houses will have solar PV systems and about a third of residential buildings will have energy storage.

It will be challenging to integrate that much solar generation onto the grid. Electricity distribution networks were not originally designed for it.

We need to change the way we manage solar and battery systems and how they interact with the grid. We’ll need new rules to mandate technological capability and new markets to make best use of the capabilities already at our disposal.

The next generation of solar and battery systems will be intelligent, with advanced communications capability, cybersecurity and an interface to markets. This will massively increase the solar hosting capacity of networks.

Policy makers need to establish markets for the grid services that will be required by future energy networks. They include markets for grid support, incentives to avoid unnecessary investment and support for dynamically balancing supply from millions of variable energy systems.

Progress will require a naturally sustaining support base to avoid being derailed as inevitable challenges emerge. It will need the characteristics of a democratised ‘movement’. It is our hope that this document will contribute to building a movement to revolutionise the way we transform and use energy.

This is a societal challenge. The changes will take place over decades. Households, businesses and governments will need to work together to make this a success. No single entity can make this change happen.

² ibid.
RECOMMENDATIONS

In order to facilitate and unlock the enormous potential for distributed energy resources (DER), the Clean Energy Council (CEC) proposes the following recommendations:

**Distribution network service providers**

- Distribution network service providers (DNSPs) should require inverters to have Volt-Watt and Volt-var response capability as a condition of grid connection for new DER systems.

- DNSPs that have already adopted static zero-export limitations should invest in network intelligence and move toward dynamic export limitations so that they can utilise DER on their networks more effectively.

- The CEC supports the development of multi-sided trading platforms as a means of enhancing system optimisation and customer benefits of DER uptake.

- DSNPs should move toward more cost-reflective network tariffs, which could include time-of-use or demand-based charging.

- Connection agreements should allow for the dynamic engagement of DER in the power system, and energy customers should have a right to initiate a review of their connection agreement and the opportunity to receive a better deal.

**Standards**

- Volt-Watt and Volt-var response should be a mandatory requirement in the Australian standard for inverters (AS 4777.2).

- Common standards, protocols and application programming interfaces (APIs) for communication with and between DER are being developed and should be supported and adopted.

**Australian Energy Regulator**

- The Australian Energy Regulator should recognise the customer value and the important role of dynamic network intelligence for managing high levels of DER on the grid and should approve expenditure required by networks to enable this.

**State and territory governments**

- Government rebate programs for batteries should include virtual power plant (VPP) capability requirements in their eligibility criteria.
• State and territory licensing and other regulatory frameworks should be developed and strengthened to ensure that microgrids can proceed with protections for customers in place and barriers to community energy projects are removed.

• State and territory governments should review their planning and development approvals systems to remove any barriers to developers of new suburbs aiming for very high DER penetration and minimal grid impacts using grid-connected microgrids and embedded networks.

Policy makers

• Policy makers should establish market frameworks that will enable DER to supply new energy services. This could include new markets to support grid function, system optimisation (avoiding unnecessary investments) and system balance.

• The Australian Energy Market Operator (AEMO) and the Australian Energy Market Commission (AEMC) should consider how aggregation of DER can be optimised using a single asset classification. Third-party aggregators should be able to provide wholesale demand response, export and frequency control ancillary services (FCAS) under a single classification.

• DER should have the same market access as utility-scale assets. Where this market access is prevented by regulatory barriers, this should be reviewed by AEMO and/or the AEMC.

• Policy makers should adopt alternative network revenue models and tariff structures and supporting retailer reforms that would enable increased grid-enabled value exchanges such as peer-to-peer (P2P) trading, network service provision by DER and VPP activity.

• Policy makers should ensure that the distribution market operator (DMO) role (which would be a commercial role) is separated from the distribution system operator (DSO) role in electricity distribution market reform options being considered.
Australia’s electricity system is undergoing the most remarkable transformation. We lead the world in the decentralisation and digitalisation of electricity.

**Figure 1 – Decentralisation ratio of electricity generation by country**

Rapid DER uptake poses technical challenges for the grid, including limited visibility of DER generation and maintaining voltage within operating parameters. There are also challenges related to issues of access and equity.

While electric vehicles (EVs) are still an infant market, they are expected to reach 615,000 vehicle sales by 2030. Following the popularity of solar PV systems, EVs will be the next major class of DER deployed at scale, with forecasters expecting their uptake to eclipse static batteries. The main inhibitor is price and charging facilities.

Australia has positioned itself as a global leader in the incubation and development of DER technologies and product services, prompted by rapid DER innovation in response to customer concerns around reliability, flexibility and the cost of electricity from the main grid. This creates opportunities to export DER technologies (both hardware and software).

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Australia is also a pioneer in DER integration approaches with distribution networks, regulators and consumers. The skills acquired can be exported as advisory services, similar to Australian companies that export advisory services for the resources sector.

Figure 2 - Annual installed capacity of solar PV systems under 100 kW<sup>8</sup>

The unprecedented scale of change demands that we develop and implement new decentralised markets and a fundamentally different system architecture. This future should support and enable DER<sup>9</sup> monetisation (new markets that support grid function), system optimisation (to avoid unnecessary investment in centralised generation, transmission and/or distribution) and system balance (dynamically balancing supply from millions of intermittent DER).

The complexity of this transformation cannot be underestimated. Designing every aspect of these secondary or transactive energy markets that enable DER to be optimised in the power system and integrating them with the existing National Electricity Market (NEM) is a task of similar magnitude, but arguably greater complexity, than building the NEM. This is critical new national infrastructure. It will likely embrace new market rules, codes and licences, systems, processes, data protocols and communications hubs.

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<sup>9</sup> ‘Distributed energy resources’ refers to often smaller generation units that are located on the consumer’s side of the meter, including solar PV systems, battery storage, electric vehicles and other resources that facilitate demand response. Many of these technologies are not exclusively found ‘behind the meter’. ‘Distributed generation’ is the term used when electricity is generated from sources, often renewable energy, near the point of use instead of centralised generation sources from power plants.
1.1 BENEFITS FOR CONSUMERS

The AEMC has identified the emergence of ‘a new type of energy entrepreneur’, the consumer who works with global battery providers such as Tesla and sonnen to combine their batteries in a VPP.

The advent of market for services from DER offers the potential for consumers to participate in managing grid constraints, reducing system costs and electricity prices and improving their return on DER investment. Superior investment returns may be available where consumers are able to access and stack new revenue streams to improve the economics of DER investments for their homes and businesses. Stacking revenue may be facilitated by commercial platforms such as those developed by Reposit\textsuperscript{10} and Greensync\textsuperscript{11}. A Reposit trial in Canberra reported that:

“These customers were able to make significant savings on electricity bills, with one customer saving up to $3,000 per annum on their electricity bills. These savings were through a combination of solar (for those that did not have it before the trial commenced), solar-charging of the battery, smart-charging of the battery at off peak times, through market operations and through behavioural change.”\textsuperscript{12}

New business models are seeking to attract and retain customers by removing complexity and providing broad energy services, including installation and maintenance of DER, as well as information, monitoring and communication services.

1.2 RISKS

Rooftop solar exports can adversely affect the voltage on the grid, taking it outside prescribed limits. There is a limit to how much electricity a low voltage line can take from rooftop solar systems exporting to it. As this limit is approached, it has often been the case that a DNSP will impose a zero-export policy or other constraint, meaning that less rooftop solar energy can be exported to the grid. In Hawaii, for example, the grid operator has imposed a zero-export policy on all new residential and commercial rooftop solar. Even in the absence of such policies, connection backlogs may arise over time as increasing numbers of consumers endeavour to connect DER and DNSPs seek to determine how much new capacity they can connect.

Exports from DER place downwards pressure on wholesale electricity prices, benefiting all customers, not just those who own DER. These benefits are lost when customers are constrained to zero export. These network constraints can be introduced by networks as a result of a range of factors, including their inability to control DER to achieve network security and

\textsuperscript{10}https://repositpower.com/how-it-works/

\textsuperscript{11}https://greensync.com/audiences/community-and-precincts/

insufficient reactive power controls that are cost effective for networks and customers.\textsuperscript{12} Zero-export policies significantly reduce the size of a solar system that is economically viable for commercial and industrial sites and in many cases undermines business cases to install solar.\textsuperscript{13}

The overwhelming majority of inverters sold in Australia are ‘smart’, meaning that they can support grid management by autonomously sensing grid conditions and providing more or less power (including reactive power) when the grid needs it. The Clean Energy Regulator has estimated that approximately 96 per cent of all inverters installed in 2019 have this capability, which is sometimes referred to as Volt-Watt and Volt-var response. This means that customers’ exports are automatically constrained when the grid is unable to take all the electricity on offer. This capability is estimated to enable up to twice as much DER to be hosted on the grid. Widespread uptake of this inverter technology standard will help to avoid the need for zero-export limitations. The majority of Australian DNSPs require Volt-Watt and Volt-var response capability as a condition of connecting an inverter to their network. It is mandated either through rebate eligibility and/or grid connection rules in South Australia, Western Australia and Victoria. The CEC supports this approach, provided there is enough advance notice for manufacturers to address issues of legacy stock and allowance for continuing to honour warranty obligations using like-for-like replacements.

**Recommendations**

- Distribution network service providers (DNSPs) should require inverters to have Volt-Watt and Volt-var response capability as a condition of grid connection for new DER systems.

- Volt-Watt and Volt-var response should be a mandatory requirement in the Australian standard for inverters (AS 4777.2).


\textsuperscript{13} ibid.
2.1 MODERNISE THE GRID TO SUPPORT DISTRIBUTED RESOURCES

Context

DER offers the potential to reduce total system costs by over $101 billion through network service platforms that enable DER to participate in increasingly dynamic electricity markets. However, DER penetration is posing technical issues in some parts of the NEM, and there are concerns around a lack of DER visibility and the adequacy of planning for DER within the DNSPs’ 2020-2025 plans.

Challenge

Many DNSPs lack visibility of DER installations and behaviour behind the meter due to limited monitoring data from the low voltage network. This is especially the case in states where the rollout of advanced metering infrastructure has been slow. Lack of visibility presents technical challenges as DNSPs are not able to properly forecast when the physical limits of the network might be exceeded. AEMO is establishing a DER Register in 2019 to address the issue of DNSPs and their lack of monitoring data and visibility of the low voltage network.

In some parts of the grid, the presence of DER has revealed high voltage issues that had been present but unnoticed. In some cases, DER systems contributed to voltage rise on the low voltage network, especially older or incorrectly installed systems.

Networks with high solar penetration can deal with grid management challenges, such as voltage rise and thermal constraints, by imposing static zero-export limitations, strengthening their networks (i.e. building more assets) or investing in the capability to utilise dynamic network intelligence.

Building more poles and wires is expensive. Static zero-export limits are crude and short-sighted. The best solution is to incorporate dynamic network intelligence to enable dynamic management of DER, allowing exports when the network can accommodate it and limiting exports when necessary. This approach requires relatively modest network investment to actively manage the integration of rooftop solar PV, battery storage and VPPs. An independent cost-benefit analysis commissioned by SA Power Networks has demonstrated that the benefits of this approach would exceed the costs for all customers, not just those who own solar and batteries.

Dynamic management of solar and batteries, which may include using and limiting exports in certain locations at certain times, is in the long-term interests of all customers. It will enable better use of batteries and VPPs to support the network management and reduce electricity prices, benefiting all customers. The CEC strongly supports this approach.

**Recommendations**

- DNSPs that have already adopted static zero-export limitations should utilise dynamic network intelligence and move toward dynamic export limitations so that they can utilise DER on their network more effectively.

- The Australian Energy Regulator should recognise the customer value and the important role of dynamic network intelligence for managing high levels of DER on the grid and should approve expenditure required by networks to enable this.

- Government rebate programs for batteries should include virtual power plant (VPP) capability requirements in their eligibility criteria.

**2.2 COORDINATE AND OPTIMISE THROUGH MARKETS**

**Context**

As distribution networks are currently unable to utilise dynamic management approaches to signal physical limits or constraints to DER-owner consumers or their aggregators, DNSPs impose crude solutions to technical challenges (e.g. export limits through connection agreements). Generally, the phases are limited to 5 kW per phase or the requirement for export-limiting technology within the inverter (e.g. SA Power Networks imposes an export limit of 5 kW per phase).17

**Challenge**

Static export limits reduce the value for consumers and limit the value for the power system as they are not able to capture the full value of DER. Various emergent technologies and business models – including micro-grids, P2P trading and VPPs – offer ways of improving the utilisation of DER to the benefit of their consumer owners as well as the grid, such that connection delays and export limits will be limited or redundant.

The role of the DSO is emerging in Australia, and in comparable jurisdictions, as a means of addressing the challenges of high DER penetration. The Open Energy Networks consultation that is being jointly conducted by AEMO and Energy Networks Australia (ENA) intends to identify the system requirements that must be addressed in the optimisation of DER connected

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to the distribution system and obtain a better understanding from traditional and new market participants as to how, from both a technical and commercial perspective, it will be possible to reduce barriers to entry into the system and best facilitate innovation and competition at the grid edge.\textsuperscript{18} The Distributed Energy Integration Program (DEIP) that is being facilitated by the Australian Renewable Energy Agency (ARENA) consists of different workstreams to enhance the effectiveness of DER, customer, markets, frameworks and interoperability. The core aims of the DEIP are VPP enablement and demand-response integration.\textsuperscript{19} Appropriate inverter standards and communication protocols will be essential to the viability of DER coordination and optimisation.

**Recommendations**

- Common standards, protocols and application programming interfaces (APIs) for communication with and between DER are being developed and should be supported and adopted.
- DER should have the same market access as utility-scale assets. Where this market access is prevented by regulatory barriers, this should be reviewed by AEMO and/or the AEMC.

### 2.3 DEVELOPING AND OPERATING MICROGRIDS

**Context**

DER have the potential to improve the efficiency of the energy system by deploying supply closer to the point of demand, and this could reduce the need for network augmentation to maintain the reliability of these areas. Energy consumer engagement can also be enhanced in community-based microgrids.

For example, the Narara ecovillage is an ARENA-funded project that involves 50 homes with community sharing of energy on NSW's Central Coast.\textsuperscript{20} The Huntlee Microgrid, which was also funded by ARENA, is a greenfield development near Newcastle that will cover a new residential development of 5600 homes.\textsuperscript{21}

**Challenge**

Microgrids are autonomous grids that can operate off-grid or be connected to existing grids and which can combine different assets and loads. As more countries incorporate renewable

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\textsuperscript{20}https://nararaecovillage.com/nev-power/
sources into their energy systems, microgrids are becoming increasingly important. Microgrids can be more cost effective, add resiliency and enable greater penetration of renewable generation within the energy mix. Microgrids readily lend themselves to P2P trading and VPP coordination arrangements.

Stand-alone power systems (including microgrids) are electricity supply arrangements that are not physically connected to the national grid. They can supply customers at the fringe of the grid more cheaply, safely and reliably than ‘poles and wires’. Under the current market rules, remote customers are cross-subsidised by the rest of the electricity system to fund thousands of kilometres of poles and wires.

**Figure 3 – A vision for evolution and decentralisation of distribution networks**

![Diagram of distribution networks](image)

The AEMC has recommended that distribution networks should be allowed to use stand-alone power systems for remote customers, potentially delivering huge savings on the network investment needed to service them. The changes flagged by the AEMC mean a mix of solar, batteries and diesel back-up could be used, delivering savings for all customers and making the remote areas more resilient to natural disasters. While distribution networks will continue to cross-subsidise their existing customers, new connections will be competitively sourced.

States and territories need to review the way they license or otherwise regulate microgrids so that they can proceed with protections for customers in place.

**Recommendation**

- State and territory licensing and other regulatory frameworks should be developed and strengthened to ensure that microgrids can proceed with protections for customers in place and barriers to community energy projects are removed.

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22 Western Power, presentation to CEC’s Energy Storage Directorate, 5 September 2018
2.4 IMPACTS OF E-TRANSPORT

Context
The advent of e-transport presents challenges and opportunities for the energy transition. While Australia currently lags comparable countries in the uptake of EV transport, electrification of transport represents a significant opportunity for DER, provided that grid impacts can be managed. Australian DNSPs do not anticipate significant effects of EVs on the electricity grid until after 2025.

Figure 4 – The evolving role for distribution networks

Challenge
The impact of EVs on the grid will vary depending on the transition path to e-transport, the presence of factors such as shared vehicle arrangements and the persistence of internal combustion vehicles and/or alternative clean transport fuel, such as hydrogen.

In Australia, EVs currently make up 0.08 per cent of new vehicles sold. This slow uptake is a function of the lack of policy support or incentives, higher upfront cost, limited choice of EVs for sale in Australia, a lack of public vehicle charging infrastructure, a globally low turnover rate of passenger vehicles and cultural inertia.

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3.1 DER CONNECTIVITY AND CONTROLLABILITY

Context

The advent of connectable and controllable appliances and the ‘Internet of things’ presents an opportunity for load shifting so that customers can optimise energy supply arrangements and make a return on their DER investment. Many technical and regulatory issues remain, and these are likely to be resolved in an iterative way.

Opportunity

There are various ways in which customers stand to benefit by the advent of DER and the applications that they offer. Maximising customer benefits will involve harnessing technologies and new business models to provide efficient options and real choice. A customer-oriented transition must focus on carefully balancing key customer outcomes.26

DER connectivity and controllability have the potential to encompass a diverse range of DER assets, far beyond solar PV and battery systems. Future DER aggregation and orchestration will likely encompass a diverse range of controllable loads and potentially most connectable appliances within homes and businesses. This diversity of assets poses challenges in terms of connectivity standards,27 protocols and interfaces. Related to these are the necessary imposition

27 Core connectivity standards are IEE 2030.5 formed in the US. SA Power Networks is currently running a program to adapt these standards to Australian conditions.
of new standards for cyber security.\textsuperscript{28}

Platforms to support distribution-level energy trading markets, such as those considered by the AEMO/ENA Open Energy Networks consultation, pose challenges in terms of architecture and interface with the centralised energy markets operated by AEMO. AEMO is currently considering minimum requirements for VPP participation, which will be the first step in mandating the requirements for connectivity between DER assets\textsuperscript{29}.

In November 2018, AEMO launched a VPP demonstration program in collaboration with the AEMC, the AER and members of ARENA’s DEIP program to lead the charge nationally on aggregation and connectivity of DER assets.\textsuperscript{30} A proposed rule change would extend demand response to a broader range of devices, making for more inclusive VPPs.\textsuperscript{31} If adopted, the rule would allow third-party aggregators and large energy users to bid into the wholesale market by creating a new class of market participant – the demand response service provider (DRSP). The CEC supports the introduction of the DRSP. The proposed change follows similar attempts in 2015 and 2016 that ultimately did not proceed. The proponents of the rule change consider that demand response remains greatly underutilised relative to its potential.\textsuperscript{32}

Fundamentally, the rule change is about expanding the role of demand response across the NEM and increasing competition in retail energy markets. The creation of the new market participant will mean new service providers, more options for consumers and increased competition among retailers from new entrants. Educating customers and building confidence in demand response as a product will be central to customer acquisition campaigns in the initial stages of the marketplace.

**Recommendations**

- Policy makers should establish market frameworks that will enable DER to supply new energy services. This could include new markets to support grid function, system optimisation (avoiding unnecessary investments) and system balance.

- The Australian Energy Market Operator (AEMO) and the Australian Energy Market Commission (AEMC) should consider how aggregation of DER can be optimised using a single asset classification. Third-party aggregators should be able to provide wholesale demand response, export and frequency control ancillary services (FCAS) under a single classification.

\textsuperscript{28} The cyber security challenges flowing from the advent of DER has been compared to the impact of bring-your-own-device for workplace cyber security; \url{https://www.smh.com.au/business/cyber-security-threat-is-australias-power-grid-safe-from-hackers-20171103-gze2qd.html}

\textsuperscript{29} \url{https://www.aemo.com.au/-/media/Files/Electricity/NEM/DER/2018/NEM-VPP-Demonstrations-program.pdf}

\textsuperscript{30} ibid.

\textsuperscript{31} \url{https://www.aemc.gov.au/rule-changes/wholesale-demand-response-mechanism}

\textsuperscript{32} \url{http://www.tai.org.au/sites/default/files/WDR%20rule%20change%20request%2030%20August%20FINAL.pdf}
3.2 PEER-TO-PEER TRADING

Context

There is strong customer interest in peer-to-peer (P2P) trading arrangements for commercial, social and community reasons. Developments in distributed ledger technology are ongoing; however, without change in other areas of the regulatory and market arrangements, these business models are unlikely to be adopted at scale across the NEM.\(^{33}\)

Challenge

The major impediment to P2P trading is network tariffs. These challenges were revealed in an ARENA-funded P2P distributed ledger technology assessment involving AGL and IBM\(^ {34}\) and are currently being explored further through AGL’s solar credit trading scheme,\(^ {35}\) as well as through Power Ledger’s blockchain trial in Western Australia.\(^ {36}\)

Reform of network tariffs is likely to require an overhaul of revenue structures and would represent a significant reform project. There are other reforms that may incentivise P2P trading, such as changes to building standards within residential development complexes. Within the NEM, reform to the retail arrangements would also be needed before customers could trade energy in a P2P model without the involvement of a licensed retailer. As a result of these barriers, such models have not yet emerged at any material scale, despite the strong interest of customers and the increasing maturity of the enabling technology.

New precincts that are energy self-sufficient, manage electricity distribution and are not (or only lightly) connected to the grid could be the most promising area for P2P trading arrangements.

Recommendations

- Policy makers should adopt alternative network revenue models and tariff structures and supporting retailer reforms that would enable increased grid-enabled value exchanges such as peer-to-peer (P2P) trading, network service provision by DER and VPP activity.

- State and territory governments should review their planning and development approvals systems to remove any barriers to developers of new suburbs aiming for very high DER penetration and minimal grid impacts using grid-connected microgrids and embedded networks.

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3.3 ENERGY SERVICES ARRANGEMENTS

Context

Most customers are not interested in buying energy. They would prefer to pay for energy services. DER offer the opportunities for energy supply companies to become energy services companies, transitioning the energy sector away from commodity supply and towards genuine product differentiation.

Challenge

In the future, energy services companies will likely manage the risks and complexity of energy markets and enable customers to optimise the use of their DER to achieve the most affordable energy supply. The scope for trading energy within an increasingly diverse range of forums, including new distribution-level markets and P2P trading arrangements, will increase the range of product offerings that new energy services companies can provide. An ARENA-funded trial by Reposit in Canberra illustrates the scope for new energy service37, while Powershop, sonnen and DC Power are already offering innovative energy services.

Revenue stacking will be an important part of new energy services offerings. Possible commercial examples of revenue stacking include Reposit,38 Greensync,39 sonnen40 and DC Power’s41 platforms. The advent of e-transport will further enhance the scope for revenue stacking due to the size of vehicle batteries relative to home batteries, although vehicle-to-grid is at this time an immature market segment.

Recommendation

- The CEC supports the development of multi-sided trading platforms as a means of enhancing system optimisation and customer benefits of DER uptake.

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37 These customers were able to make significant savings on electricity bills, with one customer saving up to $3000 per annum on their electricity bills. These savings were through a combination of solar (for those that did not have it before the trial commenced), solar-charging of the battery, smart-charging of the battery at off peak times, through market operations and through behavioural change; https://arena.gov.au/assets/2017/06/20160922_4_PublicReport_LHO.pdf
38 https://repositpower.com/how-it-works/
3.4 EVALUATION OF THE CONNECTION AGREEMENT

Context

Connection agreements are too rigid and unnecessarily restrictive on customers. In order to transform energy markets to optimise the use of DER, it will be necessary to evaluate the connection agreement and consider ways in which it may be improved and continue to evolve as the energy ecosystem evolves.

Challenge

The connection limitations put forward by Australian DNSPs vary considerably. Generally, the phases are limited to 5 kW per phase or the requirement for export limiting technology within the inverter, for example the 10 kW inverter system export limited in Queensland as compared to the limit of 5 kW per phase imposed by SA Power Networks in South Australia.

ENA has been working toward making grid connection rules more transparent and consistent across DNSPs for several years. Progress has been slow. A recent survey of the 16 DNSPs conducted by the CEC on behalf of its members demonstrated that:

- there is significant variation between DNSPs in grid connection rules
- several DNSPs’ grid connection rules are still not published on their websites
- five DNSPs do not require inverters to demonstrate compliance with Australian Standards using the CEC Approved Products List as verification
- six DNSPs have not yet mandated Volt-Watt and/or Volt-var capability as a condition of grid connection and do not currently have dates or plans to do so.

Connection agreements need to evolve to enable the dynamic participation of metered sites, and therefore DER, in the energy system. Static connection limits will be increasingly seen as counterproductive as DNSPs adopt a dynamic approach to grid management.

Recommendation

- Connection agreements should allow for the dynamic engagement of DER in the power system, and energy customers should have a right to initiate a review of their connection agreement and the opportunity to receive a better deal.

---

4.1 EVOLUTION OF NETWORK PRICING

Context
The current distribution network pricing regime is based primarily on volume-based tariffs applied to electricity flowing from the network to the customer with a relatively small element of fixed charge. Distribution networks receive no revenue when energy flows from customer assets into the network. Similarly, large electricity generators do not pay for their use of transmission and distribution networks.

Challenge
Current arrangements do not allow a distribution network to send time- and location-specific price signals to DER owners in order to minimise network augmentation costs. Alternative tariff structures are required, but at the same time customers are seeking less complexity not more. Some networks have adopted demand-based tariffs to address future expenditure on network augmentation in response to the growth in peak demand. Other networks are adopting time-of-use charging to encourage consumption during daylight hours, when solar PV systems generate an excess of zero marginal cost electricity.

The introduction of cost-reflective network tariffs is supported in principle by the majority of market participants. However, in contrast, the adoption of cost-reflective network tariffs has proved contentious, with limited progress made.

Recommendation

- DNSPs should move toward more cost-reflective network tariffs, which could include time-of-use or demand-based charging.
4.2 INTRODUCTION OF DSO FUNCTION

Context

The development and implementation of the distribution system operator (DSO) function in Australia will be an important step in optimising the use of DER. Comparable markets (the UK, California, New York, Japan and Western Europe) are progressing towards adopting the DSO function. AEMO and ENA have more recently embarked on a formal (Open Energy Networks) consultation process, which is making progress in developing the DSO function for the Australian context.

Challenge

There are varying interpretations of DSO. However, at its simplest, the DSO model recognises an important transition of distribution networks from a simple one-way flow of energy to a more complex system of bi-directional flows.

The transformation from the one-way flow distributed network operator (DNO) to the two-way flow DSO will require significant transformation on the part of each DNSP. A market into which DER can sell services will be an instrumental element of any reform. This market would be delivered by a distribution market operator (DMO) and would enable the services on offer from DER to be available to the highest bidder, within the technical or physical limits of the distribution network (as defined dynamically by the DSO). This would allow DER owners (or their aggregators) to ‘value stack’ at the system level and help to ensure that DER assets contribute to a least-cost system. Given that distribution businesses (as DSO) could also be a buyer of network services from DER, it would be a conflict of interest and inappropriate for them to also manage the market as a DMO.

Recognising and establishing the DMO role is critical to ensuring the delivery of least-cost energy services, customer choice and ongoing market reforms (e.g. moving to a ‘balancing market’ model where AEMO has the visibility of priced, flexible response from the grid edge to use in balancing the variability of an increasingly renewable energy system).

Recommendation

- Policy makers should ensure that the distribution market operator (DMO) role (which would be a commercial role) is separated from the distribution system operator (DSO) role in electricity distribution market reform options being considered.

## SECTION 5: ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>AEMC</td>
<td>Australian Energy Market Commission</td>
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<tr>
<td>AEMO</td>
<td>Australian Energy Market Operator</td>
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<tr>
<td>AER</td>
<td>Australian Energy Regulator</td>
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<tr>
<td>ARENA</td>
<td>Australian Renewable Energy Agency</td>
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<tr>
<td>CEC</td>
<td>Clean Energy Council</td>
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<tr>
<td>CER</td>
<td>Clean Energy Regulator</td>
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<tr>
<td>DEIP</td>
<td>Distributed Energy Integration Program</td>
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<tr>
<td>DER</td>
<td>distributed energy resources</td>
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<tr>
<td>DMO</td>
<td>distribution market operator</td>
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<tr>
<td>DNO</td>
<td>distribution network operator</td>
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<tr>
<td>DRSP</td>
<td>demand response service provider</td>
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<tr>
<td>DSO</td>
<td>distribution system operator</td>
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<tr>
<td>ENA</td>
<td>Energy Networks Australia</td>
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<tr>
<td>EV</td>
<td>electric vehicle</td>
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<tr>
<td>NEM</td>
<td>National Electricity Market</td>
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<tr>
<td>P2P</td>
<td>peer-to-peer</td>
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<tr>
<td>VPP</td>
<td>virtual power plant</td>
</tr>
<tr>
<td>Test sites</td>
<td>Quarterly usage kw/h</td>
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<td>(Estimate)</td>
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<td>Total</td>
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</table>
11.1.5 Community Resilience Waste (resource) to Energy project..... approx. 20 mins

DECISION REPORT

Date: 27 May 2020  Presentation Duration: Approx. 20 minutes
To: General Council Meeting
Author: Jason Hague, Principal Planner Strategic Land Use
Authorising Officer: John McDougall, General Manager Communities
File Reference: TBA
Presented for: Decision

ATTACHMENTS:

PURPOSE:
This report provides:
- An explanation of how Central Highlands Regional Council can provide greater energy security to the community and help transition to a low carbon economy.
- Justification for a Waste (resource) to Energy project for Central Highlands Regional Council.
- The recommended approach to ensure this proposal can access external funding opportunities that require it to be ‘shovel ready’.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council invite ‘expression of interests’ for a Waste (resource) to Energy project.

REPORT:

Background
Central Highlands Regional Council (Council) participated in the Clean Growth Choices – Communities in Transition program (CGC program). The aim was to identify opportunities for Central Highlands residents to be more prepared for the challenges of climate change adaptation. Climate change is a significant long-term change in the expected patterns of average weather of a region such as Central Highlands over a significant period of time. Climate change adaptation recognises this and investigates how to adapt to the effects of these variations on our way of life. In the process new business opportunities can be discovered.

Council previously received $66,000 in funding to work on the CGC program in partnership with the University of Southern Queensland (USQ) and the Department of Environment and Science (DES). Council has recently been offered a further $33,000 under the CGC program to continue to develop business cases which will assist the Central Highlands to adapt to climate change and transition to a low carbon economy.

A full update on the progress of this the CGC program and associated business cases was presented at the General Council Meeting on 29 April 2020. A business case for ‘circular economy’ opportunities for Council was also presented to Councillors (refer Attachment 1).

In July 2019, the Queensland Government released its new Waste Management and Resource Recovery Strategy. Council has the opportunity to align its waste management targets with the Queensland Government by moving towards a zero-waste society and enabling a circular economy. Council has implemented a Waste Reduction and Recycling Plan that provide guidance and direction for the reduction of waste to landfill for the next ten years (2016-2026).
The Queensland Government is also providing financial incentives and support to the resource recovery industry that further boosts economic and environmental opportunities (including emissions reduction under its Queensland Climate Transition Strategy) in waste management for the Queensland Councils to leverage.

Council has also been engaged with the Local Government Association of Queensland (LGAQ) in participating in their Waste forums. LGAQ held a two-day Waste Forum in early February 2020. This was attended by the General Manager of Communities, John McDougall, to gather information regarding waste management.

**Discussion/Current issue**

**The Proposal – Generating Energy from Waste**

As a large energy consumer, Council must explore and implement renewable energy generation alternatives to save money on its annual energy costs and transition to a low carbon economy. Waste can be a resource that can be repurposed to provide efficient and localised energy and reduce landfill.

This proposal is for a Waste (resource) to Energy project located at a Council owned landfill site.

The objectives of the Waste (resource) to Energy project are to:
- establish affordable, reliable and adaptable technology for Council
- enable economic development and circular economy initiative
- maximise the recovery and use of waste resources that would go into landfill
- deliver environmental and sustainability benefits to Council.

