COUNCIL AGENDA

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 28 September 2022
At 9.00am

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

Sharon Houlihan
Chief Executive Officer

OUR LONG-TERM STRATEGIC INTENT AND VISION

An inclusive, prosperous and connected regional community, providing diverse opportunities for investment, work and lifestyle.

OUR PURPOSE

A regional council committed to sustainably leading and servicing our communities.

OUR VALUES

Respect and Integrity
Accountability and Transparency
Providing Value
Commitment and Teamwork

OUR LONG-TERM DESTINATION GOALS

1. Deliver, enable and advocate for reliable services to our community
2. Protect and grow a diverse and prosperous economy
3. Support and enhance resilient, safe, vibrant and inclusive communities
4. Drive our council and the region towards a digital future
5. Develop a future-focused workforce to support council and our region
6. Responsibly manage our natural environment
7. Prepare for a low carbon future and adapt to a changing climate

Central Highlands Regional Council

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1 PRESENT

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3 LEAVE OF ABSENCE

4 ACKNOWLEDGEMENT OF COUNTRY

5 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

5.1 Minutes - General Council Meeting - 14 September 2022

Central Highlands Regional Council

General Council Meeting

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

Wednesday, 14 September 2022
Commenced at 9.00am

COUNCIL MINUTES

Unconfirmed

CENTRAL HIGHLANDS REGIONAL COUNCIL

GENERAL MEETING OF COUNCIL

WEDNESDAY 14 SEPTEMBER 2022

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unconfirmed

MINUTES – GENERAL COUNCIL MEETING
HELD AT 9.00AM WEDNESDAY 14 SEPTEMBER 2022 IN THE CENTRAL HIGHLANDS REGIONAL COUNCIL CHAMBERS, EMERALD OFFICE

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

Officers
Chief Executive Officer Sharon Houlihan, Chief Financial Officer Arun Dias, General Manager Communities John McDougall, Acting General Manager Corporate Services Clinton Nicol-Dickson, General Manager Infrastructure and Utilities Jason Hoolihan and Minute Secretary Marnie Wills and Executive Assistant (CEO) Liesa Pugh

APOLOGIES
Acting General Manager Customer and Commercial Services Salomon Kloppers

LEAVE OF ABSENCE
Resolution:
Cr Daniels moved and seconded by Cr Moriarty "That a leave of absence be granted for Councillor Joseph Burns 28 September 2022."

2022 / 09 / 14 / 001 Carried (9-0)

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.

CONDOLENCES – Passing of Her Majesty Queen Elizabeth II
On behalf of the peoples of the Central Highlands their communities and localities, we acknowledge the passing of Her Majesty Queen Elizabeth II.

Whilst we are but a small part of the nation and the Commonwealth of nations that Her Majesty reigned over we all share the same sorrow and grieving at her passing.

For many she represented the embodiment of everything that was decent and respectful and her dedication to her role as Monarch and the duties therein was unwavering.

It is appropriate that we make this acknowledgement in this place today as a tribute to her representation of all the peoples in the Commonwealth.

Long did she reign over us.

Let us pause and reflect on her extraordinary life – A minutes silence was observed.

Cr Sypher moved and seconded by Cr Rolfe "That the Central Highlands Regional Council acknowledges the passing of Her Majesty Queen Elizabeth II and supports the official online State of Queensland Condolence Book to provide messages of support and condolences to the Royal Family."

2022 / 09 / 14 / 002 Carried (9-0)

OPENING PRAYER
Pastor Stephen Gellatly from the Emerald Baptist Church delivered the opening prayer.

Unconfirmed

CONFIRMATION OF MINUTES OF PREVIOUS MEETING
General Council Meeting: 24 August 2022
Resolution:
Cr Brimblecombe moved and seconded by Cr Moriarty "That the minutes of the previous General Council Meeting held on 24 August 2022 be confirmed."

2022 / 09 / 14 / 003 Carried (9-0)

BUSINESS ARISING OUT OF MINUTES
Nil

OUTSTANDING MEETING ACTIONS
Councillors reviewed the resolution register (meeting actions) update

Mayor advised that there had been a change to one of the motions lodged with the Local Government Association of Queensland regarding the road maintenance within National Parks. This was based on correspondence that the Bowen Basin Regional Roads Transport Group had received correspondence from Minister Scanlon.

CEO also advised that there has been a number of composite motions requested to combine our motions with similar motions from other councils.

UPCOMING AGENDA ITEMS
Councillors reviewed the upcoming agenda items.

CONFLICT OF INTEREST
No conflicts of interests were declared.

PETITIONS (IF ANY)
Nil

Attendance
Interim Manager Governance R. Higgins attended the meeting at 9.25am

DECISION ACTION REPORTS

Corporate Services

2021-22 Operational Plan Quarter 4 Performance Report

Purpose:
This report presents the final quarterly progress toward implementation of Central Highlands Regional Council's 2021-22 Operational Plan for the fourth quarter ending 30 June 2022.

Resolution:
Cr Moriarty moved and seconded by Cr Brimblecombe "That Central Highlands Regional Council receives the 2021-22 Operational Plan Quarter 4 Performance Report."

2022 / 09 / 14 / 004 Carried (9-0)

unconfirmed

Attendance
General Manager Communities J. McDougall left the meeting at 9.41am and returned at 9.43am
General Manager Communities J. McDougall left the meeting at 9.48am

Standing Orders and Meetings Procedures Policy

Purpose:
This report seeks the endorsement and adoption of the proposed revised Standing Orders Policy CHRCP:0055.

Resolution:
Cr Sypher moved and seconded by Cr Carpenter "That Central Highlands Regional Council approves the revised Standing Orders and Meeting Procedures Policy CHRCP:0055."

2022 / 09 / 14 / 005 Carried (9-0)

Attendance
General Manager Communities J. McDougall returned to the meeting at 9.49am
Executive Assistant (CEO) L. Pugh left the meeting at 9.51am

Strategic and Briefing Forum and Workshops Policy

Purpose:
This report seeks the endorsement and adoption of the proposed revised Councillor Strategic and Briefing Forum and Workshops Policy CHRC:0023.

Resolution:
Cr Carpenter moved and seconded by Cr Curtis "That Central Highlands Regional Council approves the revised Strategic and Briefing Forums and Workshops Policy CHRCP:0023."

2022 / 09 / 14 / 006 Carried (9-0)

Attendance
Executive Assistant (CEO) L. Pugh returned to the meeting at 9.55am

Audit Committee Charter

Purpose:
The purpose of this report is to present a revised Audit Committee Charter for adoption by council.

Resolution:
Cr Rolfe moved and seconded by Cr Moriarty "That Central Highlands Regional Council adopts the revised Audit Committee Charter as presented."

2022 / 09 / 14 / 007 Carried (9-0)

unconfirmed

Internal Audit Charter

Purpose:
The purpose of this report is to present a revised Internal Audit Charter for adoption by council.

Resolution:
Cr Moriarty moved and seconded by Cr Brimblecombe "That Central Highlands Regional Council adopts the revised Internal Audit Charter as presented."

2022 / 09 / 14 / 008 Carried (9-0)

Attendance
Interim Manager Governance R. Higgins left the meeting at 10.00am

Chief Executive Officer

Australian Local Government Association - 2022 National Local Roads and Transport Congress

Purpose:
The Australian Local Government Association (ALGA) 2022 National Local Roads and Transport Congress is being held in Hobart, Tasmania from 2 to 4 November 2022.

This report is to determine councillors' attendance at this conference.

Resolution:
Cr Brimblecombe moved and seconded by Cr Carpenter "That Central Highlands Regional Council be represented at the Australia Local Government Association (ALGA) 2022 National Local Roads and Transport Congress is being held in Hobart, Tasmania from 2 to 4 November 2022 by its Deputy Mayor Councillor Christine Rolfe (delegate) along with Councillor Joseph Burns."

2022 / 09 / 14 / 009 Carried (9-0)

Attendance
General Manager Communities J. McDougall 10.03am and returned at 10.03am
Manager Connected Communities S. Poulter and Coordinator Youth Development H. Hogan attended the meeting at 10.07am

INFORMATION REPORTS

Communities

Youth Strategy and Action Plan - Annual Progress Report - July 2021 to June 2022

Purpose:
This report informs councillors on the progress of the Youth Strategy and Action Plan 2018-2023 for the period July 2021 to June 2022.

Resolution:
Cr Moriarty moved and seconded by Cr Daniels "That Central Highlands Regional Council receives the Youth Strategy and Action Plan 2018-2023 report for the period July 2021 to June 2022."

2022 / 09 / 14 / 010 Carried (9-0)

unconfirmed

Attendance
Manager Connected Communities S. Poulter and Coordinator Youth Development H. Hogan left the meeting at 10.38am

Adjournment
Meeting adjourned at 10.38am for morning tea
Meeting resumed at 11.01am

Record of Proceedings - Sport and Active Recreation Advisory Group Meeting - 22 June 2022

Purpose:
This report presents the record of proceedings for the Sport and Active Recreation Advisory Group to be received by Central Highlands Regional Council, as required under the Terms of Reference.

Resolution:
Cr Carpenter moved and seconded by Cr Burns "That Central Highlands Regional Council receives the record of proceedings for the Sport and Active Recreation Advisory Group meeting held 22 June 2022."

2022 / 09 / 14 / 011 Carried (9-0)

Attendance
Coordinator Arts and Engagement K. Hatzipanagiotis and Arts and Cultural Officer Galleries R. Haydon attended the meeting at 11.11am

Record of Proceedings - Central Highlands Arts and Cultural Advisory Committee Meeting - 26 August 2022

Purpose:
This report presents the record of proceedings of the Central Highlands Arts and Cultural Advisory Committee planning meeting held on 26 August 2022.

Resolution:
Cr Sypher moved and seconded by Cr Burns "That Central Highlands Regional Council receives the record of proceedings of the Central Highlands Arts and Cultural Advisory Committee planning meeting held on 26 August 2022."

2022 / 09 / 14 / 012 Carried (9-0)

Attendance
Coordinator Arts and Engagement Officer K. Hatzipanagiotis and Arts and Cultural Officer Galleries R. Haydon left the meeting at 11.31am
Manager Customer Service R. Brosnan attended the meeting at 11.31am

Customer and Commercial Services

Record of Proceedings - Community Consultation - Rolleston, Toprain and Carnarvon - 17 August 2022

Purpose:
This report provides a record of proceedings from the Rolleston, Toprain and Carnarvon Gorge community consultation forum held at Rolleston Memorial Hall on 17 August 2022.

unconfirmed

Resolution:
Cr Brimblecombe moved and seconded by Cr Carpenter "That Central Highlands Regional Council receives the record of proceedings from the Rolleston, Toprain and Carnarvon Gorge community consultation forum held at Rolleston Memorial Hall on 17 August 2022."

2022 / 09 / 14 / 013 Carried (9-0)

Record of Proceedings - Community Consultation - Arcadia Valley - 17 August 2022

Purpose:
This report provides a record of proceedings from the Arcadia Valley community consultation forum held at the Arcadia Valley Recreation Hall on 17 August 2022.

Resolution:
Cr Brimblecombe moved and seconded by Cr Carpenter "That Central Highlands Regional Council receives the record of proceedings from the Arcadia Valley community consultation forum held at Arcadia Valley Hall on 17 August 2022 noting the following actions have been logged as a customer request (CRM):

1. Request for information regarding potential future development of the Arcadia Valley Cemetery reserve and process to reserve three family plots. CRM2022/150964
2. Request to acquire parthenium rust and parthenium beetles for weed control. CRM2022/150968"

2022 / 09 / 14 / 014 Carried (9-0)

Record of proceedings - Community Consultation Capella - 24 August 2022

Purpose:
This report provides a record of proceedings from the Capella community consultation forum held at the Capella Cultural Centre on 24 August 2022.

Resolution:
Cr Burns moved and seconded by Cr Moriarty "That Central Highlands Regional Council receives the record of proceedings from the Capella community consultation forum held at Capella Cultural Centre on 24 August 2022 noting the following actions have been logged as a customer request (CRM):

1. Council to provide a comprehensive update on the review and operation of the Capella Cultural Centre in the Capella Community Newsletter and Capella Community Facebook page. CRM2022/151628
2. Council to inspect and identify repairs required to rectify damage to kerb and channel in front of the Capella Community Hall. CRM2022/151629
3. Council to forward a copy of the Central Highlands Sport and Open Space Plan to clubs and organisations in Capella and arrange a presentation at the next Capella CRG meeting. CRM2022/151630
4. Council to investigate and repair water leak outside council depot on Pioneer Street. CRM2022/151631
5. Council rangers to inspect and respond to request for accessing property through the stock route reserve. CRM2022/151673
6. Acknowledge the service to the Capella Cultural Centre and Capella community of Chris Patrick over the last 28 years."

2022 / 09 / 14 / 015 Carried (9-0)

Attendance
Manager Customer Service R. Brosnan left the meeting at 11.47am
Manager Finance H. Kirby attended the meeting at 11.49am

Unconfirmed

LATE AGENDA ITEMS

Amended due date - 2022-23 First half rates levy

Purpose:
This report is seeking Council's endorsement of a change in the due date of the 2022-23 first half rates levy as it now falls on an unscheduled public holiday. On 11 September 2022, it was announced that 22 September 2022 will be a public holiday for the National Day of Mourning for Queen Elizabeth II.

Resolution:
Cr Daniels moved and seconded by Cr Carpenter "That Central Highlands Regional Council, in accordance with Section 130 subsections (7) and (8) of the Local Government Regulation 2012, approves a change to the discount period and the due date for payment from 22 September 2022 to 23 September 2022 for the 2022-23 first half rates levy for all classes of ratepayers."

2022 / 09 / 14 / 016 Carried (9-0)

Attendance
Manager Finance H. Kirby left the meeting at 11.50am

GENERAL BUSINESS

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

Cr Sypher

- Hayden Jones expressed his appreciation to council for support to the kids cancer appeal.
- Bauhinia Community Reference Group (CRG) meeting on 8 September 2022, the group raised rural rates capping concerns and is seeking councils' response to 5 questions. These have been discussed with the Mayor and CEO and councillors who have received a copy.
    - Mayor advised that council would respond to relevant CRG representatives via Cr Sypher in relation to their concerns

DECISION ACTION – CLOSED SESSION

Into Closed Session
Resolution:
Cr Burns moved and seconded by Cr Curtis "That Council close its meeting to the public in accordance with Section 254 (J) (3) (g) and (h) of the Local Government Regulation 2012 and that Council staff involved in the closed discussions remain in the room."

(g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government;
(h) negotiations relating to the taking of land by the local government under the Acquisition of Land Act 1967;

2022 / 09 / 14 / 017 Carried (9-0)

The meeting was closed at 11.53am

unconfirmed

Attendance
Acting Manager Planning and Environment K. Isles and Coordinator Strategic Land Use H. McLaren-Greiss attended the meeting at 11.53am
Minute Secretary M. Wills left the meeting at 11.53am and returned at 11.55am

Endorsement of Major Planning Scheme Amendment - Business Improvement and Innovation

Out of Closed Session
Resolution:
Cr Rolfe moved and seconded by Cr Moriarty "That the meeting now be re-opened to the public."

2022 / 09 / 14 / 018 Carried (9-0)

The meeting was opened at 12.17pm

Attendance
Executive Assistant (CEO) L. Pugh left the meeting at 12.17pm and did not return.

Endorsement of Major Planning Scheme Amendment - Business Improvement and Innovation

Purpose:
This report:
1. Advises that a revised draft of the Major Planning Scheme Amendment – Business Improvement and Innovation is ready to progress to the Minister to complete first state interest review and requests the Minister's approval to commence public consultation.
2. Requests that the Central Highlands Regional Council endorse the relevant steps to progress to the next stage of the planning scheme amendment process.

Recommendation:
That Central Highlands Regional Council:
1. Endorses the revised draft Major Planning Scheme Amendment – Business Improvement and Innovation amendment package.
2. Authorises the Chief Executive Officer to do all matters specified in Chapter 2, Part 4 of the statutory guideline, *Minister's Guidelines and Rules* for making a Major Amendment; including but not limited to:
    a. submitting the revised amendment package to the State Government seeking the Minister's consideration of the state interest review response and approval to proceed with public consultation; and
    b. preparing for and undertaking public consultation with the Minister's approval.

Resolution:
Cr Moriarty moved and seconded by Cr Rolfe "That Central Highlands Regional Council:
1. Endorses the revised draft Major Planning Scheme Amendment – Business Improvement and Innovation amendment package with the exception of any provisions pertaining to community title scheme subdivisions in the Rural Zone.
2. Authorises the Chief Executive Officer to do all matters specified in Chapter 2, Part 4 of the statutory guideline, Minister's Guidelines and Rules for making a Major Amendment; including but not limited to:
    a. submitting the revised amendment package to the State Government seeking the Minister's consideration of the state interest review response and approval to proceed with public consultation; and
    b. preparing for and undertaking public consultation with the Minister's approval."

2022 / 09 / 14 / 019 Carried (9-0)

Unconfirmed

Attendance
Acting Manager Planning and Environment K. Isles and Coordinator Strategic Land Use H. McLaren-Greiss left the meeting at 12.18pm

CLOSURE OF MEETING

There being no further business, the Mayor closed the meeting at 12.19pm.

CONFIRMED

MAYOR

DATE

unconfirmed

Central Highlands Regional Council

2021-22 OPERATIONAL PLAN

Quarter 4 Performance Report

Central Highlands Regional Council

centralhighlands.qld.gov.au

Document Set ID: 1725282
Version: 1, Version Date: 08/09/2022

Central Highlands Regional Council

CEO's foreword

Quarter 4 Performance Report 2021-22

CAPITAL PROGRAM SUCCESS CLOSES OUT THE YEAR

Welcome to the fourth and final quarterly report for 2021-2022, marking the end of another successful year providing for our communities.

Looking over the financial figures, I was immensely proud to see that over 90% of our budgeted capital expenditure has so far been spent with additional expenditure still being processed. This means successful delivery of almost all planned infrastructure and assets projects on the ground, an especially good achievement given it has been another challenging year of change and disruption, especially in construction.

Operationally, we have spent slightly more than budgeted, but we have also received more revenue than what was forecast resulting in a positive operating result.

One of the highlights of this quarter was the adoption of our new Corporate Plan 2022-2027, an exciting milestone for us as a council and for our community. After months of planning and consultation, this new plan provides a sense of ownership, clarity and inspiration for the direction and activities of council for the next five years.

Our commitment to quality infrastructure continued to be a priority in quarter 4, with 217 km of road grading work completed across the Central Highlands and 5 footpaths upgraded or constructed in Emerald. The Glenlee Road pave and seal project also progressed, with resheeting now completed, and federal government funding was announced for several of our critical beef transport corridors.

Comet's 100-year-old raw water pier was retired and new custom pumps were installed. Council also replaced the dosing system at the Sapphire Water Treatment Plant, ensuring continued supply of high-quality drinking water for residents.

There was lots happening at the Emerald Saleyards too. Upgrades to the front fence and cattle grid were finished and construction on additional holding yards commenced.

From physical projects to community-building ones, the inaugural Youth Art Awards attracted over 60 entries from budding artists across the region. Aspiring leaders from 24 schools across the Central Highlands also came together for the Annual Mayoral Student Leaders Summit in May – a wonderful event of knowledge-sharing and growing our future generations.

Looking to the new financial year, with a new budget, new opportunities and new challenges, our focus remains on building an inclusive, prosperous and regional community. We look forward to working together to ensure the Central Highlands continues to be a great place to be.

Sharon Houlihan
Chief Executive Officer

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First5Forever Storytime

HOW WE CONNECT WITH OUR COMMUNITY

Each of our thirteen communities is unique and they are the heart of the Central Highlands region.

We intend to inspire community spirit and promote a sense of belonging by addressing liveability, empowering local influencers, stimulating cultural diversity and pursuits, promoting healthy lifestyles, encouraging young people and supporting local prosperity by robust advocacy through well-planned support and funding.

COMMUNITIES OUTCOMES FOR Q4 – 2021-22

129 SESSIONS DELIVERED
1,789 ATTENDEES
476 TAKEAWAY PACKS

61 ENTRIES SUBMITTED TO THE ANNUAL YOUTH ART AWARDS

15 CENTRAL HIGHLANDS YOUTH WEEK EVENTS

FIRST5FOREVER – LIVESTREAMING

StoryTime has commenced livestreaming each week from the Emerald library to ensure all families across the region, particularly those unable to visit the library, are able to access and engage with First5Forever messaging, rhymes, book readings and dancing.

WALK ON COUNTRY TOUR

National Reconciliation Week is a time for us all to learn about our shared histories, cultures and achievements.

Recently council had an opportunity to participate in a guided walk on Ghungalu Country.

The tour started with a traditional smoking ceremony and Welcome to Country by the Elders, then a guided walk by local Aboriginal Custodians who taught participants about the native plants and bush foods, and how they are used for medicinal, culinary and cultural use.

HAVE A GO COMMUNITY CONNECTIONS EVENT IN THE GEMFIELDS

On 30 April 2022, council held the Have a Go - Community Connections event in Rubyvale. The intention of the event was to connect community and encourage positive mental health and wellbeing following two recent flood events in the Gemfields. The event had 379 attendees.

There were a number of free workshops and activities on offer including meditation sessions, yoga, craft activities and musical workshops.

Community groups, clubs and service providers were invited to promote their services and encourage connection.

This event was funded by the Queensland Government Localised Mental Health Initiative and the Regional Arts Development Fund.

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ANNUAL MAYORAL STUDENT LEADERS SUMMIT 2022

The Annual Mayoral Student Leaders Summit was held at the Civic Centre in Blackwater on 5 May 2022.

Schools from across the Central Highlands were in attendance with approximately 130 student leaders participating.

Guest speaker Jacqui Bell shared her experiences to inspire young people to take on challenges they think aren't possible. In 2019, Jacqui became the youngest person in history to run an ultra marathon on all 7 continents. She conquered 1,000 km across some of the harshest deserts and terrain in the world, from the hottest desert in Africa to the coldest in Antarctica.

BAUHINIA BICENTENNIAL ART GALLERY (BBAG)

The Pub Rock touring exhibition from the National Portrait Gallery was on display at the BBAG in Springsure during April and May 2022. The exhibition consisted of 79 framed photographs of iconic Australian bands and artists from the 70s and 80s.

The Blackwater Art Society's exhibition Through Our Eyes was on display at the BBAG with 49 works from Blackwater artists from May to July 2022.

EMERALD ART GALLERY

In April 2022, the Emerald Art Gallery hosted a community exhibition of 54 artworks submitted by local artists of all ages from the Emerald Art Group. A total of 791 people visited the sunflower-themed exhibition, which coincided with the Central Highlands Easter Sunflower Festival.

Local Indigenous artist Camille Swallow showcased her artwork in the Emerald gallery during a six-week exhibition from 8 May to 17 June 2022. The exhibition, titled Feel My Footprints, was her first solo display. This exhibition was extremely popular with 1,164 visitors to the gallery.

Camille's exhibition was also added to the digital gallery on council's website for viewing.

Twilight Markets held on 11 June 2022 attracted 327 visitors to the Emerald gallery during Camille's exhibition.

The inaugural CHRC Youth Art Awards were also held at the Emerald gallery on 24 June 2022 with over 100 attendees viewing the 61 entries received from young artists across the Central Highlands.

MEN'S HEALTH WEEK EVENT

Council supported the Emerald Men's Shed Queensland to host a Men's Health Night on 17 June 2022. The Emerald Rotary Club and local business Fair Dinkum Meats donated their manpower and scrumptious food contributing to the night's success.

The evening of education and mateship was an opportunity for men to come together and discuss their own experiences with health.

Guest speakers Olympic Gold Medalist Duncan Armstrong OAM, Dr Edward Barlow and Len Bunts covered topics such as cardiac arrest, depression and the need for a community of men.

MOUNTAIN MAGIC CREATIVE MUSTER

Queensland State Government Localised Mental Health Initiatives and council supported Mountain Magic Arts Incorporated to deliver the Mountain Magic Creative Muster event in Springsure. Approximately 100 people attended each day, enjoying the wellness resources and interactive, creative workshops from 20 to 22 May 2022.

SENIORS CONNECT

Seniors from 9 communities enjoyed the opportunity to explore their neighbour's backyard, connect and reconnect with other seniors, and try something different. Five different bus trips enabled 148 seniors to participate.

A big thank you to the partners that worked together to make this possible and meet the seniors' aspirations: Blackdown Seniors Incorporated, CTM LINKS, Emerald Neighbourhood Centre and Springsure Commonwealth Home Support Progam.

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COMMUNITIES' SERVICES

- Public assets and facilities
- Libraries
- Community planning and development
- Arts and cultural services
- Sport and recreational engagement
- Youth and indigenous development
- Parks and recreational services
- Sport and recreational facilities
- Cemeteries
- Town planning
- Development assessment
- Strategic land use and planning
- Building and plumbing
- Ranger services
- Environmental health
- Waste management
- Public relations and events
- Advocacy
- Disaster management
- Emergency services
- Flood mitigation

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Caterpillar 150-15A AWD Grader

HOW WE BUILD A SUSTAINABLE COMMUNITY

The cornerstone of a well-planned, functioning and sustainable region is the development and maintenance of its infrastructure and assets.

We will continue to apply best-practice systems and technology to audit, plan, deliver and maintain the most cost-effective and efficient roads, waste, water, wastewater and land management facilities and services with the security of a sustainable future as a priority.

INFRASTRUCTURE AND UTILITIES OUTCOMES FOR Q4 - 2021-22

$754k+
NEW FLEET ASSETS

217+km
ROADS GRADED

159
SCHEDULED SERVICES COMPLETED

529
REACTIVE MAINTENANCE WORKS COMPLETED

TURTLE REMOVAL FROM PARK AVENUE WASTEWATER TREATMENT PLANT

With the installation of a discharge pipeline at Park Avenue Wastewater Treatment Plant, the lagoons had to be drained. There were found to be a significant number of turtles living in these lagoons. Council engaged a team of ecologists to safely remove and relocate 2,080 turtles to the Nogoa River. There are a minor number of turtles remaining which will likely be relocated once the ponds are drained.

REPLACEMENT OF SODIUM HYPOCHLORITE DOSING SYSTEM

Council have successfully decommissioned the existing sodium hypochlorite dosing system and replaced it with a new chlorine gas dosing system. As part of this project, a new ultraviolet disinfection system has also been installed.

The purpose of this project was to upgrade the current plant and ensure that council can provide high-quality water to the people of Sapphire.

This will ensure that there are no viruses, bacteria or protozoa in the water that can lead to illness.

Sapphire Water Treatment Plant is owned and operated by council and provides chlorinated drinking water to the communities of Sapphire and Rubyvale, servicing a population of approximately 1,500 people.

100-YEAR-OLD RAW WATER PIER REPLACED IN COMET

Outlasting countless floods and droughts, council retired Comet's raw water pier installed in the 1880s.

Due to the long-standing infrastructure reaching end of life, council upgraded the system to more resilient and reliable custom pumps designed to provide sturdy protection from floating branches and debris.

It is predicted the upgrades will continue the tradition of longevity and support the community for another 100 years or more.

In line with the historical nature of this project, council engaged local archaeologists and Traditional Owners to find and protect various items such as stone artefacts, scar trees and other historical objects from the early 20th century.

The Comet raw water upgrades were part of a $3 million capital works project to improve the region's water systems.

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SUPPLY AND INSTALLATION OF A NEW STANDPIPE IN SAPPHIRE

A new standpipe was successfully installed in Sapphire during the month of June 2022 and is now available to the community.

The standpipe was originally set up with an AvData account payment system but has since been modified to also accept credit card and coin payments.

GLENLEE ROAD PAVE AND SEAL

Glenlee Road is a rural gravel roadway linking the Dawson Development Road to the Lochington area. It has typical defects for this type of road and is frequently used by heavy vehicles resulting in ongoing maintenance demands.

The section has recently been upgraded.

Scope of works included:

- constructing new formation and pavement
- sealing
- upgrading and replacing drainage structures as required
- upgrading and renewing roadway furniture.

Outcomes and benefits of these works include:

- extending the existing sealed length on the link
- reducing maintenance grading cost and demand
- improved drainage structure functionality and integrity
- improved user amenity.

PATHWAY CONSTRUCTION PROGRAM

Council have undertaken design and construction of both new and existing pathways throughout Emerald.

Council has constructed all the new pathways to a minimum width of 2 m, allowing for the shared use of the pathways by pedestrians and cyclists.

Council's program has been developed to fill existing gaps in the pathway network while prioritising the program delivery based on proximity to nearby points of interest. This will enhance the interconnectivity and routes available to users travelling throughout the town on the pathway network.
This year council have delivered new pathways at the following locations:

- Moody Street (Harris Street to Old Airport Drive)
- Bradford Street (Harris Street to Old Airport Drive)
- Campbell Street (Opal Street to Borilla Street)

Council have replaced the existing pathways in the following locations to a 2 m wide concrete pathway:

- Hospital Road (Racecourse Road to Hawkins Place)
- Hospital Road (Braeside Road to Pritchard Road)

INFRASTRUCTURE AND UTILITIES SERVICES

- Project management office (PMO)
- Asset management
- Water utilities
- Infrastructure services
- Workshops
- Fleet management
- Quarries/borrow pits

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Emerald Saleyards

HOW OUR COMMUNITY CONNECTS WITH US

Optimise management of the commercial business units.

Provide excellent customer service to ensure professional service delivery.

CUSTOMER AND COMMERCIAL SERVICES OUTCOMES Q4 – 2021-22

15,760
HEAD OF CATTLE SOLD AT THE SALEYARDS

5,400
CALLS RECEIVED

4,712
CUSTOMER REQUESTS RECEIVED

CUSTOMER SATISFACTION SURVEY

In May, council's annual customer service satisfaction survey was conducted. The Customer Service Team scored an overall satisfaction rating of 98% with 80% of customers indicating they were extremely satisfied with the level of service offered to them by the customer service officer.

PROPERTY SALES

Council successfully finalised the sale process of 2 houses in Springsure to employees directly impacted by the sale of housing. There are also 3 vacant allotments currently under contract at Nogoa Rise in Emerald.

EMERALD SALEYARDS

Construction of the front fence and cattle grid has been completed at the Emerald Saleyards, providing the ability to lockdown the entire facility in the case of any biosecurity incursion.

Construction has commenced on the Emerald Saleyards holding yards, with the civil works being completed. The steel was pre-purchased to reduce any further price rises and the tender for the construction of the yards was awarded.

AIRPORT KIOSK

After council gave the go-ahead to proceed with re-establishing the Emerald Airport Cafe, the service is ready to be launched in August 2022. Guests to the airport will be treated to the smell of freshly brewed coffee and baked goods.

EMERALD AIRPORT PASSENGER NUMBERS

As Australia emerges from the travel restrictions of the recent past, passenger numbers at Emerald Airport continue to grow. Although not quite at pre-pandemic levels, the airport is experiencing a consistent increase in patronage.

CUSTOMER AND COMMERCIAL SERVICES

- Customer service and call centre
- Area office support
- Rural transaction centre support
- Emerald Saleyards
- Emerald Airport
- Aerodrome landing strips
- Property services
- Native title
- Staff housing
- Community housing
- Support Central Highlands (Qld) Housing Company Ltd
- Commercial leasing
- Land acquisition and disposal
- Land tenure

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Council's training and development team

HOW WE SERVE OUR COMMUNITY

Clearly define the functions, services, roles and responsibilities of council.

Maintain high standards of corporate governance.

Ensure transparency and accountability through integrated performance management reporting.

Ensure the long-term financial sustainability of the region through prudent financial management and budgeting.

CORPORATE SERVICES OUTCOMES FOR Q4 – 2021-22

52 ATTENDEES SUPERVISOR TOOLKIT TRAINING PROGRAM

NEW CORPORATE PLAN 2022-2027 ADOPTED

TOP 3 FOR THE 2022 QUEENSLAND TRAINING AWARDS

2022 QUEENSLAND TRAINING AWARDS NOMINATIONS

Council are Central Queensland (CQ) regional finalists in the upcoming Queensland Training Awards for the Large Employer of the Year category. The awards showcase employers who provide exceptional support to employees undertaking apprenticeships and traineeships.

Council have a rich history of developing employees through this entry-level talent pathway and our dedicated training and development team continue to improve our delivery methods year on year.

Making top 3 for the CQ region is an achievement in itself! The region covers Mackay, Gladstone, Rockhampton, Central Highlands, Longreach, North Burnett, Bowen Basin and Birdsville.

The winners announced at the Queensland Training Awards will attend state finals later in the year.