The electricity generated on-site from this system will be used by facilities owned by Council such as the East Nogoa Water Treatment Plant, Opal Street Water Treatment Plant or the airport. The preferred site would be the Lochlees Landfill site subject to further investigation or depending on timing of the proposal the future super resource recovery centre site.

**What is a Waste to Energy Facility?**

The mission of Waste to Energy is to identify and advance the best available technologies for the recovery of energy from general waste and recyclables and other industrial, agricultural, and forestry residues. Waste to Energy facilities utilise waste to generate energy in the form of electricity, heat or fuels. The exact process used depends on the characteristics of the feedstock waste material (i.e. biological processing of organic waste or thermal treatment for inorganic waste).

This significantly reduces waste disposal on landfill sites such as municipal or industrial waste and sludge, and medical or industrial hazardous waste. The generated energy output results in a new revenue source which has economic benefits for the local community and environmental benefits in the form of cleaner air, water and soil.

There are more than 2,500 waste-to-energy plants in the world, including more than 492 in Europe (Confederation of European Waste to Energy Plants 2017).

Examples of this technology is limited in Australia due to the distances needed to transport the waste feedstock to the Waste to Energy facility. This centralised model works overseas due to the smaller distances of transport, the larger quantities available and the elevated consumer needs for the electricity.

A recent example in Australia is the Kwinana Waste to Energy Facility (Western Australia) which commenced construction in 2019. While this model is not scaleable to a regional setting it demonstrates the direction which Australia is taking to be more conscious about waste to energy facilities. This plant processes approximately 400,000 tonnes of waste per annum to produce approximately 36MW of electricity to the local grid (Australian Renewable Energy Agency 2020). Once operational, the project will divert approximately a quarter of Perth’s post-recycling waste from landfill and will be able to power more than 50,000 households.
The centralised model like Kwinana would not work in regional areas of Queensland due to the lower volumes of waste. An expression of Interest would highlight the need for a small scale Waste to Energy facility. New technology such as Secondary Combustion Reactor Technology could be utilised if presented through the expression of interest process.

Secondary Combustion Reactor Technology (DGA Australia) is a closed-loop emissions cleaning technology using extremely high temperatures, designed to:
- Eliminate/reduce toxins and particulates from dirty emissions
- Process kilograms through to tonnes of waste per hour
- Produce kilowatts through to megawatts of electricity per hour
- Produce heat and steam for ancillary purposes.

Figure 1: Flowchart of Waste process to electricity and emission treatment (DGA Australia 2019)

Waste materials that could be utilised fall into the following categories:
- kerbside collected municipal solid waste (MSW)
- self-haul MSW
- kerbside collected garden waste
- self-haul garden waste
- kerbside collected food waste (if viable) as part of a Food Organics and Garden Organics (FOGO) collection
- self-haul untreated timber
- self-haul treated timber
- general waste from Commercial and Industrial (C&I) self-haul customers
- residual waste from Material Recovery Facility (MRF) operations including plastics, cardboard and paper too contaminated for recycling purposes.

Council would undertake a tender (expression of interest) process to obtain small scale Waste to Energy facility proposals that will offer the best practical outcomes for the various waste streams.

Expression of Interest

It is expected that applicants will submit proposals which:
- utilise proven technology or techniques that are well established either in Australia or overseas
- will construct, operate and maintain the Waste (resource) to Energy facility as a commercially viable operation
- demonstrate:
  - a fully costed business plan which includes feed stock preparation, capital costs for the Waste (resource) to Energy facility, and product refinement/quality
  - the proposals will produce enough electricity to operate the facility and/or be financially viable
• the income generated through “at the gate” fees or the sale of electricity will generate sufficient income to operate the facility in a financially sustainable way
• that the proposed technology is safe, environmentally sensitive and compatible with an urban location
• that the proposed facility and its operation will meet best practice standards.

Justification for Proposal

In the 2018/2019 financial year, Australia exported 4.44 Mt of waste-derived materials, representing about 12% of national recycling and 7% of national waste generation. According to the Waste export ban announced by Council of Australian Governments, exporting waste glass, plastic, paper and tyres must be phased out from June 2020 and stopped completely around June 2022.

Figure 1 illustrate the volume of landfill received in Central Highlands. The blue bars represent the total tonnes of waste received. The orange bars represent the tonnes disposed of in landfill to which a levy has been applied for domestic general waste and commercial general waste. Regulated waste such as asbestos and screenings are also included in these amounts.

In terms of the Waste (resource) to Energy project, the opportunities for reuse occur in the difference between the total waste received and that which is levied. Additionally, identification of products that could be utilised for this proposal would also seek to reduce the total tonnes disposed in landfill over time.

![Figure 2: Domestic and Commercial General Waste quantities](image)

The CGC program has identified that localised waste types could facilitate a mechanism to both reduce landfill and provide localised energy production. Furthermore, any future Waste (resource) to Energy facility would provide a real solution to improving energy security and reducing energy costs in the Central Highlands. While most small scale plants require 100,000 tonnes per year, the EOI process would afford the opportunity for alternative models to be proposed.

This project will deliver the following benefits to the Central Highlands community:
• make Central Highlands Regional Council a leader in its innovative approach to waste reuse and disposal and explore unique value propositions that benefit Council
• progress our region’s ability to adapt to climate change and protect our environment through treating waste that would otherwise end up in landfills
• deliver value under the Queensland Waste Management and Resource Recovery Strategy, particularly Strategic Priority 2: Transitioning to a Circular Economy for Waste
• assist in diverting 90% of all waste from landfill by 2050
• attract additional manufacturing businesses to Central Highlands to build parts/sections of these local ‘power systems’
• improve the resilience of the electricity network within the Central Highlands at a significant advantage for local businesses and residents
• provide a long-term solution to increasing energy security and reducing energy costs for Council and the operators of the proposed Waste (resource) to Energy facilities
• reduce Council’s waste disposal costs.

No Capital Cost

This project can be developed at no capital cost to Council as there are numerous opportunities for grant or third party funding for this type of infrastructure project. For example, Council has been approached to install a Waste (resource) to Energy facility at no capital cost to Council by a local business in January 2020. This meeting was attended by the General Manager Communities and the Principal Planner Strategic Land Use. In the current era of Waste Management treatment technology this is not uncommon.

Dependent on the funding arrangement model utilised, the contractor could own, design, construct, commission, operate and maintain the Waste (resource) to Energy facility and all associated plant and equipment. Alternatively, Council could seek opportunities which include Council and the contractor sharing in the gross revenue from the sale of the outputs of the Waste (resource) to Energy facility such as electricity produced and income from emissions reduction.

It is recommended that Council undergo a tender process to elicit “expressions of interest” to determine the most appropriate proposals for Waste to Energy facilities that could be delivered at no capital cost to Council.

In addition, there are numerous opportunities for grant or third-party funding for this type of infrastructure project. With the urgent need of the state and federal governments to provide economic stimulus through infrastructure projects, according to the RDA, it is likely that further grant opportunities will arise in the coming months. It is imperative that this proposal receives support to:
• develop a detailed plan and grant proposal for relevant state or federal funding opportunities
• be “shovel-ready” to act upon any grant approval within the same financial year.

Several funding options have been identified in Table 1. Following discussions with Regional Development Australia (RDA), they have indicated that RDA would like to support the Waste (resource) to Energy facility as a shovel ready project for funding opportunities.

Table 1: Identified Funding Options

<table>
<thead>
<tr>
<th>Fund</th>
<th>Source of Funding</th>
<th>Description</th>
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<tbody>
<tr>
<td>Emissions Reduction Fund</td>
<td>Australian Government – Department of Industry, Science, Energy and Resources</td>
<td>The Emissions Reduction Fund is a voluntary scheme that aims to provide incentives for a range of organisations and individuals to adopt new practices and technologies to reduce their emissions. Under the scheme, participants can earn Australian carbon credit units (ACCUs) for emissions reductions which can be sold to generate income.</td>
</tr>
<tr>
<td>Regional Development Australia (RDA)</td>
<td>Australian Government – Department of Infrastructure, Transport, Regional Development and Communications</td>
<td>This Australian Government initiative brings together all levels of government to support the development of regional Australia. The RDA build partnerships to develop strategies and deliver sustainable infrastructure and services to their regions</td>
</tr>
<tr>
<td>Clean Energy Finance Corporation (CEFC)</td>
<td>Australian Government owned Green Bank</td>
<td>The CEFC has a strong track record of investing in waste-related projects, as part of its role in accelerating additional investment in Australia’s transition to a low emissions economy. It also offers important waste management solutions, with new and proven technologies able to produce energy from waste, reduce landfill volumes and cut emissions.</td>
</tr>
<tr>
<td>Fund</td>
<td>Source of Funding</td>
<td>Description</td>
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</tbody>
</table>
| Building Better Regions   | Australian Government – Department of Infrastructure, Transport, Regional Development and Communications | The Building Better Regions Fund (BBRF) supports the Australian Government’s commitment to create jobs, drive economic growth and build stronger regional communities into the future. Grant funding is available through two funding streams:  
  - The Infrastructure Projects Stream  
  - The Community Investments Stream |

**CONSIDERATIONS / IMPLICATIONS:**

**Corporate/Operational Plan Reference/Policy/Legislation:**

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.
2.2 - Corporate Plan Strategy: Affordable and well serviced infrastructure
2.2.1 - Develop efficiencies in water and wastewater operations.
2.2.4 - Implement energy efficient practices for our assets and facilities.

5. Leadership and Governance;
5.2 - Corporate Plan Strategy: Advocate for our region
5.2.1 - Advocate for improved services and infrastructure.

**State/Federal Government Strategic Documents**

- 2018 National Waste Policy – Less waste, more resources
- Queensland Climate Transition Strategy 2017
- Queensland Partnering for the future – Advancing Queensland’s community services industry 2017-25
- Queensland Waste Management and Resource Recovery Strategy 2019
- Our Future State: Advancing Queensland’s Priorities - Creating Jobs in a Strong Economy

Central Highlands Regional Council
- Waste Reduction and Recycling Plan (2016-2026)

**Budget/Financial/Resourcing:**

**Initial Resource Implications**
The project model is to provide a no capital cost outcome for Council through the “expression of interest” process. The aim is to create recurring cost savings and an income stream for Council. These would occur through the ongoing operations of the Waste (resource) to Energy facility.

Staff will continue to work with the University of Southern Queensland to progress this project.

Construction of infrastructure will be provided by third party providers under the grant funding or a third-party funding arrangement.

**Ongoing Costs**
This is largely dependent on the expression of interest that may be received and details therein. However, it is anticipated that operating costs regarding maintenance of any such system would be detailed in a maintenance agreement. This would be incorporated into existing maintenance program of the facility contractors.

**Communication/Engagement:**
Advertising for the invitation for expression of interest will be through newspapers and relevant local government portals. Section 228 of the Local Government Regulation 2012 states that local government must invite tenders or invitation for expression of interest to be completed. This process is to verify the deliverable price point to inform the grant or funding process.
Future communication can occur through Council’s online platforms such as “Have your Say” and social media when the project is delivered.

Internal consultation was conducted with the Coordinator Environment and Waste (Communities) and the General Manager of Infrastructure and Utilities.

**Risk Assessment:**
Table 2 summarises the risks to Council to either pursue this proposal or to take no further action.

**Table 2: Project Risk Criteria**

<table>
<thead>
<tr>
<th>Risk Criteria</th>
<th>Risk Assessment</th>
<th>Controls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reputational</td>
<td>‘Moderate Risk’ that there will be a perception that Council has failed to meet obligations to address and adapt to climate change.</td>
<td>Prepare to have the project funded reflecting the participation in the CGC program.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Be shovel ready for infrastructure funding opportunities.</td>
</tr>
<tr>
<td>Financial</td>
<td>‘Low Risk’ as the model is for no capital cost to Council.</td>
<td>Continue to investigate grant funding to finance the proposed model.</td>
</tr>
<tr>
<td>Financial</td>
<td>‘Low Risk’ as the initial funding for background participation has been under the CGC program.</td>
<td>Continue to fund the investigation of the proposal in the participation on the successful CGC program which is funded by the State Government.</td>
</tr>
<tr>
<td>Financial</td>
<td>‘Low Risk’ that the proposal won’t find 100% funding</td>
<td>Research every type of existing funding stream for infrastructure funding and renewable energy project funding.</td>
</tr>
<tr>
<td>Financial</td>
<td>‘Low Risk’ that the proposal funding once acquired is lost halfway through the project delivery</td>
<td>Council will have locked in funding prior to committing to external contracts for infrastructure delivery.</td>
</tr>
<tr>
<td>Financial</td>
<td>“Moderate Risk” that the operating costs of the proposed facility will not be cost competitive with traditional landfill and energy supply options.</td>
<td>Detailed business cases and proposals will identify operational vs. environmental cost implications prior to any approval to advance any proposal to construction. The contract will need to detail and provide clauses to reflect/manage this risk.</td>
</tr>
<tr>
<td>Environmental</td>
<td>‘Low Risk’ Council is participating in proposals to be innovative and less reliant on fossil fuels, fulling obligations to address and adapt to climate change</td>
<td>Continue to participate in the CGC program.</td>
</tr>
<tr>
<td>Legislation</td>
<td>‘Low Risk’ identified legislative requirements have been noted</td>
<td>Continue to follow Council policy for procurement.</td>
</tr>
</tbody>
</table>

The financial risk is negated through the no capital cost outcome for Council through the invitation for expression of interest process, and funding options that are to be implemented. All options will be explored further to finalise the delivery model. The team will come back to Council with option to move into the next stage once Expressions of interest are evaluated.

**Timings/Deadlines:**
There are no specific timeframes or deadlines. It is important to have a shovel ready project to enable funding opportunities to be explored and applied.

**Conflict of Interest Declaration:**
Council officers contributing to the preparation and approval of this report have no conflicts of interest to declare.

**Human Rights Impact:**
No
Alternatives Considered:
Table 3 summarises alternatives which were considered.

### Table 3: Alternative Options

<table>
<thead>
<tr>
<th>Description</th>
<th>Positives</th>
<th>Negatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Option 2</strong></td>
<td>Not to proceed with the tender or invitation for expression of interest process.</td>
<td>No further expenditure of staff resources on the funding preparation, proposal details and procurement documentation.</td>
</tr>
<tr>
<td><strong>Option 3</strong></td>
<td>Proceed to investigate Waste (resource to Energy projects with other Councils.</td>
<td>Shared resourcing of initial time and effort. Additional product to process that could assist another Council achieve its Corporate Plans goals.</td>
</tr>
</tbody>
</table>

- END OF REPORT -
Central Highlands Circular Economy
Project Business Case
Clean Growth Choices

Final Version: 25 March 2020
Document Development History

Build Status:

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<th>Date</th>
<th>Author</th>
<th>Reason</th>
<th>Sections</th>
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<td>Final</td>
<td>25 March 2020</td>
<td>Andrew Chamberlin</td>
<td>Proof reading edits</td>
<td>All</td>
</tr>
<tr>
<td>Final</td>
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<td>Andrew Chamberlin</td>
<td>Incorporate DES feedback</td>
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</tr>
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<td>Andrew Chamberlin and Bronwyn Read</td>
<td>Final draft</td>
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<td>2.1</td>
<td>24 October 2019</td>
<td>Andrew Chamberlin</td>
<td>Workshop amendments</td>
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<td>1.0</td>
<td>29 August 2019</td>
<td>Andrew Chamberlin</td>
<td>Initial release</td>
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We would also like to extend our sincere thanks for the continued support and help from the Central Highlands Regional Council including Mayor Kerry Hayes, Councillors Megan Daniels, and Charlie Brimblecombe, Manager Planning and Environment Kirstin Byrne, Strategic Planner Jason Hague, and facilitator Bronwyn Read of 4T Consultants.

The Clean Growth Choices Consortium is comprised of experienced practitioners and academics from the University of Southern Queensland (USQ), James Cook University (JCU), CSIRO and The Ecoefficiency Group (TEG). The consortium team would like to acknowledge the strong support we received from the Queensland Department of Environment and Science (DES), especially from Georgine Roodnrys, Matthew Arthur, Sandra Avendano and Rosanna Virzi.

The Clean Growth Choices Consortium is delivering the Communities in Transition (CiT) pilot project with the support of the Queensland Government.

Extensive resources including case studies are available at: https://www.cleangrowthchoices.org/
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1 Executive Summary

This business case proposes a number of actions to develop additional value from resources in the Central Highlands by identifying and facilitating circular economy principles in the region.

A number of steps are proposed to identify underutilised materials or resource streams which are currently disposed of as waste, identify and match to opportunities and facilitate initial projects with technical assistance where necessary.

The project highlights the benefits of a circular economy approach, starting with an industrial ecology framework to find initial opportunities.

The project seeks to assist individual businesses in achieving resilience by potentially reducing both waste and input costs. The project will establish networked industries of the future through new science and technology.

The project will deliver value under the Queensland Waste Management and Resource Recovery (WMRR) Strategy, particularly Strategic priority 2: Transitioning to a circular economy for waste. Value can be gained from materials otherwise destined for landfill when there are increased options for reuse, recycling and recovery of resources, energy and fuels from waste.

This business case proposes a project which will contribute to the Queensland Government WMRR Strategy targets of ninety per cent of all waste diverted from landfill by 2050.

Our Future State: This business case advances projects that address a number of key Government objectives including:

- Creating jobs in a strong economy by creating and maintaining jobs for regional employees in drought-affected communities
- Keeping Queenslanders healthy – by reducing financial pressures on regional families and reducing suicides.

1.1 Communities in Transition: Clean Growth Choices

The CiT Pilot Program delivers on the Queensland Climate Transition Strategy’s action to build leadership capacity within communities to develop place-based climate transition roadmaps.

These roadmaps, and this business case, identify opportunities for economic and social development and climate resilience in regional Queensland. The opportunities range across a number of sectors including agriculture, waste, water supply, tourism, energy, manufacturing, transport and human services.

The multidisciplinary nature of these business cases means that other Queensland Government priorities are indirectly being addressed, thus offering an opportunity to leverage efforts across Government.

The CiT Pilot Program contributes to emissions reduction by identifying economic opportunities that support the transition to a low carbon economy, under the Queensland Climate Transition Strategy.
Importantly, this business case identifies not only low emissions opportunities, but also offers economic diversification to build resilience in regional economies.

The Central Highland's living roadmap outlines how a group of Central Highlands residents came together to develop this business case, including the options canvassed by the working groups.

# 2 Introduction/Background

This project has been prioritised by the Central Highlands working groups under a Value Creation pathway.

The Central Highlands sustains several highly productive industries, notably agriculture and coal mining. Both these industries generate significant waste streams, as do the region’s households and general industry.

There is currently no accounting for these various waste streams apart from the Central Highlands Regional Council (CHRC) characterisation of waste streams entering the Council-operated landfill facilities.

The working group believes that within these waste streams may be potentially profitable products, inputs for other industries/business, and/or energy generation capacity.

In addition, the CHRC is faced with the need to open up more landfill facilities in the coming years as a growing population and increased economic activity fill existing capacity.

Central Highlands has a Waste Reduction and Recycling Plan 2016-2026 with targets aimed at reducing waste to landfill. The CHRC manages 18 waste management sites including three landfills, transfer stations and bulk bin sites. A waste audit in 2013 indicated that 37% of household waste going to landfill was organic and approximately 28% of other waste (glass, plastic and metal) could have been put into the recycling stream (Pitt et al., 2016).

This CHRC Plan sits under the Queensland Government’s Waste Management and Resource Recovery Strategy.

By reducing the amount of waste that goes to landfill, and subsequent greenhouse gas emissions, the Strategy will also directly contribute to the goals of the Queensland Climate Transition Strategy including to achieve zero net emissions by 2050 and reduce emissions by at least 30 per cent below 2005 levels by 2030 (interim target).

# 3 Overview

## 3.1 Vision

The vision is to leverage existing industries and projects, diversify the Central Highlands Region’s economy and add value by utilising waste streams generated by local industry.
3.2 Organisational Objective

This project has been identified by the Central Highlands Clean Growth Choices working group. The objective of the project is to add diversity to the Central Highlands’ economy through the development of new industries and increasing the efficiency of existing businesses.

4 The Business Case

4.1 Purpose of the Business Case

The purpose of the business case is to identify opportunities to:

- Outline the potential for business opportunities through the application of circular economy principles in the Central Highlands
- Analyse options as proposed by the Clean Growth Choices Working Group
- Identify costs, benefits and risks
- Develop a proposal to proceed with the project, or to identify a funding source for the project.

The business case is a pre-feasibility level proposal. It proposes a project option to achieve the above outcome.

As a preliminary business case, it will provide the working group with:

1. A sound basis for a decision to proceed to a project
2. The next steps and estimated costs to develop the resource inventory.

4.2 Sustainable Development Goals

The project aims to achieve sustainable economic development in Barcaldine and, in particular, works towards achieving the following of the United Nations Sustainable Development Goals (SDGs):

<table>
<thead>
<tr>
<th>Goal</th>
<th>Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>SDG 7</td>
<td>Affordable and Clean Energy</td>
<td>More people are using electricity than ever before, with the proportion of the global population having access to this service rising from 83% in 2010 to 87% in 2015, and rising to 89% in 2017 (a gain of 1 percentage point annually in the past two years). Still, 840 million people were without this essential</td>
</tr>
</tbody>
</table>
service in 2017, mostly in sub-Saharan Africa. In that region, only 44% of the population had access, and an estimated 573 million people still lacked electricity.

**SDG 8**

**Decent Work and Economic Growth**

Roughly half the world’s population still lives on the equivalent of about US$2 a day with global unemployment rates of 5.7%. Having a job doesn’t guarantee the ability to escape from poverty in many places. This slow and uneven progress requires us to rethink and retool our economic and social policies aimed at eradicating poverty.

**SDG 9**

**Industry Innovation and Infrastructure**

Goal 9 encompasses three important aspects of sustainable development: infrastructure, industrialization and innovation. Infrastructure provides the basic physical systems and structures essential for the operation of a society or enterprise. Industrialization drives economic growth, creates job opportunities and thereby reduces poverty. Innovation advances the technological capabilities of industrial sectors and prompts the development of new skills.

**SDG 13**

**Climate Action**

Climate change is now affecting every country on every continent. It is disrupting national economies and affecting lives, costing people, communities and countries dearly today and even more tomorrow. Weather patterns are changing, sea levels are rising, weather events are becoming more extreme and greenhouse gas emissions are now at their highest levels in history. Without action, the world’s average surface temperature is likely to surpass 3 degrees centigrade this century. The poorest and most vulnerable people are being affected the most.

**SDG 17**

**Partnerships for the Goals**

A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships are built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre, and are needed at the global, regional, national and local level.

### 4.3 Business Case Sponsor

The sponsor of the business case is the Queensland DES.
5 Situational Assessment and Problem Statement

This section outlines the benefits to the region for proceeding with the one or more of the proposed options and contains:

- A description of the current situation, challenges and opportunities
- An assessment of how the opportunities are currently being met or not met
- An analysis of the gap between the current situation and the stated objective(s).

The project projects seeks to build on Central Highlands’ strength as a resources and agriculture economy by establishing the basis for deriving the greatest value from the region’s materials through the acceleration of industrial ecology and circular economy concepts.

The Central Highlands Regional Council has implemented a *Waste Reduction and Recycling Plan (WRPP)*, as required by the Queensland’s *WMRRS*. This plan is reviewed every three years.

At present, too much valuable material is underutilised, either by down-cycling or disposal. The group considers that this presents a major opportunity for the region to build experience and expertise in these future-economy initiatives.

There are numerous waste strategies and action plans in place relevant to the project highlighted as highlighted in Figure 1.

![Diagram of Australian waste management plans and strategies](image)

Figure 1: The relationship between Australian waste management plans and strategies

The working group considered that the Council may need to act quickly on waste as the existing landfills are close to filling to capacity. In addition, a number of the working group members noted that Council was considering reducing the opening hours of regional landfills so that access to waste disposal may be limited.

The working group discussed a number of key background issues:
Throughout the region, there are significant opportunities to extract additional value from process waste and residue.

The Council has recently changed waste contractor and may have recently done some studies of the make-up of waste streams in general waste bins to give an indication of the potential.

Infrastructure, such as roads, rail, multimodal, has been upgraded and applying to the Building our Regions fund for an integrated waste strategy is the next logical step.

A number of options have been developed for green and organic waste processing with two capacities tested – 100,000t/year and 400,000 t/year with both achieving a return on investment of 8% (payback period of 14 years).

There is now a State resource recovery plan and waste to energy discussion paper.

Global demand for ammonium nitrate with two options – either produce at a local plant or import.

Whether returning (empty) coal trains can be backloaded with freight or recyclable material to the region for reprocessing (requiring change in operating procedures).

Other councils are starting to work on easy-wins. An example is Ipswich Council which has established a Green Waste Service that also takes kitchen vegetable waste and some paper that cannot be placed in traditional recycling bins (e.g., tissues) which is composted at https://www.ipswich.qld.gov.au/residents/waste/green_waste_service.

There are already agricultural and some other organic materials processed by CQ Compost and there may be scope to value add with that service.

A key aspect in the successful delivery of this project will be the need for collaboration between stakeholders. The complex material flows in the lifecycle of any resource mean no one party can accomplish change individually.

Central Highlands contains a large industrial area (Yamala Enterprise Area). It now appears that a secure water supply to the industrial area can be secured. This will allow for the development of more, diverse industries in the industrial zone.

The working group discussed a number of waste streams and potential material flows in the Central Highlands. These are shown in Figure 2.
The term ‘circular economy” refers to the concept of regenerative and responsible product design with a view to reducing the amount of waste produced by a whole system. It involves the concepts of reuse, repurposing, recycling and remanufacturing, and is best typified by the diagram at Figure 3.

The concept is useful in considering the design of new products and systems and also applies to adapting existing systems. The working group considered that a circular model offers the potential to create and retain additional value in the region from the extensive primary products and value-added goods produced. Such a model would create new business opportunities, leading to training and employment opportunities.
A number of materials that the stakeholders might represent include:

1. Source: https://www.governmenteuropa.eu/circular-economy-concept-explained/90557/
<table>
<thead>
<tr>
<th>Materials</th>
<th>Stakeholder</th>
<th>Re-use opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ash</td>
<td>Stanwell</td>
<td>Road base, structural concrete products</td>
</tr>
<tr>
<td>Municipal waste</td>
<td>CHDC JJ Richards Cleanaway</td>
<td>Organic materials, metals, Rare Earths and valuable metals</td>
</tr>
<tr>
<td>Mining camps</td>
<td>Mining camps Camp operators</td>
<td>Food Waste, packaging, sewage, general waste</td>
</tr>
<tr>
<td>Used Cooking oils</td>
<td>JJ Richards Cleanaway Health inspectors</td>
<td>Biodiesel, compost, bioenergy</td>
</tr>
<tr>
<td>Tyres</td>
<td>Woods Childs</td>
<td>Road base, oils, recycled steel</td>
</tr>
<tr>
<td>Coal fines</td>
<td>To be investigated</td>
<td>To be investigated</td>
</tr>
<tr>
<td>Drums</td>
<td>To be investigated</td>
<td>Already re-used by drumMUSTER, but could provide central point or collection process for other materials</td>
</tr>
<tr>
<td>Other</td>
<td>Private landfill operators</td>
<td>Other materials</td>
</tr>
<tr>
<td>Cotton trash</td>
<td>Cotton Gin Operators</td>
<td>Bioenergy, cellulose processing</td>
</tr>
<tr>
<td>Organic materials</td>
<td>CQ Organics</td>
<td>Existing composting operations</td>
</tr>
<tr>
<td>Biosolids - Sewage</td>
<td>CHRC</td>
<td>Bioenergy, composting</td>
</tr>
<tr>
<td>Farm Residue</td>
<td>Farmers and farm groups</td>
<td>Composting, bio digestion,</td>
</tr>
<tr>
<td>Grains</td>
<td>Farms</td>
<td>Bioenergy, soil conditioners, some is currently fed to intensive agricultural sectors</td>
</tr>
<tr>
<td>Farm waste</td>
<td>Farmers and farm groups</td>
<td>Tyres, agricultural plastics, oils</td>
</tr>
<tr>
<td>Construction waste</td>
<td>Building companies, building materials suppliers</td>
<td>Recycling and repurposing of surplus and waste materials</td>
</tr>
<tr>
<td>Tarpaulins</td>
<td>From a number of agricultural industries</td>
<td>Re-use</td>
</tr>
<tr>
<td>Glass</td>
<td>Council, local hospitality and events businesses</td>
<td>Re-use and recycling</td>
</tr>
<tr>
<td>e-waste</td>
<td>Large businesses, Council and Government</td>
<td>Reuse and recycling</td>
</tr>
</tbody>
</table>

These stakeholders could identify opportunities such as:

- Use of materials
  - Raise awareness of available materials and open up discussions about potential uses for them

- Collection points
Identifying new or expand existing central collection points for materials, which could lead to opportunities to consolidate other materials

- Industrial ecology
  - Matching businesses’ waste and inputs to encourage greater utilisation of materials along with increased revenues and reduced costs

- Smart Resources Precinct
  - Establish a precinct of businesses who are sharing inputs and outputs, and attract other businesses based on the availability of these

- Circular economy opportunities
  - Business opportunities that may exist that business has not considered.

The Queensland Waste Management and Resource Recovery Strategy identifies three priorities:

1. Strategic priority 1: Reducing the impact of waste on the environment
2. Strategic priority 2: Transitioning to a circular economy for waste

Targets for 2050:

1. 25% reduction in household waste
2. 90% of waste is recovered and does not go to landfill
3. 75% recycling rates across all waste types
4. Powering Queensland with 50 per cent renewable energy by 2030.

Appendices C & D show a number of key actions for each of these strategies.

The Queensland Biomass Map indicates that there are up to 204,000 tonnes of available biomass annually in Central Highlands with some potential for adding value (Figure 4 below). Some of this waste is either already utilised (for example, cotton seed) or forms part of an urban waste stream (paper, food waste) so an assessment would be required to determine how much is readily available.
The working group considered an opportunity to extract more value from the range of residues, by-products and waste and develop more business opportunities from them. Further, the working group considered that greater opportunities would arise from new businesses moving to the Central Highlands based on these available resources. A key issue is the lack of data on existing waste streams.

There is a potential to facilitate additional linkages through industry to improve resource use efficiency and develop circular economy opportunities. There is potential for this to occur within existing businesses in the region. This will demonstrate Central Highlands as an effective place to establish, where facilitation of waste reduction and circular economy value-adding is made.

A feasibility assessment was conducted on the potential for a beef abattoir in the Central Highlands with a throughput of up to 100,000 per annum\(^2\).

If this project proceeds, it will provide valuable opportunities for a circular model. A key opportunity is that the capital cost includes the construction of a wastewater treatment plant. Such a component of the project could be developed by others as part of another projects; such as a bioenergy plant.

1.  
A risk to the community is missing the opportunities presented through a waste levy. There is significant potential for economic growth in the waste management and resource recovery sector in Queensland. For every 10,000 tonnes of waste that goes to landfill, it is estimated that fewer than three jobs are supported, but where that waste is reused or recycled, it is estimated that there are more than nine jobs created\(^3\).

Waste collected needs to be diverted prior to becoming regional landfill. Councils do not have the ability to collect valuable waste once it is landfilled. Therefore, potentially valuable waste needs to be captured by resource recovery businesses that might not exist yet.

![Diagram](image.png)

Figure 5: Material Flows: Kwinana Industrial Estate, Western Australia. The figure shows the flow of materials between businesses within the industrial area. Source: Chemlink

Figure 5 serves as a potential illustration of the potential material flows from such a project. Similarly, the Sundrop farms case study (below) demonstrates the how integrated systems thinking can lead to more holistic outcomes.

6 Stakeholders

The working group started identifying potential stakeholders, and it is likely that opportunities could be identified by regularly assembling the group to discuss waste streams and potential opportunities. Potential stakeholders would include:

- Central Highlands Regional Council
- Neighbouring councils
- Central Highlands Development Corporation
- CQ Inland Port
- Central Highlands Regional Resources Use Planning Cooperative Limited (CHRRUP)
- Commercial businesses in a range of sectors
- Agricultural businesses
- Commercial waste removal companies
- Mining companies.

Innovative Sundrop Farms Uses Sunlight and Seawater to Grow Tomatoes*

Sundrop Farms in South Australia uses more than 23,000 mirrors to capture sunlight and direct it to a central receiver at the top of a 127-metre power tower. All the seawater used for irrigating the crops is piped from the Spencer Gulf and converted into fresh water using a thermal desalination unit. At its peak, it produces 39 megawatts of thermal energy, which is used for electricity, heating and making water. The commercial facility cost about $200 million to build, with private equity firm Kohlberg, Kravis and Roberts (KKR) investing $100 million. The facility produces about 17,000 tonnes of truss tomatoes a year and holds a 10 year supply contract with Coles Australia. See https://www.sundropfarms.com/innovation/.

7 Assumptions and Constraints

7.1 Assumptions

Holders of data and information will be willing to participate and provide what is needed (eg. food producers, mining companies).

The business case provides a pre-feasibility level assessment of the project. It has been prepared by the Clean Growth Choices team under the direction of the Clean Growth Choices working group. The working group largely consists of volunteers who are providing guidance and input in their own time.

8 Identification and Analysis of Options

This is a high level analysis of the possible alternatives that could be employed to bridge the gap between the current situation and what is proposed, as outlined in Section 4.

8.1 Identification of Options

There are various options available to the working group:

Option 1: Central Highlands Resource Inventory

Option 2: Do Nothing Option

8.1.1 Option 1: Central Highlands Resource Inventory

Conduct a waste audit with a view to create new reprocessing industries in the Central Highlands.

This option is to have a waste inventory to determine:

1. What are the current waste streams?
2. What is the current system for dealing with the waste streams? Who processes them? What is not processed, and what capability is there in the area (or able to move into the area) to process more?
3. Identify opportunities and potential based on identified waste and residue
4. Develop a plan to match up the waste streams with opportunities.

The project could start with waste data already available from Council, following the suggested process below:

1. Establish a collaboration group
2. Gather existing and available high level data
3. Identify high level opportunities with the Collaboration Group using existing and available data including:
   a. CHRC study on options for green and organic waste processing with two capacities tested
   b. Council waste streams data/studies
   c. Fertilizer and ammonium nitrate demand from farms
4. Progress high level opportunities
5. More detailed analysis of waste streams:
   a. Site by site collection of data on industrial waste (input-output analysis)
   b. Site by site collection of data on farm waste
6. Matching inputs to outputs across sites from point 5 above
   a. Establish relationships
   b. Identify opportunities
   c. Establish technical and financial analysis of opportunities.

Note that Actions 5 and 6 are time consuming and do not guarantee opportunities will be identified and acted on.

The initial stages may identify a number of easy-wins to divert waste to landfill such as:

1. Central points where some waste is taken for processing which could lead to other opportunities such as:
   a. CQ Organics, where some composting occurs, where other collections might occur
   b. DrumMUSTER or waste oil collections
2. Packaging – reduce inbound packaging
3. A cotton gin has acquired a cardboard shredder
4. Potential for local processing of e-waste (Substation 33 Model)
5. Potential for local vegetable supply (Food Connect Model)
6. Potential for sharing and reusing household items and tools (Share Shed Model)
7. Sufficient quantities for biohub opportunities, other manufacturing or waste to energy

8.1.2 Option 2 – Do Nothing Option

This Option provides for the continuation of business as usual.

8.2 Comparison of Options

It is important to compare the options by summarising the benefits, disbenefits, costs, risks and issues. The following table is an example.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Option 1 – Resources Inventory</th>
<th>Option 2 – Do Nothing Option</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits:</td>
<td>• Reduced waste to landfill&lt;br&gt;• Additional business activity in Central Highlands leading to employment security and growth&lt;br&gt;• Diversification of business revenues&lt;br&gt;• Potential for positive branding associated with an integrated circular economy approach&lt;br&gt;• Potential to build critical mass for some recycling industries through uncovering unknown resource streams&lt;br&gt;• Opportunities to bring in other councils’ waste, or other regions’ or other industries’ waste&lt;br&gt;• The project is a good fit with Central Highlands’ innovative culture including in</td>
<td>• Existing levels of service remain&lt;br&gt;• Waste is removed and disposed as per current arrangements</td>
</tr>
<tr>
<td></td>
<td>• Council&lt;br&gt;• General industry&lt;br&gt;• Agribusiness&lt;br&gt;• Coal mines</td>
<td></td>
</tr>
</tbody>
</table>

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Disbenefits:

- Council
- General industry
- Agribusiness
- Coal mines

- Program development costs with difficulty in predicting the possible outcomes of the project
- Council may not meet zero waste
- Central Highlands fails to capitalise on resources that might be lost to other areas
- Technological development opportunities may be missed

This project could lead to the opportunity to integrate with waste streams from other councils, other industries and processes.

8.3 Recommended Option

The recommended option is to proceed with the resources inventory project.

9 Risks and Benefits

9.1 Risks

There are a number of risks identified in Appendix B.

Risks generally relate to whether the project is able to deliver some outcomes. The project has some uncertainty as the success of the project will depend on the resources identified during the investigations, and whether there is the technical skill or willingness to develop the project.

There are some other risks:

Science and technology risk
- Identifying the right technology
- No providers willing to participate in the project

Supply risk: Ensuring sufficient supply of suitable materials for the life of the projects
- Green waste quality and consistency of supply
- Acceptable management of any biosecurity risks

Off-take risk
- Farms not prepared to use compost from an uncontrolled (contaminated) source

Regulation risk
- Failure to gain necessary planning and environmental approvals
- Mining and exploration leases over the large areas being discussed
- Cost of complying with regulations:

A number of considerations relating to environmentally relevant activities

- ERA 53: Organic material processing (on farm AD and AD plants associated with WWT and meat processing excluded). ERA may be triggered if the facility processes more than 200 tonnes per year (4 tonnes per week) material is imported for AD (as proposed in this
business case). There may be an exclusion for this depending on the types of materials to be processed and the method of processing

- Regulated waste includes animal processing residue such as abattoir waste and some food processing waste (as per number 29 of the Schedule). Including these materials, and transport of them, would need to be done by a licenced operator (ie. exclusion would not apply). DES is developing End of Waste frameworks which may see some materials reclassified as resources - [https://environment.des.qld.gov.au/waste/end-of-waste-framework.html](https://environment.des.qld.gov.au/waste/end-of-waste-framework.html)
- Annual gas regulation and safety check.

### 9.2 Potential Benefits

Below is a list of benefits that may result from the project. They have been classified into direct and indirect.

<table>
<thead>
<tr>
<th>No</th>
<th>Topic</th>
<th>Direct/Indirect</th>
<th>Details</th>
</tr>
</thead>
</table>
| 1  | Reduce cost and environmental effects of landfill | Direct | Cost of maintaining and establishing new landfill facilities is significant  
Landfill has potential harmful environmental effects |
| 2  | Skills for future jobs | Direct | As part of the O&M considerations, can local trades be trained to accreditation by the technology providers to maintain the systems? |
| 3  | Clean energy generation | Direct | Reduced greenhouse emissions.  
Current energy supply projections show that some industrial facilities will have to instigate temporary shutdowns |
| 4  | Lower cost energy | Direct | Anecdotal evidence of industrial users replacing mains power with diesel generators for reliability and cost reasons |
| 5  | Reducing waste to landfill and incinerated organic waste | Direct | Diversion of green waste, which is currently incinerated at the Goondiwindi Landfill Site, to a higher value use |
| 6  | Generation of energy | Indirect | The potential to generate energy from a processor, depending on the type of technology chosen |
| 7  | Employment | Direct | The projects would secure existing employment or offer additional jobs |
| 8  | Local investment | Direct | Identifying opportunities for local businesses or other partners to invest |
| 9  | Cost savings | Direct | Avoidance of waste to landfill from businesses will save the businesses $75 per tonne from 1 July 2019 |
| 10 | Job creation | Direct | Employment opportunities in more integrated waste management |
| 11 | Household organic waste | Indirect | The projects could potentially expand to include household organic waste |
| 12 | Biosecurity | Indirect | Processing food waste may improve biosecurity |
9.3 Other Opportunities

Other ideas for the project

The project provides the opportunity to be the catalyst for a larger precinct model as outlined above. Once the project reaches a level of maturity, i.e., with regular participants sharing information on material inputs and outputs with the view to reusing, the precinct concept could serve to attract complementary businesses to the Central Highlands. For example, if low-grade heat is produced by the project, it could be made available to adjacent sites and advertised accordingly.

There is potential for the site to be an Innovation Precinct:


The CSIRO Aspire tool could be suitable for maintaining an inventory of materials to be exchanged between businesses - [https://aspiresme.com/home/what-is-aspire/](https://aspiresme.com/home/what-is-aspire/)

10 Implementation Strategy

10.1 Project Title

Central Highlands Circular Economy Project

10.2 Target Outcomes

The target outcomes of the project will be:

- Businesses generating revenue from the exchange of materials that may have previously been disposed of
- Additional employment of people in repurposing materials and facilitating material exchanges between businesses
- Waste to landfill reduction target to be determined.

10.3 Outputs

The outputs of the project will be:

- A Central Highlands Materials Inventory and Map – a characterised inventory of waste streams generated in the Central Highlands
- An established network of innovators collaborating to improve local economic opportunities
A more detailed, finer-grained opportunities assessment, based on business-to-business consultations

Mini-business cases or technical analysis of specific recycling or reuse opportunities.

10.4 Work Plan

The Project would follow a general process involving four key stages:

Further Work Required to implement the strategy:

<table>
<thead>
<tr>
<th>No.</th>
<th>Stage</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Establishment</td>
<td>Set up Project Management structure and collaboration group</td>
</tr>
<tr>
<td>2</td>
<td>Consultation</td>
<td>Initial consultation with regional stakeholders to gather information on suitable approaches and strategies</td>
</tr>
<tr>
<td>3</td>
<td>High level data gathering</td>
<td>Assemble an inventory of the waste available in the region from large industries from existing sources (NPI reports, NPC reports, waste reports, waste audits)</td>
</tr>
<tr>
<td>4</td>
<td>High level data processing</td>
<td>Understand any high level opportunities based on the materials identified and consult with the waste sources on their willingness to participate</td>
</tr>
<tr>
<td>5</td>
<td>Detailed data gathering</td>
<td>Invite a group of initial businesses to participate and gather data on their sites' waste inputs and outputs (select by sector or location, ie. agriculture or an industrial precinct).</td>
</tr>
<tr>
<td>6</td>
<td>Industrial ecology hackathon</td>
<td>Gather businesses together to present potential resource matches and explore potential opportunities. Include “speed dating” or rapid networking sessions where attendees can compare notes on material flows and opportunities</td>
</tr>
<tr>
<td>7</td>
<td>Detailed assessment</td>
<td>Select some opportunities that may need some technical assessment (ie. engineering, enthalpy, material science, etc) for investigation</td>
</tr>
<tr>
<td>8</td>
<td>Detailed business cases</td>
<td>Prepare business cases based on technical investigations</td>
</tr>
<tr>
<td>9</td>
<td>Final approvals</td>
<td>Gain any final approvals including financial approvals</td>
</tr>
<tr>
<td>10</td>
<td>Implement</td>
<td>Facilitate initial project(s)</td>
</tr>
</tbody>
</table>
10.5 Budget

A number of the major areas of work identified above will need to be carried out in the various categories below:

<table>
<thead>
<tr>
<th>Work Package</th>
<th>Details Discipline</th>
<th>Est Cost.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical project management (project manager to have knowledge of concepts)</td>
<td>Establish collaboration group, steering group and coordinate all activities over 24 months initial period</td>
<td>$180,000</td>
</tr>
<tr>
<td>Waste inventory</td>
<td>Gather and map data on known regional waste streams</td>
<td>$30,000</td>
</tr>
<tr>
<td>Further business engagement</td>
<td>Detailed gathering of input and output data from businesses in the region to develop a micro-scale opportunities map and cross-reference opportunities Stage 1 trial</td>
<td>$50,000</td>
</tr>
<tr>
<td>Technical and scientific advice</td>
<td>Review identified opportunities and materials and suggest technologies and assemble relevant information</td>
<td>$80,000</td>
</tr>
<tr>
<td>Circular economy network development</td>
<td>A series of training, workshops and introductory meetings to facilitate materials exchange and circular economy thinking and industrial ecology hackathon</td>
<td>$50,000</td>
</tr>
<tr>
<td>Legal advice, agreements etc</td>
<td>Includes contingency</td>
<td>$30,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>$420,000</td>
</tr>
</tbody>
</table>

10.6 Other Resources

There are a number of other resources that could assist in facilitating or funding the business case:

- Northern Australia Infrastructure Fund (NAIF)
Central Queensland Regional Organisation of Councils (CQROC) comprises representatives from the Banana Shire, Central Highlands Region, Gladstone Region, Livingstone Shire, Rockhampton Regional and Woorabinda Aboriginal Shire Councils - http://cqroc.org.au/

Regional Development Australia Fitzroy and Central West facilitates economic development opportunities for the region by collaborating with Government, community and business. A number of funding opportunities are available from time to time, and might be suitable for the project - https://rdafcw.com.au/funding/.

11 Project Management Framework

11.1 Governance

A key question for this project is “Who Owns the Project?”

The governance system proposed to deliver the business case is as follows, with the exact representation to be determined at the commencement of the project:

- **Advisory Committee**: Responsible for the delivery of the project according to its objectives and on time and within budget. The Advisory Committee members will also consult strategically with external stakeholders to ensure the project has the support of a wider network.
- **Working Group**: Responsible for advising the Project Manager on technical and operational aspects of the project and will meet to advise the Project Manager.
- **Project Manager**: Reporting to the Advisory Committee. The Project Manager should sit within the CHDC or CHRC structures and have access to relevant expertise, including through regular meetings of the Working Group.

The Project Manager will be responsible for the delivery of the project.

The Advisory Committee should be established with representatives from the Central Highlands Regional Council, Central Highlands Development Corporation and industry representatives. The Project Sponsor should be represented, particularly if funding is provided.

Suggested Structure of the Project Advisory Committee:

Suggested Structure of the Project Working Group:
The business case should be progressed by a Project Manager, with the close advice of key agencies and advisors in an operational working group as suggested above.

### 11.2 Project and Quality Management

A detailed project plan will need to be prepared for the project the incorporation of a number of factors including:

1. Organisational Impact: How the work being undertaken during the project will impact on the organisation and how these impacts will be addressed
2. Outcome Realisation: How outputs will be managed once they are delivered, and who will be accountable. This may change as the project evolves
3. Quality Management: Define suitable standards, requirements and best practices for the project to deliver against, and the internal quality requirements
4. Post-project Review: How the group will capture the lessons learnt throughout the project and what review will be done to assess whether the initiative delivered the intended benefits.

The Project Manager will need to ensure that the final project developed is robust and based on sound science. Financial analysis should be sufficiently robust to allow decision making, so initial consultation should occur with potential funders and financiers about the level of detail required.

It is suggested that the Project Manager be located within the CHRC or CHDC structures. The Project Manager may not need to be a full-time role to progress the business case as a proportion of the work relies on gathering information from other sources.
Appendix A: Benefit Analysis

This section assesses how each key stakeholder group (or individual stakeholders) may be impacted by the project and how they may impact on the project. These impacts may be positive or negative.

Option 1: Waste and Resource Audit

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Positive Impact</th>
<th>Negative Impact</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council</td>
<td>• Extend life of landfill</td>
<td>• Potential capital costs or short-term cost increase</td>
<td>Positive</td>
</tr>
<tr>
<td>CQ Organics</td>
<td>• Potential to increase opportunities</td>
<td>• Potential competition</td>
<td>Positive</td>
</tr>
<tr>
<td>Council and community</td>
<td>• Reduced CO$_2$-e emissions</td>
<td>• Coordinaton time and cost</td>
<td>Positive</td>
</tr>
<tr>
<td>Local agriculture</td>
<td>• Potentially valuable organic outputs</td>
<td>• Cost of transport/collection of waste streams</td>
<td>Positive</td>
</tr>
<tr>
<td></td>
<td>• Potential to centralise collection and recycling of other waste streams</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coal mines</td>
<td>• Potential means of disposal of coal fines</td>
<td>• Capital cost to allow for removal/processing of coal fines</td>
<td>Positive</td>
</tr>
<tr>
<td></td>
<td>• Potential avoidance of future levy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix B:  Risk Analysis

As a pre-feasibility level business case, this is an initial consideration of risks, and the strategies that can be put in place, or the investigations in further work to mitigate these risks.

Option 1: Circular Economy

<table>
<thead>
<tr>
<th>Major Risk and what does it do to the project</th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program is too general and does not result in actual projects</td>
<td>Need to focus on practical and deliverable projects, focussing initially on opportunities with a higher change of success with enthusiastic participants.</td>
</tr>
<tr>
<td>Unable to find technically viable opportunities</td>
<td>Provide suitable technical analysis of concepts and projects once the relevant businesses have indicated a willingness to investigate</td>
</tr>
<tr>
<td>Unable to engage industry in the program and concepts</td>
<td>Business may consider the program too conceptual and be unwilling to engage, so needs to be kept practical and relatable.</td>
</tr>
<tr>
<td>Perceived technical or operational risks – businesses unwilling to proceed with projects because of perceived risks</td>
<td>Ensure the program consults with the right people in business to enable risks and opportunities to be identified and discussed early in the project development phase. Manage actual technical risks by engaging with relevant expertise to work with businesses to resolve any technical issues</td>
</tr>
</tbody>
</table>
Appendix C: Background Information


Australia’s National Waste Policy: Less Waste, More Resources (2009), complete source details or delete comma


Queensland's new waste strategy

Queensland’s new Waste Management and Resource Recovery Strategy (PDF, 4.33MB), underpinned by a waste disposal levy, provides the strategic framework for Queensland to become a zero-waste society, where waste is avoided, reused and recycled to the greatest possible extent.
The strategy focuses on transitioning to the principles of a circular economy to help retain the value of material in the economy for as long as possible. It provides the framework to help deliver coordinated, long-term and sustained growth for the recycling and resource recovery sector while reducing the amount of waste produced and ultimately disposed of, by promoting more sustainable waste management practices for business, industry and households.

To support Queensland’s transition to a less wasteful future the Queensland Government proposes taking the following key actions:

- Working with councils to raise awareness about locally-available recycling options
- Delivering information and education programs that support waste avoidance, repurposing, reuse, recycling, and litter and illegal dumping prevention
- Supporting councils seeking to improve waste and recycling collection services and tackle problem waste
- Working with businesses to reduce excessive packaging and make packaging waste recyclable
- Making Government purchasing decisions that avoid waste and support products containing recycled materials
- Supporting research into new uses and markets for recycled materials
- Supporting infrastructure investment in locations that help improve community access to recycling.

The Community Summary (PDF, 3.01MB) provides simple actions to help Queenslanders reduce their own waste, boost recycling and reduce the impact of waste on the environment.

The draft Waste Management and Resource Recovery Strategy was released for public consultation over the period 13 February to 5 April 2019. The Consultation Report (PDF, 2.5MB) provides a summary of the feedback provided and how proposed changes have been addressed.

Development of the waste strategy

The strategy was developed through:

- Consultation and input from the Recycling and Waste Management Stakeholder Advisory Group. View the Advisory Group’s Terms of Reference (PDF, 419KB)
- Comprehensive analysis and consultation undertaken by Queensland Treasury Corporation in preparing the report on Economic Opportunities for Queensland’s Waste Industry: final report (PDF, 3.2MB)
- Modelling and appraisal of targets included in the draft strategy in the paper Key performance indicators for the Queensland Waste Strategy (PDF, 1.2MB) prepared by Queensland Treasury Corporation.

Additional information

- View the final report from the Investigation into the transport of waste in Queensland (PDF, 662KB).
Background Information

- View the Government response to the investigation (PDF, 265KB)
- A report prepared by the Queensland Treasury Corporation that identifies opportunities for Queensland’s waste industry (PDF, 3.8MB) provides further context.

Related links

- Waste legislation
Appendix D: Waste Management and Resource Recovery Strategy Highlights

Waste Management and Resource Recovery Strategy

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**Strategic priority 1: Reducing the impact of waste on the environment**

**Actions for Queenslanders**
- Recycle better.
- Avoid waste.
- Reduce waste.
- Choose to reuse.
- Find better ways to dispose of waste, and not litter or dump.

**Government actions**
- Implement the Plastic Pollution Reduction Plan.
- Continuously improve the effectiveness of waste sector environmental compliance operations.
- Audit landfills to test the quality of Queensland landfill infrastructure and identify non-compliance.
- Provide assistance for alternative arrangements where landfill facilities are to be progressively closed.

**Waste sector actions**
- Strategically locate facilities in accordance with land use planning guidelines.
- Avoid and minimise the long-distance transport of waste where practicable.
- Continue to educate industry members about the appropriate management actions to take for particular wastes.

**Actions for local government**
- Support and contribute to targets and actions under Litter and Illegal Dumping: A plan for Queensland.
- Deliver litter and illegal dumping interventions within local communities and at targeted hotspots.
- Support delivery of waste education through existing networks.
- Improve or close redundant landfill facilities.

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**Outcomes**
- Reduction in the amount of waste that goes to landfill, is littered or illegally dumped.
- Reduction in waste-related greenhouse gas emissions.
- Reduction in the long-distance transport of waste.
- Protection of Queensland's lifestyles and the enjoyment of our natural environment.
- Savings for households from avoiding unnecessary waste.
- Reduction in the impact from waste facilities on neighbouring communities and amenity value.
Waste Management and Resource Recovery Strategy Highlights

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Central Highlands Regional Council

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Strategic priority 2
Transiting to a circular economy for waste

Government actions
1. Assess the opportunities of the circular economy model for Queensland.
2. Collect and amalgamate data to understand material flows across the economy and address knowledge gaps.
3. Explore options to expand reporting of waste to build baseline datasets and inform decision making.
4. Develop material-specific action plans for problem wastes.
5. Deliver community campaigns and education programs that support waste avoidance, re-purposing, reuse and recycling.
6. Explore scope for industry leadership in developing a voluntary specification code for minimum recycled content in packaging and products.
7. Develop programs to increase business recycling.
8. Support and develop extended producer responsibility and product stewardship initiatives.
9. Develop an energy from waste policy.
10. Work with other governments to develop quality standards for product packaging.

Actions for local government
1. Optimise waste collection services.
2. Improve community understanding about recycling and waste avoidance.
3. Develop consistent messaging in delivery of services between councils.

Waste sector actions
1. Inform and educate business clients about options to reduce waste and increase recycling.
2. Offer service options that provide clients with choice about the level of recycling they want to adopt.

Outcomes
1. Sound management of waste as a valuable resource.
2. Improved data and information sharing on material flows across Queensland.
4. Clear position and policy on the role of energy and fuels from waste in Queensland.

Strategic priority 3
Building economic opportunity

Government actions
2. Continuously improve and reform waste-related legislative frameworks.
3. Develop proposals for landfill disposal bans.
4. Work with the Commonwealth Government to standardise waste policy, legislation, regulation and messaging.
5. Review the land-use planning system to ensure pathways for industry development are supported.
6. Promote the development of waste precincts.
7. Develop a coherent state-wide waste infrastructure-planning framework and regional infrastructure plans.
8. Support the commercialisation of successful recycling and remanufacturing technologies.
9. Create market development plans for key waste types and waste sectors.
10. Investigate alternative end-uses and markets for recycled materials.
11. Consider how procurement can stimulate demand for recycled material manufactured in Queensland.
12. Develop programs to stimulate the growth of markets for recycled materials.
13. Strengthen collaborative partnerships with key organisations in the sector.

Actions for local government
1. Collaborate with state government planning on provisions to optimise land use and transport planning.
2. Take a regional approach to infrastructure planning and collaboration.
3. Collaborate across councils to create economies of scale and meet multiple infrastructure needs.
5. Rationalise waste facilities.

Outcomes
1. Growth in the economic value of the waste management and resource recovery sector.
2. Increased number of jobs in reuse, recycling and recovery.
3. Clear and transparent waste and resource recovery infrastructure planning framework.
4. Stimulated markets for new and innovative products containing recycled content and demand for recycled material.

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Appendix E: Synthesis on Circular Economy

What is it? Why is it important?

A circular economy (CE) involves finding ways to reduce and replace the use of non-renewable resources, keeping resources in use as long as possible, extracting the maximum value from them whilst in use, and recycling and recovering material and energy at the end of their service life.

A CE is much more than the reduction of waste through recycling or converting waste to energy. It is a regenerative production, distribution and consumption system in which resource inputs, waste, emissions, and energy leakage are minimised by slowing, narrowing, and closing material and energy loops.

It is a way of organising resource savings and profitable economic activities enabled by novel business models, innovative producers and value chain actors as well as responsible consumers. It requires supporting policy and regulation, education and behavioural change strategies and new perspectives, as well as skills and capacities to coordinate and implement activities across national, regional and local levels.

Worldwide, there is significant pressure on land and marine resources and sinks (their capacity to absorb waste and emissions) because of the increasing population and demand for material, water, food and energy consumption. While increasing demand for products and services creates business opportunities, the current predominately linear economic system which is based on “take-make-use-dispose” of resources will not satisfy demand and will deplete resources. Establishing CE is needed as an alternative to replace this linear path by closing the loop through reducing resource use, shifting to reusing, recycling and recovering material and renewable energy in production, distribution and consumption (Kirchherr et al., 2017). Producers and businesses will have to produce/provide more value with less as resources become increasingly scarce and expensive over coming decades.

1. Evidence

The possibility of establishing a fully closed CE is debated however, there is a growing number of proponents arguing that CE offers considerable potential for innovation and establishing new businesses, reskilling and new employment opportunities which will deliver substantial economic, environmental and social benefits.

CE is gaining momentum worldwide, particularly in China and Europe supported by top-down and bottom-up strategies respectively. China introduced CE in Government economic planning as early as 2008, and in 2013 released a national strategy for achieving a CE, including targets to increase energy and water productivity, and to almost double the output of the recycling industry. China has a long way to go but recent assessments of the performance of its CE initiative indicate steady improvement in resource use efficiency and circularity of economic activities in pilot areas (Mathews and Tan, 2016). In Europe, a 1% increase in resource use efficiency is estimated to save up to $33bn and create up to 200,000 jobs (McKinsey & Company, 2015). The European Union released its CE package in December 2015 with an aim to create a more competitive and resource efficient and effective economy. It is estimated that the CE could be worth $1 trillion worldwide and $26 billion in Australia by 2025 (The World Economic Forum, 2014).
While there have been recycling programs across Australia, the concept of CE is only gaining attention nationally and in some states over the last three years. CE is much more than recycling waste however, even recycling alone when done properly, can generate economic, social and environmental values. The Waste Management Association of Australia (WMAA) notes that around nine jobs are created for every 10,000 tonnes of waste recycled (Senate Committee, 2018).

2. **Current state and trajectory in Australia/Queensland**

Recently, CE has gained the attention of Australian governments. In 2017, the South Australia government Green Industries South Australia (GISA) commissioned a study on the potential benefits and value of a CE to the State. The study found that implementation of CE could diversify the State’s economic activities, creating an additional 25,700 full time equivalent jobs and reducing greenhouse gas emissions by 27% (7.7 tons of CO2 equivalent) by 2030 (Lifecycles et al., May 2017).

In other states and nationally, CE has gained attention since January 2018 when China issued a National Sword policy that restricted the import of some low quality mixed recyclables. This was a major disruption to the global recycling market and led to an increased cost of recycling services, including those in Australia. The Australian recycling sector is under considerable pressure due to a lack of sustainable markets for recycled material, both domestically and internationally (Senate Committee, 2018).


The Victorian Government is developing a CE policy and action plan, to be finalised by 2020 (Caley, 2018).


In July 2018, a report, *Never waste a crisis: the waste and recycling industry in Australia*, by a Federal Government Senate Committee (Senate Committee, 2018) made recommendations to the Australian Government to prioritise:

- The establishment of a CE in which materials are used, collected, recovered, and re-used, including within Australia
- Waste reduction and recycling above waste-to-energy, and seek a commitment through the Meeting of Environment Ministers of all levels of government to the waste hierarchy.

The Committee also noted the transition must include a suite of regulatory and policy changes aimed at influencing behaviour, as well as investments in infrastructure and technology.
3. **How does it work and what are the intervention options?**

Below are few operational principles and intervention options that are suggested in the literature (Suárez-Eiroa et al., 2019):

a) **Adjusting resource inputs to regeneration rates**

Options include: a) Reducing/eliminating non-renewable resources use, b) Substituting non-renewable by renewable inputs (e.g. renewable energy, bio-based materials), c) Adjusting the extraction rate of renewable resources to be within the regeneration rate.

b) **Adjusting waste and emission outputs to absorption rates**

Options include: a) Prompting the design of out effluents, pollutions and emissions, for example b) Promoting eco-efficiency and eco-effectiveness to reduce wastage and waste.

c) **Closing or slowing the material use loops**

Options include promoting the use of renewable resources (e.g. energy) and connecting waste management with resource recovery b) Designing products that are durable, repairable, easy to upgrade, and reuse recycle and/or recover.

d) **Shifting production and consumption culture**

EC requires shifting perspective on the part of businesses that are accustomed to generating income by producing products with rapid obsolescence on the part of consumers accustomed to using disposables and preferring to own the latest product instead of accessing the value and services the product provides (Lewandowski, 2016)

Options include developing value-focused business models and strategies to change customer behaviour such as through the sharing economy, collaborative consumption, shifting from products to services, and from ownership to access arrangements.

e) **Coordination and collaboration**

Establishing successful CE will require the coordination of efforts along the value chain actors and across governments as well as collaboration between businesses, community and governments. For CE to work, those in a value chains have to coordinate adjustments required to reduce resource input, circulate outputs and value for longer and recover material and energy from waste for recirculation. CE also provides establishing new markets and value chains. Adjusting existing value chains or creating new ones will require significant policy, regulatory and program support from governments.

f) **Use of digital innovation**

Digital technology is starting to play a critical role in improving resource use efficiency and facilitating the sharing products and services. Agriculture is the least digitised sector in the world and in Australia, and presents a significant opportunity to employ AgTech that reduces resource input and waste, assists with shifting to renewable resources, and improves resource use efficiency, recycling and recovery; all contributing to CE.
4. **Challenges and Opportunities for implementation**

Implementing CE options faces some challenges and opportunities.

Studies note the need for national leadership in CE which has been lacking in Australia. Australia is behind many nations in transitioning from the predominantly linear to CE and utilising waste as a resource (Dominish et al., 2017). However, industry-led and bottom up approaches may help in translating CE into practice to build resilient and competitive state and regional economies.

Another challenge is that CE can easily be politicised as a “greens” agenda despite studies showing that countries who implement CE will be resource use efficient and highly competitive economies. It is also equated with recycling and managing waste while it is primarily about designing to reduce resource use, optimise value from products and eliminating waste along the life cycle from extraction to production, distribution and consumption.

Limited awareness about the potential of CE to reduce wastage and provide economic, social and environmental benefits is significant among consumers, distributors and producers (Kirchherr et al., 2018). The concept and its benefits are not widely discussed and accessible to practitioners or the wider public (Merli et al., 2018). Recent policy responses by State and Federal governments can create opportunities to develop business cases for regional circular economies. Digital technology such as big data, sensors, and 3D printing will make reusing and recovering material and energy efficient and effective, helping decouple economic growth from natural resource depletion and environmental degradation (Murray et al., 2017).

5. **Examples/stories of implementation**

There are several recycling examples that provide resource use efficiency, and economic and social benefits in Australia that form part of CE. A more substantive example of transition to CE is what has been happening in the industrial and horticultural sectors in the Spencer Gulf in South Australia.