SUPERVISOR TOOLKIT LAUNCHED

The Supervisor Toolkit is a personalised training program designed to support council's first-tier leaders in undertaking some of the critical supervisory components of their roles.

A range of specialised courses have been developed by subject matter experts within council. Between April to June 2022, council launched 'Responsibilities of a Leader' and 'Introduction to Procurement' with 52 attendees at sessions held in Blackwater, Capella, Emerald and Springsure. Positive feedback was received from attendees across these sessions.

NEW CORPORATE PLAN 2022-2027

Over the past year, council have been working on the development of a new corporate plan. Following extensive consultation with community and council, a draft plan was released for public exhibition and all feedback was considered. Council's Corporate Plan 2022-2027 was adopted at its general council meeting on 15 June 2022.

OFFICE OF THE CEO SERVICES

- Safety and wellness

CORPORATE SERVICES

- Payroll
- People and culture
- Recruitment
- Learning and development
- Information communication technology (ICT)
- Financial services
- Governance
- Procurement and stores
- Information and records management
- Risk management

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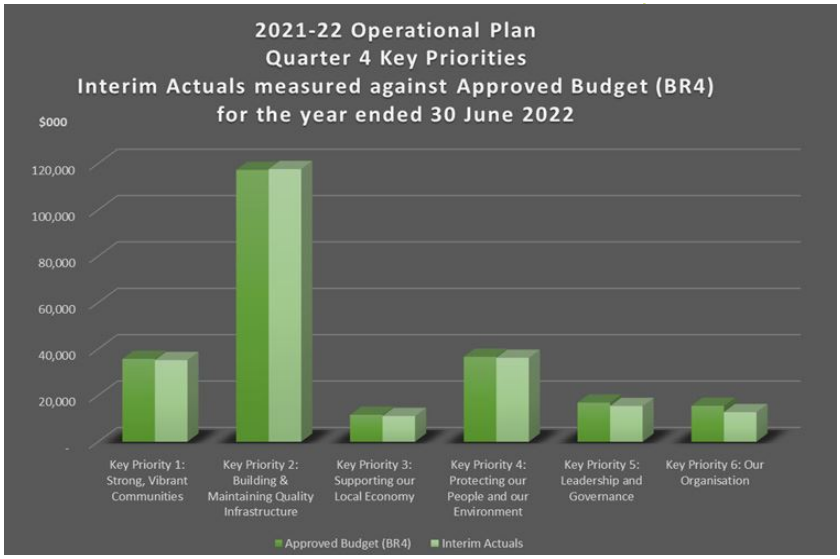
Quarter 4 Performance Report 2021-22

2021-22 OPERATIONAL PLAN PERFORMANCE

The overall operational plan results for the fourth quarter indicate the following performance:

KEY PRIORITY	NUMBER OF ACTIVITY MEASURES
Key Priority 1: Strong, vibrant communities	18
Key Priority 2: Building and maintaining quality infrastructure	20
Key Priority 3: Supporting our local economy	13
Key Priority 4: Protecting our people and our environment	20
Key Priority 5: Leadership and governance	17
Key Priority 6: Our organisation	12
TOTAL	100



Budget performance against operational plan delivery (includes operating and capital):

KEY PRIORITY	ADOPTED BUDGET BUDGET REVIEW 4 (BR4) $	Q4 ACCUMULATIVE INTERIM ACTUALS %	Q4 ACCUMULATIVE INTERIM ACTUALS $	Q1 ACTUALS $	Q2 ACTUALS $	Q3 ACTUALS $	Q4 ACTUALS $
Key Priority 1: Strong, vibrant communities	35,767,498	**99**	**35,267,449**	8,628,027	8,661,436	8,365,976	**9,612,010**
Key Priority 2: Building and maintaining quality infrastructure	117,270,541	**100**	**117,656,800**	25,922,195	24,050,342	33,761,503	**33,922,760**
Key Priority 3: Supporting our local economy	11,646,466	**96**	**11,126,187**	2,140,117	2,649,628	2,169,090	**4,167,352**
Key Priority 4: Protecting our people and our environment	36,686,289	**99**	**36,243,068**	7,931,298	8,469,986	9,434,070	**10,407,714**
Key Priority 5: Leadership and governance	16,914,260	**91**	**15,458,719**	5,079,264	3,365,215	2,912,343	**4,101,897**
Key Priority 6: Our organisation	15,517,764	**82**	**12,796,812**	2,713,157	3,144,361	2,914,170	**4,025,124**
TOTALS	**233,802,817**	**98**	**228,549,035**	**52,414,058**	**50,340,968**	**59,557,152**	**66,236,857**

Note: internal expenditure is presented gross of internal corporate overhead transactions

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FINANCIAL PERFORMANCE

This summary provides a review of council's interim operating performance measured against the approved budget (BR4) for the financial year ended 30 June 2022. Interim results indicate that both operating revenue and expenditure have exceeded the BR4 budget by minor amounts with the variance in the operating result being slightly positive. The 2021-22 statutory financial statements are currently being compiled and the final reported result will not be determined until these are finalised.

SUMMARY OF OPERATING PERFORMANCE (EXCLUDES CAPITAL)

2021-22 OPERATING PERFORMANCE	FULL YEAR BUDGET $	2021-22 YTD BUDGET + BR4 $	2021-22 YTD ACTUALS $	VARIANCE $
Income	165,582,088	173,580,532	174,518,422	937,890
Expenditure	163,250,104	172,531,421	173,307,789	776,368
Operating result surplus/(deficit)	2,331,984	1,049,111	1,210,633	161,522

Note: internal revenue and expenditure is presented gross of internal corporate overhead transactions

OPERATING REVENUE

The operating revenue graph compares interim actual revenue to BR4 by department. Interim actual reported revenue is $937,890 more than the approved budget.

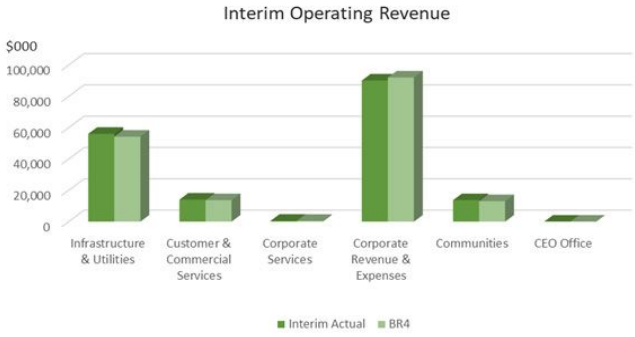
Key revenue variances:

Infrastrucuture and Utilities
- Additional revenue from water connection fees of $176,878
- Unbudgeted Regional Jobs and Investment Packages (RJIP) CQ intermodal terminal funding of $1.061 m which is offset by increased expenditure
- Reduction in recoverable contract works revenue by $344,385 as a result of rain events causing delays in the delivery of projects
- Grant funding for the Local Roads and Community Infrastructure Program phase 2 projects of $553,942 has not been recognised to date and will be reviewed during the financial statement preparation process

Customer and Commercial Services
- Additional revenue of $421,201 from airport activities due to an increase in passenger numbers

Corporate Revenue and Expenses
- An increase of $278,690 in interest received on outstanding rates and charges balances being higher than anticipated

Communities
- An increase of $135,293 in planning and development fees related primarily to development applications and permits
- Grant funding for the Local Roads and Community Infrastructure Program phase 2 projects of $290,000 has not been recognised to date and will be reviewed during the financial statement preparation process



OPERATING EXPENSES

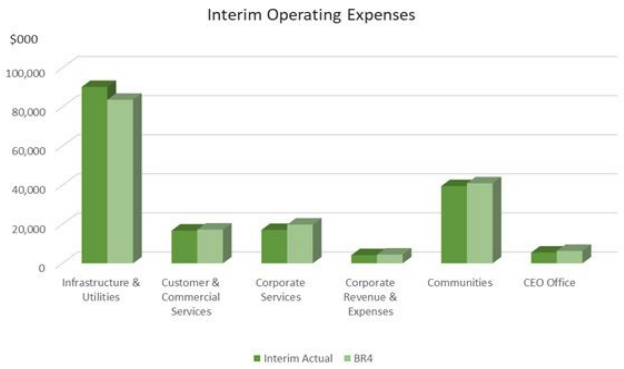
The operating expenditure graph compares interim actual expenditure to BR4 by department. Interim actual expenditure is $776,368 more than the approved budget.

Key expenditure variances:

Infrastrucuture and Utilities
- Increases in water utilities, materials and contractor expenditure due to increased maintenance pricing costs
- Increases in fleet external plant hire, servicing and repair costs
- Additional roads and streets maintenance works required to repair damages caused from rain events towards the latter part of the financial year
- Unbudgeted expenditure for the RJIP CQ intermodal terminal funding which is offset by grant revenue

Corporate Services
- Financial services contractors' and consultants' expenditure savings
- ICT contractor expenditure savings due to the delay in SaaS projects completion. Expenditure is expected to increase as additional expenditure accruals are processed as part of the preparation of the 2021-22 statutory financial statements

Communities
- Expenditure savings relating to planning consultants
- Flood mitigation materials and services expenditure savings



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CAPITAL REPORTING QUARTER 4 2021-22

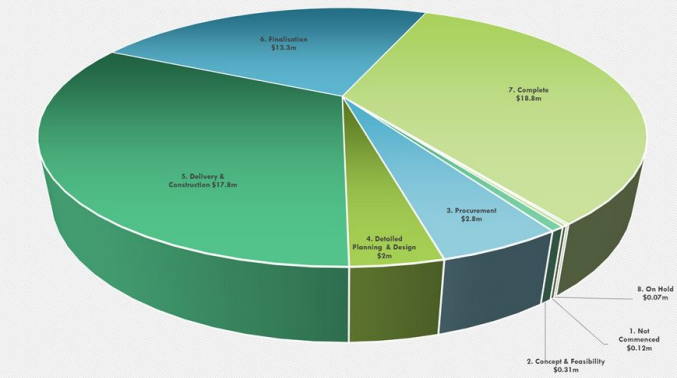
This section reports on council's capital program and the progress stage of projects.

PROJECT STATUS BASED ON ADOPTED BUDGET AS AT 30 JUNE 2022

Interim capital expenditure is $55.241 m (90.16%) compared to the approved budget (BR4) of $61.271 m. Capital expenditure is expected to increase as additional expenditure accruals are processed as part of the preparation of the 2021-22 statutory financial statements.

The table below measures interim capital expenditure against budget for each project stage:

Project Progress Stage	2021-22 Original Budget	2021-22 Budget Review (BR1)	Budget 2021-22 Budget Review (BR2)	2021-22 Budget Review (BR3)	2021-22 Budget Review (BR4)	Actual 2021-22 Full Year Interim Expenditure	
	$	$	$	$	$	$	%
1. Not Commenced	7,434,267	4,046,576	4,598,311	1,314,059	104,704	120,084	0.22%
2. Concept & Feasibility	5,461,933	3,688,602	3,709,046	2,160,906	708,000	319,083	0.58%
3. Procurement	15,136,349	14,275,022	14,214,709	5,676,809	3,321,843	2,759,584	5.00%
4. Detailed Planning & Design	15,481,027	7,508,537	8,075,203	3,294,999	2,597,932	2,029,077	3.68%
5. Delivery & Construction	16,103,432	28,842,380	30,691,459	47,726,440	20,570,739	17,845,424	32.30%
6. Finalisation	246,794	2,011,836	2,119,587	3,910,480	14,191,762	13,288,146	24.05%
7. Complete	-	1,082,132	1,223,767	406,270	19,768,419	18,806,803	34.04%
8. On Hold	-	51,431	104,270	517,846	7,997	73,045	0.13%
	59,863,802	61,506,516	64,736,352	65,007,809	61,271,396	55,241,246	100.00%



The table below summarises interim capital works completed against budget for each department.

Department / Business Unit	2021-22 Original Budget $	2021-22 BR1 $	2021-22 BR2 $	2021-22 BR3 $	2021-22 BR4 $	2021-22 Interim Actuals $	Budget Spent %
CEO Office							
Office of the CEO	-	-	-	-	205,000	57,997	**28%**
Total CEO Office	**-**	**-**	**-**	**-**	**205,000**	**57,997**	**28%**
Communities							
Connected Communities	312,392	312,392	312,392	312,392	170,960	156,984	**92%**
Facilities, Parks & Recreation	7,971,499	7,971,499	8,371,499	8,735,499	8,876,930	9,016,424	**102%**
Planning & Environment	2,526,805	2,526,805	2,526,805	2,526,805	1,600,805	1,365,861	**85%**
Flood Warning, Risk & Mitigation	1,932,692	1,938,092	1,538,092	1,438,092	1,438,092	338,296	**24%**
Total Communities	**12,743,388**	**12,748,788**	**12,748,788**	**13,012,788**	**12,086,787**	**10,877,565**	**90%**
Corporate Services							
ICT	1,700,043	1,700,043	1,700,043	1,507,500	377,780	316,406	**84%**
Total Corporate Services	**1,700,043**	**1,700,043**	**1,700,043**	**1,507,500**	**377,780**	**316,406**	**84%**
Customer and Commercial Services							
Aerodrome Operations	727,800	727,800	727,800	727,800	727,800	733,933	**101%**
Property Services	955,500	1,272,548	1,847,548	1,847,548	1,872,048	1,424,890	**76%**
Saleyards	1,800,271	1,800,271	1,800,271	1,800,271	1,824,079	1,816,816	**100%**
Total Customer and Commercial Services	**3,483,571**	**3,800,619**	**4,375,619**	**4,375,619**	**4,423,927**	**3,975,639**	**90%**
Infrastructure and Utilities							
Infrastructure	30,662,800	31,149,400	33,649,400	33,649,400	31,715,400	28,824,990	**91%**
Water Utilities	11,274,000	12,107,666	12,262,502	12,462,502	12,462,502	11,188,649	**90%**
Total Infrastructure and Utilities	**41,936,800**	**43,257,066**	**45,911,902**	**46,111,902**	**44,177,902**	**40,013,639**	**91%**
Total Council	**59,863,802**	**61,506,516**	**64,736,352**	**65,007,809**	**61,271,396**	**55,241,246**	**90%**

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2021-22 QUARTER 4 VARIANCE REPORT

Key
Variance > 10%
Variance > 5%
Variance < 5%

Note: negative number indicates an unfavourable variance

Account Type	Original Budget	Interim Actual	BR4	Variance of Spend (%)	Variance of Spend ($)	Traffic Light based on variance (%) of total	Comments
CEO Office	**6,807,857**	**5,493,302**	**6,363,567**	**86%**	**870,264**		
Income	-	- 2,271	-	No Budget	2,271		
Expenditure	6,807,857	5,495,574	6,363,567	86%	867,993		Workplace, Health and Safety contractor costs, including asbestos survey and electrical audits under budget by $590,604 due to works being delayed. These works are expected to be completed in 2022-23. Elected members expenditure is under budget by $115,441 due to a reduction in training, travel and accomodation costs compared to original projections. CEO office consultant and contractor costs under budget by $54,869. CEO office donations under budget by $35,146 due to fewer community requests received than anticipated.
Communities	**27,029,386**	**25,826,774**	**27,889,589**	**93%**	**2,062,815**		
Income	-11,431,228	- 13,691,690	- 13,057,737	105%	633,954		
Expenditure	38,460,614	39,518,464	40,947,325	97%	1,428,861		
Corporate Revenue & Expenses	**- 82,587,040**	**- 85,958,425**	**- 87,594,954**	**98%**	**-1,636,530**		
Income	-86,909,414	- 90,142,061	- 92,071,618	98%	-1,929,557		
Expenditure	4,322,374	4,183,637	4,476,664	93%	293,027		Contractor costs of $125,145 (annual land valuation service and maintenance costs) will be accrued as part the end of financial year adjustments. Legal services expenditure is under budget by $186,265 due to delays in rates recovery action.
Corporate Services	**18,510,486**	**16,550,377**	**19,312,821**	**86%**	**2,762,444**		
Income	-875,717	- 543,963	- 490,879	111%	53,084		Additional subsidies recieved for trainees and apprentices and paid parental leave.
Expenditure	19,386,203	17,094,340	19,803,700	86%	2,709,360		Employee benefits are $1.124m under budget due to staff vacancies across the Department, which also has contributed to a reduction in other employee costs such as training and travel. Financial services contractors' and consultants' expenditure under budget by $504,243 due to costs being lower than expected for asset revaluations, asset management system consultancy and financial accounting support. Additional expenditure accruals are still to be processed. ICT contractor expenditure savings $968,104 due to the delay in SaaS projects completion. Expenditure is expected to increase as additional expenditure accruals are processed as part of the preparation of the 2021-22 statutory financial statements
Customer & Commercial Servic	**3,819,432**	**2,698,373**	**3,565,424**	**76%**	**867,051**		
Income	-10,448,414	- 14,055,670	- 13,688,420	103%	367,251		
Expenditure	14,267,846	16,754,043	17,253,844	97%	499,800		
Infrastructure & Utilities	**24,087,896**	**34,178,965**	**29,414,444**	**116%**	**-4,764,521**		
Income	-55,917,316	- 56,082,766	- 54,271,878	103%	1,810,888		
Expenditure	80,005,212	90,261,731	83,686,321	108%	-6,575,409		Roads and external works materials and services over budget by $2.2m due to price increases in major products including resheeting and rework required due to wet weather events. Water utilities over budget by $2.22m mainly due to urgent maintenance works required at the water treatment plant and network. Fleet over budget by $2.13m due to increased trade services, fleet parts and external plant hire.

2021-22 OPERATIONAL PLAN – PERFORMANCE REPORT

Council adopted its 2021-22 annual Operational Plan on 28 July 2021. The Operational Plan provides an activity-based plan on how and what council will do during the financial year to respond to the priorities in council's and the communities long term planning documents.

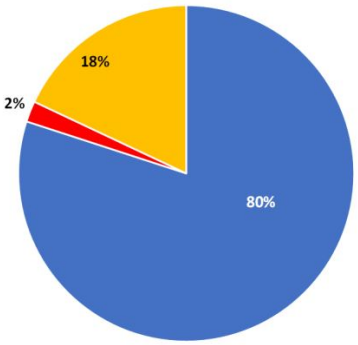
The Operational Plan is structured against the six key priority areas of council's five-year Corporate Plan – 2017-2022:

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

The following provides an overview of council's delivery of the 2021-22 Operational Plan for the period ending 30 June 2022.

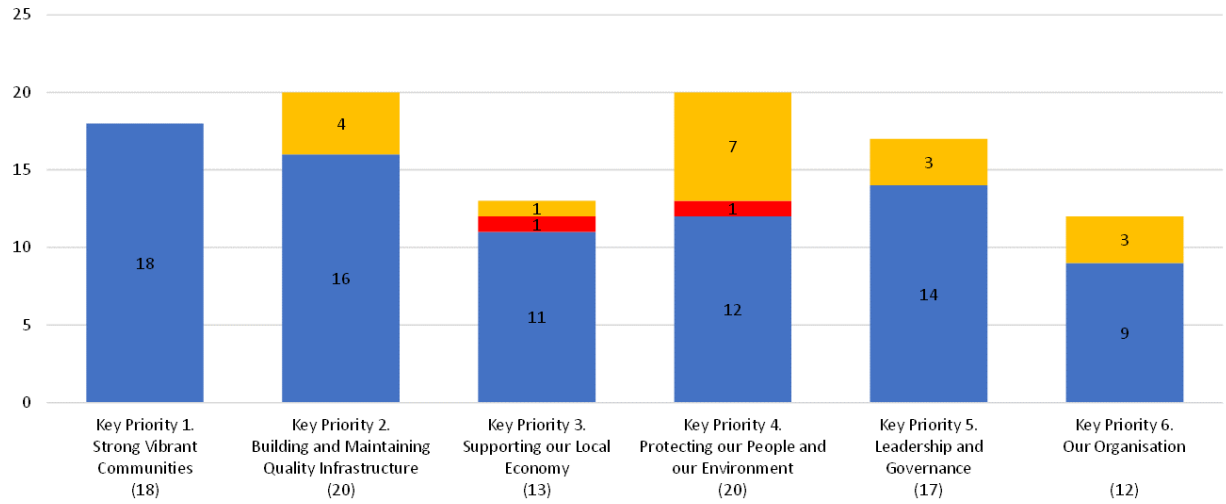
Each program/activity has been given a status on how each have progressed, identifying where targets were met or highlighting any exceptions or carry over activity. The following legend provides an overview on the actions and their status.

Quarter 4 Activity Status



LEGEND	Q1 ACTIVITIES	Q2 ACTIVITIES	Q3 ACTIVITIES	Q4 ACTIVITIES
Completed	2	10	22	80
On Target	84	74	53	-
Monitor	10	4	5	-
Below Target	4	12	1	2
Carry over	0	0	8	18
Total	100	100	100	100

Quarter 4 Key Priority Status



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1. Strong vibrant communities

1.1 Support diverse communities

1.1.1 Provide and maintain accessible community services and facilities that meet the needs of our diverse communities.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Youth Strategy and Action Plan 2018-2023	Deliver programs that directly target health and wellbeing needs of young people.	Facilitation of two regional initiatives that respond to the Resilient Youth survey results. **Target date: 30/06/22**	Communities	**Completed** in Q4	Two regional initiatives were delivered: 1. Queensland Youth Week from 1 to 11 April 2022 with multiple activities facilitated across the region. 2. Annual Mayoral Student Leaders Summit on 5 May 2022.
	Facilitate growth of the Youthinc. group model.	Increase Youthinc. groups from 3 to 4 communities. **Target Date: 30/06/22**	Communities	**Completed** in Q1	Youthinc. Groups were increased from 3 to 4 communities in quarter one.

1.1.2 Position the community at the heart of the advocacy strategy.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Liveability Strategy and Action Plan	Implement key actions of the liveability strategy for the region.	75% completion of key actions that are not dependent on a planning scheme amendment (these actions are identified as "ongoing" in the Action Plan). **Target Date: 30/06/22**	Communities	**Completed** in Q4	80% of key actions completed including: • Development of Urban design guidelines • Drafting of regional environmental assessment report.

1.2 Respecting our cultures

1.2.1 Preserve, maintain and provide access to our region's history.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Heritage Management Framework	Preserve and provide access to local heritage collections.	Publication through Montage: 10 oral history interviews and 100 digitised library and community group historical resources. **Target Date: 30/06/22**	Communities	**Completed** in Q4	A total of 10 oral history interviews and 183 digitised library and community group historical resources were collected.

1.2.2 Promote the heritage, arts and cultures of our communities.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Reflect Reconciliation Action Plan 2019-2020	Increase awareness of Aboriginal and Torres Strait Islander people's culture.	Facilitation of 4 Aboriginal and Torres Strait Islander people cultural activities. **Target Date: 30/06/22**	Communities	**Completed** in Q3	Facilitation of 4 Aboriginal and Torres Strait Islander people cultural activities were completed in quarter 3. Additionally in

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1.2.2 Promote the heritage, arts and cultures of our communities.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
					quarter 4, the following National Reconciliation Week events were held: • 28 June - Walk on Ghungalu Country, 9 staff registered, 27 participants • 30 May - Community Art Workshop held in Blackwater, 10 participants • NRW Library displays • Elders Stories Video Luncheon held in Blackwater, 30 attendees. NAIDOC event: • Springsure NAIDOC celebrations, over 180 attendees.
Creative Cultural Futures Strategy 2016-2026	Central Highlands Regional Galleries development.	Publication of 3 online profiles of local artists/art groups. **Target Date: 30/06/22**	Communities	**Completed** in Q3	3 online profiles of local artists/art groups were published during quarter 3.
	Deliver art competitions within the region.	Delivery of 2 competitions. **Target Date: 30/06/22**	Communities	**Completed** in Q3	2 competitions in Springsure and Emerald were delivered during quarter 3.
	Deliver signature arts and culture events.	Delivery of 2 signature events - Arts Around August 2022 and Metal in March 2022. **Target Date: 31/03/22**	Communities	**Completed** in Q3	Arts Around August 2022 and Metal in March 2022 were completed during quarter 3.
	Maintain current Sister City relationship with Ichinoseki, Japan.	Facilitation of online interaction with Ichinoseki partners. **Target Date: 30/06/22**	Communities	**Completed** in Q4	Online facilitation occurred with Ichinoseki partners in relation to the student exchange program and planning for online Japanese - English conversation class. The online Japanese-English conversation class is planned for Thursday 28 July 2022 to accommodate Japan school holidays. Forty Ichinoseki students will

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1.2.2 Promote the heritage, arts and cultures of our communities.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
					converse with Emerald State High School students to practice their language skills and learn about each other's culture from a teenager's perspective.
Regional Arts Development Fund (RADF) program	Coordinate the RADF program.	Promotion of 3 rounds for grant applications. **Target Date: 30/06/22**	Communities	**Completed** in Q3	Three rounds for grant applications were completed during quarter 3.

1.3 Respecting our cultures

1.3.1 Lead active community planning and engagement by encouraging community participation and input into council's decision-making					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Community Engagement Action Plan	Continue to engage regularly with the community through events such as AgGrow and rural shows.	Attendance to 3 community events. **Target Date: 30/06/22** *(subject to COVID-19 restrictions)*	Communities	**Completed** in Q2	Three community events were attended during quarter one and quarter 2.
	Encourage community engagement.	Facilitation of 8 online engagements. **Target Date: 30/06/22**	Communities	**Completed** in Q3	Facilitation of 8 online engagements were completed during quarter 3. Additionally, during quarter 4, there were 6 online engagements facilitated through Have Your Say Central Highlands: • Gemfields Planning Study Project Reference Group Expression of Interest survey • Gemfields Have a Go event survey • Central Highlands Art Awards - Youth People's Choice Award • Event Feedback - Fairbairn Dam 50th Anniversary Event • Resource Recovery (Waste Management) Strategy 2022-2032.

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1.3.1 Lead active community planning and engagement by encouraging community participation and input into council's decision-making					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
	Implement regional engagement.	Publication of Facebook events for all Community Reference Group (CRG) meetings. **Target Date: 30/06/22**	Communities	**Completed** in Q4	All CRG meetings were published on council's Facebook page.
	Promote the 13 CRGs across the region.	Publication of 4 videos promoting CRGs. **Target Date: 30/06/22**	Communities	**Completed** in Q4	Two videos were completed in quarters 2 and 3. The remaining 2 videos were posted in quarter 4 promoting the completion of projects advocated for by the Gemfields CRGs: 1. Willows ANZAC memorial upgrade. 2. Anakie tennis court upgrades.

1.3.2 Lead and influence community participation in healthy and active lifestyles.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Community Engagement Action Plan	Provide opportunities for community to engage on key social issues e.g., domestic violence, mental health, and suicide.	Facilitation of 3 community events. **Target Date: 30/06/22**	Communities	**Completed** in Q4	Facilitation of 2 community events were completed in quarters 2 and 3. The remaining event 'Have a go' Rubyvale Flats was held 30 April 2022, with 379 attendees.
	Deliver community programs and events that promote active and healthy lifestyles.	Facilitation of 20 events with 600 attendees to Get Out Get Active. **Target Date: 30/06/22**	Communities	**Completed** in Q2	Facilitation of 25 Get Out Get Active events with 330 attendees was completed in quarter 2.
		Facilitation of 20 Events with 1200 attendees to Healthy Active Highlanders. **Target Date: 30/06/22**	Communities	**Completed** in Q4	Healthy Active Highlanders Program has been delivered across 18 events over 8 weeks from 25 April to 19 June 2022 with a total of 584 participants attending classes in boxing, balance, yoga, pilates, core strength and conditioning, and body combat held across Springsure, Capella, Emerald, Blackwater, Rolleston and Sapphire.

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1.3.3 Facilitate opportunities for learning, social activities, community events, grants and funding programs.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Libraries Action Plan	Implement year one of the Library Action Plan to standardise collection management across all libraries.	Implementation of a library resource guideline. **Target Date: 30/06/22**	Communities	**Completed** in Q4	Guideline is complete is currently being implemented.

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2. Building and maintaining quality infrastructure

2.1 Well planned and connected communities

2.1.1 Develop and implement a robust Infrastructure Plan through effective long-term asset management practices.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Asset Management Plans (AMP)	Integrate AMPs with long-term financial plan.	Alignment of the capital works renewal program funding to asset management plans and long-term financial plan from the outcomes of the Asset Physical Condition Inspections (APCI). **Target date: 31/12/21**	Infrastructure and Utilities	**Completed** in Q4	2022-23 capital work program aligns with current asset management plans and long-term financial plan. Scheduled review of asset management plans and APCI alignment has commenced and is ongoing in 2022-23.
	Progress the new Super Resource Recovery Centre.	Completion of identification and feasibility for a new site. **Target date: 30/06/22**	Communities	**Completed** in Q4	Proposed Resource Recovery Centre and Landfill Feasibility Study was received in quarter 4. This will now inform the further detailed technical work required to continue investigations of the identified new site. A final investment decision will be required in quarter 2 of 2022-23.

2.1.2 Implement an effective open space and recreational plan.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Open Space Recreation Plan / Master Plan	Beautification planning in Blackwater, Rolleston, Rubyvale, Tieri and Sapphire.	Endorsement of plans by council. **Target date: 30/06/22**	Communities	**Carry over** to 2022-23 Capital Works Program	Beautification plans have been developed in consultation with community for Blackwater and Rolleston. To be presented to council in 2022-23. Planning continues as part of council's capital program for 2022-23 in Rubyvale, Tieri and Sapphire in consultation with community.

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2.1.2 Implement an effective open space and recreational plan.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
	Finalise plans and continue works in Bluff, Comet and Springsure.	Completion of approved plans. **Target date: 30/06/22**	Communities	**Completed** in Q4	Plans have been completed for Bluff, Comet and Springsure with all plans now submitted to the Department of Transport and Main Roads for approval of works to begin across the next 3 years.
The Game Plan	Undertake Sport and Recreation master planning for the region.	Development of a sport and recreation strategic action plan. **Target date: 30/06/22**	Communities	**Completed** in Q2	The CHRC Open Space and Recreation Plan 2021-2031 has been adopted by council as the guiding document for the management of sporting spaces and parks over the next decade. This activity was completed in quarter 2.

2.1.3 Implement a decision-making framework for the prioritisation of shovel-ready projects.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Capital delivery strategy	Establish the project management office (PMO).	Development of a project management governance framework. **Target date: 31/12/21**	Infrastructure and Utilities	**Completed** in Q3	Project management governance framework in place. The capital budget bid and budget review processes have been endorsed by the Strategic Program Governance Group (SPGG) and implemented across council. The end-to-end process mapping is ongoing with PMO staff focusing on individual steps and consulting with Safety and Wellness, Procurement and Governance teams regularly.

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2.1.3 Implement a decision-making framework for the prioritisation of shovel-ready projects.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
		Identification of a prioritised list of projects to develop to submission standard (for all major recurrent grant funding opportunities). **Target date: 31/12/21**	Infrastructure and Utilities	**Completed** in Q4	Project list is reviewed and updated regularly, and projects added as scoping documents are submitted to the SPGG. A 3-year capital works program has been developed in consideration of the 2022-23 budget with projects to be prioritised as sources of external funding are identified. A multi criteria assessment tool has been endorsed by SPGG for the development of the approved list of projects.

2.1.4 Plan and deliver essential infrastructure that supports a sustainable future.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Waste Reduction and Recycling Plan 2016 - 2026 (WRRP)	Develop a centralised regional waste management facility strategy.	Presentation of options paper to council. **Target date: 31/12/21**	Communities	**Completed** in Q4	The target date of 31 December 2021 was not achieved. However, the draft Resource Recovery (Waste Management) Strategy was presented to council on 25 May 2022 and endorsed for release to the community for comment. Consultation feedback will be used to inform the finalisation of the strategy in 2022-23.
Water Security Strategy	Develop a water security strategy.	Completion of a draft Water Security Plan for consideration and adoption by council. **Target date: 31/01/22**	Infrastructure and Utilities	**Carry over** to 2022-23 Operational Plan	A water strategy is currently in draft status. It is over 80% complete and is being reviewed by relevant stakeholders. The strategy is scheduled to be presented to council in September 2022.