**Transitioning to a new more circular economy in the Upper Spencer Gulf**

By mid-2016, industry in the Upper Spencer Gulf region of South Australia had hit a crisis point. Two ageing power stations were no longer economically viable, and the mine that supplied them with mostly low-quality brown coal, had closed. Nearby in Whyalla, the steelworks were placed in voluntary administration and operations were wound back. Over a two year period, more than 2,000 jobs were lost across the region (Upper Spencer Gulf Common Purpose Group 2016; Reid 2016).
Two years on, the region is transitioning into a showcase for technological innovation with an expected injection of $5bn in clean energy projects over the next five years. Thirteen clean power projects are under way, generating up to 3,000 jobs during construction, and hundreds of jobs on an ongoing basis. In one vast project, the Bungala solar power plant is installing more than 1.2 million solar photovoltaic (PV) panels over 800 hectares, making it Australia’s biggest solar farm to date. In another case, British industrialist Sanjeev Gupta has purchased the steelworks with plans to revive the industry and invest in solar, hydro, waste gas and battery energy. Gupta’s logic behind his investment in renewables and storage is that it is now cheaper than coal (Morton 2018). Agricultural industries in the region are also taking advantage of new technologies. Sundrop Farms is a 20-hectare site in the arid Port Augusta region. Seawater is piped 5.5 kilometres from the Spencer Gulf. A solar-powered desalination and energy supply plant uses the seawater and solar thermal power to create energy and enough fresh water to grow tomatoes hydroponically inside a greenhouse - [http://www.sundropfarms.com/](http://www.sundropfarms.com/).

With high unemployment and only 11.3% of the local population holding a qualification above certificate level, there was a shortage of skilled local people to fill jobs in existing and emerging industries. Few opportunities existed for locals to gain the necessary qualifications without moving away from the region. Responding to this shortage, The Upper Spencer Gulf Community Owned Tertiary Education Centre (COTEC) was established (Tonkin Consulting Pty Ltd. 2017). Linking industry, community and educational providers, this new model aims to deliver tailored flexible education, from Certificate to Degree level, providing locals with the necessary skills and qualifications to meet industry needs. For example, if there is a demand for a Certificate 4 in Horticulture, a course can be developed in partnership with industry and the education provider to train local people while providing them with a qualification (ABC 2018).

6. Links and Resources

The Queensland Chief Entrepreneur Speech on Circular Economy:


The Institute for Sustainable Futures (ISF) is leading the Wealth from Waste Cluster ISF-

http://wealthfromwaste.net/


References

https://www.abc.net.au/radionational/programs/futuretense/transitioning-into-a-better-future/10451930


11.2 Corporate Services

11.2.1 Policy Framework Review ..... approx 30 mins

DECISION REPORT

Date: 27 May 2020  Presentation Duration: Approx. 30 minutes
To: General Council Meeting
Author: James Ngoroyemoto, Manager Governance
Authorising Officer: Margaret Gatt, General Manager Corporate Services
File Reference: <ECM Reference>
Presented for: Decision

ATTACHMENTS:

PURPOSE:
This report seeks to present the amendments to the Policy Framework for adoption by Council.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council adopt the proposed changes to the Policy Framework, as tabled.

REPORT:

Background
The current policy framework was developed and adopted at its meeting of 8 October 2019, following the adoption procedures were also created to guide officers in the review of policies. At the Council meeting of 13 May 2020, Councillors requested for the policy framework to allow for an avenue to review and provide feedback, before they are presented for adoption at a council meeting.

Discussion/Current issue
Prior to the new Council being sworn in April 2020. Policies were presented to the Leadership and Governance committee for review before being presented to Council. The new Council at its first Council meeting on 20 April 2020 resolved to remove all standing committees.

With standing committees disbanded, the avenue for policy reviews is no longer existent. Therefore, the policy framework has been amended to create an opportunity for Councillors to review policies. The changes allow for the following:

- Draft policies to be published in advance on the Hub for Councillors review
- A policy workshop to be conducted for each quarterly departmental policy review

The procedures will be amended to align with the proposed changes in the Framework.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
5. Leadership and Governance;
5.3 - Corporate Plan Strategy: Accountability and integrity
5.3.1 - Maintain high standards of corporate governance.
Budget/Financial/Resourcing:
Nil

Communication/Engagement:
Draft policies to be published in advance on the Hub for Councillors review. Policy review workshops to be conducted for each quarterly departmental policy review, and where appropriate Policies will be published to the Community for public consultation before being considered for adoption by Council

Risk Assessment:
Policy review and revision is a crucial part of an effective policy management plan. Outdated policies can leave council at risk. Reviewing policies keeps council up to date with regulations, technology and industry best practices.

Timings/Deadlines:
Nil

Conflict of Interest Declaration:
Council officers contributing to the preparation and approval of this report have no conflicts of interest to declare.

Human Rights Impact:
No

Alternatives Considered:
Nil

- END OF REPORT -
Central Highlands Regional Council
Policy Framework
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1. OBJECTIVE

Laws are the highest form of policy under which everyone must live. Under the Local Government Act 2009 (the Act) and associated regulations, Council is required to develop and adopt a number of policies. A Council developed policy cannot require a Council to act in any way contrary to any law.

The Strategic Community Plan, whilst not a policy, is the top-level document which sets out Council's aspirations for its community. As such, this document gives guidance for developing related policies, which reflect the direction of the Plan.

This Policy Framework provides a structure and process for the initiation, development, adoption and review of the Council's policy documents ensuring policies:

- are developed in a consultative, comprehensive and consistent manner
- underpin and support Council's strategic objectives as articulated in the Strategic Community Plan
- provide a clear understanding of the Council and management responsibilities in policy development and review
- ensure consistency with and meet the compliance requirements of legislation

As a fundamental component of good governance, Council uses policies to:

- set direction;
- guide decision making by Elected Members and Administration;
- provide consistency
- inform the public.

Decisions made by Council impact on the lives and wellbeing of its residents, ratepayers and businesses. A decision may be perceived as arbitrary or reflecting a personal bias or preference by the decision maker, if made in the absence of any policy. A decision made in accordance with Council policy assures the decision maker and the public that the decision reflects the Council's overall aims and principles.

Policies can be used in a number of contexts, including to:

- reflect the key issues and responsibilities facing Council;
- provide a policy context and framework for developing more detailed objectives and management systems;
- guide Council employees and ensure consistency in delegated and day to day decision making; and
- clearly inform the general public of a Council's commitments.

The framework should be read in conjunction with the Council's Governance Framework and Community Engagement Framework.
1.1 What is a Policy?

**A course or principle of action** (having an external or community focus)

A Council policy shows the overall intention or stance that Council has taken on a matter. It provides a consistent approach to a matter or issue. A policy is general in nature, has broad application and helps to ensure compliance with applicable laws and regulations, contract requirements and delegation of authority by the Council to the Chief Executive Officer.

Policies cannot contravene a law (local laws, state or national acts and regulations). Council may have regard to a policy when considering an issue but is not bound by it.

Policies need to be formally adopted, and set out Council’s position on an issue, or set of issues, to guide decision making. This document should be a higher-level statement of direction, which is short and concise, and should not include the type of detail normally found in procedures.

Policies are outward looking and provide an insight into the general philosophies and mind-set of the Council over matters that impact on and are of concern to the local or wider community. Council policies underpin the objectives in the Strategic Community Plan.

Council policies are to be developed and reviewed by the leadership and governance committee and may be subject to community consultation processes in recognition of the community leadership role Council has in guiding the formation and development of the Council, and in representing the values and interests of the broader community.

Council Policies are policies that are either required by legislation (i.e. procurement policy), impact on the community in some way (i.e. environmental policy) or guide how the Council itself goes about its business (i.e. code of conduct for Councillors policy). Many of these policies may have an external focus and require consultation with the community and often relate to the goods, services and activities provided to or by the Council.

It is imperative that Council policies must align with community values and aspirations and have early input from elected members. These policies may be aligned to the Strategic Community Plan by links to relevant strategies, plans or framework documents. Council should not deviate from an adopted policy without a clear, substantiated reason for doing so.
1.2 What is an Administrative Guideline?

An official direction involving the management or guidance of the operations of Council. (having an internal or corporate focus)

Administrative Guidelines are approved by the Chief Executive Officer

Administrative Guidelines are developed for operational imperatives and have an internal focus. Administrative Guidelines are made generally to support implementation of the functions of the CEO under the Local Government Act 2009, which includes:

- managing the day to day operations of the local government;
- responsibility for the employment, management supervision, direction and dismissal of other employees (excluding General Managers)
- ensuring that records and documents of the local government are properly kept for the purposes of the Act and any other written law; and
- performing any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO.

Administrative Guidelines relate primarily to operational issues, focus on internal functions and activities, and are intended for use within the organisation. These include matters to deal with employees of Council, Human Resources, Workplace Health & Safety, and the Council’s administrative business.

Administrative Guidelines are made by staff and approved by the CEO. Council may call in specific Administrative policies, when deemed necessary.

1.3 What is a Procedure?

A series of actions conducted in a certain order or manner to give effect to Policy or Administrative Guideline (the how to)

A procedure is a document that contains information about how to implement requirements found in approved policies and administrative guidelines. A procedure is the ‘how-to’ document that accompanies a policy or administrative guideline.

Procedures set out the specific responsibilities and clear processes required to implement policies and administrative guidelines. There is no requirement for procedures to be adopted or reviewed by Council, although Council may note the procedure when adopting the policy.

A standard risk assessment process can be applied to determine whether there is a need for a procedure.
2. **POLICY SOURCES**

**Elected Members**
Issues may be brought to the attention of Elected Members by community members. An Elected Member should direct these issues to the Chief Executive Officer or raise them at appropriate planning sessions/meetings or committees that might be held by Council.

**Community**
The Chief Executive Officer and Council staff may receive written and verbal requests from the community which may require the application of policy. In the day to day operations of Council, policy issues will be raised through the service interactions between staff and the community. Where policy gaps are identified, the CEO or staff may request consideration of a formal policy to cover the situation.

**State/Commonwealth government responses**
Council may also wish to develop policies to respond to issues raised by the State and Commonwealth Government.

**Regulation oversight i.e. ombudsman**
Oversight bodies regularly request that Councils amend, review or develop a policy position or procedure on a range of matters.

**Legislative requirements**
There is a raft of State and Commonwealth legislation which require Council to develop a policy position on issues across the spectrum of Local Government responsibilities.
3. DEVELOPING POLICIES

3.1 Role of Council

Policies are an important tool in managing strategic direction. In this regard, Council should be engaged in a process which considers the need for new Council policies. In the creation of new Council policies, or where major revisions are anticipated to existing Council policies, it is important to understand the preferences of Elected Members at an early stage of the process. This may be best achieved through Leadership and Governance Committee publishing the policies on CHRC Hub for commentary and feedback or a workshop or other form of consultation when deemed necessary.

3.2 Role of the Administration

The Administration is responsible for the following activities in relation to the policy development and review process:

- Council Policies - drafting, research, consultation and preparation of reports for Leadership & Governance Committee and Council’s review, consideration; and
- Administrative Guidelines - drafting, research, and approval by the Chief Executive Officer through the Executive Leadership Team.

The Council’s administration staff will implement Council policies. In doing so, the staff will be following the Council’s predetermined response to dealing with particular issues or problems which they are periodically confronted with.

Staff has carriage of policy implementation. They should look at the resources needed to pursue the policy objectives and identify timelines for putting policy into practice. The CEO and Executive Leadership Team will assess the impact on work activities of new or revised policies and develop processes to ensure they are integrated into general work. Processes are likely to involve:

- clear communication to relevant staff
- training; and/or
- written procedures

The Council’s governance team provides quality assurance of policy documents prior to adoption, ensuring that construction of the document identifies and analyses issues, and that the document takes account of those issues. The lead business unit is responsible for reviewing policies in line with set review timeframes (these may vary according to the policy topic; and some parts of a single policy may be administered by different parts of the organisation).
3.3 Policy Review Cycle

All Council policies will be reviewed once a year by Council. This will be implemented through quarterly departmental policy reviews, through the leadership and governance committee meeting. The following continuous schedule will be followed starting in the year 2020:

❖ May 2020 - Customer and Commercial Services
❖ August 2020 - Corporate Services
❖ November 2020 - Communities
❖ February 2021 - Infrastructure and Utilities

These annual policy reviews for each department will be facilitated by the governance unit, in consultation with the relevant managers and General Manager.

Policies are living documents, and they must be subject to evaluation and review to ensure that they continue to reflect Council’s views. The Council’s Policy review and approval process is detailed in Appendix A: Policy Review and Approval Process.

Policies are reviewed in three ways:

1. **Policy revocation** – policy is no longer required or has been combined with or superseded by another policy.

2. **Requiring minor amendments** – changes to language, style, formatting, etc. that do not impact on the application of the policy.

3. **Requiring major amendments** – changes that significantly alter the Council’s position on an issue or change the strategic intent of the policy.

Formal evaluation of a policy will include the collection and reporting of information about the administration of the policy. Some evaluation may be informal, such as addressing administrative matters relating to the policy, or process changes in implementing the policy.

Legislative changes may also impact policy content. A Council policy may be presented to Council at any time if there are changes to legislation, changed circumstances, or other issues that require attention. Similarly, administrative guidelines can also be affected by changes to legislation or the external environment.

Even if working well, a policy should be periodically reviewed and re-endorsed by Council. Some policies are required to be reviewed in a predetermined basis by statutory requirement.
3.4 Consultation

During the development of Council policies which will affect a specific sector of the community, it is important to undertake stakeholder consultation. This may occur at an early stage during the research period of a new policy, or after the Leadership & Governance Committee has endorsed a draft for the purposes of consultation. This might be fulfilled through a process of public consultation or advertising before policies are adopted or amended.

All such consultation should be undertaken in accordance with Council’s Community Engagement Framework. To assist, individual policies will be marked as such if they should be considered for public consultation as part of a review or redevelopment process in the accompanying information section at the end of each policy document.

3.5 Recommending a Policy to Council

All new Council policies, and those under review, will be presented to Leadership and Governance Committee provided to Councillors for review before they are considered for adoption, and recommended to Council for consideration. The associated report to Council should:

- explain why the new document or changes to the reviewed document are required;
- describe the development process, and the steps to follow for implementation should Council adopt the policy;
- detail community consultation undertaken (if applicable), and summarise feedback received; and
- include a recommendation for adoption.

3.6 Document Construction

Policy documents should contain appropriate numbered sections for ease of reference, and should have consistent style and characteristics, such as:

- contain clear and concise language;
- be written in plain English without acronyms and technical jargon;
- headings which reflect the content of the section;
- statements which will date the policy, or require frequent review;
- administrative details which relate to document content management; and
- consistent formatting in accordance with corporate style guide; i.e. typography, layout, design type-faces, font sizes, numbering, colours, logo, headers, footers, title, references and pagination.

TIP: The Council’s policy template provides for the relevant sections for a
policy. Refer to Appendix B

4. IMPLEMENTING POLICIES

Council employees must be made aware that a new or revised policy is in place. The Council’s Records Management System and intranet allows for adopted policies to be visible to all Council employees, and previous versions to be archived from view.

The administrative information accompanying each policy designates a business unit that is responsible for implementation and reviews of a policy (or specified elements of it). The Council’s governance team will maintain the policy register and ensure the appropriate policy documents are accessible to the public and that new or updated policies are communicated to staff.

5. MANAGING/ACCESSING POLICIES

The Council’s Records Management System and intranet contain the official, locked from editing version, of policies. Copies must not be saved outside of the records management system.

Care is taken in the naming and storage of policy documents. This ensures that:
- Only current versions are present on the intranet, website, docs on tap; and
- Search engines will recover the correct document for logical searches.

Public policies are made available on the Council’s website and at its main administration office, and include those that:

- apply to the community at large;
- affect residents and businesses;
- cover the actions of the Elected Members and the council as a whole; and
- refer to the management of Council property area under the Council’s care, control and management.

Administrative Guidelines and Procedures intended for the management of Council employees and internal work processes do not need to be public documents, even though some may be reviewed by Council or Committee. These are available electronically on the Council’s intranet.
APPENDIX A: POLICY DEVELOPMENT & REVIEW PROCESS
APPENDIX B: COUNCIL POLICY TEMPLATE

CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY:

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<tbody>
<tr>
<td></td>
<td>CHRCP**</td>
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Policy Purpose (WHY)
This section should outline the background to the policy. For example, is it a legislative requirement? A Council directive? An audit requirement or some other reason? Is this a replacement for a previous policy?

Policy Statement (WHAT)
In this section the author of the policy should outline the purpose/objectives of the policy as a clear short statement. For example, ‘The purpose of this policy is to advise of the Council’s position on drought relief water supply’.

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<td>Public Consultation</td>
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## APPENDIX C: POLICY CATEGORY INDEX

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<td>Planning and Development</td>
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<td>Enterprise Risk Management Framework</td>
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<td>Hunter Street Master Plan</td>
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<td>Waste Reduction and Recycle Plan</td>
<td>Community Engagement Framework</td>
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<td>Local Government Infrastructure Plan</td>
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<td>Customer Service Charter</td>
<td>CHRC Economic Development Strategy</td>
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<td>CHRC – Buildings – Asset Management Plan</td>
<td>Morton Park Master Plans</td>
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<td>CHRC Digital and Communications Action Plan</td>
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<td>Advertising Strategy</td>
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<td>Creative Cultural Futures Strategy</td>
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### APPENDIX D: POLICY DEVELOPMENT GUIDE

This is a generic guide that can be used to develop or review any policy. It can also be used as a checklist. Not all headings or items will be relevant – their applicability will depend on the subject of an individual policy.

#### Introduction

**STATE IN THE POLICY**
- The purpose and objectives of the policy
- The scope of the policy – who it applies to

**Specific policy provisions**

**STATE IN THE POLICY**
- The organisation’s commitment to the specific values that the policy applies
- The organisation’s policy position on this topic

**CHECK**
- Do any responsibilities imposed by this policy conflict with any other organisational roles?
- Has the policy been tested with the staff that are responsible for implementing and enforcing it to make sure it is practicable?
- Has the policy been actively disseminated to those expected to comply with it?
- Have any additional resources required to implement the policy been identified and allocated?
- Consider how this policy should interact with the organisation’s enterprise risk management.

#### Administrative information

**INCLUDE IN THE POLICY**
- Adoption date (the date the policy is adopted by Council)
- Lead Business Unit: (department which questions about the policy and procedures should be directed, and responsible for managing and reviewing the policy)
- Relevant legislation or other regulatory obligations: (e.g., planning legislation).
- Strategic organisational Link strategy/plan/framework: e.g. Governance Framework, Long Term Financial Plan
- Category: Function/Service as detailed in the Policy Category Index
- Proposed review date: (e.g., as required by changes in circumstance or regulation but as a default be at least once every four years)

**HINT:** It may be useful to consult people or organisations external to the organisation to make sure that the policy is comprehensive and effective
Document Control

Document Record

Document title: CHRC – Policy Framework
ECM Set ID: 1470691
ECM subject number:

Review and approval

Maintained by: Governance Unit
Version number: 1
Version date: July 2019
Reviewed by: WOMT
Date reviewed: July 2019
Approved by: Council
Date approved: 8 October 2019
Frequency of review: 5 years
Next review date: 8 October 2024

NOTE: The Council will review this Framework every 5 years

Record of changes / issues

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Distribution

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<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>All Staff</td>
</tr>
</tbody>
</table>

Agenda - General Council Meeting - 27 May 2020
| Elected Members | Leadership and Governance Committee Members, All Councillors |
11.3 Customer and Commercial Services

11.3.1 Central Highlands (QLD) Housing Company Pty Ltd - Appointment of Directors ..... approx 5 mins

DECISION REPORT

Date: 27 May 2020  Presentation Duration: Approx. 5 minutes

To: General Council Meeting

Author: Andrea Hewitt, Coordinator Property Services

Authorising Officer: Michelle Webster, General Manager Customer and Commercial Services

File Reference: <ECM Reference>

Presented for: Decision

ATTACHMENTS:
Nil

PURPOSE:
The report seeks Council’s consideration to appoint two new Directors for the Central Highlands (Qld) Housing Company Limited to the Board.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council appoint Councillor Christine Rolfe and Councillor Janice Moriarty to be a Director on the Board of the Central Highlands (Qld) Housing Company Limited.

REPORT:

Background
On 29 April 2020, it was resolved that Central Highlands Regional Council nominate the following Councillors for consideration as Directors for the following controlled entity:

<table>
<thead>
<tr>
<th>Controlled Entity</th>
<th>Councillor Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Highlands (Qld) Housing Company (CHHC)</td>
<td>Mayor Hayes</td>
</tr>
<tr>
<td></td>
<td>Councillor Moriarty</td>
</tr>
<tr>
<td></td>
<td>Councillor Daniels</td>
</tr>
<tr>
<td></td>
<td>Councillor Rolfe</td>
</tr>
</tbody>
</table>

Mayor Hayes and Councillor Daniels are existing Directors of the Board.

To ensure compliance with the Corporations Act 2001, it is procedurally necessary to undertake several steps in the appointment of new Directors. Namely, firstly a Director must be invited to join the Board, the nominated person provides acceptance of the invitation and then a further report to Council is required to complete the nomination process. This ensures compliance with the Act and the Company’s constitution.

Discussion/Current issue
Following receipt of acceptance to act as a Director from Councillors Moriarty and Rolfe, it is now appropriate that Central Highlands Regional Council, as a permanent member, resolve to formally appoint the nominated new Directors of the Central Highlands (Qld) Housing Company Limited.
Existing Directors Bell and Nixon have provided their resignations from the Company.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
3. Supporting our Local Economy;
3.1.3 - Encourage a diverse supply of housing affordability and choices.

Budget/Financial/Resourcing:
Nil

Communication/Engagement:
Existing Directors Bell and Nixon have been communicated with to confirm their resignations from the Company. New Directors Moriarty and Rolfe were requested to provide their acceptance of appointment as a Director of the Company in writing.

Risk Assessment:
This report ensures that the process required for the appointment of new Directors to the Company is completed in accordance with the provisions of the Corporations Act 2001.

Timings/Deadlines:
Relevant forms advising of resignations and appointment of new Directors need to be lodged with the Australian Securities and Investment Commission to ensure compliance with the statutory timeframes of the Corporations Act 2001.

Conflict of Interest Declaration:
Council officers contributing to the preparation and approval of this report have no conflicts of interest to declare.

Human Rights Impact:
No

Alternatives Considered:
No other alternatives have been considered. The process followed regarding this matter follow previous legal advice from King and Company solicitors in regard to appointment of Directors to the Company.

- END OF REPORT -
11.4 Infrastructure and Utilities

11.4.1 Nil reports
11.5 Chief Executive Officer

11.5.1 Local Government Association of Queensland (LGAQ) - 2020 Civic Leaders Summit ..... approx 5 mins

DECISION REPORT

Date: 27 May 2020  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: <ECM Reference>
Presented for: Decision

ATTACHMENTS:

PURPOSE:
The Local Government Association of Queensland (LGAQ) is holding its Civic Leaders Summit via a virtual platform from 15 – 17 June 2020.

This report is to determine Council's and Councillors attendance to the Summit.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council be represented at the Local Government Association of Queensland (LGAQ) 2020 Civic Leaders Summit to be held on 15 to 17 June 2020 by its Mayor Cr Kerry Hayes, Deputy Mayor Cr Christine Rolfe along with Chief Executive Officer Scott Mason.

REPORT:

Background
Held just the once every four years - for mayors, deputy mayors and CEOs only. The Civic Leaders has proven to be the best possible introduction to your role as a community leader.

Discussion/Current issue
Registrations are currently open for the attendance to the Local Government Association of Queensland Civic Leaders Summit which is being conducted via a virtual platform from 15 to 17 June 2020.

The COVID-19 pandemic will make history being the LGAQ's first virtual event, to be held over two half-days on Tuesday 16 and Wednesday 17 June (with a half-hour 'how-to' on Monday 15 June).

2020 Civic Leaders Summit highlights include:

- What civic leaders can - and can't - do;
- Good advice from first-term mayors;
- Meet the local government gatekeepers

Civic Leaders ensures that your term in office gets off to a great start and that you are prepared for many of the experiences that will crop up.
CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
5. Leadership and Governance;
5.1. - Corporate Plan Strategy: Leadership and communication
5.1.1 - Clearly define the functions, services, roles and responsibilities of council.
5.3 - Corporate Plan Strategy: Accountability and integrity
5.3.1 - Maintain high standards of corporate governance.

Expenses Reimbursement and provision of Facilities for Mayor and Councillors Policy

Budget/Financial/Resourcing:

Conference Registrations $770.00
(per council) covers Mayor, Deputy Mayor and CEO

Councillors year to date expenses (as at 22 May 2020)
Conference Registrations Budget $67,200 Year to date $10,340
Travelling and Accommodation Budget $52,500 Year to Date $16,836

Allowance in the 2019 / 2020 budget had been made for 2 Councillors to attend this conference.

Communication/Engagement:
The conference provides good learning and networking opportunities.

Risk Assessment:
Conference does not clash the general council meeting or any other meetings
It is considered that attendance to this conference would be a low risk.

Timings/Deadlines:
Registrations close 5 June 2020.

Conflict of Interest Declaration:
Council officers contributing to the preparation and approval of this report have no conflicts of interest to declare.

Human Rights Impact:
No

Alternatives Considered:

<table>
<thead>
<tr>
<th>Description</th>
<th>Positives</th>
<th>Negatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Option 2 Not to be represented at this summit</td>
<td>Cost saving of $770</td>
<td>Missed opportunity to gain insights into best</td>
</tr>
<tr>
<td></td>
<td></td>
<td>local government practice</td>
</tr>
</tbody>
</table>

- END OF REPORT -
# 2020 Civic Leaders Summit

## Virtual Event

### Monday 15th June

<table>
<thead>
<tr>
<th>TIME</th>
<th>TOPIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2:00pm-2:30pm</td>
<td>How-to session: A guided tour of the virtual platform</td>
</tr>
</tbody>
</table>

### Tuesday 16th June

**Day 1 9:00am-12:00pm**

<table>
<thead>
<tr>
<th>TIME</th>
<th>TOPIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00am</td>
<td>Welcome to LGAQ’s first virtual event!</td>
</tr>
<tr>
<td>9:10am</td>
<td>President’s Address</td>
</tr>
<tr>
<td></td>
<td>Mayor Mark Jamieson, President, LGAQ</td>
</tr>
<tr>
<td>9:15am</td>
<td>Keynote: The Honourable Annastacia Palaszczuk MP Invited</td>
</tr>
<tr>
<td>9:30am</td>
<td>Keynote: Hon Stirling Hinchliffe MP, Minister for Local Government,</td>
</tr>
<tr>
<td></td>
<td>Racing and Multicultural Affairs</td>
</tr>
<tr>
<td>9:45am</td>
<td>Myth vs Fact: What Civic Leaders Can and Can’t Do</td>
</tr>
<tr>
<td></td>
<td>Tim Fynes-Clinton, Managing Director, King &amp; Company</td>
</tr>
<tr>
<td></td>
<td>Greg Hallam AM, Chief Executive Officer, LGAQ</td>
</tr>
<tr>
<td>10:29am</td>
<td>Sponsor Address: Telstra</td>
</tr>
<tr>
<td>10:30am</td>
<td>First Term Mayor Panel</td>
</tr>
<tr>
<td></td>
<td>Cr Rachel Chambers, Mayor, North Burnett Regional Council</td>
</tr>
<tr>
<td></td>
<td>Cr Greg Campbell, Mayor, Cloncurry Shire Council</td>
</tr>
<tr>
<td></td>
<td>Cr Vonda Malone, Mayor Torres Shire Council</td>
</tr>
<tr>
<td></td>
<td>Cr Andrew Willcox, Mayor, Whitsunday Regional Council</td>
</tr>
<tr>
<td></td>
<td>Cr Paul McVeigh, Mayor, Western Downs Regional Council</td>
</tr>
<tr>
<td></td>
<td>*Includes live Q&amp;A</td>
</tr>
<tr>
<td>11:30am</td>
<td>The First 100 Days</td>
</tr>
<tr>
<td></td>
<td>Kelvin Spiller, Managing Director, Leadership Thinking Australia</td>
</tr>
<tr>
<td>12:00pm</td>
<td>Close</td>
</tr>
<tr>
<td>TIME</td>
<td>TOPIC</td>
</tr>
<tr>
<td>----------</td>
<td>-------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>9:00am</td>
<td>Welcome back</td>
</tr>
<tr>
<td>9:05am</td>
<td>The CEO and Mayor Relationship</td>
</tr>
<tr>
<td></td>
<td>Tony Goode, Workforce Strategy Executive, LGAQ</td>
</tr>
<tr>
<td></td>
<td>*Includes live Q&amp;A</td>
</tr>
<tr>
<td>9:30am</td>
<td>Meet the Watchdogs and Regulators</td>
</tr>
<tr>
<td></td>
<td>Kathleen Florian, Independent Assessor</td>
</tr>
<tr>
<td></td>
<td>Alan MacSporran QC, Chairperson, Crime and Corruption Commission</td>
</tr>
<tr>
<td></td>
<td>Brendan Worrall, Auditor-General</td>
</tr>
<tr>
<td></td>
<td>Damon Olive, Assistant Auditor-General</td>
</tr>
<tr>
<td></td>
<td>Phil Clarke, Ombudsman</td>
</tr>
<tr>
<td></td>
<td>*Includes live Q&amp;A</td>
</tr>
<tr>
<td>10:45am</td>
<td>Sponsor Address: Hastings Deering</td>
</tr>
<tr>
<td>10:46am</td>
<td>Resources for Mayors</td>
</tr>
<tr>
<td></td>
<td>Glen Beckett, General Manager, Assist, LGAQ</td>
</tr>
<tr>
<td>11:14am</td>
<td>Sponsor Address: LGIAsuper</td>
</tr>
<tr>
<td>11:15am</td>
<td>Panel Discussion: 125+ Years of Local Government Experience and Here to Help</td>
</tr>
<tr>
<td></td>
<td>Warwick Agnew, Director-General, Department of Local Government, Racing and Multicultural Affairs</td>
</tr>
<tr>
<td></td>
<td>Tim Fynes-Clinton, Managing Director, King &amp; Company</td>
</tr>
<tr>
<td></td>
<td>Sarah Buckler PSM, General Manager, Advocate, LGAQ</td>
</tr>
<tr>
<td></td>
<td>Glen Beckett, General Manager, Assist, LGAQ</td>
</tr>
<tr>
<td></td>
<td>Tony Goode, Workforce Strategy Executive, LGAQ</td>
</tr>
<tr>
<td></td>
<td>*Includes live Q&amp;A</td>
</tr>
<tr>
<td>12:00pm</td>
<td>Close</td>
</tr>
</tbody>
</table>

**Registration (GST inclusive)**

Full registration: $770 (per council)
Covers Mayor, Deputy Mayor and CEO

Click here to register

Or register online at [www.lgaq.asn.au](http://www.lgaq.asn.au) via the Events tab on the homepage.

**Enquiries**

Please contact our members hotline: 1300 542 700 or email ask@lgaq.asn.au
12 DECISION ACTION REPORTS - CLOSED SESSION

12.1 Disposal of Lot 11 on DSN867 (property known as Kingower) ..... approx 30 - 40 mins

CLOSED SESSION REPORT

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

(e) contracts proposed to be made by it;

13 DISCUSSION REPORTS

13.1 Nil reports
14 INFORMATION REPORTS

14.1 Communities

14.1.1 Nil reports
14.2 Corporate Services

14.2.1 Monthly Finance Report - April 2020 ..... approx 20 mins

INFORMATION REPORT

Date: 27 May 2020
Presentation Duration: Approx. 20 minutes
To: General Council Meeting
Author: Helen Kirby, Acting Manager Finance
Authorising Officer: Margaret Gatt, General Manager Corporate Services
File Reference: 1529022
Presented for: Information

ATTACHMENTS:
Attachment 4 – W4Q Project Details

PURPOSE:
This report provides a snapshot of council’s financial performance against budget as at 30 April 2020. The year to date (YTD) operating results show a deficit of $8.857 million against a forecast deficit of $7.108 million.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council receive the monthly financial report for the period ended 30 April 2020.

REPORT:

Background
This report provides a snapshot of council’s financial performance against budget as at 30 April 2020. The year to date (YTD) operating result shows a deficit of $8.857 million against a forecast deficit of $7.108 million.

This report reviews YTD balances to Budget Review 2 (BR2) budget which was the adopted budget as at 30 April. A third review of the budget, Budget Review 3 (BR3) has been completed, however was not adopted by Council until 13 May 2020. The May 2020 YTD results will be reported against BR3.

While operating revenue is $4.795 million under budget at the end of April, operating expenditure is tracking behind budget by $3.046 million for the same period. This report discusses in detail the main drivers contributing to these variances.

Council’s operating position at the end of April reflects the impact of the COVID-19 pandemic. Revenue from the Emerald Airport operations is below budget by $636k and the record low cash rate set by the Reserve Bank of Australia has reduced forecast interest returns on cash balances by approximately $1.535 million. These financial impacts were included as part of the formulation of Budget Review 3 (BR3).
The COVID-19 pandemic gives rise to new and rapidly changing conditions that Council has not previously encountered. Initial reviews of the impact to the operating and capital budgets were undertaken as part of BR3 resulting in significant budget adjustments. Additional reviews of these estimates will be conducted as part of Budget Review 4 (BR4) and it is expected that there may be further adjustments made to the forecast operating position.

**Discussion/Current issue**

The purpose of this report is to provide a monthly update on Council’s overall financial position in accordance with Section 204 of the *Local Government Regulation 2012*.

The Financial Report compares actual performance to date with Council’s adopted budget for 2019-2020 and identifies significant variances, or areas of concern. It also provides information about additional areas of financial interest to Council and reinforces sound financial management practices throughout the organisation. This information is provided through three key statements that explain the operating position, financial position and cash flows of Council.

This financial report includes the following key statements:

1. Statement of Comprehensive Income (operating income and expenses)
2. Statement of Financial Position (balance sheet)

A detailed analysis of capital works expenditure against budget is also provided as part of the report.

1. **Statement of Comprehensive Income for the period 30 April 2020**

A Statement of Comprehensive is provided in Attachment 1. This report is a detailed operating statement and shows the income and expenses of council during the reporting period. An operating deficit of $8.857 million is reported for the period ended 30 April 2020.

A summary Operating Statement is provided below which compares the YTD actual operating deficit to the YTD budgeted deficit of $7.108 million.

<table>
<thead>
<tr>
<th>Summary Operating Statement - For the Period Ended April 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>YTD Actual $000’s</strong></td>
</tr>
<tr>
<td>Operating Revenue</td>
</tr>
<tr>
<td>Operating Expenses</td>
</tr>
<tr>
<td><strong>Earnings before Interest, Tax and Depreciation (EBITD)</strong></td>
</tr>
<tr>
<td>Interest Expense</td>
</tr>
<tr>
<td>Depreciation</td>
</tr>
<tr>
<td><strong>Operating Result (excluding Capital revenue and expenditure)</strong></td>
</tr>
</tbody>
</table>

*Current Budget refers to Adopted Budget Review 2 2019/20*

**Operating Revenue**

The Operating Statement above reports a below budget variance for operating revenue of $4.795 million. The major categories of operating revenue are shown graphically below, with a comparison of the YTD actual results to the YTD budget. A summary of the key drivers of the larger variances in the major revenue categories is also provided below.
N.B. internal overhead allocation has been excluded

<table>
<thead>
<tr>
<th>Revenue Category</th>
<th>Result</th>
<th>Comment on Significant Variances</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees, Charges and Rental Income</td>
<td>$331k unfavourable variance (77.96% received of annual budget)</td>
<td>Waste:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- ($230k unfavourable variance). Variance relates to refuse disposal fees budget increase at BR2 recognise internal waste dumping income. This revenue has not continued to trend as high into quarter 3 and as a result the variance is likely to remain. An adjustment will be made at BR4 to reflect this downwards trend to the end of June.</td>
</tr>
<tr>
<td>Ranger Services</td>
<td></td>
<td>Ranger Services:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- ($101k unfavourable variance). Variance relates to a reduction in revenue from dog registrations fees. The original budget for dog registrations was set with the intention of rolling out an approved inspection program, however, as this program was not implemented this financial year the forecast revenue from fees has been impacted. A reduction was made at BR3 to reflect this reduction in forecast revenue to the end of June.</td>
</tr>
<tr>
<td>Sales of Goods and Major Services</td>
<td>$714k favourable variance (82.54% received of annual budget)</td>
<td>Customer &amp; Commercial Services:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Quarry and Saleyards: ($1.340m favourable variance). Stronger than anticipated Quarry and Saleyards revenue has been generated to the end of April 2020. An adjustment was made at BR3 to reflect this increased activity and as a result of the recent sale of the Shepton quarry operations a further review of the revenue forecast will be performed as part of BR4.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Airport ($636k unfavourable variance). Airport revenue from landing fees, passenger head tax and security screening are under budget at the end of April due to the impact of Covid-19. Forecasts were adjusted in BR3 to reflect an anticipated reduction of 35% in revenue to the end of the financial year.</td>
</tr>
<tr>
<td>Contract &amp; Recoverable Works</td>
<td>$2.128m unfavourable variance (61.82% received of annual budget)</td>
<td>Infrastructure:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Technical Services ($873k unfavourable variance). This variance reflects Regional Jobs and Investment Packages (RJIP) funding of $900k that is due to be received by the end of this financial year for the Central Queensland Inland Port (CQIP) development.</td>
</tr>
</tbody>
</table>
### Revenue Category

<table>
<thead>
<tr>
<th>Result</th>
<th>Comment on Significant Variances</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The classification of this revenue was amended as part of BR3 from contract and recoverable works to grant revenue.</td>
</tr>
<tr>
<td></td>
<td>- RMPC ($1.338m unfavourable variance). The full schedule of planned works is expected to be completed by 30 June when invoicing will be finalised. The delays earlier in the year due to lack of useable water together with recent works yet to be invoiced give rise to this variance. Actual revenue is expected to achieve the full year budget by the end of the financial year and this variance is consistent with the underspend in recoverable works expenditure.</td>
</tr>
</tbody>
</table>

#### Investment Income

$1.535m unfavourable variance (45.37% received of annual budget)

Corporate Revenue and Expenses:
- ($1.535m unfavourable variance). The significant decline in the Reserve Bank of Australia (RBA) cash rate has impacted forecast returns on invested cash balances. The cash rate has reduced from 1.5% to 0.25% over the financial year. An adjustment was made at BR3 to reflect this impact and further revisions will be considered as part of BR4.
- The extension of the due date for the second half rate levy in response to the COVID-19 pandemic has impacted cashflows further reducing interest revenue at the end of April. It is expected that the delay in the issue of the second half water notice will also have an impact on investment returns.

#### Sale Proceeds from Developed Land

$1.344m unfavourable variance) (0.00% received of annual budget)

Customer and Commercial Services:
- ($1.344m unfavourable variance). It is expected that council will not dispose of any of the developed land blocks this financial year. An adjustment was made at BR3 to remove the forecast sales revenue.

### Operating Expenses

The Operating Statement shown above reports a year to date below budget variance for operating expenditure, before interest and depreciation, of $2.958 million (or $3.046 million after these costs are included). The major categories of operating expenditure are shown graphically below, with a comparison of the YTD actual results to the YTD budget. A summary of the key drivers of the larger variances in the major expenditure categories is also provided below.

#### Operating Expenses

**Actual v Budget April 2020**

<table>
<thead>
<tr>
<th></th>
<th>Depreciation</th>
<th>Employee Costs</th>
<th>Finance Costs</th>
<th>Goods and Services</th>
<th>Cost of Developed Land Sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>YTD Budget 2019/20 (5m)</td>
<td>$30.46</td>
<td>$35.10</td>
<td>$2.92</td>
<td>$50.66</td>
<td>$1.12</td>
</tr>
<tr>
<td>YTD Actual 2019/20 (5m)</td>
<td>$30.46</td>
<td>$35.77</td>
<td>$2.83</td>
<td>$48.36</td>
<td>$0.00</td>
</tr>
<tr>
<td>Variance (%)</td>
<td>0.0%</td>
<td>-1.3%</td>
<td>3.0%</td>
<td>4.6%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Variance ($)</td>
<td>$-</td>
<td>$468,918</td>
<td>$588,161</td>
<td>$52,307,007</td>
<td>-$1,119,998</td>
</tr>
</tbody>
</table>

*N.B. Internal overhead allocation has been excluded*
<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Result</th>
<th>Comment on Significant Variances</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Costs</td>
<td>$469k unfavourable variance (84.92% of the annual budget expended)</td>
<td>The scheduling of planned operating and capital works has impacted the YTD labour costs at the end of April. It is expected that capital employee costs will increase over the next two months as capital projects are completed, which will shift costs from operating to capital. A review is currently being undertaken to ensure the correct allocation of capital and operating labour costs has been reflected to date. Overtime is currently overbudget at the end of April and an adjustment has been made at BR3 to reflect this increase with a further review to be considered as part of BR4.</td>
</tr>
</tbody>
</table>
| Materials and Services | $2.307m favourable variance (79.77% of the annual budget expended) | Customer & Commercial Services ($1.181m unfavourable variance):  
  - The variance reflects an increase in activity in the Quarry and Saleyards businesses, which is consistent with the increase in the YTD revenue earned. Adjustments were made at BR3 to reflect the impact of this increased activity and as a result of the recent sale of the Shepton quarry operations a further review of the expenditure forecast will be performed as part of BR4.  
  Asset Management ($398k favourable variance):  
  - Variance relates to an underspend in fleet operating expenses as a result of a reduction in the number of Fleet vehicle. A reduction of $115k was reflected at BR3 to reflect this underspend.  
  Governance ($157k favourable variance):  
  - This underspend relates to the timing of internal audit activities and the current under-utilisation of external legal services.  
  Information Services ($543k favourable variance):  
  - This variance relates to the phasing of the Consultants and Software budget. This phasing was adjusted as part of BR3 including a $90k reduction in forecast expenditure. A review of this forecast will be conducted as part of BR4.  
  Infrastructure & Utilities ($1.953m favourable variance):  
  - Overall variance is due to the reduced spend on contractors across all work activities within the directorate as a result of water shortages impacting the completion of planned works throughout the year. Local rain has resulted in works now moving closer to the original schedule and the underspend on contractors has reduced. This is reflected in a movement of $134k from the previous month.  
  - The level of expenditure commitments across the below two departments within the Infrastructure and Utilities Directorate, indicates that actual expenditure should continue to move more in line with budget over the remainder of the financial year.  
  - Technical Services - currently showing an underspend |
of $625k related to the delay in work undertaken by the Central Queensland Inland Port project (CQIP). $900k will be paid to CQIP upon receipt of the Regional Jobs and Investment Packages (RJIP) grant funds.

- External works (RMPC) - currently showing an underspend of $1.136m related to the delay in the delivery of Department of Main Roads contract works. The schedule of RMPC works is expected to be completed by 30 June as budgeted. This underspend is consistent with the delay in recoverable works revenue.

| Costs of Developed Land Sold | $1.120m favourable variance (0% of the annual budget expended) | Customer and Commercial Services ($1.120m favourable variance):
|                            |                                                                 | - It is expected that council will not dispose of any of the developed land blocks this financial year. An adjustment was made at BR3 to remove the forecast cost of goods sold expenditure. This treatment is consistent with the forecast sales revenue. |
**Employee Costs**

Employee costs are monitored closely each month. The graph below shows the year to date salary and wages costs, including oncost, and illustrates how this expenditure is tracking against the YTD budget and the full year budget. Overtime and labour costs allocated to capital works are included in this analysis, however non-wage employee type costs, such as staff training, have been excluded.

Total actual YTD operating salary and wages costs of $32.955 million (including overtime), compares to a YTD budget of $32.373 million. Actual capital YTD wages costs of $2.342 million (including overtime), compares to a YTD budget of $3.390 million.

The scheduling of planned operating and capital works has impacted the operating YTD labour costs at the end of April. It is expected that capital employee costs will increase over the next two months as capital projects are completed, which will shift costs from operating to capital. A review is currently being undertaken to ensure the correct allocation of capital and operating labour costs has been reflected to date.

---

### Wages and Salaries (Whole of Council)

**Actual v Budget as at 30 April 2020**

<table>
<thead>
<tr>
<th></th>
<th>Current Year Budget (BR2)</th>
<th>YTD Budget (BR2)</th>
<th>YTD Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>19/20 Capital Wages (Incl Oncosts)</td>
<td>4,099,868</td>
<td>3,390,272</td>
<td>2,342,087</td>
</tr>
<tr>
<td>19/20 Operating Salaries &amp; Wages (Incl Oncosts)</td>
<td>39,209,766</td>
<td>32,373,396</td>
<td>32,955,288</td>
</tr>
</tbody>
</table>

*Note: the above graph does not include non-wages and salary type expenditure (such as staff training, FBT, payroll tax, councillor remuneration) that form part of Councils’ total employee cost budget*

The graph below extracts the overtime costs from the total salary and wages expenditure above. Operating overtime costs are currently tracking above the YTD budget, while capital overtime is reasonably in line with the YTD budget. An adjustment has been made at BR3 to reflect the increase in operating overtime expenditure and a further adjustment will be considered as part of BR4. A review is currently being undertaken to ensure the correct allocation of capital and operating labour costs has been reflected to date.
2. Statement of Financial Position as at 30 April 2020

A Statement of Financial Position is provided in Attachment 2. This statement is a detailed balance sheet and shows the financial position of council at 30 April 2020. It is comprised of three main components, assets, liabilities and community equity. The attached balance sheet indicates that council is in a sound financial position.

3. Statement of Cash Flows for the period ended 30 April 2020

A Statement of Cash Flows is provided in Attachment 3. This statement shows Council’s expected cash balance at the close of the financial year of $102.735 million, compared with the actual YTD cash flows. Council’s actual cash position remains sound with a balance of $88.376 million as at the end of April, held predominately in a combination of fixed term deposits and at call accounts. Cash holdings are expected to increase over the next month with the second half rate levy due for payment on 7 May 2020. Approved loan borrowings of $13.000 million for the Emerald Airport Runway Overlay project will also be drawn down by the end of June.
Rates and Water Debtors

System constraints associated with the transition to the new Technology One software, is currently limiting the ability to accurately report rate and water arrears.

Estimated arrears for rates and water debtors stands at $4 million as at the end of April 2020. This total comprises estimated water arrears of $1.3 million and estimated rate arrears of $2.7 million.

The majority of the second half rate levy for 2019-20 was issued on 4 March 2020. In consideration of the financial impact of the COVID-19 pandemic on ratepayers, the due date of the levy was extended to 7 May 2020 to allow a 60-day payment period.

The water arrears balance relates to the first half water levy that was issued in October 2019. The second half water levy for this financial year will be issued in May 2020. A 60-day payment period will also be provided to ratepayers when the levy is issued.

Financial Impact of COVID-19 Pandemic

COVID-19 gives rise to new and rapidly changing conditions that Council has not previously encountered, making it essential that the impacts of this pandemic on operating and capital budget forecasts are continually monitored. Where possible, all costs and financial losses associated with the pandemic are being captured in the financial system to facilitate accurate and timely reporting.

Financial losses and expenditure incurred to the end of April as a direct result of COVID-19 include:

- **Interest Revenue:**
  At the end of April interest revenue was below budget by $1.535m. The record low cash rate of 0.25% set by the Reserve Bank of Australia in response to the pandemic has had a significant impact on forecast returns. The delay in the timing of cashflows from the extension of the second half rate levy by an additional 30 days to 7 May 2020, has also contributed to this reduction and it is expected that the delay in the issue of the second half water levy and the extended 60 day payment terms will further impact interest revenue to the end of the financial year.

- **Emerald Airport:**
  Airport revenue to the end of April 2020 is under the YTD budget by $636k due to reductions in security screening, passenger head tax, landing fees and car parking fees, as a result of restrictions in air travel to and from the region. Additional expenditure of $4.5k has been incurred in relation to membership of the Regional Aviation Association of Australia to ensure advocacy from the regional association during the pandemic.

- **Facilities:**
  Revenue losses as a result of closure of halls and facilities total approximately $70k to the end of April and increased cleaning practices for council offices and facilities has resulted in additional contractor expenditure of approximately $55k being incurred.

- **Workplace Health and Safety:**
  Additional expenditure of approximately $7k has been incurred for the purchase of cleaning and sanitising products, including a briefing session conducted by Kinnect for the critical businesses of waste, water and sewerage on the risks of a pandemic.

- **Community Events:**
  Due to the restrictions put in place by the State Government, the Carnarvon Creates Project was cancelled, requiring refunds and reimbursements to be made to participants and facilitators by the Connected Communities section. This project was due to be run over the weekend of 26 March 2020. Currently the total expense as at April is $25.4k which will be shared with Central Queensland University. When finalised it is expected that the financial loss to Council will be approximately $12.5k.
Capital Projects

Total capital expenditure, including commitments, is $60.447 million for the period ending 30 April 2020. This result represents a total YTD budget spend of 81% and compared to the full year adopted BR2 budget of $74.450 million. The capital budget was reviewed as part of the third budget review process that was adopted on 13 May 2020, and the YTD May results will be reported against BR3.

<table>
<thead>
<tr>
<th>Department</th>
<th>Original Budget Including BR2 2019/20</th>
<th>Actual Expenses YTD</th>
<th>Committed Expenses</th>
<th>Total Actuals + Commitments</th>
<th>% Budget Spend</th>
<th>% Budget Spend + Committed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Recreation and Facilities</td>
<td>7,743,116</td>
<td>4,330,325</td>
<td>3,155,097</td>
<td>7,475,422</td>
<td>50%</td>
<td>58%</td>
</tr>
<tr>
<td>Connected Communities</td>
<td>134,453</td>
<td>92,505</td>
<td>(146)</td>
<td>55,595</td>
<td>80%</td>
<td>73%</td>
</tr>
<tr>
<td>Planning &amp; Environment</td>
<td>2,671,886</td>
<td>1,578,095</td>
<td>252,306</td>
<td>2,130,401</td>
<td>82%</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Total Communities</strong></td>
<td><strong>10,555,135</strong></td>
<td><strong>6,298,326</strong></td>
<td><strong>3,468,883</strong></td>
<td><strong>9,693,009</strong></td>
<td><strong>60%</strong></td>
<td><strong>62%</strong></td>
</tr>
<tr>
<td>Corporate Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Services &amp; GIS</td>
<td>3,741,000</td>
<td>2,731,596</td>
<td>481,430</td>
<td>3,212,987</td>
<td>73%</td>
<td>86%</td>
</tr>
<tr>
<td>Asset Management</td>
<td>8,791,270</td>
<td>4,443,426</td>
<td>2,925,578</td>
<td>7,369,926</td>
<td>87%</td>
<td>82%</td>
</tr>
<tr>
<td><strong>Total Corporate Services</strong></td>
<td><strong>12,532,270</strong></td>
<td><strong>7,175,022</strong></td>
<td><strong>5,367,008</strong></td>
<td><strong>10,582,913</strong></td>
<td><strong>90%</strong></td>
<td><strong>93%</strong></td>
</tr>
<tr>
<td>Infrastructure and Utilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency, Management &amp; Volunteer Services</td>
<td>134,560</td>
<td>73,175</td>
<td>109,051</td>
<td>222,226</td>
<td>81%</td>
<td>165%</td>
</tr>
<tr>
<td>Flood Mitigation</td>
<td>752,629</td>
<td>546,211</td>
<td>193,718</td>
<td>739,928</td>
<td>73%</td>
<td>98%</td>
</tr>
<tr>
<td>Water</td>
<td>4,623,005</td>
<td>1,338,275</td>
<td>2,832,535</td>
<td>4,171,510</td>
<td>25%</td>
<td>93%</td>
</tr>
<tr>
<td>Waste Water</td>
<td>2,743,228</td>
<td>1,715,157</td>
<td>825,112</td>
<td>1,940,269</td>
<td>71%</td>
<td>71%</td>
</tr>
<tr>
<td>Roads including NDFRA</td>
<td>21,581,697</td>
<td>9,597,072</td>
<td>4,764,797</td>
<td>14,365,869</td>
<td>45%</td>
<td>68%</td>
</tr>
<tr>
<td>Stormwater</td>
<td>532,500</td>
<td>287,622</td>
<td>1,126</td>
<td>396,796</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td>Bridges &amp; Culverts</td>
<td>505,444</td>
<td>86,574</td>
<td>735,238</td>
<td>824,812</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Total Infrastructure and Utilities</strong></td>
<td><strong>31,233,453</strong></td>
<td><strong>13,576,070</strong></td>
<td><strong>3,451,207</strong></td>
<td><strong>23,027,844</strong></td>
<td><strong>43%</strong></td>
<td><strong>74%</strong></td>
</tr>
<tr>
<td>Customer and Commercial Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>1,065,268</td>
<td>554,334</td>
<td>76,221</td>
<td>1,030,554</td>
<td>97%</td>
<td>97%</td>
</tr>
<tr>
<td>Land</td>
<td>500,000</td>
<td>267,789</td>
<td>-</td>
<td>267,789</td>
<td>51%</td>
<td>51%</td>
</tr>
<tr>
<td>Airport</td>
<td>17,885,822</td>
<td>15,740,467</td>
<td>1,177,033</td>
<td>16,917,490</td>
<td>77%</td>
<td>87%</td>
</tr>
<tr>
<td>Garbage</td>
<td>10,383</td>
<td>10,383</td>
<td></td>
<td>10,383</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Council Housing</td>
<td>600,000</td>
<td>210,074</td>
<td>313,500</td>
<td>523,502</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Total Customer and Commercial Services</strong></td>
<td><strong>20,119,232</strong></td>
<td><strong>15,104,596</strong></td>
<td><strong>2,176,842</strong></td>
<td><strong>17,361,260</strong></td>
<td><strong>75%</strong></td>
<td><strong>86%</strong></td>
</tr>
<tr>
<td><strong>Total Council</strong></td>
<td><strong>21,164,385</strong></td>
<td><strong>15,670,064</strong></td>
<td><strong>2,176,842</strong></td>
<td><strong>18,144,804</strong></td>
<td><strong>81%</strong></td>
<td><strong>81%</strong></td>
</tr>
</tbody>
</table>
Works for Queensland

The total current budget for the Works for Queensland (W4Q) program of works is $3.67 million which will be spent over the 2020 and 2021 financial years. A total of $2.50 million in W4Q grant funding will be applied to fund these projects with 50% of the grant received in 2018-19 and the remaining $1.25 million to be received over the 2020 and 2021 financial years. Council is budgeted to contribute $1.17 million across these projects. Twelve projects have been approved under the W4Q program and to date all projects have commenced with three already completed. Where a project is over budget, savings will be identified within the W4Q program so that additional contributions from council will not be required.

The attached table lists the individually approved projects and their current status (refer attachment 4).

SUMMARY:

This report provides a snapshot of council’s financial performance against budget as at 30 April 2020. The year to date (YTD) operating result shows a deficit of $8.857 million against a forecast deficit of $7.108 million.

This report reviews YTD balances to Budget Review 2 (BR2) budget which was the adopted budget as at 30 April. A third review of the budget, Budget Review 3 (BR3) has been completed, however was not adopted by Council until 13 May 2020. The May 2020 YTD results will be reported against BR3.

While operating revenue is $4.795 million under budget at the end of April, operating expenditure is tracking behind budget by $3.046 million for the same period. This report discusses in detail the main drivers contributing to these variances.

Total capital expenditure including commitments, is $60.447 million at the end of April 2020, which represents a total YTD budget spend of 81%.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
5. Leadership and Governance.
5.4 - Corporate Plan Strategy: Financial sustainability
5.4.2 - Ensure the long-term financial sustainability of the region through prudent financial management and budgeting.

Budget/Financial/Resourcing:
The profiling of monthly income and expenditure is continually reviewed to provide more meaningful measures of performance throughout the year. At least three reviews of both the operating and capital budgets are performed during the year.

Communication/Engagement:
The monthly financial report is prepared in consultation with members of the management team.

Risk Assessment:
Regular reporting and review of Council’s financial position and performance provides the financial information needed to make sound financial decisions. The provision of this information creates a robust framework of financial responsibility within council to ensure the sound long-term financial management of council’s operations.

Council staff monitor the current economic conditions from the global to the local level in order to provide the best possible advice and information for decision making. Changes in the external operating regulatory environment may impact the timing and quality of the information presented.

The full financial impacts of the COVID-19 pandemic have been quantified and reported.
Timings/Deadlines:
In accordance with Section 204 of the Local Government Regulation 2012, a financial report is to be presented to Council on at least a monthly basis.

Conflict of Interest Declaration:
Council officers contributing to the preparation and approval of this report have no conflicts of interest to declare.

Human Rights Impact:
No

Alternatives Considered:
Not applicable

- END OF REPORT -
Central Highlands Regional Council

Statement of Comprehensive Income
For the period ended 30 April 2020

<table>
<thead>
<tr>
<th></th>
<th>Current Adopted Budget</th>
<th>Current Adopted Budget</th>
<th>Original Adopted Budget</th>
<th>Budget Utilised to</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>YTD</td>
<td>FY</td>
<td>YTD</td>
<td>FY</td>
</tr>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>%</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rates, levies and charges</td>
<td>77,545,115</td>
<td>77,585,054</td>
<td>92,446,740</td>
<td>92,604,904</td>
</tr>
<tr>
<td>Fees and charges</td>
<td>3,682,933</td>
<td>4,021,615</td>
<td>4,782,620</td>
<td>3,289,851</td>
</tr>
<tr>
<td>Sale of Goods and Major Services</td>
<td>13,574,875</td>
<td>12,860,232</td>
<td>16,445,590</td>
<td>14,018,632</td>
</tr>
<tr>
<td>Sales of Contract &amp; Recoverable Works</td>
<td>4,837,564</td>
<td>6,965,790</td>
<td>7,825,000</td>
<td>7,225,000</td>
</tr>
<tr>
<td>Rental income</td>
<td>934,504</td>
<td>927,470</td>
<td>1,140,540</td>
<td>1,140,541</td>
</tr>
<tr>
<td>Interest received</td>
<td>1,836,449</td>
<td>3,371,673</td>
<td>4,047,549</td>
<td>4,047,548</td>
</tr>
<tr>
<td>Other income</td>
<td>474,629</td>
<td>761,281</td>
<td>1,199,290</td>
<td>979,494</td>
</tr>
<tr>
<td>Grants, subsidies, contributions and donations</td>
<td>5,466,732</td>
<td>5,310,687</td>
<td>11,905,360</td>
<td>14,288,223</td>
</tr>
<tr>
<td>Sale proceeds of developed land</td>
<td>-</td>
<td>1,344,002</td>
<td>1,344,000</td>
<td>1,344,000</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>108,352,802</td>
<td>113,147,804</td>
<td>141,136,689</td>
<td>138,938,193</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee benefits</td>
<td>35,567,472</td>
<td>35,098,524</td>
<td>41,882,135</td>
<td>41,721,762</td>
</tr>
<tr>
<td>Materials and services</td>
<td>48,356,511</td>
<td>50,663,518</td>
<td>60,617,930</td>
<td>58,356,592</td>
</tr>
<tr>
<td>Finance costs</td>
<td>2,828,247</td>
<td>2,916,408</td>
<td>3,311,111</td>
<td>3,311,111</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>30,457,670</td>
<td>30,457,670</td>
<td>36,563,809</td>
<td>36,563,809</td>
</tr>
<tr>
<td>Cost of developed land sold</td>
<td>-</td>
<td>1,119,998</td>
<td>1,120,000</td>
<td>1,120,000</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>117,209,900</td>
<td>120,256,128</td>
<td>143,494,985</td>
<td>141,073,274</td>
</tr>
<tr>
<td><strong>Operating Result of Council - surplus/(deficit)</strong></td>
<td>(8,857,098)</td>
<td>(7,108,324)</td>
<td>(2,358,296)</td>
<td>(2,135,081)</td>
</tr>
<tr>
<td><strong>Capital Income and Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Capital Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants, subsidies, contributions and donations</td>
<td>8,115,820</td>
<td>8,455,220</td>
<td>11,227,832</td>
<td>9,709,213</td>
</tr>
<tr>
<td>Other capital income</td>
<td>-</td>
<td>-</td>
<td>1,076,240</td>
<td>1,076,240</td>
</tr>
<tr>
<td>Gain/(Loss) on sale of property, plant &amp; equipment</td>
<td>128,391</td>
<td>249,900</td>
<td>300,000</td>
<td>300,000</td>
</tr>
<tr>
<td><strong>Total Capital Income</strong></td>
<td>8,244,211</td>
<td>8,705,120</td>
<td>12,604,072</td>
<td>11,085,453</td>
</tr>
<tr>
<td><strong>Capital Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other capital expenses</td>
<td>-</td>
<td>-</td>
<td>1,000,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td><strong>Net Capital Income</strong></td>
<td>8,244,211</td>
<td>8,705,120</td>
<td>11,604,072</td>
<td>10,085,453</td>
</tr>
<tr>
<td><strong>Net Result for the Year - surplus/(deficit)</strong></td>
<td>(612,887)</td>
<td>1,596,796</td>
<td>9,245,776</td>
<td>7,950,372</td>
</tr>
</tbody>
</table>

Current Budget refers to Adopted Budget Review 2
## Central Highlands Regional Council

### Statement of Financial Position

As at 30 April 2020

<table>
<thead>
<tr>
<th></th>
<th>Actual YTD $</th>
<th>Current Budget FY $</th>
<th>Adopted Original Budget FY $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>88,376,076</td>
<td>102,734,780</td>
<td>97,568,752</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>30,192,609</td>
<td>11,236,815</td>
<td>11,056,611</td>
</tr>
<tr>
<td>Inventories</td>
<td>8,465,182</td>
<td>8,440,000</td>
<td>8,775,000</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>127,033,867</td>
<td>122,411,595</td>
<td>117,400,363</td>
</tr>
<tr>
<td><strong>Non Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>233,570</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Equity investments</td>
<td>19,033</td>
<td>19,000</td>
<td>19,000</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>1,484,367,180</td>
<td>1,536,610,275</td>
<td>1,518,873,714</td>
</tr>
<tr>
<td><strong>Total Non Current Assets</strong></td>
<td>1,484,619,783</td>
<td>1,536,629,275</td>
<td>1,518,892,714</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>1,611,653,650</td>
<td>1,659,040,870</td>
<td>1,636,293,077</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>15,104,856</td>
<td>12,776,622</td>
<td>12,478,913</td>
</tr>
<tr>
<td>Borrowings</td>
<td>849,748</td>
<td>5,217,404</td>
<td>5,217,773</td>
</tr>
<tr>
<td>Provisions</td>
<td>5,723,977</td>
<td>4,338,000</td>
<td>4,338,000</td>
</tr>
<tr>
<td>Other</td>
<td>177</td>
<td>1,050,000</td>
<td>368,000</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>21,678,758</td>
<td>23,382,026</td>
<td>22,402,686</td>
</tr>
<tr>
<td><strong>Non Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>-</td>
<td>56,000</td>
<td>56,000</td>
</tr>
<tr>
<td>Borrowings</td>
<td>54,667,015</td>
<td>17,089,000</td>
<td>13,329,000</td>
</tr>
<tr>
<td>Provisions</td>
<td>15,682,968</td>
<td>62,572,952</td>
<td>62,566,234</td>
</tr>
<tr>
<td><strong>Total Non Current Liabilities</strong></td>
<td>70,349,983</td>
<td>79,717,952</td>
<td>75,951,234</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>92,028,742</td>
<td>103,099,978</td>
<td>98,353,920</td>
</tr>
<tr>
<td><strong>Net Community Assets</strong></td>
<td>1,519,624,908</td>
<td>1,555,940,892</td>
<td>1,537,939,157</td>
</tr>
<tr>
<td><strong>Community Equity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asset revaluation surplus</td>
<td>500,232,189</td>
<td>526,689,120</td>
<td>503,457,940</td>
</tr>
<tr>
<td>Retained surplus / (deficiency)</td>
<td>1,020,005,606</td>
<td>1,020,005,996</td>
<td>1,026,530,845</td>
</tr>
<tr>
<td>Current year net earnings</td>
<td>(612,888)</td>
<td>9,245,776</td>
<td>7,950,372</td>
</tr>
<tr>
<td><strong>Total Community Equity</strong></td>
<td>1,519,624,908</td>
<td>1,555,940,892</td>
<td>1,537,939,157</td>
</tr>
</tbody>
</table>