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2.1.4 Plan and deliver essential infrastructure that supports a sustainable future.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Water Utilities Business Plan	Review of business plan and associated asset management plans.	Completion of the water treatment asset management plan. **Target Date: 30/06/22**	Infrastructure and Utilities	**Completed** in Q4	The 2022-23 capital work program aligns with current asset management plans and long-term financial plan. Scheduled review of asset management plans and APCI alignment has commenced and is ongoing in 2022-23.
Clean Growth Choices Program	Implement the Clean Growth Choices Program.	Identification of initiatives for consideration by council. **Target Date: 30/06/22**	Communities	**Completed** in Q4	Identified initiatives progressed include: •Build, Own, Operate and Transfer contract executed to deliver solar generation systems that enable 51-59% renewable energy usage on the sites under a Build, Own, Operate and Transfer model with no capital costs to council. • 'Third party review of Net Zero Greenhouse Gases (GHG) Action Plan' completed. This document will be utilised to inform the Towards "Net Zero" Future Strategy.
Project Management System	Develop and implement a standardised project management system including framework, methodologies and processes.	30% of projects to be facilitated through PMO processes. **Target Date: 30/06/22**	Infrastructure and Utilities	**Completed** in Q4	Standardised project management systems and processes commenced and ongoing. The 2022-23 capital works program development was facilitated and managed by the PMO. All capital works reporting for 2021-22 was collated monthly by the PMO for reporting to the SPGG. Processes are in place for all finalisation and capitalisation of projects through the PMO.

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2.1.5 Develop a strategy for our land and property assets.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
CHRC Staff Housing Strategy	Implementation of housing strategy.	Commencement of year two of the renewal program. **Target Date: 30/06/22**	Customer and Commercial Services	**Completed** in Q4	The council adopted housing strategy is being implemented on schedule (sale and replacement). On time and budget to being completed end of financial year 2022-23.

2.2 Affordable and well-serviced infrastructure

2.2.1 Develop efficiencies in water and wastewater operations.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Strategic Business Plan for Water Utilities	Implement adopted strategic business plan actions.	Implementation of year one funded initiatives. **Target Date: 30/06/22**	Infrastructure and Utilities	**Completed** in Q4	Year one projects were adjusted to align with the approved budget. Further strategic business plan actions have been identified and included in the 2022-23 budget.

2.2.2 Develop a roads and transport strategy ensuring the efficient and effective use of resources.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Roads and transport strategy	Collaborate on essential regional transport infrastructure network with local road user groups.	Attendance to all Bowen Basin Regional Road Group (BBRRG) meetings, continue with and create new road user group meetings. **Target Date: 30/06/22**	Infrastructure and Utilities	**Completed** in Q4	All required Bowen Basin Regional Road and Transport Group (BBRRTG) meetings were attended by council delegates and representatives. Commencement of a regional road investment strategy was funded through the BBRRTG. Joint procurement opportunities included a bitumen resealing program with Isaac Regional Council.
	Implement a grids and gates policy and process.	Adoption of policy by council. **Target Date: 30/06/22**	Infrastructure and Utilities	**Carry over** to 2022-23 Business / Work Plan	A draft grids and gates policy and compliance strategy has been workshopped with council and will be presented to council for adoption in quarter 2 of 2022-23.

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2.2.3 Deliver waste, recycling, and re-use strategies across the region.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Waste and Recycling Strategy	Implement a waste recycling and reuse of resources strategy throughout the region.	Adoption of the Waste Strategy by council. **Target Date: 30/06/22**	Communities	**Carry over** to 2022-23 Operational Plan	The Draft Resource Recovery (Waste Management) Strategy was endorsed by council for release for consultation from 26 May to 3 July 2022. Over 200 responses were received and are being reviewed prior to returning to council for consideration in quarter one of 2022-23.
		Facilitation of a school education program. **Target Date: 25/02/22**	Communities	**Completed** in Q4	Three schools were engaged in a waste education program throughout 2021-22.

2.2.4 Implement energy efficient practices for our assets and facilities.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Central Highlands Regional Council energy utilisation plan	Develop asset and facility energy efficient management plan to reduce environmental impacts.	Adoption of plan by council. **Target Date: 30/06/22**	Communities	**Completed** in Q4	Alternative approach agreed through the adopted Corporate Plan 2022-2027. Alternative approach is to develop Towards "Net Zero" Future Strategy and roll-out solar panels on identified assets.
Asset sustainability ratio	Align the asset sustainability ratio to council's asset base and maintaining agreed service levels.	Council to fund a minimum of 80% of depreciation over the Long-Term Financial Plan (LTFP) across asset portfolio. **Target Date: 30/06/22**	Infrastructure and Utilities	**Completed** in Q4	The LTFP allows for funding of minimum of 80% of depreciation across the asset portfolio. Depreciation was included in the 2021-22 budget based on the current asset management plans and LTFP.

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3. Supporting our Local Economy

3.1 Facilitate investment and employment opportunities

3.1.1 Support the Central Highlands Development Corporation (CHDC) to facilitate networks and partnerships between local business, industry groups and government.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Central Highlands Economic Master Plan (CHEMP)	Support and facilitate economic and tourism development in accordance with the CHDC Service Level Agreement (SLA) 2021-25.	Monitor the progress of CHDC performance and provision of quarterly reports to council. **Target Date: 30/06/22**	Chief Executive Office	**Completed** in Q4	CHDC Service Level Agreement quarterly reports provided. Presentation of the quarter 4 report to council scheduled in July 2022.
		Completion of the CH invest Study. **Target Date: 30/06/22**	Chief Executive Office *via Central Highlands Development Corporation*	**Carry over** to 2022-23 Operational Plan	Financial contributions complete. Contractor engaged. Briefing meeting with successful contractor and study commenced.
		Completion of a development register. **Target Date: 30/06/22**	Chief Executive Office *via Central Highlands Development Corporation*	**Completed** in Q4	New information from the Department of Resources was not available therefore CHDC transitioned to a new form of investment collateral. Major Projects document in design for publication in quarter one of 2022-23.
		Completion of a development profile. **Target Date: 30/06/22**	Chief Executive Office *via Central Highlands Development Corporation*	**Completed** in Q2	Economic Profile completed and published.

3.1.2 Promote the Central Highlands as a region for tourism and development opportunities.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Regional Economic Development Incentive (REDI).	Promotion of the REDI.	Table a minimum of eight REDI applications for consideration by council. **Target Date: 30/06/22**	Communities	**Below Target**	A total of 6 applications were received with 4 presented for consideration by council during 2021-22.

3.1.3 Encourage a diverse supply of housing affordability and choice.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Central Highlands (QLD) Housing Company Ltd	Review Company Constitution Object.	Review of Constitution Object to allow regional disbursement of assets. **Target Date: 30/06/22**	Customer and Commercial Services	**Completed** in Q2	Constitution object reviewed and updated.

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3.1.3 Encourage a diverse supply of housing affordability and choice.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
	Fulfill board governance obligations.	Facilitation of quarterly board meetings. **Target Date: 30/06/22**	Customer and Commercial Services	**Completed** in Q4	Customer and Commercial Services continue to fulfil board governance obligations for the Central Highlands (Qld) Housing Company Limited and will continue to assist with the voluntary liquidation process in 2022-23.

3.1.4 Advocate and support the development of the Central Highlands as a regional hub.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Central Highlands Development Corporation	Support the Food and Fibre+2.0 initiative.	Completion of a dedicated regional agtech incubator. **Target Date: 30/06/22**	Chief Executive Office *via Central Highlands Development Corporation*	**Completed** in Q3	Successful delivery of AgTech21 and several workshops for SME were facilitated throughout 2021-22.
		Development of food and fibre cluster networking framework to enhance technology development and innovation in the food and fibre sectors. **Target Date: 30/06/22**	Chief Executive Office *via Central Highlands Development Corporation*	**Completed** in Q3	Food and fibre cluster networking framework has been developed and implementation is progressing with promotion of the initiative across the supply chain.

3.2 Support local business and emerging industries

3.2.1 Facilitate opportunities for existing businesses and emerging industries to consolidate and grow.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Local business and emerging industries	Facilitate connections and opportunities to grow across the resource sector operational footprint.	Completion of one-on-one mentoring support initiatives, number of training initiatives, number of networks and alliances with organisations. **Target Date: 30/06/22**	Chief Executive Office *via Central Highlands Development Corporation*	**Completed** in Q4	Various workshops were delivered throughout the year to increase agility and resilience in our local business community. Participation as members of the Advisory Committees of LBF, Skilling Queenslanders for Work and the QLD Local Jobs and skills taskforce has built strong alliances.

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3.2.1 Facilitate opportunities for existing businesses and emerging industries to consolidate and grow.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
					Key deliverables in quarter 4 include: • Central Highlands Business Survey - 278 respondents • Small Business Month Networking Event - 16 businesses plus CHDC and Mayor attended • Purchase of Grant Finder service for business and community • Planning and Promotion of Business Mentoring Workshop: • Boost Your Online Presence set for 20/07/22 • Indigenous Business Support meeting with Trading Tracks and CHRC • Bridging the Boundaries Program meeting with partners in Moranbah • Update presentation to Local Buying Foundation Advisory Committee.
		Completion of a business survey to measure business conditions and overall health of the Central Highlands economy. **Target Date: 30/06/22**	Chief Executive Office	**Completed** in Q3	Annual business survey was completed with 278 businesses having responded during the survey period, 2 May to 3 June 2022.

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3.2.1 Facilitate opportunities for existing businesses and emerging industries to consolidate and grow.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
		Presentation to council on the outcomes of the business survey. **Target Date: 30/06/22**	Chief Executive Office	**Completed** in Q2	The 2021 Central Highlands business survey results were presented to council and published in November of 2021. The 2022 Central Highlands business confidence survey results scheduled for presentation to council in July 2022.

3.2.2 Continue a 'local buy' strategy for council business to sustain local communities.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Procurement Policy	Promote council's local purchasing principles to support local business.	Realisation of 40% local spend by dollar value. **Target Date: 30/06/22**	Corporate Services	**Completed** in Q4	Local spend for 2021-22 was 45.3% or $71.6 million. This compares to 40.3% and 64.6 million for 2020-21.

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4. Protecting our People and our Environment

4.1 Well-managed and protected communities

4.1.1 Ensure the region's sustainability through integrated, well-planned development.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Council's Planning Scheme and Local Government Infrastructure Plan (LGIP)	Develop and implement a series of amendments to the Planning Scheme and LGIP that will address sustainability, liveability, economic, social, and environmental objectives in council and state strategic documents.	Gazettal of the Planning Scheme Amendment (5) Flood Hazard. **Target Date: 30/06/22**	Communities	**Completed** in Q4	Major amendment (Amendment No. 6 - Floodplain Management) has been in effect since 16 May 2022.
		Gazettal of the Planning Scheme Amendment (6) Business Improvement and Innovation. **Target Date: 30/06/22**	Communities	**Carry over** to 2022-23 Operational Plan	Final draft of the proposed amendment will be submitted to the State Government in quarter one of 2022-23 with gazettal and commencement by quarter 3 of 2022-23.

4.1.2 Employ efficient development planning processes and practices.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Development assessment	Assessment of development applications in accordance with the following mandated service levels: - Building work assessable against the planning scheme (BWAPs) - 10 Business Days (BD), - Referral agency responses (RARs) - 5 BD, - Code Assessable - no Information Request (IR) - 15 BD otherwise 25 BD, - Impact Assessable - 20 BD post notification / post receipt of referral response.	Achievement of 100% compliance. **Target Date: 30/06/22**	Communities	**Completed** in Q4	All development applications were assessed within the mandated service levels achieving 100% compliance for quarter 4. 2021-22 applications decided: • Building – 335 • Plumbing – 141 • Development Assessment – 193 • Compliance - 163
Council's Planning Scheme	Currency and responsiveness of planning instruments. Continue to update the Planning Scheme with a series of amendments to align with council policy and economic needs.	Development of Major Planning Scheme Amendment: - Urban Design Guidelines. **Target Date: 30/06/22**	Communities	**Carry over** to 2022-23 Operational Plan	Urban design guidelines report has been accepted by council and is being used to inform drafting of amendment for consideration by council prior to public consultation in quarter 2 of 2022-23.

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4.1.2 Employ efficient development planning processes and practices.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
		Development of Major Planning Scheme Amendment: - Heritage, Scenic Amenity and Indigenous Interests. **Target Date: 30/06/22**	Communities	**Carry over** to 2022-23 Operational Plan	Delivery of project has been delayed due to Covid restrictions and weather conditions. An interim report will be presented to council in quarter one of 2022-23.
		Development of Planning Scheme Amendment: - Revocation of Blackwater and Blackwater East Priority Development Areas. **Target Date: 30/06/22**	Communities	**Carry over** to 2022-23 Operational Plan	Progress on this amendment has been placed on hold in consultation with the State Government. Further work is required in order to resource and program the revocation of the Priority Development Areas. If support can be provided by the State Government, work may recommence on this in 2022-23.

4.1.3 Implement initiatives for flood mitigation and to plan, prepare, respond, recover and build resilience from disasters for the communities of our region.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Local Disaster Management (LDM) collaborative regional strategy	Continue to work closely with QitPlus to develop and improve councils Incident Management System (IMS) and Emergency Dashboard.	Completion of annual performance review of system and Emergency Dashboard and report to the Local Disaster Management Group (LDMG). **Target Date: 30/06/22**	Communities	**Completed** in Q4	Finalisation of enhancements for councils Emergency Management Dashboard have been completed. Testing is now underway to ensure all functions are functioning as expected and will be live in July 2022. Significant changes have been implemented to enhance the provision of information available on the dashboard. All sections are directed to live sites for the latest information. Inclusion of new sections:

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4.1.3 Implement initiatives for flood mitigation and to plan, prepare, respond, recover and build resilience from disasters for the communities of our region.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
					• Rainfall maps • Get ready Animals • Get Ready Central Highlands • After an Emergency • Understanding your local Risks (Under development) • Each emergency service (individual tiles (dependent on hazard) • CHRC News • Recovery • After a Disaster • Australian Government Support • Queensland Government Support • Direct links to NGO's via Facebook • COVID-19 • Q Health Information • COVID-19 Updates Qld Gov • COVID-19 Travel • COVID-19 Restrictions.
	Maintain appropriate service level of State Emergency Service (SES) facilities, plant and equipment.	Completion of comprehensive audit of eight SES facilities and associated plant and equipment. **Target Date: 31/12/21**	Communities	**Carry over** to 2022-23 Operational Plan	Three of the proposed 8 audits were able to be completed due to COVID-19 impacts. This activity has been included in the 2022-23 Operational Plan.
	Build and promote community resilience through preparedness and evacuation planning.	Delivery of evacuation planning tools. **Target Date: 30/06/22**	Communities	**Completed** in Q4	Year one activities were completed according to schedule including detailed modelling and analysis work for Emerald and Rubyvale. Sapphire modelling and evacuation planning tools are in progress.

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4.1.3 Implement initiatives for flood mitigation and to plan, prepare, respond, recover and build resilience from disasters for the communities of our region.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
					Project is funded across 2 years and is scheduled to be completed by 30 June 2023.
		Completion of Emerald evacuation route planning. **Target Date: 30/06/22**	Communities	**Completed** in Q4	Year one activities were completed to schedule. Output maps are currently being drafted. Planning discussions have been held with Ergon Energy, Queensland Police Service, Queensland Fire and Emergency Services. Project is funded across 2 years and is scheduled to be completed by 30 June 2023.
		Provision of flood warning network maintenance support. **Target Date: 30/06/22**	Communities	**Completed** in Q4	Operational monitoring and maintenance of the network continues daily. A review of network paths has been completed in order to improve the resilience of the network as a whole.
	Review all hazards risk register in line with statutory amendments and changes in community context.	Completion of a review of CHRC All Hazards risk register and table report with the LDMG. **Target Date: 31/12/21**	Communities	**Completed** in Q1	This activity was completed in quarter one and approved through the LDMG.
	Continue to engage with the community through events such as GemFest, AgGrow and Regional Shows.	Attendance to five events. **Target Date: 30/06/22** (Subject to COVID-19 restrictions)	Communities	**Completed** in Q4	Community education activities have been conducted throughout the region, as COVID-19 restrictions allowed, including at regional shows, Fairbairn Dam open day and Ag-Grow, along with various markets.

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4.1.4 Promote community safety and well-being.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Public health risk management	Promote public safety and wellbeing through proactive compliance and education services to ensure public health risks assessed and remediated as far as possible.	Promotion of a community education program to improve community resilience when dealing with mosquito infestations. **Target Date: 31/12/21**	Communities	**Below Target**	Council officers have responded to customer complaints. No specific community education program was undertaken.
Responsible pet ownership	Promote community safety through continued education around responsible pet ownership.	Attendance to 3-5 schools to discuss responsible pet ownership, rural shows and showcase at Nogoa November 2021. **Target Date: 30/04/22** (Subject to COVID-19 restrictions)	Communities	**Completed** in Q4	Target date of 30 April 2022 was not achieved due to Covid-19 impacts. The delivery method was reviewed to allow promotion at community events only, including Ag-Grow, Emerald Show and Fairbairn Dam 50th Year celebrations.

4.2 Environmental sustainability

4.2.1 Collaborate with stakeholders to manage our built and natural environment.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Community collaboration	Continue to partner with key stakeholders to deliver on pest management control across the region to protect and enhance the region's natural values and biodiversity.	Delivery of pest management control initiatives across the region. **Target Date: 30/06/22**	Communities	**Completed** in Q4	Rangers Rural land Officer (RLO) continues to act upon customer requests related to pest management throughout the region. This included collaboration with the Department of Agriculture and Fisheries in identifying and targeting pest species located in the Gemfields and taking action where appropriate. Council's RLO recently attended a course in feral deer management strategies and will participate in the next Shire RLO Group meeting in Charleville scheduled for September 2022.

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4.2.1 Collaborate with stakeholders to manage our built and natural environment.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Environment awareness	Improve community awareness on environment and waste reduction through hosting events to promote environmental awareness.	Facilitation of Clean Up Australia Day, World Recycling week and Nogoa November events. **Target Date: 31/03/22**	Communities	**Carry over** to 2022-23 Operational Plan	Programs have been rescheduled due to Covid-19 impacts in quarter one and 2 2022-23 including the Great Northern Clean-up and National Tree Planting Day which are scheduled for delivery in 2022-23.

4.2.2 Ensure an effective regulatory role through education and enforcement.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Development and planning	Deliver educational programs to the community on assessment requirements.	Development of an educational plan for the community on pool safety, building and plumbing requirements and planning scheme understanding enabling broad communication with the community. **Target Date: 30/11/21**	Communities	**Completed** in Q4	Target date of 30 November 2021 was not achieved due to COVID-19 impacts. An educational plan has been drafted with a focus area developed for each quarter going forward in 2022-23. Quarter one 2022-23 will commence with Pool Safety, quarter 2 - Illegal Structures, quarter 3 - Unlawful Uses and quarter 4 - Understanding the Planning Scheme.
Community awareness and engagement program	Promote community awareness of environment and waste matters.	Facilitation of education programs to increase awareness on waste and recycling following the bin audit. **Target Date:31/12/21**	Communities	**Carry over** to 2022-23 Operational Plan	Programs have been rescheduled due to Covid-19 impacts. A more detailed community education and awareness program will be developed in the lead up to Great Northern Clean Up based on the draft Resource Recovery (Waste Management) Strategy.

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4.2.2 Ensure an effective regulatory role through education and enforcement.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Local Laws	Continued focus on responsible pet ownership, targeting dog registration compliance, animal de-sexing, microchipping, wandering animals (cats and dogs), multiple animal permits, multi dwelling permits and regulated dog permits.	Increase in responsible pet ownership compliance across the region. **Target Date: 30/06/22**	Communities	**Completed** in Q4	Rangers continue to focus on Responsible Animal Management (RAM) in the region, including community education. A total of 4,000 registration renewals were issued to residents. Additionally, council will be launching a program in collaboration with Woorabinda Aboriginal Shire to observe, learn and advise on RAM between the neighbouring council locations.

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5. Leadership and Governance

5.1 Leadership and communication

5.1.1 Clearly define the functions, services, roles, and responsibilities of council.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Service Level Planning	Deliver the Service Level Planning project.	100% completion against agreed project milestones and deliverables. **Target Date: 30/06/22**	Corporate Services	**Carry over** to 2022-23 Operational Plan	An update was provided to council by Queensland Treasury Corporation on the progress of the cost-of-service analysis project. Project has been rescoped to defining current service levels and cost of delivering services and will continue in 2022-23.

5.1.2 Practice effective internal and external communication.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Internal and external communication	Review the internal and external communications plan.	Executive Leadership Team (ELT) endorsement of communications plan. **Target Date: 31/10/22**	Communities	**Completed** in Q2	The internal and external communications plan was reviewed in quarter 2.

5.2 Advocate for our region

5.2.1 Advocate for improved services and infrastructure.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
CHRC Advocacy Action Plan	Develop a CHRC Advocacy Strategy Action Plan.	Council endorsement of action plan. **Target Date: 31/12/21**	Communities	**Completed** in Q4	Council determined to not proceed with an advocacy action plan as presented. Prioritised projects were identified for advocacy in 2021-22. Work to rescope and prepare a new Advocacy Strategy and Action Plan will be undertaken in 2022-23.
Bowen Basin Regional Road and Transport Group.	Advocate for improved regional transport network infrastructure in collaboration with the Bowen Basin Regional Road and Transport Group.	Attendance to four technical and four board meetings. **Target Date: 30/06/22**	Infrastructure and Utilities	**Completed** in Q4	All required Bowen Basin Regional Road and Transport Group (BBRRTG) meetings were attended by council delegates and representatives. Commencement of a regional road investment strategy was funded through the BBRRTG.

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5.2.1 Advocate for improved services and infrastructure.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
					Joint procurement opportunities included a bitumen resealing program with Isaac Regional Council.

5.2.2 Advocate for secure and sustainable water supplies for the region.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Sustainable raw water pricing	Complete development of pricing framework methodology with SunWater, subject to ministerial directions.	Council endorsement of a raw water pricing framework. **Target Date: 30/06/22**	Infrastructure and Utilities	**Completed** in Q4	Sunwater has not progressed a policy position on a raw water pricing framework. Council has continued to make representation to relevant working groups to protect council's interests in water security and affordability.

5.3 Accountability and integrity

5.3.1 Maintain high standards of corporate governance.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
CHRC Governance Framework	Review the effectiveness of the governance framework.	Facilitation of council and elected members self-assessment surveys. **Target Date: 31/12/21**	Corporate Services	**Carry over** to 2022-23 Business / Work Plan	Self-assessment survey was not completed. A review of the effectiveness of the governance framework, which includes a self-assessment survey, is to be undertaken in 2022-23.
Corporate Planning and Performance Management Framework	Review and align council strategic documents with the corporate planning process.	Development of a process that allows strategies review to inform the budgeting cycle. **Target Date: 31/12/21**	Corporate Services	**Completed** in Q4	The new operational plan links all initiatives to strategic documents. Alternative approach for corporate planning and reporting endorsed in principle, aligned with council's adopted Corporate Plan 2022-2027. Implementation of the framework is an activity included for delivery in 2022-23.

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5.3.2 Ensure transparency and accountability through integrated performance management reporting.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Corporate Planning and Performance Management Framework	Deliver an improved and integrated performance reporting process including legislative requirements of reporting.	Implementation of a new corporate planning and performance reporting management software. **Target Date: 30/06/22**	Corporate Services	**Carry over** to 2022-23 and 2023-24 Business/ Work Plan	With the development of council's new 5-year Corporate Plan 2022-2027 (adopted in June 2022) and an updated, planning, performance, and reporting framework to be implemented in 2022-23. Options and recommendations for a supporting system solution are to be considered in 2022-23 for implementation in 2023-24.
Local Government Act 2009	Develop a new 5-year Corporate Plan.	Adoption of new Corporate Plan. **Target Date: 30/06/22**	Corporate Services	**Completed** in Q4	Council's new Corporate Plan 2022-2027 was adopted by council on 15 June 2022.

5.4 Financial sustainability

5.4.1 Optimise management of council's commercial business units.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Commercial Services strategic business plans	Implement Airport Strategic Business Plan actions.	100% completion of year 2 actions. **Target Date: 30/06/22**	Customer and Commercial Services	**Completed** in Q4	Emerald Airport completed 100% of the year two actions as per the Strategic Business Plan
	Implement Saleyards Strategic Business Plan actions.	100% completion of year 2 actions. **Target Date: 30/06/22**	Customer and Commercial Services	**Completed** in Q4	Emerald Saleyards completed 100% of the year two actions as per the Strategic Business Plan.
	Airport compliance with all legislative and safety obligations.	0 non-conformance with aviation legislative and safety obligations. **Target Date: 30/06/22**	Customer and Commercial Services	**Completed** in Q4	0 non-conformance achieved.
	Saleyards compliance with all legislative and safety obligations.	0 non-conformance with Biosecurity and European Union legislative and safety obligations. **Target Date: 30/06/22**	Customer and Commercial Services	**Completed** in Q4	0 non-conformance achieved.
Advisory Committees	Strengthen communication and engagement with key stakeholders for all commercial businesses.	Facilitation of quarterly meetings with key stakeholders. **Target Date: 30/06/22**	Customer and Commercial Services	**Completed** in Q4	Emerald Airport Advisory Committee quarterly meeting was held on 9 May 2022.

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5.4.2 Ensure the long-term financial sustainability of the region through prudent financial management and budgeting.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Long-Term Financial Plan	Align long-term financial forecasts and infrastructure needs with asset management plans.	Identification of capital works projects sourced from AMPs which are aligned to the Long-Term Financial Plan and outcomes from APCI. **Target Date: 30/06/22**	Infrastructure and Utilities	**Completed** in Q4	Review of AMPs and APCI alignment is ongoing. Capital works projects included in draft budget sourced from AMPs where applicable. Outlier projects identified in 2022-23 budget deliberations for inclusion in the LTFP.
	Sustain an appropriate QTC credit rating.	Improvement of or sustain the current rating of 'Moderate with a Neutral Outlook'. **Target Date: 31/12/21**	Corporate Services	**Completed** in Q2	Credit review undertaken in 2020-21 and credit rating of "Moderate with Neutral Outlook' was maintained.
Queensland Audit Office Audit Engagement Plan	Provide accurate and timely reporting of financial information and plans to council, Queensland Audit Office, and government.	Achievement of no audit qualifications issued on audited annual financial statements. **Target Date: 31/12/21**	Corporate Services	**Completed** in Q2	The 2020-21 audit was completed October 2021 with an unqualified audit opinion issued.

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6. Our Organisation

6.1 Living our values

6.1.1 Provide excellent customer service to ensure professional service delivery.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Customer Service Strategy and Action Plan	Conduct satisfaction survey to improve the quality and efficiency of frontline services.	Achievement of >90% overall satisfaction. **Target Date: 30/06/22**	Customer and Commercial Services	**Completed** in Q4	Completed in May 2022 resulting in an overall customer satisfaction rating of 98%.

6.2 Continuous improvement culture

6.2.1 Continuously advance work practices and business systems to ensure a skilled, motivated and community-focused workforce to drive a coordinated and connected organisation.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
ICT Strategy and Action Plan 2017-2022	Development and implementation of e-service utilising the oneCouncil platform.	100% completion against agreed milestones and deliverables for 2022. **Target Date: 30/06/22**	Corporate Services	**Completed** in Q4	Initiative has been completed at 100% against milestones for this financial year. Planning is progressing with future activities to be delivered in 2022-23 to align with delivery of the eServices platform.
	Development of Closed-Circuit Television (CCTV) Strategic Plan.	Endorsement of the CCTV Strategic Plan. **Target Date: 31/12/22**	Corporate Services	**Completed** in Q3	CCTV Master Plan has been endorsed by the ICT Steering Committee at its meeting of February 2022.
People Plan	Review People Plan.	Completion of an annual review. **Target Date: 30/06/22**	Corporate Services	**Completed** in Q4	The following People Plan deliverables were achieved in 2021-22: implementation of new recruitment system, established talent pools for identified job roles, endorsement of a new alignment and engagement staff survey, training needs analysis developed, verification of competencies high risk gaps have been addressed, Growth programs have been launched, revised the annual check-in performance review process, developed an organisational change management process, and revised the employee exit feedback and survey.

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6.2.1 Continuously advance work practices and business systems to ensure a skilled, motivated and community-focused workforce to drive a coordinated and connected organisation.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
	Implementation of 90-day employee onboarding program.	Implementation of onboarding program with a six-month review. **Target Date: 30/06/22**	Corporate Services	**Carry over** to 2022-23 Operational Plan	Onboarding program designed with implementation of the program to be finalised by 30 December 2022.

6.3 One team approach

6.3.1 Develop and implement effective systems to manage risk to enable the efficient delivery of council services.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
CHRC Risk Management Framework (RMF)	Develop and implement a risk management system solution to automate the complete risk management process for reviewing and monitoring of strategic and operational risk registers and escalation protocols in accordance with CHRC RMF.	Implementation of the risk management system solution. **Target Date: 30/06/22**	Corporate Services	**Carry over** to 2022-23 Business / Work Plan	An in-house solution is currently being utilised. In line with a review of the risk management framework in 2022-23. Options and recommendations for a supporting system solution are to be considered in 2022-23.
CHRC Governance Framework	Integrate the monitoring and tracking of audit committee actions arising from internal audits for reporting.	Implementation of an audit actions management system solution. **Target Date: 30/06/22**	Corporate Services	**Carry over** to 2022-23 Business / Work Plan	An in-house solution is currently being utilised. As part of the review of the risk management framework in 2022-23 (which includes monitoring of audit actions). Options and recommendations for a supporting system solution are to be considered in 2022-23.
Public Records Act 2002	Develop and implement a records and retention and disposal program in accordance with legislation.	Implementation of a retention and disposal framework, encompassing policies, strategy, and retention schedule, and increase information management capability to undertake retention and disposal initiatives. **Target Date: 31/10/21**	Corporate Services	**Completed** in Q2	This activity was completed in quarter 2.

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6.3.2 Develop the elected member group consistent with the One Team approach.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Elected Member Development	Attend professional development seminars, conferences, and workshops.	Attendance by the elected member group. **Target Date: 30/06/22**	Chief Executive Office	**Completed** in Q4	• LGAQ Natural Resources Forum held on 4 May was attended by Crs Rolfe, Carpenter, Daniels and Brimblecombe • ALGA National General Assembly held from 19 to 22 June 2022 in Canberra was attended by Mayor Hayes, Crs Rolfe and Burns • LGAQ Civic Leaders Summit held from 29 to 30 June 2022 on the Sunshine Coast was attended by Mayor Hayes, and Cr Rolfe.

6.4 Working safely

6.4.1 Sustain a productive, efficient, and safe workforce that is responsive to council and community needs.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Asset Management	Implement ongoing technology to improve asset management practices, drone usage, sensors, and mobile recording of data for fleet and plant utilisation.	Provision of quarterly reporting on advancement in technology use for asset management. **Target Date: 30/06/22**	Infrastructure and Utilities	**Completed** in Q4	The testing phase of the fleet dashboard to improve reporting of actual life costs and revenue recovery continues. Advancement in technology use for asset management will continue to be explored in alignment with updating asset management plans. Pilot of electronic prestart module has been procured and in also ongoing.

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6.4.1 Sustain a productive, efficient, and safe workforce that is responsive to council and community needs.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
WHS Management Plan	Reduce health risks and improve business performance through targeted health promotion programs.	Improvement in the uptake of employee early intervention activities for employees at council. **Target Date: 30/06/22**	Chief Executive Office	**Completed** in Q4	Work related accepted claims have reduced by 50%, compared to 2020-21, whilst the average lost time injury in the previous year was 301 days has fallen to 145 days. Supporting employees with proactive working relationships in the event of an injury or suspected injury remains the focus whilst reinforced with immunisation programs, health monitoring and the connection of support with the external assistance in terms of wellbeing and health through the employee assistance program.
	Improve safety maturity within culture of CHRC through application of learnings from meaningful reporting intended to promote information transfer, leading towards building trust and accountability.	Increase in reported hazards and near misses. **Target Date: 30/06/22**	Chief Executive Office	**Completed** in Q4	Work continues to support safe work practices and sharing of information to find safer ways to work. Reporting practices and processes that can be improved allows for an understanding of areas to help make the work place a safe work environment. During 2021-22 hazards reporting did not increase, though near miss reporting increased with a total of 43 learning opportunities reported, compared to 34 near misses reported in the previous year. Work continues on eliminating reported hazards or reducing the risk to as low as reasonably practicable.

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Central Highlands Regional Council	**CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY**	
	Standing Orders and Meeting Procedures	**POLICY REF NO:** CHRCP: 0055

1.0 Policy Purpose

1.1 These standing orders supplement the statutory requirements by providing standard processes to be observed at meetings. In accordance with this policy, these standing orders may be suspended at any time by council resolution.

2.0 Policy Statement

2.1 Refer to Part 1, section 1 and section 2

3.0 Definitions

3.1 Refer to section 3

Strategic Link	Chapter 5A, part 2, *Local Government Act 2009* Chapter 8, part 2, *Local Government Regulation 2012*
Category	Organisational Councillors
Lead Business Unit	Governance
Public Consultation	**No**
Adoption Date	20 October 2021
New Review Date	20 October 2022
Document Number	948515
Record Keeping	ECM, Vine and Council Website
Related Documents	Standing Orders and Meetings Procedure

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Standing Orders and Meeting Procedures

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Part 1 – Preliminary

1 Background

(1) The *Local Government Regulation 2012*, part 2 of chapter 8 and the *Local Government Act 2009*, part 2 of chapter 5A, provide core requirements for the conduct of local government meetings and the conduct of councillors at local government meetings.

(2) All councillors are responsible for complying with the local government principles when making decisions for their communities. The local government principles also guide the councils when determining processes and procedures. These principals are:

a) transparent and effective processes, and decision-making in the public interest

b) sustainable development and management of assets and infrastructure, and delivery of effective services

c) democratic representation social inclusion and meaningful community engagement

d) good governance of, and by, local government

e) ethical and legal behaviour of councillors, local government employees and councillor advisors.

2 Object

(1) These standing orders and meeting procedures supplement the statutory requirements by providing standard processes to be observed at such meetings.

(2) The standing orders which regulate the conduct of local government meetings—

(a) comprise part 2 and part 3; and

(b) may be suspended at any time by resolution.

(3) The meeting procedures -

(a) comprise part 4; and

(b) pursuant to section 150G(1)(b) of the Act, are adopted for the conduct of Council's local government meetings; and

(c) must be consistent with the model procedures and, if there is an inconsistency, the local government is taken to have adopted the model procedures to the extent of the inconsistency.

3 Definitions

(1) The definitions in schedule 1 defines particular words used in these standing orders and meeting procedures.

(2) An expression to which the Act or the Regulation ascribes a meaning carries that meaning in these standing orders and meeting procedures.

Part 2 – Local Government Meetings

Division 1 – Time of meetings of the local government

4 Times of ordinary meetings of the local government

(1) The local government may, by resolution, fix dates and times for its ordinary meetings.1

(2) If there is no resolution fixing the date and time for an ordinary meeting, the chief executive officer must fix the date and time for the meeting.

[1] See section 257 (frequency and place of meetings) of the Regulation, and section 175 (post- election meetings) of the Act.

(3) Before the chief executive officer fixes the date and time for an ordinary meeting, the chief executive officer must, if practicable, consult with the mayor about the proposed date and time for the meeting.

5 Special meetings of the local government

(1) The chief executive officer must call a special meeting of the local government if —

(a) the special meeting is required by a resolution of the local government; or

(b) a written request for the special meeting is lodged with the chief executive officer under subsection (2) below.

(2) A written request for a special meeting of the local government must —

(a) be signed by the mayor, or 5 or more councillors; and

(b) specify the business to be conducted at the special meeting; and

(c) propose a day and time for the holding of the special meeting.

Division 2 – Time of meetings of a committee

6 Times and places of committee meetings

(1) A committee may, by resolution, fix dates, times and places for its meetings.[2]

(2) If there is no resolution fixing the date, time and place for a committee meeting, the chief executive officer may fix the date, time and place for the meeting.

(3) Before the chief executive officer fixes the date, time and place for a committee meeting, the chief executive officer must, if practicable, consult with the chairperson of the committee.

7 Special meetings of a committee

(1) The chief executive officer must call a special meeting of a committee if —

(a) the special meeting is required by a resolution of the local government; or

(b) a written request for the special meeting is lodged with the chief executive officer under subsection (2) below.

(2) A written request for a special meeting of a committee must —

(a) be signed by the chairperson, or 3 or more members of the committee; and

(b) specify the business to be conducted at the special meeting; and

(c) propose a day, time and place for the holding of the special meeting.

Division 3 – Agenda and notice for local government meetings

8 Non-application to audit committee meetings

This Division 3 of the standing orders does not apply to meetings of an audit committee.

9 Public notice of ordinary meetings of the local government and its standing committees[3]

(1) Council will, at least once in each year, publish a notice of the days and times when —

(a) its ordinary meetings of the local government will be held; and

(b) the ordinary meetings of its standing committees will be held.

(2) The notice must be published on Council's website and in other ways Council considers

[2] See Section 268 (frequency of meetings) of the Regulation.
[3] See section 254B (public notice of meetings) of the Regulation.

appropriate.

(3) Council must display in a conspicuous place in its public office a notice of the days and times when meetings of the local government and meetings of its standing committees will be held.

(4) Council must, as soon as practicable, notify any change to the days and times mentioned in section 9(1) or (3) of this standing order in the same way as the days and times were previously notified.

(5) Council must make publicly available —[4]

(a) the full agenda for a meeting of the local government or a standing committee, excluding confidential items, by 5pm on the next business day after notice of the meeting is given to councillors; and

(b) a related report either —

(i) when the agenda for the meeting is made publicly available; or

(ii) if the related report is made available to councillors or committee members after notice of the meeting is given to the councillors or committee members and before the meeting is held, as soon as practicable after it is made available to the councillors or committee members.

(6) Council will make the agenda and related reports publicly available by —

(a) placing them on Council's website; and

(b) making them available for inspection at Council's public office.

10 Notice and agenda for local government meetings given to councillors[5]

(1) The CEO must give written notice of each local government meeting or adjourned local government meeting to each councillor or committee member at least 2 business days before the day of the meeting unless it is impracticable to give notice before that time.

(2) The written notice must state —

(a) the day and time of the meeting; and

(b) for a special meeting – the business to be conducted at the meeting; and

(c) include the agenda for the meeting.

(3) The written notice may be given to a councillor or a committee member by sending the notice to the councillor or member electronically.

(4) The agenda for a meeting must include —

(a) items required under the Act or a local law to be included on the agenda; and

(b) items required under the standing orders, part 3, to be included on the agenda; and

(c) items that are by resolution of the local government to be included on the agenda; and

(d) each item whose inclusion on the agenda is requested by a councillor.

(5) A councillor or committee member who wants an item of business included on the agenda for a particular meeting must give written notice of the nature of the business to the chief executive officer at least 2 days before the notice of meeting is given.

Division 4 – Conduct of meetings of the local government

11 Chairperson

(1) The mayor will preside at a meeting of local government.

(2) If the mayor is absent or unavailable to preside, the deputy mayor will preside.

[4] See section 254D (public availability of agendas) of the Regulation.
[5] See section 254C (notice of meetings and agendas for councillors or committee members) of the Regulation.

(3) If both the mayor and the deputy mayor, ~~or the mayor's delegate,~~ are absent or unavailable to preside, a councillor chosen by the councillors present at the meeting will preside at the meeting.

12 Quorum

(1) A quorum of a local government is a majority of its councillors.

(2) However, if the number of councillors is an even number, one-half of the number is a quorum.

Division 5 – Conduct of committee meetings

13 Chairperson

(1) The local government will choose the chairperson for a committee meeting.

(2) The chairperson of a committee must preside over a committee meeting.

(3) Should the chairperson not be present at a meeting, then the members present at the meeting shall appoint a chairperson for the meeting.

14 Quorum[6]

(1) A quorum of a committee is a majority of its members.

(2) However, if the number of members is an even number, one-half of the number is a quorum.

15 Procedure at committee meetings

(1) The procedure of a committee for dealing with business must be in accordance with —

(a) procedural directions given to the committee by resolution of the local government; or

(b) if there is no procedural direction governing a particular matter, the standing orders in part 2 and part 3.

(2) However, a committee may, by resolution, overrule a decision on a procedural question made by the chairperson.

Division 6 – Terms of reference for a standing committee

16 Background

The terms of reference in this Division 6 will supplement the statutory requirements which regulate the conduct of meetings of a committee by providing detailed procedures for the conduct of meetings of a standing committee in order to provide open and transparent decision making.

17 Purpose

A standing committee provides direction and leadership on the areas of interest decided by the local government when the committee is established.

18 Membership

The membership of a standing committee shall comprise—

(1) 5 councillors, from which 1 councillor shall be appointed as chairperson: and

(2) the mayor, as an ex officio member of the committee.

19 Scope and limitations

The main functions of a standing committee are to—

(1) receive reports from the chief executive officer, executive leadership team, manager and/or appropriately delegated officers related to the areas of interest;

(2) adopt the reports from the chief executive officer, executive leadership team, manager and/or appropriately delegated officers related to the areas of interest;

(3) make decisions in line with the delegated authority; and

[6] See section 269 (quorum) of the Regulation.

(4) where necessary, formulate recommendations to the ordinary local government meeting.

20 Delegated authority

(1) In accordance with section 257 of the Act, the local government has delegated to a standing committee, all powers referred to in the document titled “Central Highlands Regional Council – Council to standing committee delegations register”.

(2) To the extent that powers delegated to one committee have also been delegated to another committee or have previously been delegated to the chief executive officer, those powers can be exercised by each committee and the chief executive officer, severally.

(3) The application of delegations to a standing committee should be restricted to the areas of interest decided by the local government when the committee is established. The intent of the delegation of the decision-making power by the local government is to allow for passing of resolutions, and the provision of leadership and direction within these documented areas only.

Part 3 – Standing Orders

Division 1 – Application of standing orders

21 Application

(1) The standing orders in this part 3 provide for the conduct of —

(a) meetings of the local government (other than a post-election meeting); and

(b) where applicable, committee meetings.

(2) The standing orders in this part 3 shall apply to a post-election meeting of the local government as far as practicable.

(3) Any provision of the standing orders in part 2 or part 3 may be suspended by resolution of a meeting of the local government.

(4) A separate resolution is required for a suspension of a standing order in part 2 or part 3.

(5) A resolution to suspend a standing order in part 2 or part 3 must specify the application and duration of the suspension.

(6) Subject to part 4, where a matter arises at a local government meeting which is not provided for in the standing orders, part 2 or part 3, the matter may be determined by resolution upon a motion which may be put without notice, but otherwise in conformity with the standing orders in part 2 and part 3.

Division 2 – Procedures for local government meetings

22 Order of business

(1) The order of business must be determined by resolution of the local government from time to time.

(2) Before proceeding with the business of the meeting, the person presiding at the meeting shall undertake acknowledgements and/or greetings deemed appropriate by the local government.

(3) The order of business may be altered for a particular meeting where the councillors at the meeting pass a procedural motion to that effect.

(4) A motion to alter the order of business may be moved without notice.

(5) Unless otherwise altered pursuant to subsection (3) above, the order of business and agenda will be —

(a) for ordinary meetings of the local government —

- Attendance
- Acknowledgement of Country

- Apologies and granting of leave of absence
- Confirmation of Minutes
- Business Arising from Previous Minutes
- Conflict of Interests Declarations
- Reception of Petitions
- Reception and Consideration of Committee Reports
- Reception and Consideration of Officers' Decision Action Reports
- Reception and Consideration of Officers' Information Reports
- Miscellaneous Business
- Any other business Council determines by resolution be included in the business paper

(b) for special meetings, and committee meetings —

- Attendance
- Apologies
- Reception of Deputations by Appointment
- Reception and Consideration of Officers' Reports

(6) The minutes[7] of a previous meeting ***(previous minutes)*** not previously confirmed may be taken into consideration as the first business of an ordinary meeting, in order that the previous minutes may be confirmed, and no discussion shall be permitted with respect to the previous minutes except with respect to the accuracy of the previous minutes as a record of the proceedings.

(7) Admission of deputations, invitees and visitors shall be at the discretion of either of

(a) the chairperson; or

(b) the chief executive officer.

(8) The time for receipt of petitions shall be at the discretion of the local government.

23 Petitions

(1) The rules for petitions to the local government are available on Council's website.

(2) Any petition presented to a meeting of the local government must be in legible writing or typewritten and contain a minimum of 10 signatures (clearly stating the name and address of each person), contain a cover page detailing the request, suggestion or grievance and the name of the principal petitioner.[8]

(3) The petition should be addressed to the chief executive officer and can be emailed, mailed or physically handed in at a customer service centre of Council.

(4) The details of the specific request/matter must appear on each page of the petition.

(5) The chief executive officer will present the petition to a general meeting of the local government. In accordance with the local government's general meeting procedure, the chief executive officer may move the petition be received and referred to the relevant area of the local government for investigation and report back to the local government, if required.

(6) The principal petitioner will be advised in writing of the local government's decision, following the relevant ordinary meeting.

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[7] See section 254F (Minutes) of the Regulation.

[8] See "What are the rules for petitions" on Central Highlands Regional Council website for further information on rules for submitting petitions to Council.

(7) A petition may be presented to a meeting by a councillor who, before presenting the petition, must, as far as practicable, become acquainted with the subject matter of the petition.

(8) On presenting a petition to a meeting, a councillor must —

(a) state the nature of the petition; and

(b) read the petition.

(9) Where a councillor presents a petition to a meeting, no debate on or in relation to the petition shall be allowed, and the only motion which may be moved is that—

(a) the petition be received, and consideration stand as an order of the day for —

(i) the meeting; or

(ii) a future meeting; or

(b) the petition be received and referred to a committee or the chief executive officer for consideration and a report to the local government; or

(c) the petition not be received.

24 Deputations to a meeting of the local government

(1) A deputation wishing to attend and address a meeting of the local government shall apply in writing to the chief executive officer not less than 7 clear business days before the meeting.

(2) The chief executive officer, on receiving an application for a deputation shall notify the chairperson who shall determine whether the deputation shall be heard.

(3) The chief executive officer must inform the deputation of the determination.

(4) Where it has been determined that the deputation may be heard, a convenient time must be arranged for that purpose, and a time period allowed.

(5) For deputations comprising 3 or more persons, only 3 persons may be heard unless the local government determines otherwise by resolution.

(6) A deputation must be given an adequate opportunity to explain the purpose of the deputation.

(7) The chairperson of a meeting may terminate an address by a person in a deputation at any time if —

(a) the chairperson has allotted a specific period of time for a person's address and the period of time has elapsed; or

(b) the chairperson is satisfied that the purpose of the deputation has been sufficiently explained to the councillors at the meeting; or

(c) the person uses insulting or offensive language.

(8) If a member of the deputation other than an appointed speaker interjects or attempts to address the local government, the chairperson may finalise the deputation.

(9) A suitable designated officer will be identified and will assume responsibility for the deputation including that the appointed speaker/s is notified in writing of developments or future actions as appropriate.

(10) A rolling report on the status and outcome of all deputations will be presented to the local government on a quarterly basis.

Division 3 – Motions at local government meetings

25 Motions

(1) A councillor is required to 'propose' a motion and then another councillor is required to 'second' the motion.

(2) A motion brought before a meeting in accordance with the Act or the standing orders in part 3 may

be received and put to the meeting by the chairperson.

(3) The chairperson may require a motion or an amendment to a motion to be stated in full or recorded in writing before permitting it to be received.

(4) The chairperson may call the notices of motion in the order in which they appear on the meeting agenda and, where no objection is taken to a motion being taken as a formal motion, the chairperson may put the motion to the vote without discussion.

(5) An item on the meeting agenda must not be removed from the agenda where a councillor at the meeting objects to it being removed.

(6) When a motion has been moved and seconded, it becomes subject to the control of the local government and must not be withdrawn without the consent of both the mover and the seconder.

26 Absence of mover of motion

Where a councillor who has given notice of a motion is absent from the meeting at which the motion is to be considered, the motion may be moved by another councillor at the meeting or deferred to the next meeting.

27 Motion to be seconded

(1) A motion or an amendment to a motion must not be debated at a meeting unless or until the motion or the amendment is seconded, with the exception of a procedural motion.

(2) A motion or an amendment to a motion (other than a procedural motion) that is not seconded, lapses for want of a seconder.

(3) Notwithstanding subsection (1) above, a councillor who moves a motion or an amendment to a motion may, with the permission of the chairperson, speak in support of the motion or amendment before it is seconded.

28 Amendment of motion

(1) An amendment to a motion must —

(a) be in terms which retain the identity of the motion; and

(b) not negative the motion.

(2) Not more than 1 motion or 1 proposed amendment to a motion may be put before a meeting at any one time.

(3) Where an amendment to a motion is before a meeting, no other amendment to the motion can be considered until after the first amendment has been put.

(4) Where a motion (the ***original motion***) is amended by another motion (the ***other motion***), the original motion must not be put as a subsequent motion to amend the other motion.

(5) A councillor who proposes or seconds a motion must not propose or second an amendment to the motion.

29 Speaking to motions and amendments

(1) Subject to section 27(2) of these standing orders, the mover of an amendment to a motion must read the amendment and state that the amendment is so moved, and —

(a) may only speak in support of the amendment before it is seconded with the permission of the chairperson; and

(b) may speak in support of the amendment after it is seconded.

(2) A councillor may request further information from the chairperson before or after the motion or the amendment to the motion is seconded.

(3) Following the seconding of a motion or an amendment of a motion, the first speaker must be in favour of the motion or the amendment and each subsequent speaker alternatively against and in favour of the motion or amendment, unless the chairperson in his or her discretion rules otherwise.

(4) The mover of a motion has the right of reply.

(5) The mover of an amendment to a motion has no right of reply.

(6) Each councillor must speak not more than once to the same motion or the same amendment except as a right of reply unless the chairperson in his or her discretion rules otherwise.

(7) Each speaker is restricted to not more than 5 minutes unless the chairperson in his or her discretion rules otherwise.

(8) Where 2 or more councillors attempt to speak at the same time, the chairperson is to determine who is entitled to priority.

(9) The minutes of a meeting must include a statement of the reasons for not adopting a recommendation or advice if a decision is made at the meeting and section 254H of the Regulation applies.

30 Method of taking vote[9]

(1) Before any matter is put to the vote, the chairperson may direct that the motion or amendment be read again by the chief executive officer.

(2) The chairperson must, in taking the vote on a motion or an amendment, put the question, first in the affirmative and then in the negative and may do so as often as necessary to form and declare an opinion as to whether the affirmative or negative has the majority vote.

(3) The local government or committee must vote by a show of hands or as otherwise directed by the chairperson.

(4) If, in relation to a question/motion put to a committee meeting, the question/motion does not have the unanimous support of the committee members present, the chairperson must—

(a) not declare the result of the vote; and

(b) direct that the question/motion be referred to the next meeting of the local government.

(5) Any councillor or committee member may call for a division or a question in relation to the taking of a vote immediately following the chairperson declaring the result of the vote.

(6) If a division is taken, the chief executive officer must record —

(a) the names of the councillors or committee members voting in the affirmative; and

(b) the names of the councillors or committee members voting in the negative.

(7) The chairperson must declare the result of a vote or a division as soon as it has been determined.

(8) Councillors and committee members have the right to request that their names, and how they voted, be recorded in the minutes for voting other than by division.

(9) A councillor or committee member present and entitled to vote at the meeting who fails or abstains from voting is taken to have voted in the negative.[10]

(10) Except upon a motion to rescind or alter it, the resolution shall not be discussed after the vote has been declared.

(11) If a report contains distinct recommendations, the decision of the local government or committee may be taken separately on each recommendation.

31 Repealing or amending resolutions

(1) A resolution of the local government must not be repealed or amended unless notice of motion is given in accordance with the requirements of the Act or the Regulation.

(2) Where a motion (a ***relevant motion***) to repeal or amend a resolution is defeated, a motion to the same, or like effect, must not be moved until at least 3 months after the date on which the relevant motion was defeated.

(3) Councillors present at the meeting at which a relevant motion is put may defer consideration of the relevant motion, however, consideration of the relevant motion must not be deferred for more than 3 months.

(4) Where a resolution (a ***later resolution***) of the local government relates to a matter the subject of

[9] See section 254E (procedure at meetings) of the Regulation.
[10] See section 254E(2)(c) of the Regulation.

a previous resolution (a ***previous resolution***) passed more than 3 months previous, the previous resolution is amended or repealed to the extent that it is inconsistent with the later resolution.

32 Procedural motions

At a meeting, a councillor or committee member may, during the debate of a matter at the meeting and without the need for a seconder, move a motion (each a ***procedural motion***) —

(a) that the question/motion be now put to the vote; or

(b) that the motion and amendment now before the meeting be adjourned; or

(c) that the meeting proceed to the next item of business; or

(d) that the question/motion lie on the table; or

(e) a point of order; or

(f) a motion of dissent against a point of order; or

(g) that a report or document be tabled; or

(h) to suspend the rule requiring that…….; or

(i) for committee meetings only — that the question/motion be referred to the next meeting of the local government; or

(j) that the meeting stand adjourned.

33 Motion that the question be put

(1) A procedural motion that the question be put about a matter before a meeting, may be moved when a councillor or committee member believes that there has been sufficient debate about the matter at the meeting.

(2) Where a motion under subsection (1) above is carried, the chairperson must immediately put the motion or amendment before the meeting to the vote.

(3) Where a procedural motion under subsection (1) above is lost, debate on the motion or amendment before the meeting must continue.

34 Motion that debate be adjourned

(1) A procedural motion that another motion or an amendment before a meeting be adjourned, may specify a time and date, to which the debate is to be adjourned.

(2) A motion under subsection (1) above must not adjourn debate on a matter the subject of a motion for more than 2 months after the date of the procedural motion.

35 Motion to proceed to next item of business

(1) Where a procedural motion that the meeting proceed to the next item is carried, debate on the matter the subject of the motion must cease.

(2) However, debate on the matter the subject of the motion may be considered again on the giving of notice in accordance with the standing orders, part 3.

36 Motion that the motion lie on the table

(1) A procedural motion that a motion or question lie on the table can only be moved where the chairperson or a councillor or a committee member requires additional information on the matter before the meeting (or the result of some other action of the local government or a person is required) before the matter may be concluded at the meeting.

(2) Where a motion under subsection (1) above is passed, the local government or committee must proceed with the next matter on the agenda.

(3) Where a motion under subsection (1) above is passed, another procedural motion that the matter be taken from the table may be moved at the meeting at which the first procedural motion was carried or at a later meeting.

37 Points of order

(1) A councillor or committee member may ask the chairperson to decide a point of order where it is

believed that another councillor or member —

(a) has failed to comply with proper procedures; or

(b) is in contravention of part 3 of the standing orders, or the Act[11]; or

(c) is beyond the jurisdictional power of the local government.

(2) A point of order cannot be used as a means of contradicting a statement made by a councillor or committee member speaking about a matter.

(3) Where a point of order is raised, consideration of the matter about which the councillor or committee member was speaking may be suspended subject to section 21(3) of these standing orders.

(4) The chairperson must determine whether the point of order is upheld.

(5) Upon a point of order arising during the process of a debate, the councillor raising the point of order may speak to the point of order.

(6) Despite anything to the contrary in part 3 of the standing orders, a point of order arising at any time must, until decided, suspend the consideration of every other motion or matter.

38 Motion of dissent

(1) A councillor may move a motion of dissent in relation to a ruling of the chairperson on a point of order.

(2) Where a motion is moved under subsection (1) above, further consideration of any matter must be suspended until after a ruling is made on the motion of dissent.

(3) Where a motion of dissent is carried —

(a) the matter to which the ruling of the chairperson was made must proceed as though that ruling had not been made; and

(b) where, as a result of a ruling of the chairperson on a point of order, a matter was discharged as out of order — the matter must be restored to the meeting agenda and be dealt with in the normal course of business.

39 Motion that a report be tabled

A motion that a report or document be tabled may be used by a councillor or committee member to introduce a report or other document to a meeting.

40 Motion to suspend requirements of a rule

(1) A procedural motion to suspend the requirements of a rule may be made by a councillor or committee member in order to permit some action that otherwise would be prevented by the standing orders, part 3.

(2) A motion under subsection (1) above must specify the duration of the suspension.

41 Motion that the question/motion be referred to the next meeting of the local government (committee meetings only)

(1) A procedural motion that the question/motion be referred to the next meeting of the local government may only be moved —

(a) at a committee meeting; and

(b) after a committee member has spoken against the question/motion; and

(c) when a committee member reasonably believes that the question/motion is unlikely to have the unanimous support of committee members present.

(2) Where a motion under subsection (1) above is carried, the chairperson must direct that the substantive question/motion be referred to the next meeting of the local government.

42 Motion that meeting stands adjourned[12]

[11] See chapter 5A (councillor conduct) and chapter 5B (councillors' conflicts of interest) of the Act.

[12] For a meeting of the local government, see section 261 (adjournment of meetings) of the Regulation.

(1) A procedural motion that a meeting stands adjourned may be moved by a councillor or a committee member at the conclusion of debate on any matter on the agenda or at the conclusion of a councillor's or committee member's time for speaking to the matter and must be put without debate.

(2) A motion under subsection (1) above must specify the time for the resumption of the meeting and on the resumption of the meeting the local government must continue with the business before the meeting at the point where it was discontinued on the adjournment.

Division 4 – Mayoral minutes at a meeting of the local government

43 Mayoral minutes

(1) The mayor may direct the attention of the local government at a meeting of the local government to a matter or subject not on the agenda by a minute (a ***mayoral minute***) signed by the mayor.

(2) The mayor must deliver a copy of the mayoral minute for a meeting of the local government to the chief executive officer.

(3) The mayoral minute shall, when introduced, take precedence over all business before, or to come before, the meeting of the local government.

(4) The motion comprising the mayoral minute may be put by the mayor —

(a) to the meeting of the local government without being seconded; and

(b) at any stage of the meeting of the local government considered appropriate by the mayor.

(5) If the motion comprising the mayoral minute is passed by the local government, the mayoral minute becomes a resolution of the local government.

Division 5 – Councillor Conduct during local government meetings

44 Councillor conduct during meetings

(1) Councillors must conduct themselves in accordance with the principles of the Act and the standards of behaviour set out in the code of conduct.

(2) The chairperson may observe or be made aware of instances of possible unsuitable meeting conduct.

(3) After a local government meeting has been formally constituted and the business commenced, a councillor must not enter or leave the meeting without first notifying the chairperson.

(4) After a local government meeting has been formally constituted and the business has commenced, councillors must ensure all electronic devices are turned to silent whilst in the meeting room.

(5) A councillor must address the chairperson while —

(a) moving any motion or amendment; or

(b) seconding any motion or amendment; or

(c) taking part in any discussion; or

(d) placing or replying to any question; or

(e) addressing the local government or committee for any other purpose.

(6) Councillors shall speak of each other during a meeting by their respective titles, "mayor" or "councillor", and in speaking of or addressing officers shall designate them by their respective official or departmental title and shall confine their remarks to the matter then under consideration.

(7) Councillors must remain seated and silent while a vote is being taken except when calling for a division.

(8) A councillor must not interrupt another councillor who is speaking except upon a point of order being raised either by the chairperson or by the councillor.

(9) If the chairperson intervenes during the process of debate, any councillor then speaking or offering to speak, and each councillor present, must preserve strict silence so that the chairperson may be heard without interruption.

Division 6 – Questions

45 Questions

(1) At a meeting, a councillor or committee member may ask a question for reply by another councillor or committee member, or an officer of the local government, regarding any matter under consideration at the meeting.

(2) A question must be asked categorically and without argument, and discussion is not permitted at the meeting in relation to the reply or the refusal to reply to the question.

(3) A councillor, committee member or officer who is asked a question may request that the question be taken on notice for the next meeting.

(4) A councillor or committee member who asks a question at a meeting, whether or not upon notice, is deemed not to have spoken to the debate of the motion to which the question relates.

(5) The chairperson may disallow a question which he or she considers is inconsistent with good order.

(6) A councillor or committee member may move a motion that a ruling of the chairperson under subsection (5) above be disagreed with, and if such motion is carried, the chairperson must allow the question.

Division 7 – Maintenance of good order

46 Disorder

(1) Where disorder arises at a meeting, and the disorder does not arise as a result of unsuitable meeting conduct or inappropriate conduct of a councillor at the meeting, the meeting may be adjourned in accordance with —

(a) for a meeting of the local government, section 261 (adjournment of meetings) of the Regulation; and

(b) for a local government meeting generally, section 42 of these standing orders.

(2) On resumption of the meeting, the chairperson must move a motion, which shall be put without debate, to determine whether the meeting shall proceed.

(3) Where a motion under subsection (2) above is lost, the chairperson must declare the meeting closed, and any outstanding matters must be referred to a future meeting.

47 Business of objectionable nature

At a meeting, if the chairperson, or a councillor or committee member, considers that a matter or motion before the meeting is of an objectionable nature or outside the powers of the local government, the chairperson, or the councillor or committee member, may declare on a point of order, that the matter not be considered further.

Division 8 – Attendance and non-attendance at local government meetings

48 Attendance Generally

(1) In order to ensure achievement of the local government principles and, in relation to councillors, discharge of their responsibility to participate in local government meetings under the *Local Government Act 2009*, all councillors must seek to attend all meetings.

(2) A councillor attends meetings by:

(a) taking part in the meeting by attending at the place the meeting is held; or

(b) taking part in the meeting by audio link or audio visual link, if permitted in accordance with section 49.

(3) A councillor wishing to take a leave of absence must apply for leave in writing including a reason for the requested leave of absence to the chief executive officer two (2) weeks prior to the commencement of the leave. The leave request will be submitted to Council for a decision by resolution at the next available general council meeting.

Where leave is required due to an emergent situation, the councillor may apply in writing to the mayor for interim approval until a council decision can be formally resolved. Where the leave involves the mayor, the chief executive officer can approve the leave until a council decision can be formally resolved.

49 Attendance by audio link or audio visual link

(1) General attendance principle

(a) A local government or committee of a local government may allow a person to take part in a meeting by audio link or audio visual link. In those circumstances, the councillor or committee member who takes part in a meeting is taken to be present at the meeting if the councillor or member was simultaneously in audio contact with each other person at the meeting.

(b) As a general principle however, other than in exceptional circumstances, councillors must attend meetings in person by attending at the place the meeting is held.

(c) If there are exceptional circumstances, then a councillor must seek approval of the chairperson to attend the meeting by audio link or audio visual link in accordance with this section 49 (2)

(d) Exceptional circumstances include where:

(i) There is a disaster or emerging disaster event that prevents the safe attendance of a councillor in person;

(ii) a councillor cannot attend in person because the councillor is required to attend to official council business in another location;

(iii) a councillor is unwell experiencing symptoms of an infectious illness

(iv) in the case of Special meetings, the councillor is in another location, and it is impracticable to return to the meeting place in person in the notice timeframes.

(e) Where the local government or a committee has approved the audio link or audio visual link arrangement, the councillor or committee member must be able to hear and be heard by each other person at the same time throughout the meeting.[13]

(f) In considering a request for attendance at a local government meeting by audio link or audio visual link, the chairperson must consider confidentially and privacy as this may pose a risk to the local government due to the nature of the discussions.

(g) A high quality mobile device and workstation set up must be used to attend via audio link or audio-visual link to ensure clear audio and visuals.

(h) A councillor or committee member may participate in all aspects of an ordinary meeting of the local government, or standing committee meeting, via audio link or audio visual link (e.g. by video link, face time, landline, or computer) provided a quorum is physically present at the official notified location of the meeting, and the councillor or committee member can be heard by all persons attending the meeting, including the public present in the notified

[13] See section 254K (3) (participating in meetings by audio link or audio visual link) of the Regulation.

location. It is the responsibility of the person the subject of the arrangement to be audio or audio visually linked in advance of the time of the meeting; audio links or audio visual links received after the meeting has begun may not be accepted at the discretion of the chairperson. Any councillor or committee member participating shall identify to the chairperson any and all persons present in the location from which the councillor or committee member is participating.

(i) Should the chairperson attend by audio link or audio visual link, he/she shall appoint the deputy mayor as temporary chair or postpone the meeting to another date.

(j) A register of attendance at local government meetings by audio link or audio visual link will be recorded in the minutes of the meeting.

(2) Advance approval for attendance by audio link or audio visual link

(a) Councillors must seek approval to attend by audio link or audio visual link in advance through the chairperson at least two business days prior to the Local Government meeting.

(b) If a councillor seeks approval to attend a future meeting by audio link or audio visual link under section 49 (2) (a) the chairperson must;

i. Consider the circumstances for the absence; and

ii. If satisfied that there are exceptional circumstances precluding attendance in person, approve the councillor's attendance by audio link or audio visual link at a future meeting.

(3) Late approval for attendance by audio link or visual link

(a) If it is not practicable for a councillor to seek approval for attendance by audio link or audio visual link under section 49 (2) (a), a councillor may seek a late approval to attend by audio link or audio visual link from the chairperson in writing at any time prior to the meeting.

(b) The chairperson may give late approval only if:

i. the exceptional circumstance the subject of the request for late approval were not known or foreseeable two business days prior to the meeting or;

ii. the meeting is a special meeting.