*Current Budget refers to Adopted Budget Review 2*
Attachment 3

**CENTRAL HIGHLANDS REGIONAL COUNCIL**

**Statement of Cash Flows**

For the period ended 30 April 2020

<table>
<thead>
<tr>
<th></th>
<th>Total Council Actual YTD</th>
<th>Current* Budget Full Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>April $</td>
<td>Full Year $</td>
</tr>
<tr>
<td><strong>Cash flows from operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts from Customers</td>
<td>95,198,576</td>
<td>132,588,054</td>
</tr>
<tr>
<td>Operating grants, subsidies and contributions</td>
<td>5,466,732</td>
<td>12,556,271</td>
</tr>
<tr>
<td>Interest received</td>
<td>1,836,449</td>
<td>4,047,545</td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments to suppliers and employees</td>
<td>( 96,515,906)</td>
<td>( 112,482,901)</td>
</tr>
<tr>
<td>Interest expense</td>
<td>( 2,504,097)</td>
<td>( 2,994,653)</td>
</tr>
<tr>
<td><strong>Net cash inflow (outflow) from operating activities</strong></td>
<td>3,481,755</td>
<td>33,714,316</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments for property, plant and equipment</td>
<td>( 43,447,943)</td>
<td>( 74,450,145)</td>
</tr>
<tr>
<td>Grants, subsidies, contributions and donations</td>
<td>8,880,107</td>
<td>11,227,832</td>
</tr>
<tr>
<td>Proceeds from Sale of property, plant and equipment</td>
<td>128,391</td>
<td>500,000</td>
</tr>
<tr>
<td><strong>Net cash inflow (outflow) from investing activities</strong></td>
<td>( 34,439,446)</td>
<td>( 62,590,073)</td>
</tr>
<tr>
<td><strong>Cash flows from financing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from borrowings</td>
<td>-</td>
<td>13,000,000</td>
</tr>
<tr>
<td>Repayment of borrowings</td>
<td>( 3,544,656)</td>
<td>( 4,267,464)</td>
</tr>
<tr>
<td><strong>Net cash inflow (outflow) from financing activities</strong></td>
<td>( 3,544,656)</td>
<td>8,732,536</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in cash and cash equivalents held</strong></td>
<td>( 34,502,347)</td>
<td>( 20,143,221)</td>
</tr>
<tr>
<td>Cash and cash equivalents (including investments) at beginning of the financial ye</td>
<td>122,878,423</td>
<td>122,878,000</td>
</tr>
<tr>
<td>Cash and cash equivalents (including investments) at end of the period</td>
<td>88,376,076</td>
<td>102,734,779</td>
</tr>
</tbody>
</table>

*Current Budget refers to the Adopted Budget Review 2 2019/20*
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Communities</td>
<td>Dingo Hall Kitchen Upgrade</td>
<td>60,000</td>
<td>47,500.00</td>
<td>107,500</td>
<td>12,744</td>
<td>106,204</td>
<td>118,547</td>
<td>-</td>
<td>11,447</td>
</tr>
<tr>
<td>Communities</td>
<td>Springsure Sportsfield irrigation replacement</td>
<td>220,000</td>
<td>-</td>
<td>220,000</td>
<td>197,186</td>
<td>25,101</td>
<td>222,288</td>
<td>-</td>
<td>2,288</td>
</tr>
<tr>
<td>Communities</td>
<td>McIndoe Park Sportsground Lighting upgrades</td>
<td>700,000</td>
<td>-</td>
<td>700,000</td>
<td>80,911</td>
<td>592,015</td>
<td>672,926</td>
<td>27,074</td>
<td>Project is expecting to start in May with an initial meeting held 5 May 2020.</td>
</tr>
<tr>
<td>Communities</td>
<td>Capella Bridgeman Park sportsground lighting upgrades</td>
<td>90,000</td>
<td>310,000.00</td>
<td>400,000</td>
<td>80,040</td>
<td>343,078</td>
<td>423,118</td>
<td>-</td>
<td>23,118</td>
</tr>
<tr>
<td>Communities</td>
<td>Blackwater Hunter Street Sports Complex Netball renewal</td>
<td>350,000</td>
<td>-</td>
<td>350,000</td>
<td>246,809</td>
<td>76,279</td>
<td>323,087</td>
<td>26,913</td>
<td>Project delayed due to COVID restrictions. Project completion late May.</td>
</tr>
<tr>
<td>Communities</td>
<td>Comet Community Electronic Noticeboard</td>
<td>35,000</td>
<td>-</td>
<td>35,000</td>
<td>11,040</td>
<td>41,680</td>
<td>52,720</td>
<td>-</td>
<td>17,720</td>
</tr>
<tr>
<td>Communities</td>
<td>Rolleston Sportsground - new storage shed</td>
<td>40,000</td>
<td>10,000.00</td>
<td>50,000</td>
<td>31,779</td>
<td>10,977</td>
<td>42,757</td>
<td>7,243</td>
<td>Project is underway and is expecting to complete early June.</td>
</tr>
<tr>
<td>Communities</td>
<td>Rolleston Campdraft grounds - clubhouse ceiling and air-conditioning</td>
<td>80,000</td>
<td>-</td>
<td>80,000</td>
<td>75,303</td>
<td>-</td>
<td>75,303</td>
<td>4,697</td>
<td>Project is complete.</td>
</tr>
<tr>
<td>Communities</td>
<td>Shade sail Rubyvale flats</td>
<td>50,000</td>
<td>20,000.00</td>
<td>70,000</td>
<td>25,971</td>
<td>-</td>
<td>25,971</td>
<td>44,029</td>
<td>Project is complete.</td>
</tr>
<tr>
<td>Communities</td>
<td>Emerald Showgrounds Electrical and Lighting - Stage 1</td>
<td>245,000</td>
<td>791,365.00</td>
<td>1,036,365</td>
<td>87,003</td>
<td>766,951</td>
<td>853,953</td>
<td>182,412</td>
<td>Project start date to be advised.</td>
</tr>
<tr>
<td>Communities</td>
<td>Bluff Rugby League Amenities building</td>
<td>550,000</td>
<td>-</td>
<td>550,000</td>
<td>18,930</td>
<td>466,654</td>
<td>485,583</td>
<td>64,417</td>
<td>Project anticipates starting late May.</td>
</tr>
<tr>
<td>Customer &amp; Commercial Services</td>
<td>Concreting of Saleyards Delivery Lanes 3 &amp; 4</td>
<td>80,000</td>
<td>9,000.00</td>
<td>89,000</td>
<td>88,650</td>
<td>-</td>
<td>88,650</td>
<td>350</td>
<td>Project is complete.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>2,500,000</td>
<td>1,187,865</td>
<td>3,687,865</td>
<td>956,365</td>
<td>2,428,937</td>
<td>3,385,303</td>
<td>302,562</td>
<td>Funds will be allocated within the W4Q Program where projects have exceeded budget</td>
</tr>
</tbody>
</table>
14.3 Customer and Commercial Services

14.3.1 Nil reports
14.4 Infrastructure and Utilities

14.4.1 Reconstruction of the Blackwater urban collector streets at the end of their asset life ..... approx 30 mins

INFORMATION REPORT

Date: 27 May 2020
Presentation Duration: Approx. 30 minutes

To: General Council Meeting

Author: Tyronne Meredith, Acting Manager Infrastructure

Authorising Officer: Gerhard Joubert, General Manager Infrastructure and Utilities

Presented for: Information

ATTACHMENTS:
2. DRAFT Blackwater Collector Streets Communication Plan [14.4.1.2 - 5 pages]
3. DRAFT Blackwater Collector Streets Engagement Plan [14.4.1.3 - 4 pages]

PURPOSE:
This report briefs Council on the proposed Blackwater Rehabilitation Program, benefits and savings and the community engagement for the project. The Program proposes a narrower than existing cross section for the reconstruction of the below Blackwater collector streets at the end of their asset life.

- Bauman Way
- Yeates Avenue
- Blain Street
- Welsh Avenue
- Bond Avenue
- Officer Avenue
- Arthur Street

The proposed narrow cross section complies to the minimum requirements of the Capricorn Municipal Development Guidelines, under the Central Highlands Regional Council Planning Scheme 2016 and will provide a similar level of service to the existing cross section given current and forecast future traffic.

The safety benefits to realised with the proposed narrow cross section is:
- a lower perceived speed environment
- a greater compliance to the urban 50kph speed limit
- a reduced risk to residents, pedestrians and cyclist using the streets.

The Blackwater Rehabilitation Program, propose all seven (7) collector streets are to be reconstructed to the new cross section over time, and the program will yield the following savings:
- A $536,000 saving per kilometre during reconstruction, resulting in a total capital expenditure saving of $2.9m.
- A $156,000 per kilometre saving during operations over a 30 year asset life, resulting in an operational expenditure saving of $842,000 over the life of the assets.

Council will proceed with community engagement on the proposed Blackwater Rehabilitation Program.
OFFICER RECOMMENDATION:
That Central Highlands Regional Council receive the proposed Blackwater Rehabilitation Program, benefits and savings.

REPORT:

Background
A significant number of streets in Blackwater are exhibiting signs of pavement failure. In some cases, the sections are isolated, however in most instances they are extensive and of a severity that disallows the use of typical rehabilitation techniques such as cement stabilisation, or asphalt resurfacing.

A Blackwater Rehabilitation Program of work is currently being developed to reconstruct the failing streets, with the focus initially being on streets with the highest traffic volumes. The highest volume streets are typically the collector streets located within the township, namely:
- Bauman Way
- Yeates Avenue
- Blain Street
- Welsh Avenue
- Bond Avenue
- Officer Avenue
- Arthur Street

Blackwater collector streets have historically been constructed to a standard that far exceeds the current Central Highland Regional Council (CHRC) - Capricorn Municipal Development Guidelines (CMDG) minimum requirements making these collector streets more costly to construct and maintain. This over engineering presents poor value for money to Council and as such the design of the collector streets should be reassessed prior to reconstruction.

Refer to Attachment - Blackwater Collector Streets - Business Case Report for the comparison between existing and proposed cross sections.

Discussion/Current issue

Current Configuration

The current configuration of the Blackwater collector streets is typically two (2) lanes each direction with on street parking lanes, there are instances where cycle lanes are provided also. For context, Table 1 provides a comparison between the Rifle Range road cross section and Blackwater collector streets attributes. It can be seen that Rifle Range Road displays traffic volumes significantly higher than the Blackwater collectors, however, has been design with a much smaller footprint.

<table>
<thead>
<tr>
<th></th>
<th>Rifle Range Road</th>
<th>Blackwater Collector Streets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Daily Traffic (Vehicles per day)</td>
<td>9,000</td>
<td>800</td>
</tr>
<tr>
<td>Through Lanes Each Direction</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Parking Lanes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Cycle Lanes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Footpaths</td>
<td>1 Side</td>
<td>2 Sides</td>
</tr>
<tr>
<td>Centre Medium Strip</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Current Collector Street Condition Rating

The below Table 2 details the current condition rating of the Blackwater collector streets. The ratings are based on a visual inspection only. No collector streets have been attributed a condition rating of 5 (Unsafe) due to their low speed environments, however, the level of service provided by condition rating 4 streets is not desirable.

As a minimum Bauman Way, Yeates Avenue, and Blain Street require reconstruction in the short term (0-3 Years). Welsh Avenue will require reconstruction in the medium term (3-5 Years). Bond and Officer Avenue
will require reconstruction at the end of their asset lives. Arthur Street has been recently rehabilitated making its remaining life difficult to predict, though given the subsurface conditions in Blackwater this street will likely require reconstruction in the medium term (3-5 years).

Table 2: Blackwater collector streets current condition rating

<table>
<thead>
<tr>
<th>Street Name</th>
<th>Subjective Rating</th>
<th>Condition Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bauman Way</td>
<td>Very Poor</td>
<td>4</td>
</tr>
<tr>
<td>Yeates Avenue</td>
<td>Very Poor</td>
<td>4</td>
</tr>
<tr>
<td>Blain Street</td>
<td>Very Poor</td>
<td>4</td>
</tr>
<tr>
<td>Welsh Avenue</td>
<td>Poor</td>
<td>3</td>
</tr>
<tr>
<td>Bond Avenue</td>
<td>Fair</td>
<td>2</td>
</tr>
<tr>
<td>Officer Avenue</td>
<td>Fair</td>
<td>2</td>
</tr>
<tr>
<td>Arthur Street</td>
<td>Fair</td>
<td>2 (Recently Rehabilitated)</td>
</tr>
</tbody>
</table>

Proposed Blackwater Rehabilitation Program

The Blackwater Rehabilitation Program proposes to reconstruct a total of 5,550m of collector streets in Blackwater, at a total value of $9.9m (narrowed cross section) or $12.9m (existing cross section) over a five (5) year period. The assumed breakdown of this funding is shown in Table 3 below.

Program funding is expected to stem from asset renewals, however there may be some opportunity to levy a special mining rate into a constrained reserve to fund the program.

Table 3: Proposed Reconstruction Program

<table>
<thead>
<tr>
<th>Year</th>
<th>Street</th>
<th>Value (Narrowed)</th>
<th>Value (Existing)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020/21</td>
<td>Yeates Avenue (500m), Bauman Way Section 1 (800m)</td>
<td>$2,310,000</td>
<td>$3,005,000</td>
</tr>
<tr>
<td>2021/22</td>
<td>Bauman Way Section 2 (800m) &amp; 3 (600m)</td>
<td>$2,490,000</td>
<td>$3,240,000</td>
</tr>
<tr>
<td>2022/23</td>
<td>Blain Street (850m), Welsh Avenue (500m)</td>
<td>$2,400,000</td>
<td>$3,120,000</td>
</tr>
<tr>
<td>2023/24</td>
<td>Arthur Street (1100m)</td>
<td>$1,960,000</td>
<td>$2,550,000</td>
</tr>
<tr>
<td>2024/25  (If required depending on asset condition at 2024/25 Financial Year)</td>
<td>Officer Avenue (200m), Bond Avenue (200m)</td>
<td>$710,000</td>
<td>$930,000</td>
</tr>
</tbody>
</table>

CONSIDERATIONS / IMPLICATIONS:

**Corporate/Operational Plan Reference/Policy/Legislation:**
2. Building and Maintaining Quality Infrastructure;
2.2 - Corporate Plan Strategy: Affordable and well serviced infrastructure
2.2.4 - Implement energy efficient practices for our assets and facilities.

The current minimum requirements for minor urban collector streets are stated within CMDG D1 Geometric Design Requirements section 1.06, specifically Figure D1.06.3 and Table D1.06.04. A standard exceeding the minimum requirements can be adopted by the relevant authority, in this case CHRC, at their discretion.

Based on commentary within CMDG D1 Table D1.06.04 CHRC’s current stance regarding the minimum requirements for minor collectors is per the below Figure 1.
Budget/Financial/Resourcing:
Giving consideration to the concept estimate prepared (Attached Blackwater Collector Streets - Business Case Report) adoption of a narrower cross section (ie. one meeting the minimum CMDG requirements) would yield an approximate construction cost reduction of 23%, or $536,000 per kilometre of roadway reconstructed.

The ongoing maintenance costs associated with the reconstructed roadway would also be reduced by a percentage relative to the reconstructed versus existing area. This percentage would be in the range of 40% or $156,000 per kilometre over the life of the assets as detailed in the Table 3 below.

Table 3: Operational Cost Savings

<table>
<thead>
<tr>
<th></th>
<th>Existing</th>
<th>Narrowed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Shoulder</td>
<td>Roadway</td>
</tr>
<tr>
<td>Area (m²)</td>
<td>3.8</td>
<td>7</td>
</tr>
<tr>
<td>Programmed Maintenance Cost (30 years/m²)</td>
<td>$20.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>Routine Maintenance Cost (30 years/m²)</td>
<td>$1.50</td>
<td>$4.50</td>
</tr>
<tr>
<td>Cost/m²</td>
<td>$21.50</td>
<td>$44.50</td>
</tr>
<tr>
<td>Maintenance Cost/m, Existing</td>
<td>$393.20</td>
<td></td>
</tr>
<tr>
<td>Maintenance Cost/m Narrowed</td>
<td>$237.45</td>
<td></td>
</tr>
<tr>
<td>Average % Saving</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>Average $ Saving per meter (30 years)</td>
<td>$155.75</td>
<td></td>
</tr>
<tr>
<td>Average $ Saving per Kilometre (30 years)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Assuming that, at the end of their asset life the following streets in Blackwater are reconstructed to the narrowed cross section: Bauman Way, Yeates Avenue, Blain Street, Welsh Avenue, Bond Avenue, Officer Avenue and Arthur Street, a total capital expenditure saving of $2.9m and an operational expenditure saving of $842,000 can be expected, before any indexation/inflation.

Program funding is expected to stem from asset renewals, however there may be some opportunity to levy a special mining rate into a constrained reserve to fund the program.

Communication/Engagement:
Community consultation is recommended, in a simple fashion, however the determination of a suitable roadway cross section is typically an engineering decision and should not be heavily influenced by community opinion. It is likely that the narrowing will be perceived as a reduction in the level of service being provided to Blackwater, however the narrowed cross section will still be compliant with Council’s adopted guidelines and provide a suitable level of service at a reduced cost.

Preliminary consultation and communication plans have been attached (Attachment 3 and Attachment 4 respectively). It would be advisable to keep consultation regarding the street cross section to a minimum as generally speaking the development of a suitable cross section is based on engineering principals and value for money as opposed to community opinion/desire.

It is possible that adopting a narrowed cross section will be perceived as a reduction in the level of service being provided to the community of Blackwater, however it should be noted that the existing...
cross section is not necessary and adoption of the narrowed cross section will yield a suitable level of service. It is also likely that due to the reduced reconstructed area it will be possible for Council to maintain the streets to a higher standard than it can currently, subsequently improving the level of service provided to the Blackwater community.

**Risk Assessment:**
There is no significant risks associated with adopting either the existing or a narrowed cross section for the Blackwater collector streets, except the financial implications of construction and maintenance of a wider then necessary roadways. The main driver behind narrowing the collector streets at the end of their asset life is ensuring the construction of fit for purpose infrastructure and achieving the best value for money outcomes for the Central Highlands Region.

**People:**
Medium risk. Engagement will identify concerns or issues with the proposal.

**Financial:**
High Risk. Reconstruction to the existing cross section will result in CHRC incurring an additional $3,736,800 in costs for no definable benefit.

**Service Delivery:**
Low risk. The narrow design will be compliant with CMDG standards and thus will be suitable and fit for purpose.

**Compliance:**
Low risk. Both the existing and narrowed designs will meet the CMDG design requirements

**Reputation and External Stakeholders:**
Medium Risk. Will be managed in accordance with the Communication and Engagement Plans attached. It is possible that the narrowing will be perceived as a reduction in the level of service, and a small portion of the community will react negatively. It should be noted that this is not factual, only perceived, and both the existing and narrowed design will provide a suitable level of service.

Further, narrowing the cross section should increase user safety (residents, road users pedestrians and cyclists) as generally large areas of sealed roadway promote speeding and other poor driving practises. Reducing the cross section will constrain the traffic flow, potentially reducing speed and improving driver alertness.

**Timings/Deadlines:**
Design of the first reconstruction projects in Blackwater has commenced and the designers are awaiting a determination on the cross section to be adopted before proceeding. As such, a determination on the desired approach is required as soon as practical. The Bauman Way and Yeates Avenue projects were designed in the current 2019/20 capital works program and are currently proposed for reconstruction in 2020/21.

**Conflict of Interest Declaration:**
Council officers contributing to the preparation and approval of this report have no conflicts of interest to declare.

**Human Rights Impact:**
No

**Alternatives Considered:**
Given this is a reconstruction project there are limited alternatives that can be considered. There is no need to adopted a larger footprint then the existing design, nor can a design that does not meet the CMDG design specifications be adopted. As such, the only options assessed to date are:

1. Reconstruction to the existing street cross section; and
2. Reconstruction to a street cross section meeting the CMDG requirements
The long term positives outweigh the negatives as stated in above report.

-END OF REPORT-
**PROJECT:** Blackwater Collectors Reconstruction

**Costing:** Concept

**Asset Name:** Blackwater Collectors

**Location:** Blackwater

<table>
<thead>
<tr>
<th>Item Number</th>
<th>Description</th>
<th>Additional Info</th>
<th>Unit of Measure</th>
<th>Quantity</th>
<th>Unit Rate ($)</th>
<th>Amount ($)</th>
<th>Quantity</th>
<th>Unit Rate ($)</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>30008.01</td>
<td>Removal or demolition of gullies each</td>
<td>54</td>
<td>618.75 $</td>
<td>33,412.50</td>
<td>54 618.75 $</td>
<td>33,412.50</td>
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</tr>
<tr>
<td>20002.01</td>
<td>Contractor's site facilities and camp</td>
<td>lumpsum</td>
<td>1</td>
<td>26,875.00</td>
<td>26,875.00</td>
<td>1 26,875.00</td>
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<td>20001.01</td>
<td>Provision for Traffic</td>
<td>lumpsum</td>
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<td>12,375.00</td>
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<td>1 12,375.00</td>
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<td>12,375.00</td>
<td>12,375.00</td>
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<td>20501.01</td>
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<td>1</td>
<td>4,125.00</td>
<td>4,125.00</td>
<td>1 4,125.00</td>
<td>4,125.00</td>
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<tr>
<td>32401.01</td>
<td>Backfill with earth backfill material to</td>
<td>1620</td>
<td>20.63 $</td>
<td>33,412.50</td>
<td>1620 20.63 $</td>
<td>3645 20.63 $</td>
<td>75,178.13</td>
<td>75,178.13</td>
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<tr>
<td>30454.01</td>
<td>Precast concrete side inlet gullies with</td>
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<td>1,237.50 $</td>
<td>66,825.00</td>
<td>54 1,237.50 $</td>
<td>66,825.00</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>30553.01</td>
<td>Concrete kerb, [type]</td>
<td>C170 Type 1</td>
<td>m</td>
<td>5400</td>
<td>31.73</td>
<td>171,050.00</td>
<td>5400</td>
<td>31.73</td>
<td>171,050.00</td>
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<tr>
<td>32350.01</td>
<td>Subgrade treatment Type K, [description]</td>
<td>Concrete aprons to existing driveways</td>
<td>m²</td>
<td>1440</td>
<td>123.75</td>
<td>178,200.00</td>
<td>1440</td>
<td>123.75</td>
<td>178,200.00</td>
</tr>
<tr>
<td>32502.01</td>
<td>Entrances to private property</td>
<td>Concrete aprons to existing driveways</td>
<td>m²</td>
<td>1440</td>
<td>123.75</td>
<td>178,200.00</td>
<td>1440</td>
<td>123.75</td>
<td>178,200.00</td>
</tr>
<tr>
<td>30465.01</td>
<td>Precast concrete side inlet gullies with</td>
<td>54</td>
<td>1,237.50 $</td>
<td>66,825.00</td>
<td>54 1,237.50 $</td>
<td>66,825.00</td>
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<td></td>
</tr>
</tbody>
</table>

**Cost/Km:** 2,311,188.59

**Cost/Km:** 1,775,790.57

**Total:** 4,086,979.16

**Content:**
- **Concept:** Project Manager's Engineering
- **Design and Investigation:** Preliminary costs vary, $75,000 per project where design is required.
- **Drainage:**
  - Removal or demolition of concrete kerb including kerb crossings
  - Removal or demolition of concrete kerb and channel including kerb crossings
  - Replacement of kerb
- **Road Furniture:**
  - Provision for traffic lumpsum
  - Provision for traffic lumpsum
- **Earthworks:**
  - Excavation and disposal of Unsuitable Material within lines of cuttings, rate additional to
  - Subgrade treatment Type K, [description], (Provisional Quantity, if ordered) Replace 150mm with Class A1 embankment or plant
- **Contractor's Site Facilities and Camp:**
  - Contractor's site facilities and camp

- **Subsurface Drainage:**
  - Subdrain pipes, [type] [mm] diameter, [location]
  - Subdrain pipe outlet connecting, [type] mm diameter, [position]

- **Con/Dev. Concept/Development Project Management and Engineering lump sum**
- **Subtype 2.3:** Unbound pavement, [layer/location] Subbase 1, 175mm m³

- **Spray Stability:**
  - Sprayed Bituminous treatment, [including] supply of binder, [including] supply of additives,

- **Subgrade Reinforcement Using Pavement Geosynthetics:**
  - Subgrade Reinforcement Using Pavement Geosynthetics

- **Erosion and Sediment Control Devices (Non-Itemised) lumpsum**
  - Erosion and Sediment Control Plan/s lumpsum

- **General Earthworks:**
  - General Earthworks

- **Pavement Drainage:**
  - Entrances to private property
  - Pavement Drainage

- **Subsurface Drainage:**
  - Subdrain pipes, [type] [mm] diameter, [location]

- **Pavement Drains:**
  - Pavement Drains

- **Subgrade Reinforcement Using Pavement Geosynthetics:**
  - Work re-listed

- **Con./Dev. Project Management/Engineering lump sum**

**Cost/Km:** 2,311,188.59

**Cost/Km:** 1,775,790.57

**Total:** 4,086,979.16
COMMUNICATIONS PLAN

ISSUE: Blackwater Collectors Reconstruction Project

Department: Infrastructure & Utilities
Contact Officer: Khan Lakaev
Communications Officer: Jorunn Lorenzen
Date Commenced: TBA

COMMUNICATIONS ROLES

<table>
<thead>
<tr>
<th>INTERNAL CLIENT</th>
<th>POSITION</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Khan Lakaev</td>
<td>Coordinator Road Construction</td>
<td>Project overseer</td>
</tr>
<tr>
<td>Jason Hoolihan</td>
<td>Manager Infrastructure &amp; Utilities</td>
<td>Content approval</td>
</tr>
<tr>
<td>Gerhard Joubert</td>
<td>GM Infrastructure &amp; Utilities</td>
<td>Content approval</td>
</tr>
<tr>
<td>Mayor/ CEO</td>
<td></td>
<td>Principal spokesperson</td>
</tr>
<tr>
<td>Councillors</td>
<td></td>
<td>Community representation and engagement</td>
</tr>
<tr>
<td>Imbi Josey</td>
<td>Community Development &amp; Engagement Officer</td>
<td>Community engagement</td>
</tr>
<tr>
<td>Contractor</td>
<td></td>
<td>On the ground representation</td>
</tr>
</tbody>
</table>

COMMUNICATION OBJECTIVE

To create awareness, an understanding and seeking community comments or concerns on the proposed Backwater collector streets Rehabilitation Program which included pavement rehabilitation as well as narrowing some existing streets within the Blackwater.

COMMUNICATION ENVIRONMENT

The first stage of the Blackwater Rehabilitation Program is scheduled to move to its construction phase in late 2020. Initially it will have an impact on people living in Bauman Way and Yeates Avenue.

The program is proposed over three to five financial years, exposing local residents to construction at their doorstep on and off for some time.

The rehabilitation project will occur due to age and condition of the exiting pavements. Council is further proposing to narrow some streets, currently four lanes, down to two lanes with a 12-metre-wide grassed median strip and two metre multi-use footpath. The community may perceive this as a loss of infrastructure. The roads in their current configuration exceed CHRC development guidelines. Rehabilitating the existing wider pavement would result in high project costs that cannot be justified with the road use or use of the space in the town.
COMMUNICATIONS PLAN

RISK ANALYSIS

<table>
<thead>
<tr>
<th>RISK</th>
<th>RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders fail to deliver communication activities</td>
<td>Share communications plan and integrate in project management plan from beginning.</td>
</tr>
<tr>
<td>Audience lacks awareness or does not understand proposal</td>
<td>Multi-channel distribution, complete all activities</td>
</tr>
</tbody>
</table>

TARGET AUDIENCE

<table>
<thead>
<tr>
<th>WHO</th>
<th>INDIRECT/DIRECT</th>
<th>INTEREST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents and businesses adjacent to future construction sites</td>
<td>Direct</td>
<td>Property access, noise and construction hazards</td>
</tr>
<tr>
<td>Blackwater residents</td>
<td>Indirect</td>
<td>Detours, general interest in why the road will change</td>
</tr>
</tbody>
</table>

KEY MESSAGES

- The Blackwater Rehabilitation Program will improve the road surface and drainage of the Blackwater collector streets.
- It is proposed that all collector streets will be reduced from four to two lanes with a 12-metre-wide grassed median strip and two metre multi-use footpath.
- The safety benefits to realised with reduced width is:
  - a lower perceived speed environment
  - therefore greater compliance to the urban 50kph speed limit
  - reduced risk to residents, pedestrians and cyclist using the streets.
- The program is posed to be completed over three to five years from late 2020.
- Rehabilitating the streets at their current width is not financially viable to ratepayers.
- The street configuration is similar as high traffic roads in densely populated centres and does not match the existing traffic use patterns of Blackwater
- Narrowing the streets matches the road size with the amount of traffic and provides opportunity for future development and recreational use of the median strip.
- ADD community engagement plan and promotions.
### COMMUNICATIONS PLAN

#### EVALUATION

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>EFFECT</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where all communications activities completed?</td>
<td>Activities</td>
<td>Yes/No</td>
</tr>
<tr>
<td>Did audiences take recommended actions or demonstrate awareness and skills?</td>
<td>Outcome</td>
<td>Social media listening on at least three posts about the project.</td>
</tr>
<tr>
<td>Media enquiries and interviews</td>
<td>Outputs</td>
<td>Number of enquiries received, and interviews held</td>
</tr>
</tbody>
</table>

#### BUDGET - TBA

<table>
<thead>
<tr>
<th>AMOUNT</th>
<th>COST CODE</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### PHASE ONE: Engagement and Pre-project

**Communications activity timeline**

<table>
<thead>
<tr>
<th>ACTIVITY/MATERIAL</th>
<th>PURPOSE</th>
<th>DISTRIBUTION</th>
<th>TIMING</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web page content</td>
<td>Project information</td>
<td>Council projects site</td>
<td>As soon as project plan is finalised and information complete.</td>
<td></td>
</tr>
<tr>
<td>Media release</td>
<td>Introduce the project, outline its stages, engagement activities and significance.</td>
<td>News outlet email list CHRC e-news Community newsletters</td>
<td>One month before engagement or project begins.</td>
<td></td>
</tr>
<tr>
<td>Media alerts</td>
<td>To inform of project stages, milestones and events.</td>
<td>News outlet email list CHRC e-news Blackwater Banter CHRC website</td>
<td>As per project management plan and required as advised by Project manager.</td>
<td></td>
</tr>
<tr>
<td>Social media post</td>
<td>To inform of project stages, milestones and events.</td>
<td>Facebook</td>
<td>As per project management plan and required as advised by Project manager.</td>
<td></td>
</tr>
<tr>
<td>Intranet post</td>
<td>Introduce the project, outline its stages, engagement activities and significance.</td>
<td>The Vine Responsible: Infrastructure project team and communications</td>
<td>As soon as project plan is finalised and information complete.</td>
<td></td>
</tr>
<tr>
<td>Email to customer service staff &amp; councillors</td>
<td>Share all communication activities directly.</td>
<td>Email Responsibility: Comms team</td>
<td>As activities are actioned.</td>
<td></td>
</tr>
<tr>
<td>Engagement</td>
<td>Community engagement</td>
<td>As identified by community engagement plan. Responsibility: Community engagement officer</td>
<td>As identified by community engagement plan.</td>
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</tr>
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</table>
**PHASE Two: During construction**

**Communications activity timeline**

<table>
<thead>
<tr>
<th>ACTIVITY/MATERIAL</th>
<th>PURPOSE</th>
<th>DISTRIBUTION</th>
<th>TIMING</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letterbox drops</td>
<td>Inform businesses and residents adjacent to worksite.</td>
<td>Post Responsible: Communications help draft. Contractor/ Project manager to distribute</td>
<td>At least one week before start.</td>
<td></td>
</tr>
</tbody>
</table>
| Media alerts       | To inform of project stages, milestones and events.  
- Engagements  
- Works start/ stop  
Detours, road closures | News outlet email list  
CHRC e-news  
Blackwater Banter  
CHRC website | As per project management plan and required as advised by Project manager. | |
| Social media post  | To inform of project stages, milestones and events.  
- Engagements  
- Works start/ stop  
- Detours, road closures | Facebook | As per project management plan and required as advised by Project manager. | |
| VMB               | Road closures, detours | On site Responsible: Project manager or contractor | As per project plan. | |
| Email to customer service staff & councillors | Share all communication activities directly. | Email Responsibility: Comms team | As activities are actioned. | |
# Community Engagement Plan

## About the Project

<table>
<thead>
<tr>
<th>Project title</th>
<th>Proposed Blackwater Rehabilitation Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Officer/s Department</td>
<td>Khaney Lakaev, Infrastructure and Utilities</td>
</tr>
<tr>
<td>Project summary</td>
<td>Reconstruction of Blackwater collector streets to a Capricorn Municipal Development Guideline minimum standard. Collectors include:</td>
</tr>
<tr>
<td></td>
<td>1. Bauman Way</td>
</tr>
<tr>
<td></td>
<td>2. Yeates Avenue</td>
</tr>
<tr>
<td></td>
<td>3. Blain Street</td>
</tr>
<tr>
<td></td>
<td>4. Welsh Avenue</td>
</tr>
<tr>
<td></td>
<td>5. Bond Avenue, and</td>
</tr>
<tr>
<td></td>
<td>6. Officer Avenue</td>
</tr>
</tbody>
</table>

Please consider your project’s complexity when planning your engagement

- ☒ Costing more than $100,000?
- ☒ Involving a large variety of stakeholders?
- ☐ Moderately or highly sensitive?
- ☐ Impacting on Traditional Custodians of the land?
- ☐ Requiring consultation due to legislation?
- ☑ Generating a high level of community interest for Blackwater
- ☑ Requiring Councillor consultation?
- ☐ An Budget item with a time element project needs to be completed by July 2021.