50 Attendance of public and media at local government meetings

(1) An area must be made available at the place where a local government meeting is to take place for members of the public and representatives of the media to attend the meeting and as many people as can reasonably be accommodated in the area must be permitted to attend the meeting.

(2) If the local government resolves that a meeting be closed to the public, the public and representatives of the media must be excluded from the meeting.

(3) After a local government meeting has commenced, members of the public and media representatives must switch all electronic/communication devices to silent.

(4) If a person fails to comply with subsection (3) above, the mayor or chairperson may direct that person immediately leave the meeting room.

(5) Failure to comply with a direction under subsection (4) above may be considered an act of disorder.

51 Public participation at meetings of the local government

(1) The chairperson may invite a member of the public to take part in the proceedings of a meeting of the local government. If invited, a member of the public including a person talking to a petition will have a time limit of 3 minutes to address the meeting.

(2) Except when invited to do so by the chairperson pursuant to subsection (1) above, a member of the public must not take or attempt to take part in the proceedings of a meeting of the local government.

(3) During debate on a motion, the chairperson of a meeting of the local government may invite submissions, comments, or questions from members of the public.

(4) If any submission or comment of a member of the public is irrelevant, offensive, or unduly long, the chairperson may require the member of the public to cease making the submission or comment.

(5) For any matter arising from a submission or comment from a member of the public, the local government may —

(a) refer the matter to a committee; or

(b) deal with the matter immediately; or

(c) place the matter on notice for discussion at a future meeting; or

(d) note the matter and take no further action.

(6) Any person invited to address a meeting of the local government must —

(a) stand, act, and speak with decorum; and

(b) frame any remarks in respectful and courteous language.

(7) If a person is considered by the local government, mayor, or chairperson to be unsuitably dressed, the person may be directed to immediately withdraw from the meeting. Failure to comply with a direction may be considered an act of disorder.

52 Council officers' participation at meetings of the local government

(1) In addition to the chief executive officer and minutes secretary, meetings of the local government are attended by -

(a) the Executive Leadership Team members of -

(i) General Manager Commercial and Corporate Services;

(ii) General Manager Communities;

(iii) General Manager Infrastructure and Utilities;

(iv) Chief Finance Officer and

(b) Department managers speaking to reports.

(2) If the local government resolves that a meeting be closed to the public, the above officers may remain in the meeting unless determined otherwise by the chairperson. Any other officers shall be required to leave the meeting unless determined otherwise by the chairperson.

(3) After a meeting has commenced, all attending local government staff must switch any electronic devices to silent whilst in the meeting room.

(4) If a person fails to comply with subsection (3) above, the mayor or chairperson may direct that the person immediately leave the meeting room.

Division 9 – Miscellaneous committee matters

53 Reports by committees

(1) All committee reports must be submitted to a meeting of the local government under the signature of the chief executive officer or a delegate of the chief executive officer.

(2) If a report of a committee makes distinct recommendations, the local government may make a separate decision on each recommendation.

54 Councillors' attendance at committee meetings

Any councillor may attend a committee meeting and may address the committee in accordance with the procedures established by the chairperson of the committee.

55 Public participation at standing committee meetings

(1) At a standing committee meeting, a person who is not a councillor or a committee member must not take part in the meeting.

(2) However, the chairperson of a standing committee may invite any person to address the committee upon the matter before it.

(3) Any person wishing to be heard personally or as a deputation on any matter relevant to a standing committee, may make an appointment with the chief executive officer.

(4) Where subsection (3) above applies, the committee must determine whether the matter shall be heard.

(5) A deputation or personal address must not exceed 10 minutes unless otherwise agreed by the chairperson of the standing committee.

(6) No more than 2 members of a deputation may address the standing committee except in reply to questions from committee members.

Division 10 – Procedure not provided for

56 Procedure not provided for

Subject to part 4, if an appropriate or adequate method of dealing with a matter is not provided for in the standing orders, part 2 or part 3, the method of dealing with the matter may be determined by resolution of the local government or committee upon a motion which may be put without notice in conformity with the standing orders, part 3.

Part 4 Meeting procedures

Division 1 Preliminary

57 Purpose of the meeting procedures

(1) The purpose of the meeting procedures in this part 4 is to set out certain procedures to ensure the local government principles are reflected in the conduct of local government meetings (other than meetings of the audit committee).

(2) It is not intended that the meeting procedures in this part 4 will deal with all aspects of meeting conduct but only those required to strengthen public confidence in the local government to deal with the conduct of councillors in meetings.

58 Background

In particular, as required under section 150F (2) of the Act, the meeting procedures in this part 4 set out -

(1) the process for how a chairperson of a local government meeting may deal with instances of unsuitable meeting conduct by councillors; and

(2) the process for how suspected inappropriate conduct of a councillor referred to the local government by the assessor is to be dealt with at a local government meeting.

(3) the process for dealing with conflicts of interests and recording them;

(4) the process for dealing with a loss of quorum;

(5) procedures for closed meetings, and

(6) the process for taking part in meetings by audio or audio visual link. (Refer to Part 3, Division 8, section 49)

59 Application

(1) Council must either adopt the model procedures or prepare and adopt other procedures for the conduct of its council meeting, standing and advisory committee meetings that are consistent with

the model procedures.

(2) Council must conduct its meetings in a manner that is consistent with either the model procedures or its own meeting procedures.

(3) This part 4 are the meeting procedures for the conduct of local government meetings (other than meetings of the audit committee) in compliance with section 150G(1)(b) of the Act.

(4) If there is any inconsistency between the meeting procedures in this part 4 and the model procedures, then the model procedures apply to the extent of the inconsistency.

(5) The meeting procedures in this part 4 do not apply to meetings of the audit committee.

Division 2 Processes

60 Process for dealing with unsuitable meeting conduct by the mayor or a councillor in a meeting

(1) The conduct of a councillor is unsuitable meeting conduct if the conduct happens during a local government meeting and contravenes a behavioural standard of the code of conduct for councillors. When dealing with an instance of unsuitable meeting conduct by a councillor in a meeting, the following procedures must be followed—

(a) The chairperson must reasonably believe that unsuitable meeting conduct has been displayed by a councillor at the meeting.

(b) If the chairperson decides the unsuitable meeting conduct has occurred, the chairperson may consider the severity of the conduct and whether the councillor has had any previous warnings for unsuitable meeting conduct issued. If the chairperson decides the conduct is of a serious nature or another warning is unwarranted, refer to section 60(1)(g) of these meeting procedures for the steps to be taken.

(c) If the chairperson decides unsuitable meeting conduct has occurred but is of a less serious nature, the chairperson may request the councillor take remedial actions such as—

(i) ceasing the unsuitable meeting conduct and refraining from exhibiting the conduct;

(ii) apologising for their conduct;

(iii) withdrawing their comments.

(d) If the councillor complies with the chairperson's request for remedial action, no further action is required.

(e) If the councillor fails to comply with the chairperson's request for remedial action, the chairperson may warn the councillor that failing to comply with the request may result in an order being issued.

(f) If the councillor complies with the chairperson's warning and request for remedial action, no further action is required.

(g) If the councillor continues to fail to comply with the chairperson's request for remedial action or the chairperson decided a warning was not appropriate under section 60(1)(b) of these meeting procedures, the chairperson may make one or more of the orders below—

(i) an order reprimanding the councillor for the conduct;

(ii) an order requiring the councillor to leave the meeting, including any area set aside for the public and stay out for the duration of the meeting[14].

(h) If the councillor fails to comply with an order to leave and stay away from the meeting, the chairperson can issue an order that the councillor be removed from the meeting.[15] The meeting must be adjourned whilst the councillor is being removed.

(i) Following the completion of the meeting, the chairperson must ensure -

[14] Section 150I(2)(a) and (b) of the Act.
[15] Section 150I(2)(c) of the Act.

(i) details of any order made about unsuitable meeting conduct is recorded in the minutes of the meeting or, if minutes are not required for the meeting, in another way prescribed by the Regulation;[16].

(ii) if -

(1) it is the 3rd or more order within a 12-month period made against the councillor; or

(2) the councillor has refused to leave and stay away from the place at which the meeting is being held in contravention of an order of the chairperson, these matters are to be dealt with at the next meeting of the local government and treated as inappropriate conduct;[17]

(iii) the chief executive officer is advised to ensure details of any order made about unsuitable meeting conduct are updated in the councillor conduct register.[18]

(2) Any councillor aggrieved with an order issued by the chairperson can move a motion of dissent for section 60(1)(a), (g) and (h) above.

(3) Note: Chairpersons of a meeting are carrying out a statutory responsibility under the Act to manage and lead the meeting. As such, where a chairperson behaves inappropriately in a meeting, this involves a breach of the trust placed in them as the chairperson of the meeting and may be dealt with as misconduct. Following the meeting the breach can be referred to the Office of the Independent Assessor (OIA) to be dealt with. However, breaches of trust don't arise because councillors disagree with the chairperson's decision or ruling during the meeting.

61 Meeting process for dealing with suspected inappropriate conduct which has been referred to a local government

(1) The circumstances under section 60(1)(i)(ii) may give rise to a referral from the assessor for the local government to deal with the conduct as inappropriate conduct, or to investigate suspected inappropriate conduct.

(2) Pursuant to section 150AF of the Act, after receiving a referral by the assessor about suspected inappropriate conduct, the local government must complete an investigation into the alleged conduct.

(3) In either case, the local government must complete an investigation into the suspected conduct—

(a) consistent with any recommendations from the assessor; and

(b) consistent with the local government's investigation policy; or

(c) in another way decided by resolution of the local government.

(4) After completion of the investigation, the local government must decide whether the councillor has engaged in inappropriate conduct in a local government meeting, unless it has delegated responsibility for this decision under section 257 of the Act.

(5) When dealing with an instance of suspected inappropriate conduct which has been referred to the local government by the assessor—

(a) The local government must be consistent with the local government principle of transparent and accountable decision making in the public interest, by dealing with suspected inappropriate conduct in an open meeting of the local government. However, where the matter may directly affect the health and safety of the complainant due to the nature of the complaint, the local government may resolve to go into closed session under section 254J of the Regulation.

(b) The accused councillor has a declarable conflict of interest in the matter and is permitted by the local government to remain in the meeting during the debate about whether the councillor

[16] Section 150I(3) of the Act. Section 186(1)(d)(i) and (e) of the Regulation prescribes that Council's annual report for a financial year must contain particulars of the total number of orders made under section 150I(2) of the Act, and the name of each councillor for whom an order was made, a description of the unsuitable meeting conduct and a summary of the order made for each councillor.

[17] Section 150J, 150K(2) and 150AG of the Act.

[18] See sections 150DX and 150DY of the Act.

engaged in the inappropriate conduct and answer questions put to the accused councillor through the chairperson to assist the other councillors in making a decision. The permission to remain in the meeting for the debate is on the condition that the accused councillor must leave the place where the meeting is being held, including any area set aside for the public, during the vote on whether they have committed inappropriate conduct and what, if any, penalty to impose if the councillor is found to have committed inappropriate conduct.

(c) Should the complainant be a councillor, that councillor may have a declarable conflict of interest in the matter and if so, must follow the declarable conflict of interest procedures in section 63 of these meeting procedures. If the complainant councillor who has a conflict of interest, wishes to remain in the meeting during the debate and vote on the matter, the other councillors must decide how to deal with the conflict of interest under section 63. The complainant councillor can be ordered to leave the meeting place or conditions may be applied to allow that councillor to participate in either the debate, the vote, or the decision on any disciplinary action to be applied.

(d) The local government must debate the issue and decide whether the accused councillor engaged in inappropriate conduct. If the local government has lost quorum due to the number of conflicted councillors or another reason, the matter must be delegated consistent with section 257 of the Act or deferred to another date when a quorum will be present.

(e) If the local government decides that the accused councillor has engaged in inappropriate conduct, the local government is then required to decide what penalty or penalties from the following orders, if any, to impose on the subject councillor—

(i) an order that the councillor make a public admission that the councillor has engaged in inappropriate conduct;

(ii) an order reprimanding the councillor for the conduct;

(iii) an order that the councillor attend training or counselling to address the councillor's conduct, including at the councillor's expense;

(iv) an order that the councillor be excluded from a stated local government meeting.

(v) an order that the councillor is removed, or must resign, from a position representing the local government, other than the office of councillor, for example, the councillor is ordered to resign from an appointment representing the local government on a State board or committee;

(vi) an order that if the councillor engages in the same type of conduct again, it will be treated as misconduct;

(vii) an order that the councillor reimburse the local government for all or some of the costs arising from the councillor's inappropriate conduct.

(f) In deciding what penalty to impose on a councillor under subsection (e) above, the local government may consider any previous inappropriate conduct of the councillor, and any allegation made in the investigation that was admitted, or not challenged, and that the local government is reasonably satisfied is true.

(g) The local government may not make an order under subsection (e)(iii), (iv), (v) or (vi) above in relation to a person who is no longer a councillor.

(h) The accused councillor and, where relevant, the complainant councillor, must be invited back into the place where the meeting is being held once a decision has been made.

(i) The local government must ensure the meeting minutes reflect the resolution made.

62 Prescribed conflict of interest

(1) Councillors are ultimately responsible for informing of any prescribed conflict of interest on matters to be discussed at a local government or committee meeting (other than ordinary business matters).

(2) When dealing with a prescribed conflict of interest, councillors must abide by the following procedures—

(a) A councillor who has notified the chief executive officer of a prescribed conflict of interest in a matter to be discussed in a meeting must also give notice during the meeting.

(b) A councillor who first becomes aware of a prescribed conflict of interest in a matter during a meeting must immediately inform the meeting of the conflict of interest.

(c) When notifying the meeting of a prescribed conflict of interest, the following details must, at a minimum, be provided —

(i) if it arises because of a gift, loan or contract, the value of the gift, loan or contract;

(ii) if it arises because of an application or submission, the subject of the application or submission;

(iii) the name of any entity, other than the councillor, that has an interest in the matter;

(iv) the nature of the councillor's relationship with the entity that has an interest in a matter;

(v) details of the councillor's and any other entity's interest in the matter.

(3) The councillor must then leave the place of the meeting, including any area set aside for the public, and stay away while the matter is being discussed and voted on, unless the subject councillor has written notice from the Minister to participate in the matter.

(4) Once the councillor has left the area where the meeting is being conducted, the local government or committee can continue discussing and deciding on the matter at hand.

63 Declarable conflict of interest

(1) Councillors are ultimately responsible for informing of any declarable conflict of interest on matters to be discussed at meetings of the local government, or standing or advisory committee meetings, that might lead to a decision that is contrary to the public (other than ordinary business matters).

(2) A councillor may raise their personal interests in a matter at the meeting to canvas the view of the other councillors prior to deciding to declare a conflict of interest. If the other councillors suspect the personal interest might be a conflict of interest, the councillor may disclose their suspicion and the processes under section 150EW of the Act applies.

(3) When dealing with a declarable conflict of interest, councillors must abide by the following procedures—

(a) A councillor who has notified the chief executive officer of a declarable conflict of interest in a matter to be discussed at a meeting must also give notice during the meeting.

(b) A councillor who first becomes aware of a declarable conflict of interest in a matter during a meeting must inform the meeting of the conflict of interest.

(c) When notifying the meeting of a declarable conflict of interest, councillors should provide sufficient detail to allow the other councillors to make an informed decision about how best to manage the declarable conflict of interest in the public interest. The following minimum details must be provided —

(i) the nature of the declarable conflict of interest;

(ii) if it arises because of the councillor's relationship with a related party —

(1) the name of the related party to the councillor;

(2) the nature of the relationship of the related party to the councillor;

(3) the nature of the related party's interest in the matter;

(iii) if it arises because of a gift or loan from another person to the councillor or a related party —

(1) the name of the other person;

(2) the nature of the relationship of the other person to the councillor or related party;

(3) the nature of the other person's interest in the matter;

(4) the value of the gift or loan and the date the gift or loan was made.

(d) After a councillor has declared a conflict of interest, the councillor should consider leaving the meeting while the matter is discussed unless they have reasons why their participation would improve making the decision in the public interest.

(e) If the councillor chooses not to leave the meeting, the councillor may advise the other councillors of their reasons for seeking permission to participate in making the decision.

(f) The other councillors at the meeting must then decide, by resolution, whether the councillor can participate in the decision making in relation to the matter, including voting on the matter, or whether they should not participate in the decision and leave the place of the meeting while the matter is decided by the non-conflicted councillors. The non-conflicted councillors may impose conditions on the councillor under a decision to either participate or leave the meeting e.g. may stay for the debate but must leave for the vote. The councillor must comply with any decision or condition imposed by the non-conflicted councillors.

(g) In deciding on whether a councillor may participate in a decision about a matter in which the councillor has a declarable conflict of interest, only councillors who do not themselves have a prescribed or declarable conflict of interest in the matter are eligible to participate in the decision making. The decision may be made even if the number of those councillors is less than a majority or less than a quorum for the meeting consistent with section 150ET of the Act.

(h) The councillor who is the subject of the decision may remain in the meeting while the debate is occurring and can participate by answering questions from the chairperson to assist the other councillors in making their decision. The subject councillor must not vote or otherwise participate in making the decision but may remain in the meeting while the vote on the matter takes place and the decision is declared by the chairperson, on whether the councillor may remain in the meeting and participate in deciding the matter in which the councillor has a declarable conflict of interest.

(i) When deciding whether a councillor may participate in the decision making on a matter in which they have a declarable conflict of interest, the other councillors should consider the circumstances of the matter including, but not limited to —

(i) how does the inclusion of the councillor in the deliberation affect the public trust;

(ii) how close or remote is the councillor's relationship to the related party;

(iii) if the declarable conflict of interest relates to a gift or other benefit, how long ago was the gift or benefit received;

(iv) will the benefit or detriment the subject councillor or their related party stands to receive from the decision have major or minor impact on them;

(v) how does the benefit or detriment the subject councillor stands to receive compare to others in the community;

(vi) how does this compare with similar matters that Council has decided and have other councillors with the same or similar interests decided to leave the meeting;

(vii) whether the subject councillor has unique skills, knowledge or expertise that might help make the best decision in the public interest.

(j) If the non-conflicted councillors cannot decide about the declarable conflict of interest of a councillor, they are taken to have decided that the councillor must leave and stay away from the meeting while the non-conflicted councillors discuss and vote on the matter.

(k) A decision about a councillor who has a declarable conflict of interest in a matter applies in relation to the councillor for participating in the decision, and subsequent decisions, about the same matter unless there is a change to the councillor's personal interests and/or the nature of the matter being discussed. If the non-conflicted councillors decide that the councillor can act in the public interest on the matter, then the councillor may participate in the meeting and be involved in processes occurring outside of a meeting about the same matter e.g. briefing sessions or workshops.

(l) In making the decision under subsections (f) and (i) above, it is irrelevant how the subject councillor intended to vote on the issue or any other issue (if known or suspected).

(m) A councillor does not contravene the above procedures if the councillor participates in a decision under written approval from the Minister.

64 Reporting a suspected conflict of interest

(1) If a councillor at a meeting reasonably believes or suspects that another councillor has a personal interest in a matter that may be a prescribed or declarable conflict of interest, and that councillor is participating in a decision on that matter, the councillor must immediately inform the chairperson of the meeting of their belief or suspicion, and the facts and circumstances that led to their belief or suspicion.

(2) The chairperson should ask the relevant councillor with the suspected personal interest whether they have any prescribed or declarable conflict of interest in the matter. If the councillor agrees they have a conflict of interest, the councillor must follow the relevant procedures in section 62 or 63 of these meeting procedures.

(3) If the councillor believes they do not have a conflict of interest, they must inform the meeting of that belief and their reasons for that belief.

(4) The non-conflicted councillors must then decide whether the councillor has a prescribed conflict of interest, a declarable conflict of interest or that the councillor does not have a prescribed or declarable conflict of interest in the matter. If the meeting decides the councillor has a conflict of interest, the councillor must follow the relevant procedures in section 62 or 63 of these meeting procedures.

(5) If the councillors cannot reach a majority decision, then they are taken to have determined that the councillor has a declarable conflict of interest. The councillor must leave and stay away from the place where the meeting is being held while the eligible councillors discuss and vote on the matter. The decision will continue to apply in relation to all subsequent decisions about the same matter, where the conflict of interest remains unchanged.

65 Loss of quorum

(1) In the event where one or more councillors leave a meeting due to a prescribed or declarable conflict of interest in a matter that results in a loss of a quorum for deciding the matter, the local government must resolve to —

(a) delegate the consideration and decision on the matter, pursuant to section 257 of the Act; or

(b) defer the matter to a later meeting; or

(c) not to decide the matter and take no further action in relation to the matter.

(2) All councillors, including the conflicted councillors, may participate in deciding to delegate or defer a matter under section 65(1) of these meeting procedures.

(3) The local government must not delegate a decision to an entity if the entity, or a majority being at least half of its members, has a prescribed or declarable conflict of interest in the matter.

(4) If the matter cannot be delegated under the Act, the local government should seek ministerial approval for the councillors to be able to consider and vote on the matter, subject to any conditions the Minister for Local Government may impose.

66 Recording prescribed and declarable conflicts of interest

When a councillor informs a meeting that they or another councillor have a prescribed or declarable conflict of interest in a matter, the minutes of the meeting must record all of the relevant details of how the conflict of interest was dealt with, being —

(1) the name of any councillor and any other councillor who may have a prescribed or declarable conflict of interest;

(2) the particulars of the prescribed or declarable conflict of interest provided by the councillor;

(3) the actions taken by a councillor after informing the meeting that they have, or they reasonably suspect another councillor has, a prescribed or declarable conflict of interest;

(4) any decision then made by the eligible councillors;

(5) whether the councillor with a prescribed or declarable conflict of interest participated in or was present for the decision under ministerial approval;

(6) the local government's decision on what actions the councillor with a declarable conflict of interest must take and the reasons for the decision;

(7) the name of each councillor who voted on the matter and how each voted;

(8) if a councillor has a declarable conflict of interest the following additional information must be recorded in the minutes of the meeting when the meeting is informed of the councillor's personal interest by someone other than the councillor —

(a) the name of each councillor who voted in relation to whether the councillor has a declarable conflict of interest; and

(b) how each of the councillors voted;

(9) where a decision has been made under section 63(3)(f) of these meeting procedures, the minutes must include —

(a) the decision and reasons for the decision; and

(b) the name of each eligible councillor who voted; and

(c) how each eligible councillor voted.

67 Closed meetings

(1) To take an issue into a closed session, the local government or committee must first pass a resolution to do so.

(2) In accordance with section 254J of the Regulation —

(a) the local government may resolve that all or part of a meeting of the local government be closed to the public; and

(b) a standing or advisory committee may resolve that all or part of a standing or advisory committee meeting be closed to the public,

if its councillors consider it necessary to discuss one or more of the following matters—

(c) appointment, dismissal or discipline of the CEO;

(d) industrial matters affecting employees;

(e) the local government's budget;

(f) rating concessions;

(g) legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government;

(h) matters that may directly affect the health and safety of an individual or a group of individuals;

(i) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government;

(j) negotiations relating to the taking of land by the local government under the *Acquisition of Land Act 1967*;

(k) a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State.

(3) The local government, or a standing or advisory committee, must not resolve that part of a local government meeting at which a decision mentioned in the following sections will be considered, discussed, voted on or made be closed —

(a) section 150ER(2) (procedure if meeting informed of councillor's personal interests) of the Act;

(b) section 150ES(3) (procedure if councillor has declarable conflict of interest) of the Act;

(c) section 150EU(2) (procedure if no quorum for deciding matter because of prescribed conflicts of interest or declarable conflicts of interest) of the Act.

(4) Also, the local government cannot resolve under section 254J of the Regulation that a meeting at which a proposed expenses reimbursement policy is discussed (including its adoption or amendment, for example) be closed.[19]

(5) In the interests of accountability and transparency, the resolution that a local government meeting be closed must —

(a) state the matter mentioned in subsection (2) above that is to be discussed; and

(b) include an overview of what is to be discussed while the meeting is closed; and

(c) state the reasoning of the councillors for going into closed session.

(6) If the matter is known in advance, the agenda should clearly identify that the matter will be considered in closed session, and state an explanation of why it is deemed necessary to take the issue into closed session.

(7) The minutes of the meeting must include the resolution to close the meeting and detail the matters required under subsection (5) above. The local government must also ensure that it complies with the statutory obligations associated with recording of passed resolutions.

(8) The local government or a committee must not make a resolution (other than procedural resolution) in a closed session meeting.

(9) If a closed session meeting includes attendance by audio link or audio visual link, the councillor or member attending by audio link or audio visual link must maintain confidentiality by ensuring no other person can hear their conversation and state this is the case audibly in the open meeting prior to moving into closed session.

Schedule 1 Definitions

Section 3

Act means the *Local Government Act 2009* (as amended)***.***

assessor see section 150C of the Act***.***

chairperson—

(a) of a meeting of the local government, means the person presiding at the meeting of the local government;

(b) of a meeting of a committee, means the person presiding at the meeting of the committee.

chief executive officer or ***CEO*** means the chief executive officer of the local government.

code of conduct—

(a) see sections 150D and 150E of the Act;

(b) as at the effective date of these standing orders and meeting procedures, the code of conduct set out in schedule 2.

committee means a committee of the local government appointed under section 264 of the Regulation.

Council means Central Highlands Regional Council.

councillor see schedule 4 of the Act.

councillor conduct register see section 150DX(1) of division 1, part 6, chapter 5A, of the Act.

inappropriate conduct see section 150K of the Act.

later resolution see section 31(4) of the standing orders.

local government means Central Highlands Regional Council.

[19] See section 252 (Meetings about expenses reimbursement policy) of the Regulation.

local government meeting means the general council meeting

mayoral minute see section 43(1) of the standing orders.

meeting procedures see part 1 and part 4 of this document.

misconduct see section 150L of the Act.

model procedures see section 150F of the Act.

original motion see section 28(4) of the standing orders.

other motion see section 28(4) of the standing orders.

post-election meeting see section 175 of the Act.

previous minutes see section 22(6) of the standing orders.

previous resolution see section 31(4) of the standing orders.

procedural motion see section 32 of the standing orders.

quorum, of a committee meeting see section 269 of the Regulation.

quorum, of a meeting of the local government see section 259 of the Regulation.

Regulation means the *Local Government Regulation 2012* (as amended).

relevant motion see section 31(2) of the standing orders.

special meeting means a meeting at which the only business that may be conducted is the business stated in the notice of meeting.

standing committee means a standing committee of the local government appointed under section 264(1)(a) of the Regulation.

standing orders see parts 1 to 3 inclusive of this document***.***

unsuitable meeting conduct see section 150H of the Act.

Schedule 2 Code of conduct

section 43(1)

Queensland Government

Code of Conduct
for Councillors in Queensland

Approved on 4 August 2020

| www.dlgrma.qld.gov.au |

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Purpose of the Code of Conduct

The Code of Conduct sets out the principles and standards of behaviour expected of Councillors and Mayors when carrying out their roles, responsibilities and obligations as elected representatives for their communities. By adhering to the behaviours set out below, Councillors will increase public confidence in local government and Council decisions.

Background

Under section 150D of the *Local Government Act 2009* (the LGA), the Minister for Local Government (the Minister) must make a Code of Conduct stating the standards of behaviour for Councillors in the performance of their responsibilities as Councillors. In addition to this, the Code of Conduct may contain anything the Minister considers necessary for, or incidental to, the standards of behaviour.

Before assuming public office, Councillors must understand and commit to complying with the local government principles and obligations of Councillors in accordance with section 169 of the LGA and 169 of the *City of Brisbane Act 2010* (CoBA), as well as the standards of behaviour set out in this Code of Conduct.

All Councillors are required to make a declaration of office under the applicable legislation. As part of that declaration, Councillors must declare that they will abide by this Code of Conduct.

The local government principles and values

The legislation is founded on five local government principles with which Councillors must comply while performing their roles as elected representatives. These principles are listed below:

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

This Code of Conduct provides a set of values that describe the types of conduct Councillors should demonstrate to ensure their compliance with the local government principles. These values are listed below:

1. In making decisions in the public interest, Councillors will:
   - make decisions in open council meetings
   - properly inform relevant personnel of all relevant information
   - make decisions in accordance with law and policy
   - commit to exercising proper diligence, care and attention.
2. To ensure the effective and economical delivery of services, Councillors will:
   - manage council resources effectively, efficiently and economically
   - foster a culture of excellence in service delivery.
3. In representing and meaningfully engaging with the community, Councillors will:
   - show respect to all persons
   - clearly and accurately explain Council's decisions
   - accept and value differences of opinion.
4. In exercising good governance, Councillors are committed to:
   - the development of open and transparent processes and procedures
   - keeping clear, concise and accessible records of decisions.
5. To meet the community's expectations for high level leadership, Councillors will:
   - be committed to the highest ethical standards
   - uphold the system of local government and relevant laws applicable.

This Code of Conduct also sets out standards of behaviour aimed at helping Councillors understand how the principles and values are put into practice while performing their official duties as elected representatives.

Each standard of behaviour is not intended to cover every possible scenario. However, they provide general guidance about the manner in which Councillors are expected to conduct themselves.

It is important to note that the principles, values and standards set out in the Code of Conduct are of equal importance.

Standards of behaviour

This Code of Conduct sets out the standards of behaviour applying to all Councillors in Queensland. The behavioural standards relate to, and are consistent with, the local government principles and their associated values.

The standards of behaviour are summarised as the three Rs, being:

1. **RESPONSIBILITIES**
2. **RESPECT**
3. **REPUTATION.**

Each standard of behaviour includes, but is not limited to, several examples to guide Councillors in complying with the Code of Conduct when carrying out their role as elected officials. Councillors are to understand and comply with the following standards of behaviour as set out in the Code of Conduct listed below.

1. Carry out RESPONSIBILITIES conscientiously and in the best interests of the Council and the community

For example, Councillors will, at a minimum, have the following responsibilities:

1.1 Attend and participate meaningfully in all Council meetings, committee meetings, informal meetings, briefings, relevant workshops and training opportunities to assist them in fulfilling their roles other than in exceptional circumstances and/or where prior leave is given

1.2 Respect and comply with all policies, procedures and resolutions of Council

1.3 Use only official Council electronic communication accounts (e.g. email accounts) when conducting Council business

1.4 Report any suspected wrongdoing to the appropriate entity in a timely manner

1.5 Ensure that their behaviour or capacity to perform their responsibilities as a Councillor is not impaired by the use of substances that may put them or others at risk while performing their duties (for example, alcohol, illegal drugs or prescribed/non-prescribed and/or restricted substances)

1.6 Cooperate with any investigation being undertaken by the local government or other entity

1.7 Ensure that the Councillor's Advisor is aware of their obligations to comply with the standards of behaviour in the Code of Conduct for Councillor Advisors in Queensland.

2. Treat people in a reasonable, just, RESPECTFUL and non-discriminatory way

For example, Councillors will, at a minimum, act in the following ways:

2.1 Treat fellow Councillors, Council employees and members of the public with courtesy, honesty and fairness

2.2 Not use abusive, obscene or threatening language (either oral or written) or behaviour towards other Councillors, Council employees or members of the public

2.3 Have proper regard for other people's rights, obligations, cultural differences, safety, health and welfare.

3. Ensure conduct does not reflect adversely on the REPUTATION of Council

For example, Councillors will, at a minimum, conduct themselves in the following manner:

3.1 When expressing an opinion dissenting with the majority decision of Council, respect the democratic process by acknowledging that the Council decision represents the majority view of the Council

3.2 When making public comment, clearly state whether they are speaking on behalf of Council or expressing their personal views

3.3 At all times strive to maintain and strengthen the public's trust and confidence in the integrity of Council and avoid any action which may diminish its standing, authority or dignity.

Consequences of failing to comply with the Code of Conduct

Failure to comply with the standards of behaviour in this Code of Conduct, or other conduct prescribed in this code of conduct may give rise to a complaint against a Councillor's conduct and subsequent disciplinary action under the legislation.

A complaint about the conduct of a Councillor must be submitted to the Office of the Independent Assessor (OIA), who will assess the complaint and determine the category of the allegation. In order of least to most serious, the categories of complaint are **unsuitable meeting conduct, inappropriate conduct, misconduct,** and then **corrupt conduct**.

Unsuitable meeting conduct

Under the legislation, any conduct by a Councillor that is contrary to the standards of behavior in the Code of Conduct that occurs within a meeting of Council (including standing committee meetings), is dealt with as **unsuitable meeting conduct**.

Unsuitable meeting conduct by a Councillor is dealt with by the Chairperson of the meeting. It is important that the Chairperson deal with matters of unsuitable meeting conduct locally, and as efficiently and effectively as possible so that Council can continue with their business of making effective decisions in the public interest.

NOTE

Chairpersons of meetings are carrying out a statutory responsibility under the legislation to manage and lead the meeting. As such, where a Chairperson behaves inappropriately in a meeting this involves a serious breach of the trust placed in them as the Chairperson of the meeting and may be dealt with as misconduct (see right).

Inappropriate conduct

Under the legislation, any conduct by a Councillor that is contrary to the standards of behavior in the Code of Conduct or a policy, procedure or resolution of a Council, and is not unsuitable meeting conduct, misconduct or corrupt conduct is dealt with as **inappropriate conduct**.

The conduct of a Councillor is also inappropriate conduct if the conduct contravenes an order by the Chairperson of a meeting of Council for the Councillor to leave the meeting or is a series of conduct at Council meetings that leads to orders for the Councillor's unsuitable meeting conduct being made on three occasions within a period of one year. The local government is not required to notify the OIA and may deal with the conduct under section 150AG of the LGA (including Brisbane City Council).

The OIA is responsible for assessing allegations of suspected inappropriate conduct other than those arising from unsuitable meeting conduct. If the OIA chooses to refer the matter to the Council to deal with, the Council must deal with the matter as quickly and effectively as possible.

Misconduct

Councillors are required to comply with all laws that apply to local governments, this includes refraining from engaging in **misconduct**.

The OIA is responsible for assessing and investigating instances of suspected misconduct. The OIA may make an application to the Councillor Conduct Tribunal to be heard and determined.

The conduct of a Councillor is misconduct if the conduct:

- adversely affects, directly or indirectly, the honest and impartial performance of the Councillor's functions or exercise of the Councillor's powers, or
- is, or involves:
  - a breach of trust placed in the Councillor, either knowingly or recklessly
  - misuse of information or material acquired by the Councillor, whether the misuse is for the benefit of the Councillor or for the benefit or to the detriment of another person
  - a Councillor giving a direction to any Council employee (other than the Mayor giving direction to the Chief Executive Officer, or for Brisbane City Council, the Lord Mayor giving direction to the Chief Executive Officer and senior contract officers)
  - a release of confidential information outside of the Council
  - failure to declare a conflict of interest or appropriately deal with a conflict of interest in a meeting
  - attempting to influence a decision maker about a matter in which the Councillor has a conflict of interest
  - failure by a Councillor to report a suspected prescribed conflict of interest of another Councillor
  - failure to submit, update or review your registers of interests, or
- is a failure by the Councillor to comply with:
  - an order made by the Council or the Councillor Conduct Tribunal
  - any acceptable request guidelines of the Council made under the legislation
  - the reimbursement of expenses policy of the Council.

The conduct of a Councillor is also misconduct if the conduct leads to the Councillor being disciplined for inappropriate conduct on three occasions within a period of one year or is conduct that is identified in an order of Council that will be dealt with as misconduct if the Councillor engages in the conduct again.

The conduct of a Councillor may also be misconduct if a Councillor purports to direct the Chief Executive Officer in relation to disciplinary action regarding the conduct of a Councillor Advisor.

Corrupt conduct

Corrupt conduct is defined by, and dealt with, under the *Crime and Corruption Act 2001*[1] and must be referred to the Crime and Corruption Commission (CCC). For a Councillor, corrupt conduct involves behaviour that:

- adversely affects or could adversely affect the performance of the Councillor's responsibilities, and
- involves the performance of the Councillor's responsibilities in a way that:
  - is not honest or impartial, or
  - involves a breach of the trust placed in the Councillor, or
  - involves the misuse of information acquired by the Councillor, and
- is engaged in for the purpose of providing a benefit or a detriment to a person, and
- if proven would be a criminal offence.

Councillors are reminded of their obligations under section 38 of the *Crime and Corruption Act 2001* to report suspected corrupt conduct.

The OIA has entered into a section 40[2] arrangement with the CCC which allows the OIA to commence investigation into some allegations of corrupt conduct and report the matters to the CCC on a monthly basis, to provide the CCC with the opportunity to assume responsibility for or monitor an investigation, should the CCC consider that appropriate.

Further information about the CCC's jurisdiction and other topics in relation to local government is available at https://www.ccc.qld.gov.au/sites/default/files/Docs/Publications/CCC/Corruption-in-focus-Guide-2020.pdf (Chapter 4).

[1]Section 15, Crime and Corruption Act 2001
[2]Section 40, Crime and Corruption Act 2001

More information

The Department of Local Government, Racing and Multicultural Affairs website at www.dlgrma.qld.gov.au provides further information and resources for Councillors.

The Department also provides and facilitates training for Councillors and Council employees to assist them to develop the knowledge, skills and understanding necessary to undertake their roles and responsibilities effectively and in the best interests of their communities.

For more information, please contact your regional office within the Local Government Division of the Department of Local Government, Racing and Multicultural Affairs on:

Southern office

Phone: (07) 3452 6762

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Department of Local Government, Racing
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20-1661-770

Central Highlands Regional Council	**CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY**	
	Councillor Strategic and Briefing Forums and Councillor Workshops	**POLICY REF NO** CHRCP: 00023

1.0 Policy Purpose

1.1 The purpose of this policy is to provide a framework for the orderly and proper conduct of non-decision-making councillors' forums, specifically strategic and briefing forums and workshops which create an opportunity for:

1. Councillors and officers to discuss matters, obtain and exchange information; and
2. Councillors to receive information about:

(a) The implementation of previous decisions of council.

(b) The ongoing operations of council.

(c) Matters raised which may be the subject of consideration at a general council meeting.

2.0 Policy Statement

2.1 The policy applies to councillors and council employees and is applicable during and throughout councillor strategic and briefing forums and councillor workshops.

2.2 Transparent meeting procedures underpin representative democracy and ensure public confidence in council's decision-making process. Strategic and briefing forums and workshops are intended to enhance the decision-making process by providing an opportunity for councillors to ask questions and seek clarification of information prior to general council meetings or at early stages of projects, reviews or other work being undertaken by officers. The intention of strategic and briefing forums and workshops is:

Strategic and Briefing Forums

The strategic and briefing forum is a non-decision-making forum convened by the mayor or chief executive officer (CEO) that creates an opportunity for councillors and officers to be informed about and canvass matters of proposed policy or other strategic issues, as well as providing a forum for councillors to be made aware of, and informed about, issues of significance. Strategic and briefing forums are for the purpose of information sharing and understanding and not for the purpose of discharging council's deliberative and decision-making functions.

Workshops

Workshops are specific events organised and conducted by or on behalf of the mayor or CEO to which members of council, staff and third parties have been invited and involves information sharing, discussion of matters, and relationship building. Examples include discussions to determine strategic priorities, the process of development of the budget, initial input into the development or review of council policies, plans and the like. A workshop is not to discharge council's deliberative and decision-making process.

2.3 This policy provides direction and leadership to councillors and council officers on the conduct of strategic and briefing forums and councillor workshops.

2.4 This policy is consistent with the local government principles identified in section 4 of the *Local Government Act 2009* (the Act).

3.0 Principles

3.1 The principal functions of strategic and briefing forums and workshops are to:

1. Share information (rather than for the purpose of debating issues or otherwise discharging council's deliberative and decision-making functions).
2. Provide officers with the opportunity to advise councillors of their professional opinion on matters, including available options and recommendations.
3. Provide councillors with the opportunity to seek clarification on matters.
4. Provide updates on matters prior to a general council meeting.
5. Provide an opportunity for the CEO and senior council officers to address any councillor questions and provide additional background.
6. Receive deputations from members of the community if the deputation is for an information session or to brief councillors on a matter that does not require a decision to be made.
7. Receive presentations from external parties assisting council.

3.2 Strategic and briefing forums and workshops provide the necessary background information to enable councillors to more effectively discuss and debate complex issues during subsequent council meetings.

3.3 A formal decision, or implied decision, must not be made at a strategic and briefing forum or workshop.

3.4 Debate or discussion between councillors which, directly or indirectly, results in consensus building must not be conducted at a strategic and briefing forum or workshop.

3.5 Councillors need to be aware of their responsibilities with regard to the Act and its associated regulations and must refrain from consensus building or participating in the formation of decisions at strategic and briefing forums.

3.6 Any matter requiring a council decision that is canvassed in a strategic and briefing forum or workshop must be reported by the responsible officer to a general council meeting for determination.

3.7 Strategic and briefing forums and workshops are not formal meetings of council and are not open to the public unless otherwise invited.

4.0 Roles and Responsibilities

4.0 Councillors are obliged to comply with the local government principles and the Code of Conduct for Councillors in Queensland (attached at Schedule 1). The Code of Conduct for Councillors in Queensland sets out the standards of behaviour applying to all councillors and the consequences of failing to comply with the code of conduct. Responsibilities under the Code of Conduct include attending and participating meaningfully in all council meetings, committee meetings, informal meetings, briefings, relevant workshops and training opportunities.

4.1 Officers are obliged to provide sound and impartial advice during strategic and briefing forums and workshops consistent with their responsibilities outlined in the Act and in accordance with council's Employee Code of Conduct.

5.0 Confidentiality

5.1 Councillors will be in receipt of confidential information that may or may not be part of a formal council meeting. Councillors must use council information in a way that promotes and maintains the public trust and confidence in the integrity of the local government. The release of confidential information is prohibited by the Act.

5.2 Councillors and council officers have a responsibility to ensure that confidential information is treated confidentially, so as not to harm, prejudice or compromise the interests of council or any individual or organisation, or enable any individual or organisation to gain, directly or indirectly a financial advantage.

6.0 Conflict of Interest

6.0 A councillor must inform the strategic and briefing forum or workshop:

1. If the councillor has a declarable conflict of interest in the matter—about the councillor's conflict of interest in the matter; and
2. If the councillor has a prescribed conflict of interest in the matter—about the councillor's prescribed conflict of interest in the matter.

Paragraph 6.0 applies if:

1. A matter is to be considered or discussed at a strategic and briefing forum or workshop; and
2. The matter is not an ordinary business matter; and
3. A councillor at the strategic and briefing forum or workshop:
   (a) has a declarable conflict of interest in the matter; or
   (b) has a prescribed conflict of interest in the matter.

6.1 If paragraph 6.0 applies to a matter to be considered or discussed at a strategic and briefing forums or workshop, the following information must be recorded by the CEO in respect of the strategic and briefing forum or workshop:

1. The name of each councillor who had a declarable conflict of interest in the matter, including particulars of the conflict.
2. The name of each councillor who had a prescribed conflict of interest in the matter, including particulars of the conflict.

6.2 A councillor who has a conflict of interest in a matter to be addressed in a strategic and briefing forum or workshop must declare the nature of the conflict at the meeting and the method of management of the conflict to be agreed by attendees during the meeting and recorded in meeting records.

6.3 A councillor who has a conflict of interest in a matter that is to be considered or discussed at a strategic briefing forum or workshop must not influence or attempt to influence another councillor to vote on the matter in a particular way at a general council meeting

6.4 A councillor who has a conflict of interest in a matter, must not influence, or attempt to influence a council employee or a contractor of council, who is authorised to decide or otherwise deal with the matter, to do so in a particular way.

7.0 Schedule

7.1 Strategic and briefing forums shall be held in accordance with the council meeting calendar.

7.2 In the event of there being no business formally listed, the strategic and briefing forum will not convene, and the Office of the CEO shall advise councillors of the cancellation as soon as practicable.

7.3 The mayor or CEO may call strategic and briefing forums outside of the scheduled meeting calendar as necessary so that councillors may be informed about emergent matters.

7.4 Councillor workshops will be programmed as required.

8.0 Participants

8.1 Strategic and briefing forums or workshops are open for attendance by all councillors, the CEO (or a delegate of the CEO) and the executive leadership team, and no quorum is required. Managers or other officers who have an interest in an item on the agenda and any other relevant officers may also attend.

8.2 Requests to attend a strategic and briefing forum by audio link or audio-visual link must be submitted to the chairperson, along with reason for request, at least two business days prior to the forum, unless in extenuating circumstances. Requests will be allowed at the discretion of the chairperson. Extenuating circumstances may include a disaster or emerging disaster event, a councillor is unwell experiencing symptoms of an infectious illness or a councillor is required to attend to official council business in another location.

8.3 Virtual attendance by audio link or audio visual link at a workshop by councillors is permitted and the intention to attend virtually must be submitted in writing to the office of the CEO two business days prior to the workshop to enable presenters and the meeting room to be prepared for virtual format.

8.4 A councillor or council staff member who cannot attend a strategic and briefing forum or a workshop shall advise the CEO in writing two business days prior to the meeting in order to be recorded as an apology.

8.5 External persons may attend strategic and briefing forums or workshops upon invitation from the mayor or CEO. If an external person (for example a consultant, contractor or guest) is to be present at the strategic and briefing forum or workshop, the person's name, title and company shall be included on the agenda.

8.6 An external person who will be attending a strategic and briefing forum or workshop shall only be present at the strategic and briefing forum or workshop during discussion of the agenda item for which their name appears next to on the agenda.

9.0 Chairperson

9.1 The mayor shall chair the strategic and briefing forums. In the event that the mayor is not present, the deputy mayor shall chair the strategic and briefing forums.

9.2 If both the mayor and the deputy mayor are absent or unavailable to chair, a councillor chosen by the councillors present at the strategic and briefing forum will chair the forum.

9.3 Workshops may be chaired by the mayor or CEO or another councillor or a member of the executive leadership team as required. The CEO (or delegate of the CEO) will nominate the chairperson at the start of each workshop. The relevant general manager shall introduce each session providing the purpose for the workshop and the presenter.

9.4 The chairperson shall assume responsibility for the good governance and order of the meeting.

10.0 Administration

10.1 The CEO will determine the matters to be presented at a strategic and briefing forum or a workshop for preparation of an agenda.

10.2 For each strategic and briefing forum and workshop agenda item, the agenda shall state the title of the item, the name of the officer who will lead the discussion, the time allotted to each agenda item and whether a presentation is provided.

10.3 The agenda for a strategic and briefing forum or workshop documents will be distributed at least two (2) days prior to the forum or workshop unless paragraph 10.4 applies.

10.4 Where (due to urgency or timing of availability of information) no agenda or documents have been circulated prior to a strategic and briefing forum or workshop in accordance with 10.3, the responsible general manager or the CEO shall distribute the agenda through council's online portal (the Hub) for councillors and other participants prior to the commencement of the strategic and briefing forum or workshop.

10.5 A councillor wishing to place an item on the agenda for a future strategic and briefing forum or workshop may do so through:

1. raising a matter at a strategic and briefing forum or workshop, or
2. applying in writing to the CEO providing information as to why the item has been requested and the expected timeframe.

10.5.1 Items raised through 10.5 (1 or 2) will be placed on the agenda for the next strategic and briefing forum where the item will be discussed and a way forward to progress the matter agreed upon by councillors and a timeframe established. Options to progress the matter include a future strategic and briefing forum, councillor workshop, general council meeting or a briefing note.

10.5.2 The item will be actioned in accordance with the agreed way forward as per 10.5.1.

10.5.3 Any reports relating to the requested agenda item (if determined to be included), will include the following:

1. The councillor who has requested the report.
2. Details of the request from councillor.
3. Recommendation from officer.
4. Supporting documentation for recommendations.

10.6 Strategic and briefing forum report must have a clear statement identifying the aims of the briefing. Such as:

Option 1 – Operation Action

This report is for the briefing of councillors prior to the matter being dealt with operationally.

Option 2 – Council Resolution Required

This report is for the briefing of councillors prior to consideration of the matter at a future council meeting.

Option 3 – Seeking input from councillors

(a) This report is seeking to canvass options on [_____] issue; or

(b) This report is seeking feedback with regard to [_____] issue; or

(c) This report is seeking to identify any further clarification council may require with regard to [_____] issue.

(d) This report seeks councillors views on [_____] issue.

10.7 Reports, papers and presentations for workshops will vary depending on the topic and objectives of the workshop. As a minimum a workshop is to consist of an agenda, participants, allocated time, and relevant papers, reports or presentations.

10.8 Minutes of matters canvassed at strategic and briefing forums and workshops will not be recorded, as forums are informal meetings and no decisions are taken. However, the CEO will ensure a record is prepared of the strategic and briefing forum or workshop, to include attendance, councillors' non-attendance, apologies and notes on matters discussed, any advice provided and any agreed actions for circulation to councillors, the executive leadership team and other attendees at the forum or workshop.

11.0 Dealing with Unsuitable Conduct by a councillor in a Councillor Strategic and Briefing Forum and Workshop

11.1 When dealing with an instance of unsuitable conduct by a councillor in a councillor strategic and briefing forum and workshop, the following procedures must be followed:-

1) the chairperson must decide whether or not unsuitable conduct has been displayed by a councillor

2) if the chairperson decides the unsuitable conduct has occurred, the chairperson must consider the severity of the conduct and whether the councillor has had any previous warnings for unsuitable conduct issued. If the chairperson decides the conduct is of a serious nature, refer below for the steps to be taken.

3) if the chairperson decides unsuitable conduct has occurred but is of a less serious nature, the chairperson may request the councillor take remedial actions such as:

   i. ceasing the unsuitable conduct and refraining from exhibiting the conduct.
   ii. apologising for their conduct.
   iii. withdrawing their comments.

4) If the councillor complies with the chairperson's request for remedial action, no further action is required.

5) If the councillor fails to comply with the chairperson's request for remedial action, the chairperson may warn the councillor that failing to comply with the request may result in a complaint of inappropriate conduct being made against the councillor.

6) If the councillor complies with the chairperson's warning and request for remedial action, no further action is required.

7) If the councillor fails to comply with the chairperson's request for remedial actions, the chairperson may take the following actions during the meeting:

   i. request the councillor to leave the place of the meeting and stay away from the place for the duration of the meeting
   ii. adjourn or close the meeting.

12.0 Definitions

To assist in interpretation, the following definitions apply:

Declarable Conflict of Interest	has the meaning given in the *Local Government Act 2009*, section 150EN and 150EO and includes a perceived conflict of interest and a real conflict of interest.
CEO	Chief Executive Officer is: A person who holds an appointment under section 194 of the *Local Government Act 2009*. This includes a person acting in this position.
Code of Conduct	For council employees means the Central Highlands Regional Council Employee Code of Conduct. For Councillors means the Code of Conduct for Councillors in Queensland made under section 150D of the Act.
Ordinary business matter	Has the meaning given in the *Local Government Act 2009,* section 150EF.
Prescribed conflict of interest	Has the meaning given in the *Local Government Act 2009,* section 150EG, 150EH or 150EI.
Strategic and briefing forum	The strategic and briefing forum is a non-decision making forum convened by the mayor or CEO that creates an opportunity for councillors and officers to be informed about and canvass matters of proposed policy or other strategic issues, as well as providing a forum for councillors to be made aware of, and informed about, issues of significance. Each strategic and briefing forum must be used solely for the purpose of information sharing and not for the purpose of debating issues, building consensus positions or otherwise discharging council's deliberative and decision-making functions.
Workshop	Workshops are specific events organised and conducted by or on behalf of the mayor or CEO to which members of council, staff and third parties have been invited and involves information sharing, discussion of matters, relationship building. Examples include discussions to determine strategic priorities, the development of the budget, initial input into the development or review of council policies, plans etc. A workshop is not to discharge council's deliberative and decision making process.

Strategic Link	section 4, 150EF, 150EG, 150EH, 150EI, 150EN, 150EO *Local Government Act 2009* (Qld) CHRC Governance Framework
Category	Elected Members Organisational
Lead Business Unit	Office of the Chief Executive Officer
Public Consultation	No
Adoption Date	To be confirmed
Next Review Due	To be confirmed
Document Number	1544576
Record Keeping	ECM, Vine and Council website

Related Documents	Code of Conduct for Councillors in Queensland Employee Code of Conduct

	CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY	
Central Highlands Regional Council	Audit Committee Charter	POLICY REF NO *CHRCP: 0000*

1.0 Introduction

The Audit Committee is an advisory committee of council, established and governed in accordance with the *Local Government Act 2009* (The Act) and the Local Government Regulation 2012 (the Regulation), which require each local government to establish an Audit Committee (the Committee). Refer to section 105 of the Act and subdivision 2, Sections 208-211 of the Regulation.

It has no authority in itself and does not replace the management responsibilities of Executive Management, but rather acts as a source of independent advice to the Chief Executive Officer (CEO) and to council. The committee in no way diminishes management's responsibility to maintain an adequate governance and internal environment control system and manage risks.

2.0 Policy purpose

The Audit Committee Charter (the Charter) sets out the objectives, authority, responsibilities, membership, voting, appointment remuneration for external independent members, reporting and administrative arrangements associated with the audit committee of the Central Highlands Regional Council (Council).

3.0 Policy statement

The Committee has authority to review and make recommendations to council on any matters within its scope of responsibility as outlined in the Charter. In doing so the committee is empowered to:

- Seek any information it requires from management and staff and controlled entities, all of whom are required to cooperate with the committee's requests.
- Meet and discuss matters with council officers, internal auditors and external auditors as required.
- Seek resolution of any disagreements between management and auditors regarding audit matters and the financial statements
- Request the attendance of any employee, including the CEO, at formal meetings.

The Committee has the authority to conduct or authorise investigations into matters within its scope of responsibility.

In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of council rests with the council and the CEO as defined by the Act.

4.0 Independence and access

As an advisory committee of council, the Committee is independent of management and does not have any executive powers, delegated responsibility or authority to implement actions over which management has responsibility. The committee needs to liaise closely with management and internal and external auditors to carry out its responsibilities.
The Committee will be provided with adequate resources in order to fulfil its oversight responsibilities.

Whilst the primary responsibility for financial and other reporting, internal control and compliance with laws, regulations and ethics within council rest with management, the Committee exercises a monitoring, oversight, review and advisory role.

Requests for council officers, employees of business units and independent experts to attend an audit committee meeting or provide information will be undertaken through the Chief Executive Officer and be in accordance with council policies.

5.0 Membership and voting

Section 210 of the Regulation requires the membership of the Committee to consist of at least three and no more than six members and include:

at least one councillor but no more than two councillors nominated by council, and
between one and four independent external members as determined by council.

Council may resolve from time to time to change the membership of the Committee.

The Committee will be comprised of four members who shall be determined by council as follows:

Two of the members will be councillors.
the other two members will be independent and external to Council.

The Committee chairperson (the chair) must be independent of council and will be nominated by council.

The Committee members, taken collectively, should have a broad range of skills and experience relevant to the committee's responsibilities. At least one member will have significant accounting or related financial management experience with an understanding of accounting and auditing standards in a public sector environment.

The Committee has the ability to co-opt any persons as advisors, from time to time or for a particular period, subject to reasonable budget limitations.

The four members of the Committee are each eligible to vote.

In the event of a tied vote, the chair may exercise a casting vote on any resolution.

The external auditor, internal auditor, advisors and ex officio attendees are non-voting observers.

The Mayor, CEO, General Manager Commercial and Corporate Services and Manager Governance, Information and Property are permanent invitees and are non-voting observers (the mayor may have voting privileges as an 'alternate' member as defined in section 266(1), (2) of the Regulation).

Other management and staff are invited to attend meetings as required.

CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY

6.0 Appointment and remuneration for independent audit committee members

Councillor members will generally be appointed to the committee for the full council term unless otherwise determined by Council.

Independent external members will be recruited via a publicly advertised merit-based selection process.

The term of appointment for independent external members will be determined by council and is generally up to four years and may be extended for a further term subject to the composition and skill requirements of the committee. The maximum term being eight (8) years.

Appointments of external members to the Committee will be staggered to ensure appropriate continuity and succession planning.

External members may be recommended for appointment for subsequent terms following a review of their performance by the CEO and discussion with the chair of the Committee.

Remuneration of external independent members of the Committee is set by council in recognition of the skills and experience, time commitment and responsibilities assumed and required to fulfil the role. The chair will receive additional remuneration as determined by council in recognition of the additional time and responsibilities associated with this role.

External members are expected to maintain the necessary professional expertise to fulfil their role on the Committee.

7.0 Committee responsibilities

Section 211(b) of the Regulation, stipulates that the Committee must review each of the following matters:

(i) the internal audit plan for the internal audit for the current financial year,
(ii) the internal audit progress report for the internal audit for the preceding financial year including the recommendations in the report and the actions to which the recommendations relate,
(iii) a draft of the local government's financial statements for the preceding financial year before the statements are certified and given to the auditor-general under section 212,
(iv) the auditor-general's audit report and auditor-general's observation report about the local government's financial statements for the preceding financial year.

The above requirements are addressed within the following sections. In addition, the Committee will review, but is not necessarily limited to:

7.1 Financial statements and reporting

- Receive regular reports from management on the financial performance of the organisation.
- Monitor and assess progress against agreed financial statement preparation and auditing milestones.
- Review council's draft annual financial statements (including draft financial sustainability statements) prior to their provision to the external auditors.

- Review with management and the external auditors any significant adjustments or changes between draft and final financial statements.
- Review council's final financial statements (including final financial sustainability statements) and provide advice to the CEO on whether appropriate action has been taken in response to audit recommendations and adjustments.
- Recommend the signing of the draft financial statements by the mayor and CEO.
- Review with management and external auditors all matters required to be communicated to the Committee under generally accepted auditing standards.
- Satisfy itself about the adequacy of the key internal controls supporting the timeliness and integrity of council's financial statement preparation process.
- Consider the processes in place designed to ensure that financial information included in council's annual report is consistent with the signed financial statements.
- Review the draft annual report before release and consider the consistency of financial information being reported.
- Overview the process of preparation of annual financial statements of council's controlled entities.

7.2 Risk management

- Monitor whether management has in place a current and comprehensive risk management framework, and associated procedures for effective identification and management of operational and strategic risks.
- Consider the impact of the risk management framework on council's control environment and insurance arrangements.
- Consider whether a sound and effective approach has been followed in establishing business continuity planning and disaster management arrangements.
- Consider risk and probity matter associated with significant procurement activities.
- Consider high and extreme strategic risks and implementation of treatment plans.

7.3 External audit activities

- Review the external auditor's proposed audit scope, approach and client strategy for the ensuing year.
- Review the external auditor's closing reports, long form audit reports and observation reports relating to council's interim and final audit and monitor management's responsiveness to external audit recommendations and the timeliness of implementation of agreed actions with particular emphasis given to recommendations where a significant deficiency has been identified.
- Provide input and feedback on financial statement and performance audit coverage proposed by external audit and provide feedback on audit services provided.
- Monitor the undertaking of QAO Performance Audits where council is a participant in that audit.
- Review Auditor-General observation reports issued to council's controlled entities and monitor management's responsiveness in addressing recommendations.
- As required, meet separately with the external auditors to discuss any matters that the committee or external auditors believe should be discussed.

- Review the effectiveness of the annual audit, to ascertain whether emphasis is being placed on areas where the Committee, management or the auditors believe special attention is necessary.
- Review management responses to audit reports and the extent to which external audit recommendations concerning internal accounting controls and other matters are implemented.

7.4 Internal audit activities

- Review the effectiveness of the control environment established by management.
- Review the internal audit charter to ensure appropriate organisational structures, authority, access and reporting arrangements in place and internal audit's independence is maintained.
- Review the annual internal audit plan to assess that it covers the material business risks of the council and monitor implementation of the internal audit plan and approve any changes thereto.
- Monitor the effectiveness and objectivity of the council's internal auditors.
- Review internal audit reports and provide advice to the CEO on significant issues identified in the audit reports and action to be taken.
- Monitor the implementation of internal audit recommendations by management.
- The Committee's responsibilities do not extend to managing the day-to-day activities of the internal audit function. This is a function which is carried out by the CEO.

7.5 Legislative and policy compliance

- Consider whether management has in place an overall compliance and accountability framework together with relevant policies and procedures which reflect legislative, regulatory and policy requirements, and that these are periodically reviewed and updated.
- Monitor the effectiveness of the system and structure for ensuring compliance with laws and regulations, with particular focus on the Act and other legislative requirements relevant to the Committee's areas of focus.
- Consider the effectiveness of the system for monitoring council's compliance with relevant laws, regulations and government policies.
- Review the findings of any examinations by external regulatory agencies, and any auditor observations.

7.6 Other matters

- Review the effectiveness, reliability and timeliness of management information being provided to council.
- Review policies and procedures relating to conflict of interest, misconduct, fraud and other related sensitive issues.

CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY

8.0 Meetings, records and reporting structure

- The Committee will meet at least four times each financial year with authority to convene additional meetings as required to consider financial statement and annual planning matters.
- Meetings are closed to the public due to the sensitive nature of items that are considered by the Committee. Information disclosed to members of the Committee is confidential to the Committee.
- A quorum shall consist of two members, one of whom must be an independent member.
- The external auditors shall be given notice of all meetings and sent an agenda. The external auditors shall have the right to attend and speak.
- The internal auditors shall be given notice of all meetings and sent an agenda. The internal auditors shall have the right to attend and speak.
- The Governance section of the Commercial and Corporate Services department will provide secretarial functions to the meetings.
- The Committee chair has the right to meet with internal and/or external auditors without management being involved.
- The Committee's reports shall be presented at the next available general council meeting.

9.0 Attendance by audio link or audio-visual link

- The chair may allow members or auditors to take part in a meeting by audio link or audio-visual link. Virtual attendance by audio link or audio-visual link at an audit committee meeting is permitted but not preferred.
- Requests to attend by audio link or audio-visual link must be submitted to the chair at least three (3) days prior to the audit committee meeting and will generally be allowed by the chair.
- Where the chair has approved the audio link or audio-visual link arrangement, the attendee must be able to hear and be heard by each other person at the same time throughout the meeting.
- In considering a request for attendance at a committee meeting by audio link or audio-visual link, confidentiality and privacy matters need to be considered as this may pose a risk to council due to the nature of discussions.
- Any member participating in such fashion shall identify any and all persons present in the location from which the member is participating.
- Should the Chair attend by audio link or audio-visual link other than for the purpose of review of the annual financial statements, he/she shall appoint another member to conduct the meeting or postpone the meeting to another date.
- A register of attendance by audio link or audio-visual link will be recorded in the minutes of the meeting.

10.0 Conflicts of interest

Members are required to declare any interests that could constitute a real, potential or apparent conflict of interest with respect to participation on the committee. The declaration must be made on appointment to the committee and in relation to specific agenda items at the outset of each committee meeting and be updated as necessary.

11.0 Induction

New members of the Committee will be provided with induction material to allow the members to familiarise themselves with the environment and to facilitate their understanding of its principal operations and activities, corporate practices and culture.

CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY

12.0 Self-evaluation

The chair of the Committee, in consultation with the CEO, will initiate a review of the performance and achievements of the committee on an annual basis to ensure that it is meeting its objectives efficiently and effectively.

Where this evaluation highlights a need for enhancements to the role, operational processes or membership of the Committee, the chair should take action to ensure such enhancements are implemented.

13.0 Review of charter

Every two years, (or as necessary) due to council, legislative and regulatory changes, the Committee will review and confirm the appropriateness of the Audit Committee Charter.

The reviewed charter, with recommendations by the committee, will be submitted to the next general council meeting for consideration and adoption by council.

Strategic Link	Section 105 of the *Local Government Act 2009* and Subdivision 2, Sections 208-211 of the Local Government Regulation 2012
Category	Audit Committee
Lead Business Unit	Commercial and Corporate Services
Public Consultation	**No**
Adoption Date	Insert Council Adoption Date
New Review Date	Annual review
Document Number	ECM Document Set ID 1013819
Record Keeping	Council website, the Vine, ECM
Related Documents	Insert relevant / supporting guidelines and procedures

Central Highlands Regional Council	**CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY**	
	Internal Audit Charter	**POLICY REF NO** *CHRCP: 0000*

1.0 Introduction

1.1 The Central Highlands Regional Council has established the internal audit function as a key component of council's governance framework in accordance with Section 105(1) of the *Local Government Act 2009* (the Act).

The Internal Audit Charter (the charter) establishes the authority and responsibility conferred by council on internal audit and incorporates the internal audit duty requirements of section 207 of the Local Government Regulation 2012 (the Regulation). More specifically the charter defines the function, scope, operating and reporting parameters of the internal audit activity.

1.2 The charter establishes and defines the extent of authority and responsibilities conferred on internal audit by council and explains the role of the internal audit function as it applies to council.

2.0 Role and purpose of internal audit

2.1 The internal audit function is established to provide independent, objective assurance and consulting services designed to add value and improve the organisation's operations. It helps the organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

2.2 Accordingly audit planning must be sufficiently comprehensive to regularly audit/review all facets of council's operations, having regard to the functions and duties imposed on council.