NB: If your project has an impact on land or Traditional Custodians of the land you must seek advice from council’s Planning and Development Team and / or the Community Development Officer - Indigenous.

### What is the level of engagement?

- ☑ Advise/inform
- ☑ Consider/consult
- ☑ Include/involve
- ☐ Share/collaborate
- ☐ Enable/empower

NB: For guidance on where your engagement belongs on the engagement spectrum, see the Engagement Team.

## About the Engagement

**Aims / outcomes**

That the Blackwater community be consulted on the proposed Blackwater Rehabilitation Program for the reconstruction of Blackwater collector streets to a narrower cross section meeting Capricornia Municipal Development Guidelines (CMDG).

To give them adequate of notice of the potential change will be happening.

To gage community sentiment regarding the potential change

**Key messages to participants**

CHRC is considering a Blackwater Rehabilitation Program, which modifies the design of the Blackwater Collector streets to meet the CMDG requirements. This will result in the roadways being narrowed over time.
Location

Blackwater Collector streets:
1. Bauman Way
2. Yeates Avenue
3. Blain Street
4. Welsh Avenue
5. Bond Avenue,
6. Officer Avenue, and
7. Arthur Street

Dates/Times

First stage of reconstruction will commence: September 2020
Estimate completion: 90 days – end of December 2020
Guidelines: Must be completed by July 2021 to meet guidelines
NB: Please take school holidays, public holidays, and other events into account. Check the corporate calendar and Central Highlands Events Calendar if unsure.

Stakeholders to involve

- Councilors
- Residents of Blackwater
- Gerhard Joubert
- Jason Hoolihan
- Tyrone Meredith
- Khaney Lakaev

External stakeholders:

- Business owners
- Local groups and industry
- Community Reference Groups (CRGs)
- Local services - if applicable
- Community Clubs & Groups
- Ambulance, Police, Fire
- CHDC Economic Development / Tourism

Internal stakeholders:

- Councillors (see Marnie)
- ELT
- Connected Communities
- Finance
- Libraries
- Ranger Services
- Sewerage
- Roads
- Parke & Gardens

Engagement Methods:

Please ensure your engagement activities are accessible and inclusive so the entire community can participate.

<table>
<thead>
<tr>
<th>Technique</th>
<th>Details When/Where/Who(stakeholders)</th>
<th>Officer Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement tools</td>
<td>When: TBA&lt;br&gt;Where: Letterbox Drop, Blackwater&lt;br&gt;Who: Blackwater Residents</td>
<td>TBA</td>
</tr>
<tr>
<td>Face to face</td>
<td>If community reacted extremely negatively, face to face meetings may be considered</td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
NB: After liaising with the Engagement Team, please see the Communications Team to plan the marketing of your engagement. You can raise requests on the service desk under the ‘Corporate Communications’ category: https://servicedesk.chrc.qld.gov.au/support/catalog/items

☐ Back-up plan i.e. If lead facilitator called away (i.e. sickness, illness) what back up plans are in place
Facilitator not required under current plan. All community input to be provided through online forums.

Timeframes:
- The Community engagement process can take up to 4-5 months from start to finish. This includes:
  - Planning the event e.g. booking venues, arranging staff in advance – allow 4 weeks preparation time.
  - Communications e.g. graphic design and printing of promotional material – allow 2 weeks.
  - Time to communicate, promote and necessary marketing of the event – allow up to 6 weeks.
  - Holding the event – depending on how many engagements – allow up to 4 weeks.
  - Evaluation – this includes reporting back the information to council and feedback to stakeholders – allow up to 4 weeks.

Bookings:
- Please submit your community engagement plan at least 8 weeks before hand
- Please submit your request for an online engagement at least two weeks prior to the preferred publication date.
- Online consultations should be open for one month (minimum) to give stakeholders a fair window of opportunity to respond. The data from your online engagement will be emailed to you within 5 days of your online engagement concluding. All engagement activities require their results to be registered on ECM.

(Exemplar template)
<table>
<thead>
<tr>
<th>Participant</th>
<th>Session Date/Time</th>
<th>Facilitator</th>
<th>Advice to participant</th>
<th>Notes on discussions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

65 Egerton Street, Emerald QLD 4720  T: 1300 242 686
centralhighlands.qld.gov.au
Community Engagement Project
Communications and Marketing Tool kit

1. Please tick the following promotional request options you wish to use:
   - A flyer to be distributed that includes a fact sheet via letter box drop
   - Multiple posts schedule through FB & published on multiple channels
   - An article in CHRC ENews
   - A media release
   - Promoted on CHRC Website
   - Messaging emailed to community newsletters - Blackwater Banter
   - Messaging emailed out to all Blackwater school newsletters
   - Messaging emailed out to community networks – Blackwater Community Reference Group and Blackwater Interagency, Blackwater Sports and Recreation groups

If you ticked any of the above you will need to raise a ticket with Comms Team:
   - Go to: The Vine, CHRC Service Ticket and request a new service under Communication Strategy icon.
   - Attach your Community Engagement Project Plan and this Communication and Marketing Tool kit to the ticket.

Do you wish to do online engagement for feedback using “Have Your Say Central Highlands”? Yes
   - If yes contact: Imbi Josey, Community Development Officer ph 07 49828356 or email ijosey@chrc.qld.gov.au

Do you need to advise councillors? Yes
   - If yes contact Marnie Willis ph 07 49806377 or email mwills@chrc.qld.gov.au

Inform Community Engagement team of your project: Yes
   - Contact Bernardine Frawley, Coordinator Community Engagement ph 07 49828391 or email b.frawley@chrc.qld.gov.au to register your project for statistic keeping purposes.

Other information you wish to note:

Nil
14.5 Central Highlands Development Corporation

14.5.1 Central Highlands Development Corporation - Service Level Agreement Update - February 2019 ..... approx 30 mins

INFORMATION REPORT

Date: 27 May 2020  
Presentation Duration: Approx. 30 minutes

To: General Council Meeting

Author: Sandra Hobbs, Chief Executive Officer Central Highlands Development Corporation  
Scott Mason, Chief Executive Officer

Authorising Officer: Scott Mason, Chief Executive Officer

File Reference: <ECM Reference>

Presented for: Information

ATTACHMENTS:
1. CHDC Annual Report 2018–19 2.0 online version [14.5.1.1 - 24 pages]
2. CHDC SLA Reporting Operational Plan 2019-20 Q 2 Update [14.5.1.2 - 5 pages]
3. CHDC Strategic Plan Snapshot 2017-2022 Compressed [14.5.1.3 - 4 pages]

PURPOSE:
The purpose of this report is to provide an update to Council in accordance to the Service Level Agreement between Central Highlands Development Corporation and Central Highlands Regional Council.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council receive the Central Highlands Development Corporation Service Level Agreement Quarter 2 report.

REPORT:

This report provides an update to Council in accordance to the Service Level Agreement for Quarter 2 – February 2020.

This report will be delivered by the Chief Executive Officer of Central Highlands Development Corporation Mrs Sandra Hobbs.

- END OF REPORT -
2018–19 Highlights

Progress on our key priorities p. 4
Read about our progress on the key strategic priorities as the economy of our region matures and grows in sophistication.

At a glance p. 6
CHDC’s Snapshot provides an insight into the achievements and key outputs for the year.

Project updates p. 8
Our “traditional” portfolios continue to be refreshed and strengthened with new initiatives responding to regional opportunities and growth.
Chairman’s Report

The 2018–19 year has been a year of expansion as the Central Highlands Development Corporation (CHDC) continues its transition and broadens its activities.

As the economy of our region matures and grows in sophistication, our organisation is compelled to exercise greater flexibility to respond to opportunity, skills and building capacity.

Continuing our strong emphasis on regional data to drive our decision making and advocacy, we continue to prosecute and review the Central Highlands Economic Master Plan (CHEMP) and have delivered the 2019 Economic Profile.

These important strategy documents underpin the organisation as we deliver across industry, tourism and agriculture.

Our influence as a consistent and reliable delivery organisation has seen CHDC chosen to lead regional and national components in skills development and innovation through programmes like the Regional Skills Investment Strategy and Advancing Regional Innovations programme.

Closer to home, we continue to refresh and strengthen our efforts in our “traditional” portfolios. We have implemented a new tourism engagement structure that incorporates all stakeholders through networks, alliances and importantly action groups. A new visitor guide and touring map has been produced with 61 industry partners and more than 100,000 copies to be distributed.

Attracting more people to the region for opportunities and employment continues to be a strong focus for the Corporation. To that end, we launched Work, Play, Discover Central Highlands Liveability Video which will be a valuable tool in staff attraction packages for all employers in the region.

Agriculture and Agribusiness supported by our Accelerator approach, continues to grow with the full potential of our region growing exponentially. Agtech has almost become synonymous with our region with CHDC AgFrontier Regional Agtech Incubator. AusIndustry funding supports a Community Officer to assists with this programme.

Importantly, it is the strong reputation of the Central Highlands Development Corporation that sees it regularly engaging important stakeholders and in many cases leading roles in the Central Queensland region and across the state. General Manager Sandra Hobbs continues to grow the Corporation in its services to community and its effectiveness as an economic development entity. A new addition to the structure sees Peter Dowling (a former general manager of CHDC) return in the critical role of Business and Investment Attraction.

Core functions still ensure that we keep “doing the business”. Our website has been renewed contributing to the 28% increased in followers across our social media platforms. We attracted more than 700 people over the year to our workshops and events. One of these included taking our Central Highlands Accelerate Agribusiness (CHAA) Roadshow to the region attracting 140 attendees at Duaringa, Comet, Anakie and Emerald.

The timing of this report sees the region going through a resources sector resurgence and an awareness of the inefficiency around transport logistics for much of our agricultural product. The CQ Inland Port construction and establishment of an intermodal freight handling hub will remedy this vagary and we look forward to the opportunities the site will offer to the Central Highlands.

As ever, we are eternally grateful for the hardworking and committed team that make this organisation function at such a high level and I acknowledge our board members Christine Rolfe, Megan Daniels and Scott Mason for their vision and knowledge.

The Central Highlands continues its exciting growth prospects and I am proud that this organisation continues to be part of the success story now and into the future.

Kerry Hayes
Chairman
General Manager’s Foreword

2018–19 has been a successful year, with the organisation growing rapidly to respond to regional opportunities and new initiatives. CHDC has continued to secure the Central Highlands’ economic viability and long-term potential by gaining maximum benefits and value from the regions diversity across industries.

In the last financial year, we have secured four externally funded positions, including Regional Innovation, Skills Development, Business Facilitation and an Agtech Program. This has led to increased industry connections, government funding, events and networking that supports business sustainability, stakeholder engagement, community development and growth. These opportunities highlight the importance of our partnerships as a not-for-profit organisation.

Developed in collaboration with business, industry and government stakeholders, the CHEMP was produced for 2017–2022. It is a robust 5-year action plan and 30-year vision underpinned by four key economic pillars – Export Drivers, Population, Workforce and Governance. Entering the second year of the implementation, an Investment and Attraction strategic framework was developed to build on the solid foundations of the CHEMP, attracting investment to advance existing and emerging opportunities to realise aspirations and reset for the future.

With the vision to ‘future proof’ the region, the CHDC Board, with the Central Highlands Regional Council (CHRC) as our Foundation Partner, is progressing a Constitutional change to incorporate three Independent Directors. This additional skills-based membership will expand the knowledge base of the organisation to enable the progression of significant research and project development to support regional growth and economic benefit.

As we move towards council elections in 2020, it is a pertinent time to reflect on and acknowledge the partnerships that have underpinned our success over the years. In the snapshot: 3 Years in Review, key outcomes and achievements have been highlighted as a result of these partnerships.

With Agribusiness and Agtech, Tourism, Innovation, Regional Development, Investment Attraction, Skills Development and Business Facilitation at the forefront of our projects, CHDC is in a strong position to continue to facilitate initiatives providing valuable developments, business support and outcomes in the year ahead. Already in progress and planning is the biennial 2019 Central Highlands Business Excellence Awards, AgTeCH19, the development of the Central Highlands Tourism Strategy, Regional Profiling, supply of REMPLAN Data and a Business Performance Workshop Series. Excitingly, with our ever-expanding industry sectors these key activities will provide valuable opportunities over the coming year.

Many thanks to the CHDC Board and the dynamic CHDC team for their unflagging commitment and input to ensure we continue to deliver outcomes with significant economic benefit and that we remain a region of growth and opportunity.

Looking forward to working with you into 2020.

Sandra Hobbs
General Manager
CHDC Snapshot 2018–19

1,319
CQ Job Link Platform jobs advertised in the region in its first 4 months

30
CHDC events and business support workshops

1,000
Printed copies of the Central Highlands Visitor Guide and Touring Map with 60+ industry partners and operators

$328k+
Generated income from events, sponsors, merchandise sales and external parties

$1.1m+
Project funding for 2018/19

$8.419bn
Output generated across the region

$839m
Agribusiness economic value with 1.37m head of cattle and 1,752,329 ha of strategic cropping land

$2.033bn
Domestic imports from the Mining Sector, which is also highest contributor in terms of local expenditure at $813.163m

6,079
Mining sector jobs out of the 17,019 jobs in the region

27
Media releases distributed

140
Attendees at CHAA Roadshow

200+
Business information packs distributed

23,000+
Views of Work, Play, Discover Central Highlands

$235.6m
Tourism total output with 204,073 annual passengers through Emerald Airport and 4 nights as the average length of stay for domestic & overnight visitors
Key outputs

Sandra Hobbs General Manager
Organisational review and growth – addition of 3 Independent Directors to the board and funding attraction enabling delivery of new programs and services for business and industry.

Mary Ryan Business Facilitation
2019 Central Highlands Business Excellence Awards received 118 business nominations of which 59 businesses submitted entries.

Peter Dowling Investment & Attraction

Paul Thompson Tourism
Development of industry engagement groups to assist in continuous improvement of tourism development and visitor support.

Sonya Comiskey Agtech
A cohort of ten start-ups and spin-offs selected for the AgFrontier Regional AgTech Incubator to equip them with knowledge to establish, develop and export agtech product and services.

Matt McIntyre Regional Development
Encouraging innovation across the Fitzroy region in second of three-year, $500k Advancing Regional Innovation Program, as part of the Advance Queensland initiative.

Pauline Hawkins Events
700+ attendees at CHDC workshops and events across the region and development of event templates which are available to the community upon request.

Sophie McMaster Regional Services
New CHDC website platform launched in April 2019 with 5,000+ users in the first 3 months.

Kylie Hawkins Events
700+ attendees at CHDC workshops and events across the region and development of event templates which are available to the community upon request.

Rowena Davies Projects
Launch of the Work, Play, Discover Central Highlands liveability video and BMA Gregory Crinum Legacy Video.

Kelly Corbishley Finance
Financial management of CHDC with implementation of new financial management system.

Sandra Hobbs General Manager
Organisational review and growth – addition of 3 Independent Directors to the board and funding attraction enabling delivery of new programs and services for business and industry.

Brad Stallard Regional Skills
Regional Skills Investment Strategy established to identify local workforce skills gaps and their solutions.

Liz Alexander Agribusiness
Recognition of the strategic value of critical regional road networks and secured election commitments to seal Springsure Tambo Road and improve road freight access to Gladstone Port.

Sally Roberts Information Centre
12,179 visitors and almost $26k in merchandise sales at the Emerald Visitor Information Centre.

Nicky Fisher Media
28 percent average increase in followers across social media platforms and eNews delivered fortnightly to 1,340 subscribers.

Adele Mink Administration
50+ Tap into Tenders lists compiled and distributed to help local businesses remain competitive and access the latest opportunities.
A key deliverable was the review and reporting of the CHEMP 2017–2022. The CHEMP is the region’s endorsed blueprint to drive local economic development over the next 30 years.

The vision is to develop a successful self-sustaining inland community, with a diversified economy, a highly skilled workforce, an international reputation for sustainable agriculture, assisted by connectivity, healthy natural assets and governance structures that assist partnerships between the public and private sectors.

As a consequence of the CHEMP and KPMG’s Governance and Services Workshop with the CHDC Board and Executive, the role of Business Investment and Attraction Manager (BIAM) was created.

This role, which is resourced by the CHRC, is in its infancy and has a broad mandate.

A key focus for the BIAM is the CHEMP Action Plan 2017–2022, which encompasses four pillars, 16 objectives, 36 action items and 93 key performance indicators. The pillars are Export Drivers, Population Services, Workforce and Governance. In partnership with CHRC and other key stakeholders, the BIAM reviews elements of the Action Plan to define progress made to date, gaps requiring attention, and refreshing and renewing the Action Plan for the coming year.

The BIAM has also commenced planning with the Queensland Treasury Corporation (QTC) in the development of a Prioritisation Framework. This framework provides a mechanism under which proposed initiatives (regional priority projects) can be compared and ranked. CHDC is currently awaiting QTC’s approval to progress.

In the shorter term, the BIAM has worked to establish communication mechanisms to gain greater collaboration and integration between CHRC and CHDC. This has proved valuable and will be the foundation for ongoing success.

The BIAM also collaborates with the CHDC team and external parties to develop regional data and information. The annual Central Highlands Economic Profile, with data provided by REMPLAN, is being released at CHDC’s Industry and Innovation Forum in July 2019, to equip local business and industry with key information. A fresh design and infographics have given the document a new edge.
In addition, work has commenced to update the Central Highlands Development Register, which canvasses the state of approvals and investments in infrastructure, housing, commercial development, mining and construction across the region. Building upon these documents, CHDC will continue working with REMPLAN to deliver an Investment Profile to further enhance the accessibility to key regional data and information for the Central Highlands.

CHDC also continues as a key partner and advocate of the Queensland Local Content Leaders Network. FY19 has been very productive for this initiative, with the development of the QLCLN Local Content Model and Definition of ‘Local’ White Paper. This is a stepped approach of gaining industry input into the proposed model and then considering the next step to influence the Queensland Government’s Procurement Procedure. Through this network, CHDC also contributed to the Queensland Resources Council (QRC) 2018 Effectiveness Report, which focuses on the Queensland Resources and Energy Sector Code of Practice for Local Content (2013).

It has been beneficial to engage with a variety of organisations in pressing the case for the Central Highlands from an economic development perspective. Some examples of this advocacy work are as follows: QRC Future of Work Roundtable; QUniversity Regional Engagement Committee; QODE; CQ Trade & Investment Forum; the Economic Development Australia Trade & Investment Forum; and CHDC initiatives such as the Economic Futures Forum, From Paddock to Port Tour and Farm to Fine Dining regional produce dinner.

Essential services, such as banks in rural communities, are hard to replace once they’ve closed their doors. However, a wonderful achievement for CHDC, CHRC and the Springsure community was the establishment of a branch of The Capricornian Banking Services in the township. CHDC continues to play a leading role as a facilitator, connector and networker to interested parties wanting to invest in the region.

Work, Play, Discover Central Highlands has been produced for CHDC as part of its campaign to grow the region. The video was launched earlier this year and can be viewed at chdc.com.au.

The vibrant production blends beautiful imagery and an upbeat soundtrack with testimonials from proud residents on why the region is a great place to live and work. To complement the short film, the CHDC website also profiles some of its stars.

The liveability campaign aims to raise the profile of the Central Highlands and increase awareness of the facilities, services, activities and opportunities in the region.

Looking forward

- Optimism is returning to the region, stimulated by the resources sector with a focus on:
  - Reinvestment
  - Infrastructure
  - Coal Seam Gas Exploration
  - Renewable Energy
- New mines are being approved and reinvestment work is commencing across the region. Breakthrough infrastructure investment funding has been secured from Federal, State and Local Government for key transport routes such as:
  - Springsure to Tambo Development Road
  - CQ Inland Port rail spur link and road access intersection.
- Coal seam gas exploration and development continues to extend into the region via the Arcadia Valley fields. A number of solar farms have now been constructed and more have been approved across the region, enabling the Central Highlands to position itself as a renewable energy resource hub.
Agribusiness and Agtech Development

<table>
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<tr>
<th>Initiative strategy</th>
<th>Highlight</th>
<th>FY18–19 highlights</th>
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<tr>
<td>Production Excellence</td>
<td>Cultivate and promote agribusiness capability to fully utilise resources and sustainably grow the value of production.</td>
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<td>Connected Competitive Supply Chains</td>
<td>Strengthening the Central Highlands region’s role as the gateway and hub to Northern and Western Queensland.</td>
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<td>Revered Regional Brand(s)</td>
<td>Build a revered region by promoting its premium products and services.</td>
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<tr>
<td>Ready for Business</td>
<td>Grow investment and supply-chain ready businesses within the Central Highlands with national and global market potential.</td>
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<tr>
<td>Fearless Invention</td>
<td>Foster knowledge-intensive and high-tech industries and communities within the Central Highlands to power future economic opportunity.</td>
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Continued implementation of the CHAA initiative saw more significant outcomes achieved for the industry and CHDC’s key agribusiness stakeholders in FY19. Established in October 2016, CHDC’s CHAA initiative identifies the competitive advantages for the region, and delivers strategic interventions and programs to grow, promote and realise value and opportunity for the region’s rural sector.

Production Excellence

CHDC continued to support agribusiness with comprehensive, accurate data for the sector. Updates to the Central Highlands Regional Stocktake, the Agribusiness Capability Statement and annual Snapshot were undertaken by ACIL Allen and made available in hard copy and on the CHDC website. In December 2018, the Coaldrake Report was published. This review considered the performance of the Queensland Agricultural Training Colleges (QATC), recommending its closure by end 2019. CHDC has actively worked with partners to ensure that the Emerald Agricultural College be retained as the region’s pre-eminent agricultural research and training facility, and participated as a member of the Emerald Local Community Stakeholder Committee (LCSC).

Connected Competitive Supply Chains

CHDC commissioned a new study from ACIL Allen to update the 2014 GHD report and examine the feasibility of constructing a beef abattoir in the Central Highlands. The 2018 feasibility study found that growing and potential demand from the export market for beef products was strong and the Central Highlands region was well placed to service these markets. CHDC has worked with CHRC to connect and support interested local and external stakeholders to progress the project.

CHDC provided critical statistics on products to the CSIRO Transport Network Strategic Investment (TraNSIT) network. This, combined with sustained advocacy by numerous partners, resulted in recognition of the strategic value of critical road networks and election funding commitments for:

- $100 million for Gladstone Port Access Road extension to enable a dedicated freight route and improved access
- $40 million from the North Queensland Roads of Strategic Importance (ROSI) initiative to seal sections of the Springsure to Tambo road

CHDC hosted the From Paddock to Port: Supply Chain Forum in Emerald in the last week of November, attended by 50 producers, supply chain members, and port, freight forwarding and transport representatives from across Central Queensland and Brisbane. Around 20 guests also travelled north to Wandina, Clermont, where Peter Mifsud provided a guided tour of his family’s impressive grain complex.

Partners

Central Highlands Regional Council
Queensland Government
Department of Agriculture and Fisheries
Revered Regional Brand(s)

CHDC brought together the best and brightest local, regional and national food innovators with local farmers and graziers, agribusiness, manufacturing and processing, and food retailers in late October 2018 for the Meet the Food Innovators: Agribusiness, Value-Chain and Food Retail Forum. The event provided information on creative and transformative work in these sectors and concluded with a Grains, Beef and Horticulture focused “Cluster Muster” facilitated by the Queensland Department of Agriculture and Fisheries (DAF).

Commissioned by CHDC with support from the Local Buying Foundation (LBF), consultants Instinct and Reason delivered at the event a comprehensive report on community attitudes and purchasing behaviours regarding Central Highlands produce. Identifying market segments, preferred market and information channels, attitudes and demand, this is an invaluable resource for farmers seeking to make informed commercial decisions and is available on the CHDC website.

Ready for Business

Delivered in partnership with the Export Council of Australia (ECA), the Export Ready: International Trade Program for Central Queensland Agribusiness was an innovative ten-part program delivered to seven aspiring exporting businesses in the Central Queensland region over five months, concluding in May 2019. Presented by leading international trade specialists, businesses were introduced to the fundamentals of international business, engaged with real-life case study businesses, and developed an international business plan to support the companies’ international expansion. Export Ready was supported with funding from the Australian Government’s Regional Jobs Investment Package.
Fearless Invention

CHDC was successful in attracting investment through the Australian Government’s Incubator Support initiative, the LBF, Advance Queensland and the Cotton Research and Development Corporation to launch the ground-breaking AgFrontier Regional Agtech Incubator. AgFrontier is a 14-month intensive program specifically designed for rural businesses and individuals in regional Queensland and northern NSW who have practical understanding of agriculture. Combining major events, site visits and co-working with intensive support, AgFrontier is being delivered in collaboration with X-Lab. CHDC was delighted to welcome Sonya Comiskey to the CHDC team in March 2019 to support the Incubator as Agtech Community Officer. The inaugural cohort of ten agtech innovators selected for AgFrontier was announced on 14 June 2019. More than 30 applications were received for the program, which is the first incubator of its kind in Queensland. The Agribusiness Development Coordinator was sponsored by Advance Queensland as one of ten community leaders who visited Boulder and Denver Colorado, and Silicon Valley in the USA with Startup Catalyst in March 2019.

www.agfrontier.com.au

CHAA Strategic Advisory Group

The CHAA Strategic Advisory Group, CHDC team members and DAF Rural Economic Development Officer Alicia Dunbar travelled east to west across the Central Highlands – to Duaringa, Comet, Emerald and Anakie – to share information and hear from agribusiness at our second run of CHAA roadshow meetings in March 2019. Our thanks to the Hornery and Hatte families for hosting our Comet and Anakie meetings, and to CQ Inland Port for evening drinks.

The CHAA Strategic Advisory Group met three times during the year and members actively employed their networks to advocate and connect the region to opportunity. Mayor Kerry Hayes, Agribusiness Development Coordinator Liz Alexander and CHAA members travelled to Canberra and met with numerous Ministers, shadow Ministers and advisors in the lead up to the federal election.

Looking forward

• Now arguably the largest regionally-based agtech forum in Australia, AgTech19: Build it, Use it, Profit will be held in Emerald on 6 November 2019
• AgFrontier cohort travel to the USA in March 2020 to meet and connect with investors
• Increased coordinated activity across stakeholders from corporate agriculture, industry organisations, economic development agencies, ports and local government councils to achieve last-mile solutions into the Ports of Central Queensland: Mackay, Gladstone and CQ Inland Port at Yamala
• Focus on full utilisation and conservation of the region’s water assets
• In partnership with DAF, a Grains Export Pilot activity and a program of business performance workshops is planned across the region.

AgFrontier Partners
**Business Facilitation**

FY19 saw the Business Facilitator commence a three-year role, funded by LBF, to provide targeted, one-on-one support to businesses in our region. The primary objective of LBF in Queensland is to support and deliver economic and local/regional business programs which build capacity.

Bridging the Boundaries: Business Facilitator Program is a LBF initiative to support business communities within the Bowen Basin to remain resilient and sustainable through the effective co-ordination of business development activities. Business communities in the Central Highlands and Isaac regions will benefit from the recruitment of resources to deliver the program. The investment has been awarded to CHDC and Greater Whitsunday Alliance (GW3), with both regions receiving significant funding across the three years.

The CHDC Business Facilitator continues to support businesses and facilitate connections through referral to relevant business advisors, business planning tools, funding opportunities and support services.

The current primary focus is working with businesses to grow responsive, viable and sustainable businesses across the region.

Approximately 60 local businesses submitted entries for the 2019 Central Highlands Business Excellence Awards, a biennial initiative of CHDC that is now in its fourth year. Winners will be announced at the Awards Gala Dinner on 14 September 2019 at the Emerald Town Hall.

Almost 200 business visits were undertaken by the Business Facilitator, with over 200 information packs distributed across the region. Nine business workshops were held and attracted a total of 81 attendees. Ongoing business support actions, including business plans, capability statements and marketing development, are provided to support regional growth.

CHDC's Tap into Tenders list, containing local, regional and state procurement opportunities, was distributed to an average of 600 subscribers each week. With more than 50 tender lists compiled, almost 30,000 emails were sent over the course of the financial year. Tap into Tenders is also proudly funded by the LBF.

More than 220 individuals and businesses attended CHDC's three industry forums, which provided information on industry, innovation, tourism.

**Looking forward**

- CHDC will continue to engage with local businesses as the funding received from the LBF extends into its second and third years.
- Development of a business resource audit and a business confidence survey will be completed and assist in identifying support requirements within businesses and communities of the Central Highlands.
- Further work will be undertaken on promoting and providing strategies that guide, mentor and support regional small and medium enterprises.
- Further opportunities will be explored to facilitate and deliver workshops, forums and events that build capacity and sustainability in Central Highlands businesses.

**FY18–19 highlights**

- $516,000 across three years from the LBF to continue to deliver targeted business support
- 194 business visits
- 200+ information packs distributed
- 81 workshop attendees

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**Partners**

- [LOCAL BUYING FOUNDATION](#)
- [BHP](#)
- [BMA](#)
- [C·RES](#)

**Annual Report 2018–19**
Tourism Development and Visitor Support

$2.65 million+

Visitor information Centre referrals conservatively estimated to have generated over $2.65 million for local businesses

Industry engagement groups

Development of industry engagement groups across the region to assist in continuous improvement of tourism development and visitor support. These groups include industry operators, local government representatives, and key outside influencers.

2019/20 Central Highlands Visitor Guide and Touring Map

100,000 copies developed and produced with a new layout and new images. Visitor Guide recorded 100 per cent increase in industry engagement, compared to previous Guide. Touring Map – a new initiative – well supported by 25 industry partners.

Tourism & Events Industry Forum, March 2019

Record increased engagement, key industry leaders from across Queensland and leading operators in the Central Highlands and Outback regions imparted their knowledge, quality information, and inspiration to the 50+ attendees.

FY18–19 highlights

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Tourism continues to be a cornerstone industry for the Central Highlands, worth an estimated $235 million in the last financial year.