2.3 The internal audit function reports to both the Chief Executive Officer (CEO) and the Audit Committee.

2.4 An effective audit function will provide the CEO and council with:

2.4.1 Management oriented appraisals of council functions and activities to determine their appropriateness in the context of council objectives (including, but not restricted to accounting and financial management information, performance monitoring and control systems),

2.4.2 Reviews of the reliability of accounting and financial management, an assessment of the systems of internal control, an evaluation of compliance with relevant legislation, local law, local law policies, council policies, operating guidelines and delegations and the protection of the assets and resources under the control of management,

2.4.3 Independent and confidential advice on action to be taken to improve operational effectiveness, efficiency and economy,

2.4.4 Follow up appraisals, where appropriate, regarding action taken by operational management as a result of audit recommendations,

2.4.5 Review of program/support plan performance criteria and performance indicators for relevance, reliability and accuracy at such other times as may be appropriate,

2.4.6 Management-oriented evaluation of programs/support plans to determine that legislation, local law, local law policies, council policies, and program/support plan objectives and strategies remain appropriate and are being achieved; whether resources are optimally allocated across programs/support plans and optimally utilised within each program/support plan; and that the strategic management system ensures accountability of programs/support plans in line with the strategic direction as set by council in accordance with the corporate plan,

2.4.7 This charter also recognises the role that the internal audit function may be called upon to play as an appropriate entity under the *Public Interest Disclosure Act 2010*, and

2.4.8 It is the responsibility of the management and the CEO to ensure this charter is understood and adhered to by the organisation.

3.0 Independence and the position of internal audit function within council

3.1 Internal Audit has independent status within the council and for that purpose shall have further access to the Chief Executive Officer and Audit Committee.

Further the internal audit function:

3.1.1 Shall have no executive or managerial powers, functions, authorities or duties except those relating to the management of the audit function,

3.1.2 Shall not be involved in the day-to-day operation of Council, nor in the internal operational checking systems of Council except those relating to the administrative and management of the audit activities,

3.1.3 Shall not be responsible for installing or maintaining systems, procedures or controls, but will advise on these matters and provide independent assurance (in accordance with the agreed internal audit plan) to management that completed systems will contribute to the achievement of the intended corporate objectives, and

3.1.4 At the direction of the CEO, the internal audit or CHRC sponsor, will have an observer/adviser status on steering committees, formed to co-ordinate financial/ information systems design and implementation.

4.0 Authority

4.1 Internal Audit has neither direct responsibility, nor authority over, any of the activities, which it audits. Therefore, the audits and evaluations do not, in any way, relieve other persons in council of the responsibilities assigned to them.

4.2 Internal Audit shall generally undertake projects in accordance with programs/plans approved by the CEO but shall also conduct such further unscheduled projects as the CEO considers desirable. Due consideration should also be given to the views of the Audit Committee and the Executive Leadership Team in regard to suitable projects.

4.3 For the purpose of its function, Internal Audit is authorised to review all areas of council and to have full, free, and unrestricted access to all council's activities, records both manual and electronic), property, and personnel. Council activities include entities over which council has direct management, sponsorship or financial control. All employees shall co-operate fully in making available any material or information reasonably relevant to the subject of the audit.

4.4 Internal Audit shall have free and unrestricted access to the Chair of the Audit Committee.

4.5 All employees are expected to bring to the attention of the Manager Governance, Property and Information Management any suspected situation involving improper activity or non-compliance with applicable policies, plans, procedures, laws or regulations, of which they have knowledge. The Manager Governance, Property and Information Management through the General Manager Commercial and Corporate Services, will make the CEO aware of any such situations. Internal Audit has unrestricted access to people and information pertaining to the agreed internal audit plan.

5.0 Internal audit plan

The Internal Auditor in liaison with the Manager Governance, Property and Information Management, shall prepare, for the Audit Committee's consideration, a risk-based annual internal audit plan and a strategic 3-year rolling internal audit plan.

In accordance with section 207(2) of the Regulation, the internal audit plan will include statements about:

- The way in which the operational risks have been evaluated,
- The most significant operational risks identified from the evaluation, and
- The control measures that council has adopted, or is to adopt, to manage the most significant operational risks.

The Internal Audit Plan must be prepared in alignment with council's annual budget allocation for internal audit activities.

6.0 Relationship to external audit

6.1 Internal Audit shall co-operate fully with the Auditor-General and the appointed external auditor in respect of any internal audits undertaken. Working papers together with any further explanations may be made available in order to enhance the effectiveness of the total audit coverage and to minimise duplication.

6.2 To ensure that the Internal Auditor is aware of all matters associated with its functional responsibilities, the Internal Auditor is to be supplied with copies of all relevant correspondence received from the External Auditor and Queensland Audit Office.

7.0 Scope of internal audit activities

7.1 The scope of internal auditing is to determine whether the organisation's network of governance, risk management and control processes, as designed and represented by management, is adequate and functioning in an effective manner.

It includes the following:

7.1.1 Reviewing the reliability and integrity of financial and operating information and the means used to identify, measure, classify and report such information.

7.1.2 Reviewing the systems established to ensure compliance with those policies, plans, procedures, laws and regulations which could have a significant impact on operations and reports and whether the organisation is in compliance. Internal Audit should also be pro- active in offering advice to management in regard to the implications of future legislation, policy and industry changes.

7.1.3 Reviewing the means of safeguarding assets and, where appropriate, verifying the existence of such assets.

7.1.4 Reviewing and appraising the economy and efficiency with which resources are employed, identify opportunities to improve operating performance, and recommend solutions where appropriate.

7.1.5 Contributing to the corporate management process by assessing and reporting the relevance, reliability and adequacy of management data and performance indicators and reviewing operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned.

7.1.6 Contribute to the development of the Enterprise Risk Management (ERM) Framework to provide objective assurance to the council on the effectiveness of the organisation's ERM activities to ensure key business risks are being managed appropriately and that the system of internal control is operating effectively.

7.1.7 Offer advice on the development of annual internal audit plans.

7.1.8 Conduct audit projects of council activities as directed by the CEO.

7.1.9 Follow up the implementation of audit recommendations on a periodic basis.

7.2 The scope of the internal audit function extends to include all departments, programs, sub-programs, functions, funded schemes and entities over which council has direct management, sponsorship or financial control.

7.3 Any dispute as to whether an activity falls within the scope of council's internal Audit function shall be determined by the CEO.

8.0 Responsibility for detecting and reporting irregularities

8.1 Internal Audit is not responsible for preventing irregularities (which include fraud, other illegal acts and errors). In order to facilitate the fraud/corruption prevention function, the Internal Auditor should be informed of any special investigation, fraud, theft or other suspected cases of misappropriation.

8.2 The responsibility for prevention of irregularities rests with the CEO and management through the implementation and continued operation of an adequate internal control system. Internal auditors are responsible for examining and evaluating the adequacy and the effectiveness of actions taken by management to fulfil this obligation.

8.3 However, in exercising due professional care, internal auditors should be alert to the possibility of irregularities and those conditions and activities where irregularities are most likely to occur. Due care implies reasonable care and competence, not infallibility, nor extraordinary performance. It requires internal auditors to conduct examinations and verifications to a reasonable extent.

8.4 The Internal Auditor has a responsibility to report irregularities and allegations of irregularities to the CEO and, at the next available meeting, to the Audit Committee . The CEO will be responsible for taking appropriate investigative action and this may include a request to the Internal Auditor to investigate the matter. The CEO will be responsible for all future reports to the Audit Committee until the matter has been resolved to the Audit Committee's satisfaction.

8.5 The CEO is responsible for reporting any irregularities according to the provisions of the *Local Government Act 2009*, the *Crime Corruption Act 2001* and the *Crime and Corruption Regulation 2015*, and any other statutory regulations that may come into force from time to time. In this regard the Manager Governance, Property and Information Management will fulfil the liaison officer's role to the Crime and Corruption Commission

9.0 Internal audit approach

9.1 Internal Audit will adopt an integrated risk-based approach to allocating resources and planning.

9.2 Risk profile for annual internal audit plans:

9.2.1 The annual internal audit plan projects may include financial, compliance, performance, due diligence, information systems, program evaluation, operational audits and other approaches as deemed appropriate, given the resources and also the priorities established through the risk assessment process and other more recent considerations

9.3 Responsibilities and auditing standards:

9.3.1 Internal Audit will discharge its responsibilities in accordance with this document and the standards with the proviso that this document shall be overridden by the standards, should a conflicting interpretation arise.

9.4 Specific standards which are to be followed include:

9.4.1 Internal Audit staff must maintain an independent outlook and must ensure their independence to plan, investigate and report with honesty and objectivity,

9.4.2 Projects are to be performed by or under the control of a suitably skilled, experienced and competent person(s),

9.4.3 Findings and recommendations or suggestions are developed and documented with due care during the course of each engagement, such that the reporting process is expedited,

9.4.4 Regular quality assurance reviews of project plans, reports and working papers are carried out, and

9.4.5 Information acquired during the course of work must not be used and/or conveyed for purposes outside the scope of Audit's approved responsibilities.

10.0 Reporting accountability

10.1 Internal Audit report:

10.1.1 A draft report shall be prepared and issued by the Internal Auditor to the CEO and the relevant General Manager as soon as possible after the completion of an audit project. The draft report will include comments and action plans by the Manager/General Manager where appropriate.

10.1.2 The appropriate General Manager receiving the draft audit report should respond within ten (10) working days or such longer period as may be determined between the General Manager and the Internal Auditor. This response is to indicate what actions are to be taken or planned, a responsible officer and a timetable for the anticipated completion of these actions in regard to the specific findings and recommendations in the draft audit report.

10.1.3 A final audit report will be prepared and issued by the Internal Auditor to the CEO and will include the comments and action plans as per the response of the relevant General Manager. If a response is not received by the due date Internal Audit is required to issue the draft as the final audit report with a comment in relation to the non-response.

10.1.4 As well as the final report to the CEO, copies will be provided to the relevant General Manager. An indication will be given as to whether the person receiving the report should be taking action or securing action in relation to the report, or merely receiving the report for information.

10.1.5 An internal high-level audit progress report and any completed internal audit reports will be submitted to the Manager Governance, Property and Information Management for tabling at the next available audit committee meeting at least two weeks before the meeting is set to occur; and

10.1.6 The internal auditors will present the findings, summarising the outcomes to the audit at the audit committee meeting.

10.2 The Manager Governance, Property and Information Management may also advise the Auditor-General, Queensland Audit Office, or the Auditor-General's delegate/contractor about any audit findings as appropriate or if requested.

10.3 A summary of audit recommendations, action taken, and action outstanding will be included in council's audit actions register. This register will be monitored by the Executive Leadership Team.

11.0 Reporting accountability

11.1 The appropriate General Manager is responsible for seeing that action is taken within the established timeframe. Recommendations are considered outstanding until they are implemented, or an explanation offered to the satisfaction of the CEO why no further action is required. Any recommendations that have not been actioned within the agreed timeframe will be reported to the audit committee.

11.2 If the appropriate General Manager foresees difficulties implementing the recommendations within the time frame, the General Manager should advise the CEO and Manager Governance, Property and Information Management regarding the cause of delay and the revised implementation schedule.

12.0 Quality assurance

12.1 In order to ensure that the quality of internal audit work is consistently maintained at a high standard, the Manager Governance, Property and Information Management should establish and maintain a quality assurance program.

This program may include:

12.1.1 Developing a comprehensive work reporting arrangement.

12.1.2 Maintaining a regular review of internal audit plans, reports and working papers.

12.1.3 Maintaining effective communication links with the audit committee, CEO, managers, external auditors and the Queensland Audit Office.

12.1.4 A review of the internal audit charter every financial year, taking into consideration the views of the Audit Committee. If no changes are required to the charter, then only report that the review has taken place.

13.0 Term of the internal auditor

13.1 The initial term of appointment of Internal Auditor is for a period of 3 years. The term of appointment can be extended for a further one (1) year giving a maximum term of four (4) years.

13.2 The term should only be extended after the performance of the Internal Auditor has been reviewed.

14.0 Review of the internal audit charter

14.1 The CEO is to review and recommend, as necessary, changes to the charter.

14.2 Such a review will take place when any of the following occur:

14.2.1 The related legislation/documents are amended or replaced,

14.2.2 Other circumstances as determined by a resolution of Council, or

14.2.3 Periodic review – reviewed annually.

Strategic Link	Council's governance framework, section 105(1) of the *Local Government Act 2009* and section 207 of the Local Government Regulation 2012.
Category	Internal Audit
Lead Business Unit	Commercial and Corporate Services
Public Consultation	**No**
Adoption Date	Insert Council Adoption Date
New Review Date	Annual review
Document Number	ECM Document Set ID 908077
Record Keeping	Council website, the Vine, ECM
Related Documents	Audit Committee Charter

6 BUSINESS ARISING OUT OF MINUTES

7 REVIEW OF OUTSTANDING MEETING ACTIONS

8 UPCOMING AGENDA ITEMS

9 CONFLICT OF INTEREST

10 PETITIONS

10.1 To be tabled (if any)

11 DECISION ACTION REPORTS

11.1 Chief Financial Officer Office

11.1.1 Monthly Finance Report ..... approx 15 mins

DECISION REPORT

Date:	28 September 2022	Presentation Duration: Approx. 15 minutes
To:	General Council Meeting	
Author:	Helen Kirby, Manager Finance	
Authorising Officer**:**	Arun Dias, Chief Financial Officer	
File Reference:	ECM 1726308	
Presented for:	Decision	

ATTACHMENTS:

1. Attachment 1 - Statement of Comprehensive Income for the period ended 31 August 2022 [**11.1.1.1** - 3 pages]
2. Attachment 2 - Key Operating Revenue and Expenses for the period to 31 August 2022 [**11.1.1.2** - 3 pages]
3. Attachment 3 - Cashflow Statement for the period to 31 August 2022 [**11.1.1.3** - 1 page]
4. Attachment 4 - Capital Works - summary of departments for the period ended 31 August 2022 [**11.1.1.4** - 1 page]
5. Attachment 5 - Works for Queensland summary for the period ended 31 August 2022 [**11.1.1.5** - 1 page]

PURPOSE:
In accordance with section 204 of the Local Government Regulation 2012 (LG Regulation), a local government must prepare and present a financial report at a meeting of the local government once a month. The report must state the progress that has been made in relation to the budget for the relevant period of the financial year.

In complying with this legislative requirement, the report provided presents the financial performance of the Central Highlands Regional Council (council) for the period ended 31 August 2022, measured against the original adopted budget.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council adopt the monthly financial report, for the period ended 31 August 2022.

REPORT:

Background
This report presents an overview of council's financial performance for the period ending 31 August 2022, measured against the adopted budget.

The report comprises five sections formulated around key financial statements and analysis areas:

1. Statement of comprehensive income (income and expenses).
2. Statement of cashflows (cash inflows and outflows).

3. Analysis of the capital works program (including Works for Queensland funding).
4. Business activity results (income and expenditure statements).
5. Rates and Water including debt recovery.
6. Summary of procurement activities.

Discussion/Current issue

1. Statement of Comprehensive Income

The statement of comprehensive income (SOCI) is provided in attachment 1. This statement provides information on income earned and expenses incurred during the reporting period, including an analysis of own-source and external revenue sources.

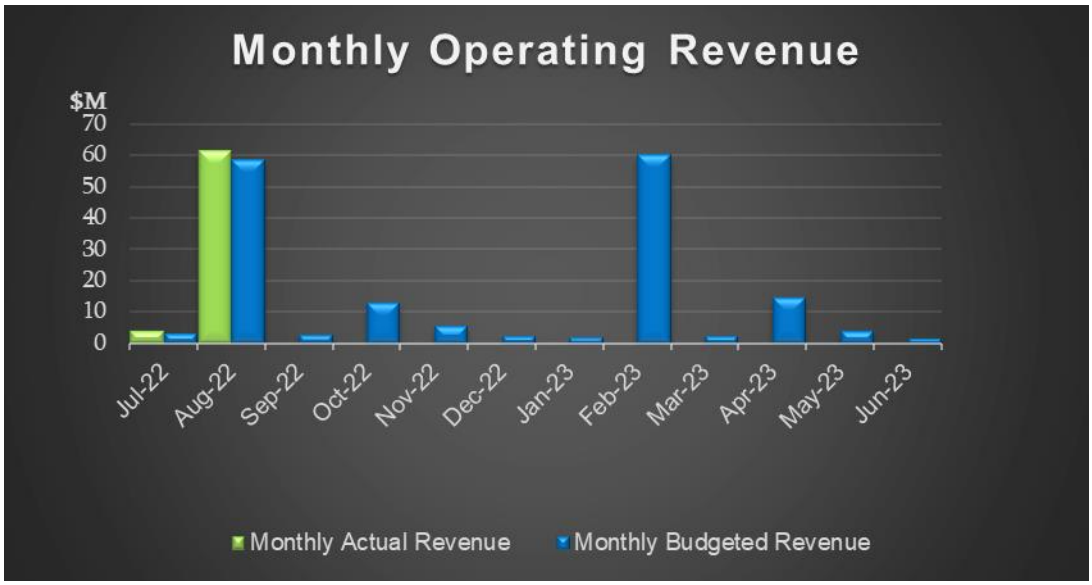
A summary year to date (YTD) operating statement is provided below which has been extracted from the SOCI. This statement compares the operating result against the adopted budget and analyses the variances. A summary of the key operating revenue and expenditure variances by department is provided in attachment 2.

Council's operating surplus for the period ended 31 August 2022 is $37.822m, against a budgeted surplus of $32.057m. This represents a favourable YTD variance against budget of $5.765m.

Summary Operating Statement - for the period ending 31 August 2022

	YTD Actual $000	YTD Budget $000	Variance $000	Variance %	Full Year Budget $000
Operating Revenue	65,532	61,423	4,109	6.69%	169,438
Operating Expenses	20,606	22,270	(1,664)	(7.47%)	123,686
Earnings before interest and depreciation	**44,926**	**39,153**	**5,773**	**14.74%**	**45,752**
Interest Expense	541	533	8	1.50%	3,198
Depreciation	6,563	6,563	0	0.00%	39,375
Operating Result (excluding capital revenue and expenditure)	**37,822**	**32,057**	**5,765**	**17.98%**	**3,179**

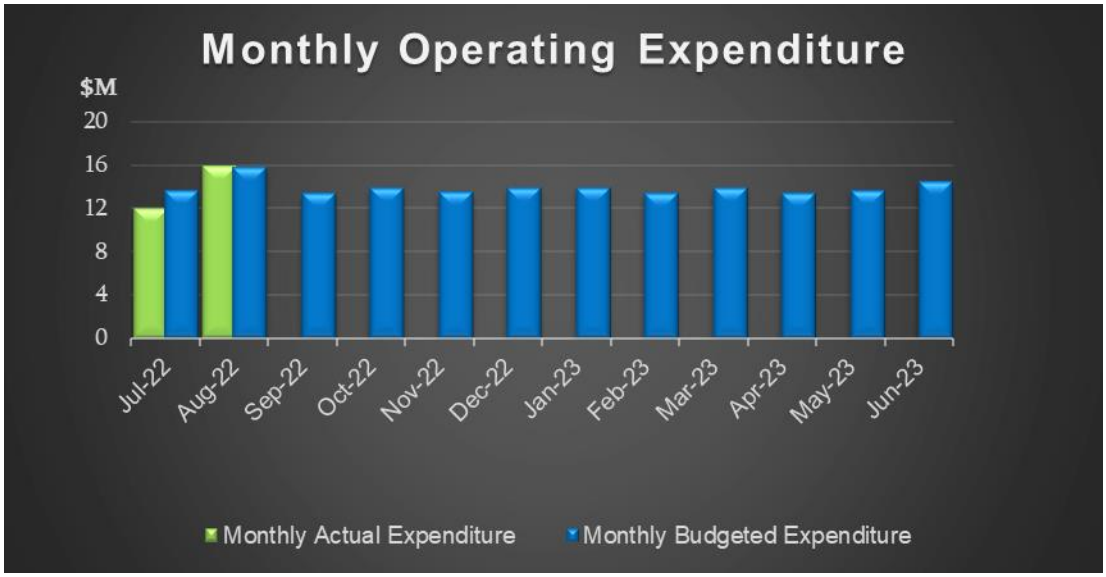
The chart below reflects monthly revenue compared to budget. For the month of August, actual revenue of $61.432m compared to a budget of $58.374m, represents a favourable variance of $3.058m.



YTD operating revenue reflects a favourable variance of $4.109m against YTD budgeted revenue. The operating revenue drivers contributing to the favourable YTD variance include:

	Actual Year To Date $000	Adopted Budget Year To Date $000	Variance $000	Comment on major operating revenue variances
Operating Revenue				
Rates, levies and charges	57,110	55,517	1,593	Favourable variance reflects supplementary levise raised in July and August.
Fees and charges	1,109	946	163	Favourable variance due to increase in infringement notices ($27,787). Favourable variance due to increase usage in waste refuse disposal ($145,319).
Sale of Goods and Major Services	1,918	1,771	147	Favourable variance at the airport ($194,664) with all revenue streams contributing. Unfavourable variance at the saleyards ($47,704) due to general retraction of cattle numbers presented for sale as producers enter a herd rebuilding phase with plentiful feed on the ground following extensive wet weather.
Sales of contract and recoverable works	1,173	2,420	(1,247)	Unfavourable variance for RPC (Road Performance Contract) recoverable works revenue due delays from rain events. This is offset by a reduction in expenditure.
Rental income	189	182	7	
Interest received	351	183	168	Favourable variance in interest income received from the QTC cash fund which results from rising interest rates.
Other income	246	209	37	
Grants, subsidies, contributions and donations	3,342	195	3,147	Favourable variance ($2,794,933) due to unbudgeted Queensland Reconstruction Authority grant funding to repair road damages resulting from a rain event in November 2021. Operating road maintenance expenditure will ultimately offset this receipt during the year.
Sale proceeds of developed land	94	-	94	Favourable variance in the proceeds on sale of developed land in property services due to sale of vacant land (96 Mayfair Drive). Offset by cost of goods sold ($88,000).
Total Operating Revenue	**65,532**	**61,423**	**4,109**	Favourable revenue variance

The chart below reflects monthly expenditure compared to budget. For the month of August, actual expenditure of $15.805m compared to budget of $15.774m represents a favourable variance of $0.031m.



YTD operating expenditure (including interest and depreciation) reports a favourable variance of $1.656m against YTD budgeted expenditure. The operating expenditure drivers contributing to the favourable YTD variance include:

	Actual Year To Date $000	Adopted Budget Year To Date $000	Variance $000	Comment on major operating expense variances
Operating Expenses				
Employee benefits	8,027	8,555	(528)	Favourable variance for training costs, recruitment costs, advertising vacant positions, workers compensation and reward and recognition expenditure. Favourable variance for wages and salaries including oncosts due to staff vacancies.
Materials and services	12,491	13,715	(1,224)	Favourable variance due to timing of engaging consultants and contractors and minor delays in roll out of projects across council. Detailed analysis of this favourable variance across departments is provided in attachment 2.
Cost of developed land sold	88	-	88	Unfavourable variance cost of goods sold in property services due to unbudgeted sale of vacant land (96 Mayfair Drive). Offset by revenue ($94,249).
	20,606	**22,270**	**(1,664)**	
Finance costs	541	533	8	
Depreciation and amortisation	6,563	6,563	-	
Total Operating Expenses	**27,710**	**29,366**	**(1,656)**	Favourable expenditure variance
Operating Result - surplus/(deficit	**37,822**	**32,057**	**5,765**	Favourable operating result

Employee benefits:
The table below provides an analysis of the favourable net YTD variance of $527,907.

Employee Benefits Variance by Cost Type								
Salaries Wages and Leave	Overtime	Allowances	Overtime & Allowances RPC	Super	Workers Compensation Premium	Mandatory Training, Conferences & Seminars	Other Employee Costs	Total Variance
$000	$000	$000	$000	$000	$000	$000	$000	$000
568	(231)	(83)	(4)	(2)	89	75	116	528

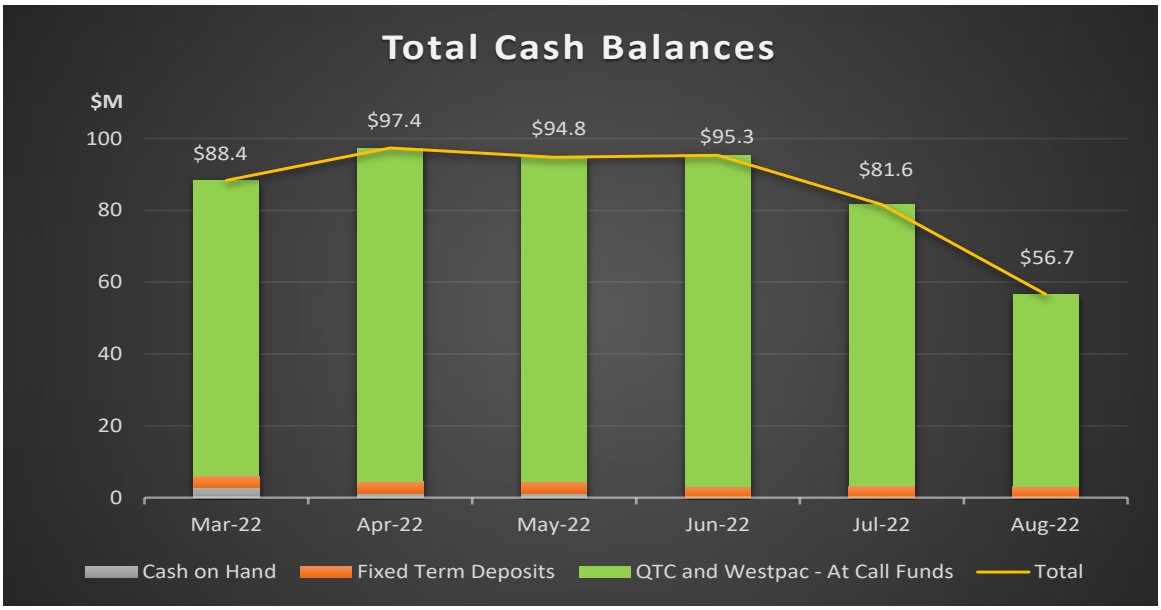
Note: negative number indicates an unfavourable variance

2. Statement of Cashflows (refer attachment 3)

The statement of cashflows shows council's current cash balance of $56.678m, compared with a budgeted cash balance at the end of the financial year of $75.576m. The majority of cash is held at Queensland Treasury Corporation in at call accounts. Fixed term deposit account for $3.151m of total cash holdings.

Council's monthly cash balance for the last six months is represented in the chart below. A decrease in cash of $31.67m has been reported since the end of March which indicates that payments to suppliers and employees have exceeded receipts from customers and ratepayers during this period.

The timing of the rates and water levies has a significant impact on cash balances during the year. The 2022-23 rates notices issued in August are not due until the end of September which has impacted the level of cash holdings at the end of August. The cash balance is expected to increase by the end of September as the levy is collected.



3. Capital Program

Capital expenditure for the period ending 31 August 2022 is $2.795m, which represents 4.33% of the total adopted budget of $64.549m. On 31 August commitments for capital expenditure total $14.753m, with actuals and commitments representing 27.19% of total capital expenditure budget.

Department	Full Year Adopted Budget	Actual YTD Expendiure	Commitments	Total Actuals plus Commitments	% Budget Spent	% Budget Spent + Commitments
Office of the CEO	660	37	0	37	5.61%	5.61%
Communities	13,574	378	3,348	3,726	2.78%	27.45%
Corporate Services	1,078	31	50	81	2.88%	7.51%
Customer and Commercial Services	4,536	5	594	599	0.11%	13.21%
Infrastructure and Utilities	44,701	2,344	10,761	13,105	5.24%	29.32%
Total Capital Works at 31 August 2022	**64,549**	**2,795**	**14,753**	**17,548**	**4.33%**	**27.19%**

Attachment 4 provides a summary of the capital program by department and directorate.

Works for Queensland:

The Queensland Government 2021-24 Works for Queensland (W4Q) program provides funding to support regional councils to undertake job-creating maintenance and minor infrastructure projects of council owned or controlled assets.

A total of $2.660m will be received in progressive payments to fund 16 works for W4Q capital projects with an expected delivery by 30 June 2024. An initial 50% was received in July 2021 ($1.330m) and a further 40% ($1.064m) was received in April 2022. The final 10% ($0.266m) will be provided after lodgement of the final report confirming completion of the endorsed projects.

Attachment 5 provides a funding summary of each of the approved 2021-24 W4Q projects and status.

4. Business Activity Results

Council has identified five business activities where it applies the principles of National Competition Policy (NCP):

- aerodrome
- saleyards
- waste
- water utilities (combined water and sewerage business activities)

Water and sewerage are considered significant businesses in accordance with section 19(2) of the LG Regulation. The competitive neutrality principle has been applied to these two business activities through the application of full cost pricing.

Council applies the code of competitive conduct to the airport, saleyards, and waste business activities, even though they do not meet the threshold for significant business activities. Full cost pricing is not applied, council considers the advantages and disadvantages of public ownership when making decisions about pricing and identifying community service obligations.

For each of the identified business activities, a statement of operating income and expenditure is provided below for the period ended 31 August 2022.

(a) Airport:

Statement of Operating Income and Expenditure - Aerodrome
For the period ending 31 August 2022

		2022-2023				
	Notes	YTD Actuals ($000)	YTD Budget ($000)	Variance ($000)	Variance %	Full Year Budget ($000)
Operating Income						
Sale of Goods and Services		1,606	1,412	194	13.74%	7,934
Internal Revenue - Full Cost Attribution (CSO Transfers)		54	54	-	0.00%	322
Grants and Contributions	*1*	99	107	(8)	(7.48%)	107
Total Operating Income		**1,759**	**1,573**	**186**	**11.82%**	**8,363**
Operating Expenses						
Employee Benefits		(116)	(190)	74	38.95%	(1,150)
Materials and Services		(394)	(503)	109	21.67%	(3,020)
Grants and Contributions	*1*	(99)	(107)	8	7.48%	(107)
Internal - Plant Hire and Overheads		(129)	(129)	-	0.00%	(774)
Other Expenses		(1)	(1)	-	0.00%	(5)
Total Operating Expenses		**(739)**	**(930)**	**191**	**20.54%**	**(5,056)**
EBIDA - surplus/(deficit)	*2*	**1,020**	**643**	**377**	**58.63%**	**3,307**
Non-Operating Expenses						
Finance Costs (Interest on Loans)		(131)	(125)	(6)	(4.80%)	(748)
Depreciation		(293)	(293)	-	0.00%	(1,761)
Total Non-Operating Expenses		**(424)**	**(418)**	**(6)**	**(1.44%)**	**(2,509)**
NET EARNINGS - surplus/(deficit)		**596**	**225**	**371**	**164.89%**	**798**

Notes:

1. $98,909 received from Department of Infrastructure, Transport, Regional Development and Cities under the Regional Airports Screening Infrastructure (RASI) program, and passed on to the airlines in full.
2. EBIDA = Earnings Before Interest, Depreciation and Amortisation

Analysis of results:
The aerodrome business activity reported an operating surplus to the end of August that is $371,636 higher than expected. Operating revenue is $186,491 higher than budget with all revenue streams contributing to the favourable result (head tax $93,107, security tax $47,139, car parking $35,633, and plane landing $22,769).

Operating expenses are $191,217 lower than expected. The favourable variance is due to employee costs, including airport manager acting as general manager of customer and commercial services and costed elsewhere, combined with one vacancy (Kiosk Attendant), and the timing of leave taken. The favourable variance against materials and services is timing of repairs and maintenance with over $185,000 committed. The recovery in passenger numbers reported since May have continued into the new financial year.