The accredited Visitor Information Centre (VIC) in Emerald welcomed more than 12,000 visitors through its doors, providing support and advice for exploring and enjoying the region. CHDC’s other VICS in Duaringa, Blackwater and Springsure have also been providing information to the many visitors passing through those towns, providing the opportunity to increase length-of-stay and dispersal of visitors to all corners of the region.

The establishment of tourism strategy groups – Tourism Alliance Network, Tourism Action Group and Tourism Advisory Panel – has been the catalyst for reinvigorating industry engagement and has been very successful to date. These groups have focussed and energised the industry to develop some key initiatives over the past 12 months and have improved industry collaboration, with members meeting up from across the region on a regular basis.

The latter portion of the year has been one of further engagement with industry and stakeholders as CHDC participates in various key strategies:

1 Morton Park (South) Master Plan, which focussed on Emerald’s tourism precinct including the VIC, car park development, public access and refurbishment of the area. Areas of particular discussion were the ongoing use of VICS and the re-purposing of them into the future, to not only provide valuable information for visitors, but also provide memorable experiences, places for rest and recreation, and ongoing community engagement.

2 Caravan and Camping Options Strategy, which has come about due to the ongoing issues around showgrounds caravan and camping opportunities, free camping and the current under supply of options in the region. CHDC has been proactive in community consultations and contractor engagement to ensure the best possible strategy can be achieved for all stakeholders.

The development of the Central Highlands Mine Trail neared completion. Filming of the legacy video and interpretive signage development have been undertaken and will be ready for launch at the end of 2019.

Looking forward

Exciting times await tourism development and visitor support across the Central Highlands. The completion of the Morton Park Master Plan and Caravan and Camping Options Strategy will create a blueprint for improvement and support for visitors and increase tourism development over the coming years. The successful implementation of the recommendations from these reports will be enhanced by the ongoing work of the tourism strategy groups. These groups will also improve and expand as more operators come onboard.

The Central Highlands Tourism and Events Strategy 2020–2023 will be developed over the latter part of 2019. The remit for this strategy, unlike its predecessors, is to be one of deliverable outcomes that are attainable by industry over the timeframe. It will focus on the geographical areas of:

• Carnarvon Gorge and Carnarvon National Park
• Springsure and Minerva Hills National Park
• The Sapphire Gemfields
• Emerald and Lake Maraboon
• Duaringa
• Dingo
• Blackwater and Blackdown Tableland National Park.

The aims will be to improve operator and product readiness, boost visitor attraction to the region and develop a consistent marketing message.

Partners
CHDC received Queensland Government funding to work with businesses to identify the skills gaps for current and emerging jobs and industries in the Central Highlands region and support future industry demand for skilled local people.

The Regional Skills Investment Strategy (RSIS), supported by the Department of Employment, Small Business and Training (DESBT) and CHDC, is working to identify current and emerging jobs in key industry sectors and ensure there is a supply of skilled local people to meet this demand.

This two-year project will review the resources, tourism and agribusiness sectors to identify any current skills gaps and profile the skills needed for the emerging roles within these sectors; analyse the current training methods for effectiveness; and highlight the gaps to identify with training organisations. This may include funded and non-funded accredited training and/or informal non-accredited training to refresh or assist with current workforce skills.

The project has been guided by industry stakeholders through an engaged reference group. This group ensures the project remains focused on bridging the skills gap and identifying emerging skills required to remain competitive and effective in the region's rapidly growing industry sectors. The project has been engaging with local industry and community to identify training and skills issues and develop solutions in partnership with DESBT. It has led stakeholder engagement activities including small group discussions, individual meetings and forums. Included in the project is promoting VET pathways and training available under the Annual VET Investment Plan.

Additionally, this role has launched CQ Job Link (cqjoblink.com.au), a new, unique and free online platform, created by CHDC and Isaac Regional Council (IRC), with the support of LBF.

This one-stop shop for employment-related information for the Central Highlands and Isaac regions will help regional employers locate, attract and retain workers, and help job seekers find and apply for suitable and meaningful employment quickly and easily.
CQ Job Link

• The initial Jobs Search component of CQ Job Link has been successfully launched and CHDC is now seeking to provide additional support for businesses, employers and job seekers.

• This will include expanding the platform to incorporate:
  — Trending Industries
  — Resource Hub for Job Seekers and Employers
  — Employer Profiles and Links
  — The CQ Job Link platform can be accessed through chdc.com.au.

Partner

Queensland Government
Regional Innovation and Development

Support and funding from Advance Queensland and other partners and sponsors enabled continued assistance to related programs of CHDC, including:

- 2019 Central Highlands Business Excellence Awards
- Industry and Innovation Forum
- Agribusiness & Agtech
- HACKCQ & QODE

FY19 saw the continued implementation of the Advancing Regional Innovation Program (ARIP, Fitzroy) into its second year.

The Regional Innovation and Development Coordinator (RIDC) continued facilitating the ARIP work through the broader Fitzroy Region – the Central Highlands, Rockhampton and Gladstone regions and Banana and Livingstone Shires. A highlight in the last quarter was the successful hosting of Queensland Chief Entrepreneur Leanne Kemp at a breakfast of over 25 local business representatives, with a visit to SwarmFarm Robotics as part of the event.

Support of the Regional Central Queensland Innovation Network (RCQIN) Steering Committee continued with three meetings of the regional innovation managers and steering committee members from local government. CHDC’s website was upgraded for better visualisation of regional innovation and development achievements and opportunities.

The Central Highlands’ inaugural hackathon HACKCQ was delivered 21-23 September 2018, with 20 participants working a solid 54 hours over three days, pitching innovative ideas then working in groups to generate viable business concepts. CHDC partnered with River City Labs (RCL) to provide facilitators and mentors to guide and assist participants in taking ideas from early concepts toward minimum viable products or services (business ready). The winning team’s members included Digby Dunbar whose micro greens concept took out the key prize.

The annual Industry and Innovation Forum on 18 July 2018 saw more than 90 participants gather to hear about opportunities for small business driven by big business investment, the need to be supply chain ready, businesses needing innovative mindsets and the value of collaboration and networking in business development. Keynote presentations from various senior industry and government representatives, smaller business and business support agencies were followed by networking sessions.

CHDC and ARIP also supported 10 delegates to attend QODE 2019, on 2–3 April. QODE is Australasia’s chief digital technology and innovation event of international significance, attracting over 1000 people. CHDC assisted the delegates and maintained a booth at the event to raise the profile of the Central Highlands and Fitzroy regions. Five of the Fitzroy delegates had success and were able to either secure potential funding or partnering opportunities.

On the development front, strong trends have seen immediate impact on the vibrancy of local communities; an increase in job ads; pressure on housing availability; and high demands for skilled labour. In turn, demand pressures across sectors are expected to deliver strong positive returns for locals, investors and businesses. CHDC will continue to assist the CHRC in understanding the characteristics and addressing the negative impacts of growth, such as housing affordability, rental stress, job replacement and speculative demand on housing and commercial land. Advice on choices in regulatory and policy frameworks will be a key part of this work.
Assistance to industry and business continues through advocacy, information assembly, advice and connecting developers with professional services, finance and investment providers and research providers. CHDC’s Innovation, Regional Development, Investment and Attraction portfolios are aligned and offer assistance to private proponents, developers and investment entities to facilitate and enhance development opportunities.

**Looking forward**

To support the new economic momentum stimulated by expansions in the resources sector, and industry more broadly, CHDC will continue to work alongside CHRC on priority development matters. This includes:

- Assisting the CQ Inland Port; furthering the investment opportunities in aged care facilities; advocating for a multi-purpose centre for events and disaster management; extending the service of an innovation hub and grain and pulse processing facilities; assisting investments in a meat processing centre; assistance with the expansion of Emerald’s Airport precinct (to form an ‘AirHub’); and causing continued investment in digital and communications infrastructure.

- Nurture and maintain relationships with current and existing proponents/developers to support commercial investment, workforce development and capacity building.

- Prioritise the update of the CHEMP Action Plan – looking creatively at how to achieve the critical action items listed for delivery prior to 2022:
  - Energy independence and renewables
  - Expansion of research and development activities
  - Improved freight and logistics
  - Increased digital capacity and reliability
  - Stability and rehabilitation of the resources sector, and
  - Supporting and promoting liveability

In the innovation space, the ARIP activities will continue to assist industry, commerce and service providers to wade through the quick-paced technological advancements (Industry 4), through:

- Maintaining the delivery of key events and supporting activities such as the:
  - Annual Industry and Innovation Forum
  - QODE 2020, to enable local and regional entrepreneurs to extend their capabilities
  - AgTeCH19: Build it, Use it, Profit forum

- Implementation of the Industry and Innovation Audit – to assist with the mapping of opportunities to enhance digital, technological and information-led innovation by:
  - Increasing the understanding of the entrepreneurial steps in creating new opportunities
  - Understanding who can offer assistance and discreet help in progressing development concepts - within the region
  - Understanding when it is best to get help from a range of experts
  - Awareness of the various innovation support services (including grants) offered by governments and NFPs
  - Outlining the players and frameworks in the innovation space to assist with rational networking and collaborative partnering

- Introduce regular business development and innovation networking forums to assist other training and capacity development events.

- Investigate the feasibility of smart technology choices (e.g. beacon technology, GPS geofencing, virtual reality/ augmented reality (VR/AR)) in assisting with tourism marketing, development and operation.

- Envelope tourism digital trade and business readiness with other business facilitation and skills development training programs and events.
Testimonials

Paddock to Port Tour
The Paddock to Port Tour was such a great opportunity. I didn’t have any expectations when we set off, but on coming home was blown away by how valuable I found the whole process. The connections made from each council region – state, federal and local – were invaluable. It was great to see all of the attending shires come together to create solutions and ensure real viable options in the logistics of getting Central Highlands produce directly to each port.

Aaron Kiely  President, Central Highlands Cotton Growers & Irrigators Association

Industry Forums
CHDC Industry Forums are one of the most genuine ways that we at CQIP can connect with the local leaders in the Central Highlands business community. The connections we’ve made, the exposure to our business and the value for money that partnership provides has created opportunities for CQIP that we wouldn’t have been able to secure as easily anywhere else. We recommend partnering with CHDC and leveraging their impressive list of local, state and national connections.

Alan Stent-Smith  Managing Director, CQ Inland Port

QODE 2019
Thank you for considering Conveyor Innovations International, it was a really great experience to have been given the privilege to attend QODE and we really gained from the experience.

Justin Geddes  Director, Conveyor Innovations International Pty Ltd

Agtech
Thank you to CHDC and X-Lab for making great happen in rural, regional and remote Australia. So excited to be part of the inaugural AgFrontier Incubator Program.

Erica Hughes  Founder, Farmer Meets Foodie

Tourism and Events Strategy Forum
Capricorn Enterprise were thrilled to be invited to present at the recent Tourism & Events forum hosted by CHDC. The forum was a great opportunity to present opportunities for a diverse range of businesses, events teams, industry representatives and Council members to partner, collaborate and leverage local, regional and state activities within the tourism industry.

Kerry Kerr  Tourism Marketing Manager, Capricorn Enterprise
Case study

Local job hunt made easy

CQ Job Link is a partnership between the Central Highlands and Isaac regions and funded by LBF. It’s a free platform that connects job seekers (both within and outside of the regions) and employers within the regions.

Employers can post vacancies and job seekers can access regional jobs from various sources in one easy-to-access portal. Both can find resources for employment trends, event information, training and education opportunities and more.

There is a wealth of opportunities in these regions. Technical and managerial professionals are in high demand, as are qualified tradespeople and administrative personnel, with competitive wages and other benefits on offer.

CQ Job Link is supported by CHRC, to promote lifestyle and work opportunities in the region.

The initiative also aligns with the CHEMP’s 30-year vision for the region, which includes a highly-skilled, local workforce that supports our industries to adapt and grow in a changing environment.

CQ Job Link was developed in response to the growing need to attract a skilled workforce to meet industry and infrastructure demands across the regions, with employers identifying increasing difficulty in attracting candidates for a growing number of vacancies”

— Sandra Hobbs, CHDC General Manager
3 Years in Review

CHDC’s contributions to the deliverables for the region

Tourism, Agribusiness and Business and Investment Attraction portfolios incorporated into CHDC responsibilities and deliverables

Collaboration with industry stakeholders to successfully support

2,000+ businesses supported across the region

70+ CHDC events

170,000+ visitor guides and touring maps produced and delivered across Australia

As we move towards council elections in 2020 it is a pertinent time to reflect on and acknowledge the partnerships that have underpinned our success over the years.”

— Sandra Hobbs, CHDC General Manager

2016–17

• Australian Institute of Company Directors Training (AICD) hosted through CHDC

• Initial funding secured from Local Buying Foundation (LBF) for online Tenders distribution.

• CHDC led the formation of the Queensland Local Content Leaders Network (QLCLN) and produced Guiding Principles and a Joint Statement of Commitment with the focus on maximising industry local content in regional Queensland.

• Grant writing contribution to CHRC – successfully received $7.5 million from $10 million of funding applications submitted.
Emerald Visitor Information Centre

<table>
<thead>
<tr>
<th>Period</th>
<th>Visitors 2016–19</th>
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<tbody>
<tr>
<td>2016–17</td>
<td>10,125</td>
</tr>
<tr>
<td>2017–18</td>
<td>11,739</td>
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<tr>
<td>2018–19</td>
<td>12,479</td>
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Gross revenue generated

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<tbody>
<tr>
<td>Mining</td>
<td>$5,047m</td>
<td>$4,729m</td>
<td>$5,647m</td>
</tr>
<tr>
<td>Agriculture, Forestry &amp; Fishing</td>
<td>$839m</td>
<td>$740m</td>
<td>$680m</td>
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<tr>
<td>Construction</td>
<td>$4,700m</td>
<td>$459m</td>
<td>$1,170m</td>
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Increase in visitor numbers

2017–18

- Hosted the inaugural AgTeCH Event and 3rd biennial Business Excellence Awards.
- Launch of the Central Highlands Economic Master Plan (CHEMP).
- Digital Telecommunications Audit and Action Plan (DTAPP) in partnership with CHRC finalised and endorsed.
- Production of Central Highlands Agriculture Video: More than you expect!
- Famil to Japan conducted in February 2018 with CHRC representatives to develop regional investment.

2018–19

- Growing Regional Tourism: Implementation of Tourism Engagement Groups, Tourism Alliance Network, Tourism Action Group and Tourism Advisory Panel.
- Production of liveability video: Work, Play, Discover Central Highlands.
- Launched CQ Job Link – CHDC, CHRC and Isaac Regional Council (IRC), with the support of the LBF.
- CHDC Governance: Organisational review and growth with addition of 3 Independent Directors to the CHDC Board.
### Business Facilitation & Support

<table>
<thead>
<tr>
<th>Categoria</th>
<th>TAREA DE DESARROLLO</th>
<th>ACTIIVAD</th>
<th>META</th>
<th>INDICADOR</th>
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<th>ASIGNAT</th>
<th>METRIS</th>
<th>ASIGNAT</th>
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<tbody>
<tr>
<td>Explore the impact of industry and business needs</td>
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<td>Supporting the growth of business</td>
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### Tourism Development

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<td>Tourism &amp; Events Strategy scope developed</td>
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<tr>
<td>Successful completion, delivery and launch of Visitor Economy Strategy 2020 – 2022</td>
<td>Various consultants engaged</td>
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<td>Identification of Tourism Development &amp; Event Hub</td>
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<td>Various consultants engaged</td>
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<tr>
<td>Strategic partners and key stakeholders identified</td>
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<td>Various consultants engaged</td>
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<td>Various consultants engaged</td>
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<tr>
<td>Visitor Centre staff recruitment, training, development and engagement</td>
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<td>Various consultants engaged</td>
<td>Various consultants engaged</td>
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<td>Local content and procurement</td>
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<tr>
<td>MR Business &amp; Stakeholder Engagement</td>
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### Events

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<th>METRIS</th>
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**Central Highlands Regional Council**

**207 of 222**
Central Highlands Regional Council

208 of 222
<table>
<thead>
<tr>
<th>Key Activity/Performance Indicator</th>
<th>Description/Target/Measure</th>
<th>Q1 Update</th>
<th>Q2 Update</th>
<th>Q3 Update</th>
<th>Q4 Update</th>
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<tr>
<td>1. Level of engagement to profile the region.</td>
<td>Domestic and international market development for the region.</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Central Highlands Regional Council

Digital Innovation & Regional Development

**Regional Innovation & Development Program**

**General Council Meeting - 26 May 2020**

- **Attendants:** Over 100% attendance
- **Workshops:**
  - Second intensive workshop held 3 & 4 September 2020; evaluation mean of 4.56; 70% attendance (1 team had family death, 1 family had wife hospitalised; another unable to attend)
  - Third intensive workshop with X-Lab held 5 November 2020; evaluation mean of 4.2 (of a possible 5); 100% attendance. Guest presenters included: Dr Baden U'Ren, Head of Entrepreneurship Bond University; Sarah Nolet, AgThentic & Tenacious Ventures; James Dick, Industria Capital.

**2.1 Domestic and International Market Development**

**6.1 Connectivity to Markets**

- **Outcomes:**
  - # of startups
  - # tailored services delivered
  - # tailored services located in regional areas
  - # activities to encourage or expand business
  - # new business networks established
  - # new partnerships established or strengthened
  - # active participants successfully engaged in innovation activities

**6.2 Small Business Support & Education**

- **Outcomes:**
  - # new business networks established
  - # start-up participants have formed new collaborations or partnerships

**6.4 Innovation & Startup Incubation**

- **Outcomes:**
  - # new business networks established
  - # start-up participants engaged in coaching
  - # start-up participants successful in securing investment
  - # start-up participants successfully engaged in international trade

**Milestone 7 Reporting**

- **ARIP Report in preparation**
- **Regional objectives outlined via Advance Qld, Chief Entrepreneurs Office (escorted to Industry & Innovation Forum 86 attendees with additional participants (14) for post event networking)**
- **Follow-up engagements from forum & government agencies - 121 pp**
- **Engagement with RICs from other regions, stakeholders across Fitzroy**

**2020 Preparations - Collaborative application process over the Fitzroy Region - 24 Applications to the standard required:**

- **17 Engagements secured including 11 new entrants to the programme**
- **Support for program delivery**

**2020-2021 Programmes:**

- **Industry & Innovation Survey (SurveyMonkey) designed & conducted**
- **Date for QODE 2020 released as 23 March 2020**
- **Startup Weekend - HACKCQ Coordinate the startup weekend marketing and planning**
- **Reporting to ARIP on HACKCQ Activity**

**Outcomes of Ind & Innov Forum etc used to canvas innovation priorities/ themes**

**Use of events to extend contact range**

**CHDC CRM - Scoping and Implementation**

- **Engagement of a team of industry professionals**
- **Project Plan, Marketing Plan, Flyer and Survey completed**
- **Application Form (via Survey Monkey) with Adv Qld criteria outlined completed & released**
- **ARIP Project Plan, Marketing Plan, Flyer and Survey completed and implemented**

**Outcomes:**

- **# industry representatives, speakers and delegates in attendance**
- **# impact of the activities on the region**
- **# and quality of mentors providing support**
- **Level of connectivity between participants and entrepreneurs & innovators**

**Collaborative Engagement Across Regions**

- **Regional connectivity and real-time information and support**

**Facilitation and Coordination of Business Networking Events**

- **Networking events to engage target market**
- **Networking opportunities**

**Networking with stakeholders:**

- **Engagement with stakeholders across the region**
- **Supporting regional development initiatives**
- **Research and development strategies that facilitate sustainability and regional growth**
## Regional Skills Development

### Task 10: Supporting a local workforce

<table>
<thead>
<tr>
<th>Skill Development</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning and Training Support</td>
<td>$10,000</td>
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<tr>
<td>Training, Development and Promotion of Skills Literature</td>
<td>$5,000</td>
</tr>
<tr>
<td>Industry Training Coordination</td>
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</tr>
<tr>
<td>Regional Industry Skills Support</td>
<td>$3,000</td>
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</table>

### Task 14: Skill development and enhancement

<table>
<thead>
<tr>
<th>Complementary skills development, training and retraining</th>
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</thead>
<tbody>
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<td>Continuing Education and Training Programmes</td>
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<tr>
<td>Workshops</td>
<td>$5,000</td>
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<tr>
<td>Regional Job Link Platform Expansion</td>
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### Task 15: Joint public/private sector education

<table>
<thead>
<tr>
<th>Workshop</th>
<th>Budget</th>
</tr>
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<tbody>
<tr>
<td>Regional Industry Skills Support</td>
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<tr>
<td>Training, Development and Promotion of Skills Literature</td>
<td>$10,000</td>
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<td>Continuing Education and Training Programmes</td>
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<tr>
<td>Workshops</td>
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### Task 16: Supporting and promoting livability

<table>
<thead>
<tr>
<th>Strategy</th>
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<tbody>
<tr>
<td>Regional Industry Skills Support</td>
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<td>Training, Development and Promotion of Skills Literature</td>
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<td>Workshops</td>
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### Task 17: Supporting and promoting livability

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<th>Strategy</th>
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<td>Training, Development and Promotion of Skills Literature</td>
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<td>Continuing Education and Training Programmes</td>
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<td>Workshops</td>
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### Task 18: Supporting and promoting livability

<table>
<thead>
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<th>Strategy</th>
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<td>Training, Development and Promotion of Skills Literature</td>
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<tr>
<td>Workshops</td>
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</table>
Central Highlands Development Corporation (CHDC) actively partners with industry experts, businesses, governments and communities to drive growth, enable innovation, build capability and deliver economic outcomes.

Underpinned by robust and innovative industries including resources, agriculture and tourism. We advocate for a sustainable region and economic growth by enhancing our workforce, promoting our region and supporting out businesses.

**Strategic Plan 2017-2022**

Central Highlands Development Corporation (CHDC) actively partners with industry experts, businesses, governments and communities to drive growth, enable innovation, build capability and deliver economic outcomes.

Underpinned by robust and innovative industries including resources, agriculture and tourism. We advocate for a sustainable region and economic growth by enhancing our workforce, promoting our region and supporting out businesses.

**OUR VISION**

Central Highlands thriving as a diverse, sustainable and economically prosperous region.

**OUR MISSION**

To facilitate economic and regional growth and opportunity throughout the Central Highlands.

**OUR VALUES**

- Collaboration -
- Integrity -
- Innovation -
- Sustainability -
- Respect -
- Regional Pride -
Central Highlands, Queensland is a prosperous and vibrant region which has a diverse economy based on:

- Globally competitive coal mining industry with continuing expansion and developments
- Robust and resilient agricultural and horticultural industries, including beef, grain, cotton, grapes and citrus
- Tourism supporting a growing visitor economy driven by natural assets such as Carnarvon Gorge and the Sapphire Gemfields
- Dynamic regional businesses
- Hub for professional and government sectors
- Availability of commercial, industrial and residential land
- Major health and education services
- Billion-dollar infrastructure and construction projects
GOALS & OBJECTIVES

Advocate for sustainable regional and economic growth
- Recognised as the primary information source and driver for economic growth in the region
- Ongoing representation on relevant organisations within and outside the region
- Build and enhance the capacity of communities of the Central Highlands region
- Support development and attraction of infrastructure and industry relevant projects

Proactively market and promote the Central Highlands, Queensland as a region of choice
- Continued management and enhancement of the Central Highlands’ online presence
- Participate in appropriate economic development and regional promotion opportunities
- Partner with key stakeholders for ongoing, up to date promotion of the region

Enhance workforce development
- Work with business and industry to identify regional skills and labor gaps
- Actively engage with relevant Local, State and Federal Government agencies and industry representatives to identify opportunities for skills and labor enhancement
- Facilitate strategies to attract labor and skills to respond to regional growth

Support business development, innovation and capacity
- Promote business opportunity in the Central Highlands region
- Actively engage with relevant partners to assist in business development in the region
- Support to increase the viability and sustainability of businesses
- Facilitate training and skilling opportunities for small to medium enterprise

Support community organisation to develop skills and knowledge
- Support organisation planning and development to attract community projects funding
- Facilitate training and skilling opportunities for not for profit organisations
- Develop and provide resources to build knowledge and capacity

Sustain, refresh and grow our organisation
- Develop and enhance business / corporate partnerships
- Recognition of CHDC as the key economic development
- Proactive planning that supports future trends

DRIVERS

→ Tourism Visitor Economy Strategy 2020-2023
→ CHRC Corporate & Operational Plan
→ Community & Stakeholder collaboration and engagement
→ Economic changes for the region and industry sector
→ Industry Pillars – tourism, agriculture, resources
→ Corporate Governance

Central Highlands Development Corporation
76 Egerton Street, Emerald QLD 4720
PO Box 1425, Emerald QLD 4720
T: +617 4982 4386
E: enquiries@chdc.com.au
Our region in numbers
Central Highlands

Region overview

- **$8.419bn**: Output generated
- **$3.777bn**: Total value-added
- **$5.706bn**: Total regional export
- **$1.436bn**: Total local expenditure
- **$3.929bn**: GRP for the Central Highlands region

Resources

- The **Mining** sector comprises 6,079 jobs out of the 17,019 jobs in the region.
- Contribution of the **Mining** sector to the total value-added for the Central Highlands.
- **Mineral** is the largest employer of both the resident (22.2%) and non-resident (63.6%) workforce.

- **$813.163m**: Mining is the highest contributor in terms of local expenditure.
- **$2.033bn**: Domestic imports to the region.

- **2,899**: Businesses registered and operating in the Central Highlands.

Increase in number of businesses with turnover of $10 million or more from 2017 to 2018:

- **41.2%**

Source: Economic Profile Central Highlands (June 2019) chdc.com.au
14.6 Chief Executive Officer

14.6.1 Bi Monthly Safety and Wellness Update ..... approx 10 mins

INFORMATION REPORT

Date: 27 May 2020 Presentation Duration: Approx. 10 minutes
To: General Council Meeting
Author: Gaye Westerberg, Manager Safety and Wellness
Authorising Officer: Scott Mason, Chief Executive Officer
File Reference: <ECM Reference>
Presented for: Information

ATTACHMENTS:
Nil

PURPOSE:
The purpose of the information provided in this report is to highlight to Council any issues, risks and opportunities impacting the safety and health of workers at Council, whilst providing a summary of Central Highlands Regional Council’s health and safety performance.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council receive the Bi-monthly Safety and Wellness Report for the period March to April 2020.

REPORT:

Background
The Safety and Wellness bimonthly department update were previously provided at the Leadership and Governance Standing committee meeting.

Discussion/Current issue

Incident Reports
A total of 26 incidents were reported for March to April 2020 period, of which 11 incidents resulted in an injury. For the same reporting period March to April 2019, 43 incidents occurred, with 21 incidents resulting in an injury.
Employee injuries
Of the incidents reported this period, two incidents for the reporting period involved two contractors.

Nine employees of Central Highlands Regional Council were injured during the reporting period, categorized in the following groups:
- 6 x first aid injury
- 2 x medical treatment injury
- 1 x lost time injury.

Workplace Health Safety Queensland notifiable matters
Workplace Health Safety Queensland (WHSQ) issued two improvement notices for the reporting period, relating to:
- An incident at Capella Depot, where a live electrical cable was struck and severed in multiple places in the process of excavation works whilst repairing a damaged water main. Safety alerts were issued after the event throughout the organization and the CHRC excavation and trenching procedure was reviewed with the teams completing this work in the Council. This remedy action plan was communicated and subsequently endorsed by WHSQ.
- Specific safety issues relating to the cattle yards at the Springsure showgrounds are being addressed with the remedy action plan due to WHSQ in May.

The Workplace health safety inspector was notified of the following incidents for the reporting period, as they qualify as a notifiable incident under Work Health and Safety Act 2011:
- An electrical matter relating to a minor electrical shock event whilst a contractor was completing inspections at Springsure Showgrounds.
- The fire at Lochlees landfill.
- A verbal notification was provided for a non-work related, report only matter where an employee was taken to hospital during work hours, in relation to a non-work related, personal matter.

Lost Time Injury Statistics
A review of lost time injury lagging indicators allows Council to measure safety performance against past incident rates and to benchmark against other regional councils in the Local Government Workcare (LGW) workers’ compensation scheme. These lagging indicators are traditional safety metrics used to indicate progress towards compliance of safety rules. The indicators provide information on how many people were injured and the severity of injury. CHRC is in Scheme D and is identified as D12 in the scheme. These metrics are being provided as required under Council Work Health and Safety Management Plan.
- Lost Time Frequency Rate (LTIFR) is the number of Lost Time Injury Claims / (Hours Worked) *1,000,000. CHRC LTIFR is 13.84 compared to 15.32 LGW group average.
- Lost Time Duration Rate (LTIFD) is defined as the average days lost per lost time injury. CHRC LTIFD is 40.67 compared to the LGW group average of 32.90.
- Lost Time Injury Incident Rate (LTIIR) is the number of lost time injuries and illnesses for every 100 workers employed. CHRC LTIIR is 1.35 compared to the LGW group average of 1.99 and LGW scheme average of 1.72 for year to date.

### Injury Management

Injury management data as at 30 April 2020,
- 3 x active workers compensation cases
- 3 x work related suitable duties plan for employees.
- 4 x non-work-related management for full to return to work

There has been a focus has been on seeking detailed Doctor certificates for return to work to document accurate suitable duty plans.

### Incident Investigations

At the time of preparing this report, 20 incident investigations have been completed, three are new reports, two are investigations being conducted and consequently open investigations, and one investigation is awaiting review and sign off.
With regards to actions resulting from an incident investigation, as at 30 April 2020 the following actions are to be completed:

<table>
<thead>
<tr>
<th>Date action was raised</th>
<th>Due Date in system</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>26/02/2020</td>
<td>30/04/2020</td>
<td>EMD Landfill - Label airlines on compressor airlines in workshop</td>
</tr>
<tr>
<td>05/02/2020</td>
<td>30/04/2020</td>
<td>SOP to be developed when the new design/process is determined, change management to be captured in Utilities Risk Register review.</td>
</tr>
<tr>
<td>08/07/2019</td>
<td>30/04/2020</td>
<td>Blackwater area office requires evacuation diagrams to be updated.</td>
</tr>
</tbody>
</table>

**Hazard Management**

30 outstanding actions from hazards identified presents an immediate opportunity to remedy. These actions have been identified and reported as a hazard, and not yet closed in the safety reporting system. It may be the actions have been completed, and not closed in the safety reporting computer program, or that the actions required have not been communicated.

**Enforceable Undertaking Update**

Council are on target for meeting our Enforceable Undertaking deliverables. In April the final Enforceable Undertaking unit audit was completed, with an audit score received of 76.3%. The previous year, the audit report provided a score of 70.8%.
Code of Practice
In consultation with Local Government Association of Queensland, Senior Governance Project Officer, a recommendation to review the following Codes of Practice as a starting reference for Council procedure compliance to Codes of Practice:

- Concrete pumping Code of Practice 2019
- Electrical safety Code of Practice 2020

These reviews are to be completed and have been identified as actions in the Enforceable Undertakings most recent audit.

Safety Lead Indicator
8 x Work Area Inspections were carried out by Safety Advisors across our region this reporting period.
CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
4. Protecting our People and our Environment;
   4.1.4 - Promote community safety and well-being.

6. Our Organisation;
6.4 - Corporate Plan Strategy: Working safely
6.4.1 - Sustain a productive, efficient and safe workforce that is responsive to council and
   community needs.

Work Health and Safety Act 2011
Work Health and Safety Regulation 2011

Budget/Financial/Resourcing:
No budget impact from the report

Communication/Engagement:
Information report only

Risk Assessment:
Risk assessments continue to be reviewed and the interface between front line work and safe work
and therefore a key process to comply with our Work Health Safety and Management Plan.

Timings/Deadlines:
Not applicable

Conflict of Interest Declaration:
Council officers contributing to the preparation and approval of this report have no conflicts of
interest to declare.

Human Rights Impact:
No

Alternatives Considered:
Information report on historical performance, therefore no alternatives provided.

- END OF REPORT -
15 LATE AGENDA ITEMS

16 GENERAL BUSINESS

17 CLOSURE OF MEETING