Airport Key Statistics	Actual YTD	+/- Previous Month	Budget YTD	+/- to Budget	Same Period Prior Year	+/- Prior Year
Passenger Numbers	35,247	6.20%	26,855	31.25%	23,460	50.24%
Paying Car Parking Numbers	3,755	15.80%	2,785	34.83%	2,798	34.20%

(b) Saleyards:

Statement of Operating Income and Expenditure - Saleyards
For the period ending 31 August 2022

		2022-2023					
	Notes	YTD Actuals ($000)	YTD Budget ($000)	Variance ($000)	Variance %		Full Year Budget ($000)
Operating Income							
Sale of Goods and Services		311	359	(48)	(13.37%)		1,706
Rental Income		1	1	-	0.00%		4
Total Operating Income		**312**	**360**	**(48)**	**(13.33%)**		**1,710**
Operating Expenses							
Employee Benefits		(91)	(76)	(15)	(19.74%)		(433)
Materials and Services		(112)	(99)	(13)	(13.13%)		(685)
Internal - Plant Hire and Overheads		(37)	(33)	(4)	(12.12%)		(198)
Other Expenses		(3)	(3)	-	0.00%		(20)
Total Operating Expenses		**(243)**	**(211)**	**(32)**	**(15.17%)**		**(1,336)**
EBIDA - surplus/(deficit)	*1*	**69**	**149**	**(80)**	**(53.69%)**		**374**
Non-Operating Expenses							
Depreciation		(52)	(52)	-	0.00%		(311)
Total Non-Operating Expenses		**(52)**	**(52)**	**-**	**0.00%**		**(311)**
NET EARNINGS - surplus/(deficit)		**17**	**97**	**(80)**	**(82.47%)**		**63**

Notes:

1. EBIDA = Earnings Before Interest, Depreciation and Amortisation

Analysis of results:
The saleyards business activity reported a surplus of $16,414 to the end of August which is $80,387 unfavourable to budget. Operating revenue is $47,703 lower than expected due reduction of cattle numbers presented for sale as producers enter a herd rebuilding phase with plentiful feed on the ground following extensive wet weather.

Operating expenses are $32,684 higher than expected. The unfavourable variance against employee costs relates to overtime ($13,587) and the timing of leave taken. The unfavourable variance against materials and services is merchandise (hay) and is offset by sales (feed sales up 13% despite the reduction in cattle numbers).

Saleyards Key Statistics	Actual YTD	+/- Previous Month	Budget YTD	+/- to Budget	Same Period Prior Year	+/- Prior Year
Cattle Sold	15,117	(22.00%)	19,712	(23.31%)	19,527	(22.58%)
Hay Bales Sold	831	(56.00%)	803	3.49%	1,465	(43.28%)
Cattle Dipped	15,206	(35.00%)	14,934	1.82%	29,414	(48.30%)

(c) Waste:

Statement of Operating Income and Expenditure - Waste
For the period ending 31 August 2022

		2022-2023					
	Notes	**YTD Actuals ($000)**	**YTD Budget ($000)**	**Variance ($000)**	**Variance %**		**Full Year Budget ($000)**
Operating Income							
Rates and Charges		3,509	3,491	18	0.52%		6,655
Fees and Charges		684	538	146	27.14%		3,231
Internal Revenue		34	16	18	112.50%		96
Interest Received		-	5	(5)	(100.00%)		28
Other Income		58	54	4	7.41%		207
Total Operating Income		**4,285**	**4,104**	**181**	**4.41%**		**10,217**
Operating Expenses							
Employee Benefits		(231)	(221)	(10)	(4.52%)		(1,237)
Materials and Services		(1,011)	(1,307)	296	22.65%		(6,618)
Internal - Plant Hire and Overheads		(290)	(194)	(96)	(49.48%)		(1,166)
Other Expenses		(2)	(2)	-	0.00%		(9)
Total Operating Expenses		**(1,534)**	**(1,724)**	**190**	**11.02%**		**(9,030)**
EBIDA - surplus/(deficit)	*1*	**2,751**	**2,380**	**371**	**15.59%**		**1,187**
Non-Operating Expenses							
Finance Costs (Interest on Loans)		(6)	(6)	-	0.00%		(35)
Depreciation		(95)	(95)	-	0.00%		(568)
Total Non-Operating Expenses		**(101)**	**(101)**	**-**	**0.00%**		**(603)**
NET EARNINGS - surplus/(deficit)		**2,650**	**2,279**	**371**	**16.28%**		**584**

Notes:

1. EBIDA = Earnings Before Interest, Depreciation and Amortisation

Analysis of results:
The waste business activity reported a surplus of $2.650m at the end of August against a forecast surplus of $2.279m. Fees and charges revenue is exceeding budget by $145,523 due to refuse disposal and levy fees.

The favourable variance reported against materials and services is mainly due to timing of services for green waste mulching and landfill day cover. Internal plant hire is $96,124 over budget due to an increase in monthly hire charges.

(d) Water Utilities:

Statement of Operating Income and Expenditure - Water Utilities
For the period ending 31 August 2022

		2022-2023					
	Notes	**YTD Actuals ($000)**	**YTD Budget ($000)**	**Variance ($000)**	**Variance %**		**Full Year Budget ($000)**
Operating Income							
Rates and Charges		5,233	5,160	73	1.41%		29,803
Fees and Charges		3	26	(23)	(88.46%)		158
Internal Revenue		265	265	-	0.00%		1,590
Interest Received		(1)	39	(40)	(102.56%)		232
Other Income		-	8	(8)	(100.00%)		50
Total Operating Income		**5,500**	**5,498**	**2**	**0.04%**		**31,833**
Operating Expenses							
Employee Benefits		(663)	(774)	111	14.34%		(4,628)
Materials and Services		(1,656)	(2,099)	443	21.11%		(12,365)
Internal - Plant Hire and Overheads		(909)	(1,017)	108	10.62%		(6,100)
Other Expenses		(69)	(69)	-	0.00%		(412)
Total Operating Expenses		**(3,297)**	**(3,959)**	**662**	**16.72%**		**(23,505)**
EBIDA - surplus/(deficit)	*1*	**2,203**	**1,539**	**664**	**43.14%**		**8,328**
Non-Operating Expenses							
Finance Costs (Interest on Loans)		(151)	(145)	(6)	(4.14%)		(868)
Depreciation		(1,603)	(1,603)	-	0.00%		(9,620)
Total Non-Operating Expenses		**(1,754)**	**(1,748)**	**(6)**	**(0.34%)**		**(10,488)**
NET EARNINGS - surplus/(deficit)		**449**	**(209)**	**658**	**314.83%**		**(2,160)**

Notes:

1. EBIDA = Earnings Before Interest, Depreciation and Amortisation

Analysis of results:
The water utilities business activity reported an overall surplus to the end of August that is $658,445 favourable compared to budget.

Operating expenses are $661,913 lower than expected. The favourable variance against budgeted employee costs is due to unfilled vacancies. The favourable variance against budgeted materials and services is due to timing of purchases and acquisitions including consultants ($241,706), materials ($164,193) and bulk water ($146,962) with over $5.228m committed to the end of the financial year. Internal plant hire costs are under budget by $107,886 due to lower than expected usage of internal plant and fleet.

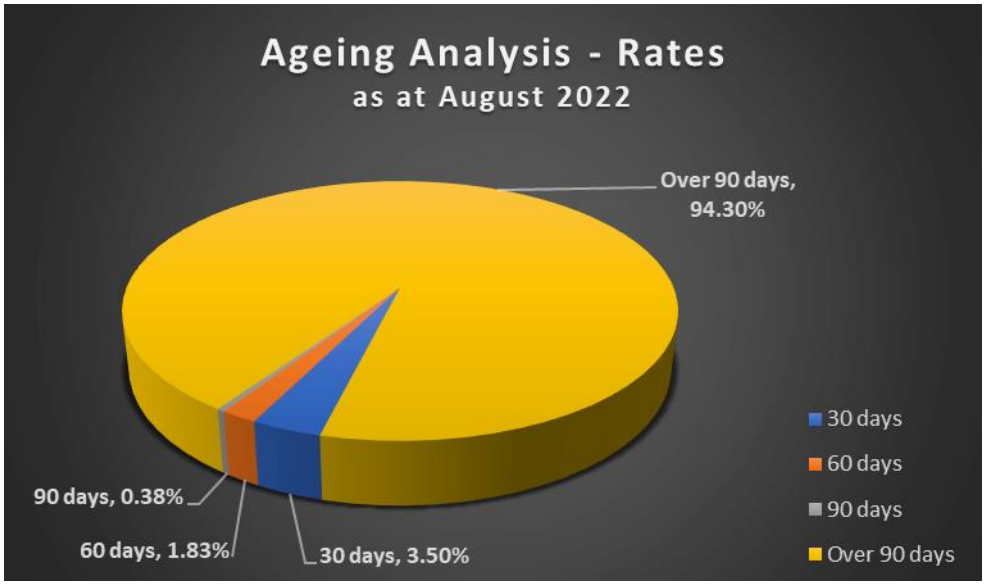
In future monthly reports, an historical analysis of water consumption trends and patterns will be provided.

5. Rates and Water including debt recovery

The first half 2022-23 rates were levied on 22 August and are due on 23 September. This notice contains half yearly charges for general rates, sewerage, and waste management. A discount of 5.00% will be allowed to ratepayers who pay all rates and charges in full, including arrears, by the due date.

Combined overdue property related debtors at the end of August are estimated to be $11.179m. This balance comprises water arrears of approximately $2.570m and rate arrears of approximately $8.609m. The first half 2022-23 rates levy is not included in the rate arrears total as it was not yet due at the end of August.

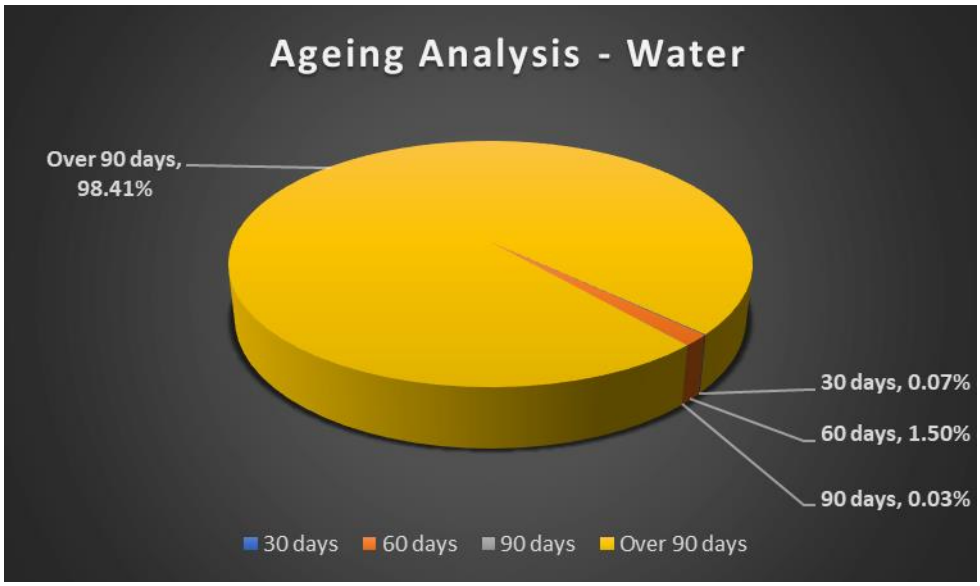
Analysis of rate arrears (excludes water access and consumption):
Approximately 94% of the rates arrears balance relates to accounts that have been overdue for a period more than 90 days, as represented in the chart below.



The table below shows the composition of the total rates arrears balance with the majority (14,435 of 14,771) of outstanding accounts, or approximately 98%, owing less than $5,000. These debtors only comprise approximately 21% of the arrears balance of $8.609m.

Range	Arrears balance - Rates	Number of assessments	% of total assessments
less than $1,000	$ 315,012	13,729	92.95%
$1,000 to $5,000	$ 1,521,807	706	4.78%
$5,001 to $10,000	$ 1,170,457	162	1.10%
$10,001 to $20,000	$ 1,168,827	81	0.55%
$20,001 to $30,000	$ 1,105,198	47	0.32%
$30,001 to $50,000	$ 760,846	21	0.14%
$50,001 to $100,000	$ 996,534	15	0.09%
$100,001 to $300,000	$ 1,114,294	9	0.06%
$300,001 to $700,000	$ 456,930	1	0.01%
	8,609,907	**14,771**	**100.00%**

Analysis of water arrears:
Approximately 98% of the water arrears balance relates to accounts that have been overdue for a period more than 90 days, as represented in the chart below.



The table below shows the composition of the total water arrears balance with most of the outstanding accounts (1,901 of 2,550) owing less than $1,000.

Range	Arrears Balance - Water	Number of Assessments	% of total assessments
less than $1,000	$ 397,455	1,901	74.55%
$1,000 to $5,000	$ 1,313,239	553	21.69%
$5,001 to $10,000	$ 486,145	75	2.94%
$10,001 to $20,000	$ 166,175	14	0.55%
$20001 to $30,000	$ 101,667	4	0.16%
$30,001 to $40,000	$ 105,102	3	0.11%
	2,569,783	**2,550**	**100.00%**

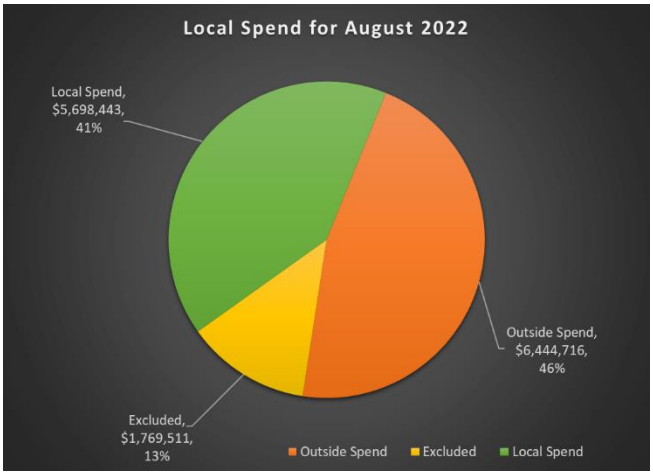
Debt recovery:
In response to the COVID-19 pandemic, council suspended debt recovery measures for overdue rates and charges. This financial year council will reinstate recovery action in accordance with the *Rates and Charges Collection Policy*, to reduce the significant level of arrears. The 2022-23 original budget assumed a similar level of rates and water debtors as in the previous financial year. This estimate may need to be revised during the year to reflect the impact of the planned recovery process. A detailed report will be provided to council in December on the progress made in reducing the level of outstanding rates and water debts.

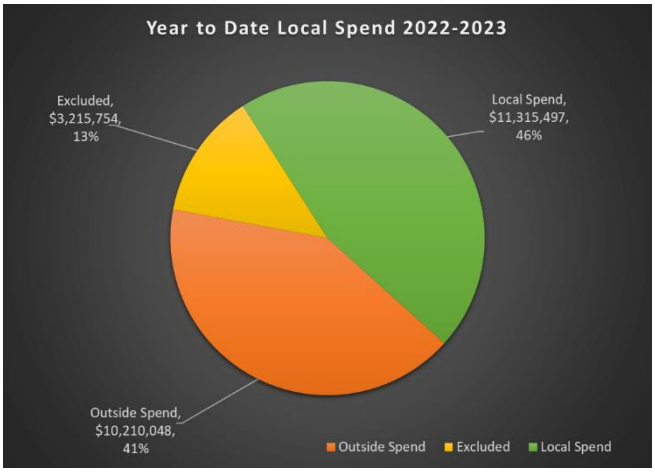
The first stage in the reinstatement of recovery action will commence 14 days after the due date of the first half 2022-23 rates levy has passed, with the issue of first reminder notices. Recovery action will then progress as outlined in the policy, including the referral to an external debt collection agency for debts greater than $1,000. At all stages of the debt recovery process, the ratepayer is able to enter into an approved payment arrangement to prevent recovery action escalating.

6. Summary of Procurement Activities August 2022

No of purchase orders raised	No of invoices processed	Tenders released during the period
1,441	5,397	• 2022T027N - Tieri to Capella pipeline replacement • 2022T302E - Dingo and Duaringa water treatment plants - upgrade works • 2022T310C - Processing of Recoverable Resources • 2022T020C - Supply and Delivery of day cover • 2022T019C - Clean-up of Resource Recovery Centres • 2022T026C - Site vision and precinct plan - former Emerald Agricultural College • 2022T010E - Blackwater stormwater and rehab design • 2022T308C - Engineering support water utilities • 2022T011S - Springsure landfill rehabilitation work • 2022T024S - Springsure sewer rehabilitation - design, supply and reline sewer pipes • 2022T023S - Springsure showgrounds electrical upgrades stage 3 • 2022T022C - Maintenance grading work 2022-23 - standing offer arrangement • 2022T015C - Electrical and Mechanical projects - project management support and contract administration services • 2022T016C - Utilities capital works projects - project management support and contract administration services • 2022T018C - Wet hire heavy plant and equipment - standing offer arrangement • 2022T017C - Wet hire water trucks - standing offer arrangement • 2022T014C - Park Avenue WWTP blower upgrade • 2022T003C - Pathway Construction Program 2022-23 • 2022T012C - Dry Hire Dozer (D8/D9 or equiv.) • 2021T265C - Electrical Services - Former Agricultural College
Observations	Twenty requests for tender were released in August, including several standing offer arrangements for the 2022-23 financial year. Local spend was slightly lower than outside spend this month, mainly due to significant payments made for various insurances for the year.	

Local spend:





Summary

This report measures the actual results for the period ended 31 August 2022 against the original budget. Council's operating surplus is $37.822m against a budgeted surplus of $32.057m. This represents a favourable variance against the adopted budget of $5.765m.

Capital expenditure at the end of the reporting period is $2.795m, which represents 4.33% of the adopted $64.549m budget. On 31 August 2022, capital expenditure commitments totalled $14.753m or 22.85% of the annual capital expenditure program.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
1. Governance, Leadership and Capability;
1.1 - Embed responsible governance, accountabilities and performance within council.
6. Council Financial sustainability;
6.1 - Define and promote affordable service levels across all council services.
6.2 - Maximise revenue opportunities.
6.3 - Determine viability and role of council's commercial businesses.
6.4 - Deliver services, operations and projects within a realistic long-term financial plan

Section 204 of the Local Government Regulation 2012

Budget/Financial/Resourcing:
Actual income and expenditure are continually reviewed and reported against the adopted budget to provide a meaningful measure of council's performance throughout the year. 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 and relevant business areas.

Risk Assessment:
Regular reporting and review of council's financial performance provides the basis for sound decision making. 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 and its ongoing financial sustainability.

Council staff monitor local and global economic conditions and changes within external operating regulatory frameworks to identify factors that may impact on council operations and financial sustainability.

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 human rights impacts identified through this report.

Alternatives Considered:
Not applicable

- END OF REPORT -

Attachment 1

Central Highlands Regional Council

Statement of Comprehensive Income

For the period ended 31 August 2022

	Note	Actual Year To Date $000	Current Adopted Budget* Year To Date $000	Variance Year To Date $000	Current Adopted Budget* Full Year $000	Current Adopted Budget Utilised to Full Year* %
Income						
Operating Revenue						
Rates, levies and charges	4	57,110	55,517	1,593	126,161	45.27%
Fees and charges	5	1,109	946	163	4,691	23.64%
Sale of Goods and Major Services	6	1,918	1,771	147	9,640	19.90%
Sales of Contract & Recoverable Works	3	1,173	2,420	(1,247)	14,520	8.08%
Rental income	7	189	182	7	1,092	17.31%
Interest received	8	351	183	168	1,095	32.05%
Other income	9	246	209	37	1,136	21.65%
Grants, subsidies, contributions and donations	1	3,342	195	3,147	11,103	30.10%
Sale proceeds of developed land	10	94	-	94	-	0.00%
Total Operating Revenue		65,532	61,423	4,109	169,438	38.68%
Expenses						
Operating Expenses						
Employee benefits		8,027	8,555	(528)	50,612	15.86%
Materials and services		12,491	13,715	(1,224)	73,074	17.09%
Finance costs		541	533	8	3,198	16.92%
Depreciation and amortisation		6,563	6,563	-	39,375	16.67%
Cost of developed land sold		88	-	88	-	0.00%
Total Operating Expenses		27,710	29,366	(1,656)	166,259	16.67%
Operating Result of Council - surplus/(deficit)		**37,822**	**32,057**	**5,765**	**3,179**	**1189.75%**
Capital Income and Expenditure						
Capital Revenue						
Grants, subsidies, contributions and donations	2	357	-	357	6,328	5.64%
Other capital income	2	-	-	-	1,761	0.00%
		357	-	357	8,089	4.41%
Other capital expenses		-	-	-	1,000	0.00%
Net Capital Income		357	-	357	7,089	5.04%
Net Result for the Year - surplus/(deficit)		**38,179**	**32,057**	**6,122**	**10,268**	**371.85%**

**Current Budget refers to the Adopted Budget 2022/23*

	Note	Actual Year To Date $000	Current Adopted Budget* Year To Date $000	Variance Year To Date $000	Current Adopted Budget* Full Year $000	Current Adopted Budget Utilised to Full Year* %
External source revenue:						
Operating grants, subsidies, contributions and donations						
Financial Assistance Grant	1	522	-	522	10,107	5.16%
Commonwealth grants	1	99	106	- 8	107	92.52%
State grants	1	2,689	89	2,600	879	305.92%
Other contributions	1	32	-	32	10	320.00%
		3,342	195	3,147	11,103	30.10%
Capital grants, subsidies, contributions and donations						
Commonwealth grants	2	-	-	-	2,772	0.00%
State grants	2	-	-	-	3,556	0.00%
Other contributions	2	357	-	357	1,761	20.27%
		357	-	357	8,089	4.41%
External source revenue total		**3,699**	**195**	**3,504**	**19,192**	**19.27%**
Own source revenue:						
Commercial and trading activities:						
Airport	6	1,607	1,412	195	7,934	20.25%
Saleyards	6	311	359	- 48	1,706	18.23%
RPC and RMPC	3	774	2,407	- 1,633	14,445	5.36%
Other contract works	3	399	13	386	75	532.00%
		3,091	4,191	- 1,100	24,160	12.79%
Rates and levies:						
General rates	4	48,123	46,365	1,758	92,732	51.89%
Special rates	4	752	752	-	1,503	50.03%
Water access and consumption charges	4	- 30	-	- 30	20,395	-0.15%
Sewerage charges	4	5,307	5,279	28	10,558	50.27%
Waste charges	4	3,563	3,542	21	7,084	50.30%
Discount	4	- 91	-	- 91	- 5,095	1.79%
Rebates/concessions	4	- 514	- 421	- 93	- 1,016	50.59%
		57,110	55,517	1,593	126,161	45.27%
Fees and charges:						
Waste fees	5	684	538	146	3,231	21.17%
Planning & development fees	5	237	211	26	739	32.07%
Other	5	188	197	- 9	721	26.07%
		1,109	946	163	4,691	23.64%
Rental income:						
Property revenue	7	189	182	7	1,092	17.31%
		189	182	7	1,092	17.31%
Interest received:						
Rates Interest - Ordinary Rates	8	75	61	13	368	20.32%
Rates Interest - Water	8	- 1	33	- 34	200	-0.25%
Rates Interest - Sewer	8	-	5	- 5	32	0.00%
Investment Interest Income - Term Deposit	8	2	4	- 2	25	8.56%
Investment Interest Income - QTC & Banks	8	274	78	196	470	58.38%
		351	183	168	1,095	32.04%
Other income:						
Fuel and diesel rebate scheme	9	68	68	-	409	16.63%
Employee FBT contributions	9	22	22	-	130	16.92%
Miscellaneous sundry income	9	156	91	65	431	36.19%
Rate revenue legal cost recovered	9	-	28	- 28	166	0.00%
		246	209	37	1,136	21.65%

	Note	Actual Year To Date $000	Current Adopted Budget* Year To Date $000	Variance Year To Date $000	Current Adopted Budget* Full Year $000	Current Adopted Budget Utilised to Full Year* %
Sale proceeds of developed land:						
Property services	10	94	-	94	-	0.00%
		94	-	94	-	0.00%
Own source revenue total		**62,190**	**61,228**	**962**	**158,335**	**39.28%**

Attachment 2

Key Operating Revenue and Expenditure Variances by Department

for the period ended 31 August 2022

**Negative numbers indicate an unfavourable variance*

Key variances – operating revenue		**$**
Customer and Commercial Services	Favourable variance for airport sale of goods with all revenue streams contributing (head tax $93,107, security tax $47,139, car parking $35,633, and plane landing $22,769).	194,664
	Unfavourable variance for sale of goods and services for the saleyards due to a general reduction of cattle numbers presented for sale as producers enter a herd rebuilding phase with plentiful feed on the ground following extensive wet weather.	(47,704)
	Favourable variance for sale of vacant land (96 Mayfair Drive). Offset by cost of goods sold ($88,000).	94,249
Communities	Favourable variance for planning infringement revenue.	27,787
	Favourable variance for waste refuse disposal and levy fees.	145,319
Corporate Revenue and Expenses	Favourable variance reflects supplementary levies raised in July and August.	1,757,954
	Favourable variance for interest income received from the QTC cash fund from increase in interest rates.	196,065
	Unfavourable variance for legal cost recoveries from rates and other miscellaneous income.	(46,555)
	Favourable timing variance for Financial Assistance Grant received in August but budgeted in September 2022.	408,058
Corporate Services	Unfavourable variance for trainee and apprentice subsidies received due to timing of expected funding.	(41,000)
Infrastructure and Utilities	Unfavourable variance for water utilities fees and charges due to lower-than-expected connection fee revenue.	(23,581)
	Unfavourable variance for water utilities interest received due to timing.	(39,142)
	Favourable variance due to unbudgeted grant funding received from Queensland Reconstruction Authority to repair road damages resulting from a rain event in November 2021. Operating road maintenance expenditure will ultimately offset this receipt during the year.	2,794,933
	Unfavourable variance for RPC (Road Performance Contract) recoverable works revenue due to the wet weather causing delays. This is offset by a reduction in expenditure.	(1,345,986)

Key variances – operating expenditure		**$**
Customer and Commercial Services	Favourable variance for airport materials & services due to lower-than-expected expenditure on repairs and maintenance. This variance is due to timing with over $185,000 committed.	108,753
	Unfavourable variance for saleyard materials & services due to higher-than-expected expenditure on merchandise (hay) - offset by additional revenue generated by the activity (hay sales up 13% despite reduction in cattle numbers).	(12,918)
	Favourable variance for customer services materials and services due to lower-than-expected expenditure on postage, printing, and stationery. This variance is due to timing with over $52,000 committed.	10,826
	Favourable variance in property services materials and services due to lower-than-expected expenditure on repairs and maintenance ($23,045) and legal expenses ($18,598). This variance is due to timing with over $172,000 committed.	41,643

	Unfavourable variance for property services cost of goods sold due to unbudgeted sale of vacant land (96 Mayfair Drive). Offset by revenue ($94,249).	(88,000)
Communities	Favourable variance for facilities, parks and recreation due to timing of materials and services.	76,877
	Favourable variance for flood mitigation materials and services due to timing.	58,948
	Favourable variance for waste materials and services mainly due to timing of services for green waste mulching and landfill day cover.	296,114
Corporate Services	Favourable variance for ICT consultant costs due to staff shortages limiting capacity to effectively engage contractors for projects.	252,749
	Unfavourable variance for contractor and consultants with cost incurred for acting CFO position and additional coverage in preparation of the annual statutory financial statements.	(108,909)
Corporate Revenue & Expenses	Favourable variance for interest on loans, bank fees and write off of rates and charges.	79,295
Executive Management	Favourable variance for CEO Executive Office mainly relating to contractor and consultant costs.	104,982
	Favourable variance for Elected Member costs for contractors, councillor deputations, training and travel.	33,929
	Favourable variance for Workplace Health and Safety contractor costs due to timing of health monitoring and safety initiatives. These initiatives are expected to take effect in the coming months.	37,432
Infrastructure and Utilities	Favourable variance for water utility materials and services due to lower-than-expected expenditure on consultants ($241,706), materials ($164,193), and bulk water ($146,962) with over $5.228 million committed to the end of the financial year.	443,203
	Favourable variance for water utilities internal expenditure due to lower-than-expected usage of internal plant and fleet.	107,886
	Favourable variance for fleet costs due to lower than budgeted usage by infrastructure from July/August due to rain delays. This is offset by a reduction in revenue.	213,147
	Unfavourable variance of internal plant hire recovery due to lower than budgeted usage by water utilities and infrastructure.	(476,827)
Employee benefits	Refer table below.	527,907

Employee Benefits	YTD Actual $000	YTD Budget $000	YTD $ Variance $000	FY Budget $000
Salaries, Wages and Leave	5,454	6,219	766	36,464
Overtime	619	380	- 238	2,282
includes Roads External Works (RPC)	*9*	*1*	- *8*	*8*
Allowances	336	257	- 80	1,607
includes Roads External Works (RPC)	*1*	*4*	*3*	*26*
Contract payments	168	-	- 168	-
Staff employed through agencies (backfill)	174	145	- 28	871
Superannuation	865	863	- 2	5,118
Workers Compensation	-	89	89	925
Mandatory Training, Conferences & Seminars	79	154	75	942
Other Employee Costs	332	448	116	2,404
Total Operating Salary and Wages	**8,027**	**8,555**	**528**	**50,612**

Attachment 3 Statement of cashflows (cash inflows and outflows)

CENTRAL HIGHLANDS REGIONAL COUNCIL
Statement of Cash Flows
For the period ended 31 August 2022

	Total Council Actual Aug-22 $000	Current* Budget Full Year $000
Cash flows from operating activities:		
Receipts		
Receipts from Customers	4,891	156,912
Operating grants, subsidies and contributions	3,342	11,080
Interest received	351	1,095
Payments		
Payments to suppliers and employees	(27,403)	(124,248)
Interest expense	-	(2,753)
Net cash inflow (outflow) from operating activities	(18,818)	42,086
Cash flows from investing activities:		
Payments for property, plant and equipment	(2,795)	(64,549)
Grants, subsidies, contributions and donations	357	6,328
Proceeds from Sale of property, plant and equipment	-	887
Net cash inflow (outflow) from investing activities	(2,438)	(57,334)
Cash flows from financing activities:		
Proceeds from borrowings	-	10,000
Repayment of borrowings	-	(5,818)
Net cash inflow (outflow) from financing activities	-	4,182
Net increase (decrease) in cash and cash equivalents held	(21,257)	(11,066)
Cash and cash equivalents (including Investments) at beginning of the financial year	77,935	86,642
Cash and cash equivalents (including Investments) at end of the period	**56,678**	**75,576**

**Current Budget refers to the Adopted Budget 2022/23*

Attachment 4 - Summary of the capital program by department

Summary of All Departments - Year to date 31 August 2022						
Department / Business Unit	2022-2023 Original Budget $000	Actual Expenses YTD $000	Committed Expenses $000	Total Actuals + Commitments $000	% Budget Spent	% Budget Spent + Commitments
Office of the CEO						
Office of the CEO	660	37	0	37	5.53%	5.60%
Total Office of the CEO	**660**	**37**	**0**	**37**	**5.53%**	**5.60%**
Communities						
Connected Communities	395	2	32	34	0.55%	8.55%
Disaster Management & Community Resilience	180	0	0	0	0.00%	0.00%
Facilities, Parks & Recreation	7,630	360	705	1,065	4.72%	13.96%
Flood Warning, Risk & Mitigation	2,750	16	2,549	2,565	0.60%	93.27%
Planning & Environment	2,619	0	62	62	0.01%	2.36%
Total Communities	**13,574**	**378**	**3,348**	**3,726**	**2.78%**	**27.45%**
Customer and Commercial Services						
Aerodrome Operations	650	0	109	109	0.00%	16.74%
Property Services	2,643	3	66	69	0.10%	2.62%
Saleyards	1,243	2	419	421	0.13%	33.89%
Total Commercial and Corporate Services	**4,536**	**5**	**594**	**599**	**0.12%**	**13.21%**
Corporate Services						
Information Technology	1,078	31	50	81	2.84%	7.48%
Total Corporate Services	**1,078**	**31**	**50**	**81**	**2.84%**	**7.48%**
Infrastructure and Utilities						
Fleet, Workshops and Depots	4,000	170	2,258	2,428	4.25%	60.71%
Infrastructure	22,853	1,400	5,460	6,860	6.13%	30.02%
Water Utilities	17,848	774	3,043	3,817	4.34%	21.39%
Total Infrastructure and Utilities	**44,701**	**2,344**	**10,761**	**13,105**	**5.24%**	**29.32%**
Total Council	**64,549**	**2,795**	**14,753**	**17,548**	**4.33%**	**27.19%**

Attachment 5
Works for Queensland 2021-24 Funding Summary

			(A)						(B)						(C) = (A) - (B)	
			Council Budget			W4Q Project Budget and Council Funding			W4Q Project Expenditure - YTD Actuals plus Commitments			Project Funds remaining (based on Council approved budgets)				
Department	Capital / Operational Project	Project Title	2021/22 BR4	2022/23 Original Budget	Total Budget	W4Q Total Grant Funding	W4Q Council Contribution 2021-2024	W4Q Total Final Proposed Project Budget	Eligible Actual YTD	Committed YTD	Eligible Actual + Commitment YTD	W4Q Funds	Council Funds	Total (W4Q + Council)Funds	August 2022 Comments	
			$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000		
Communities	Capital	Rolleston Pool Replace a New Shed	115		115	50	65	115	115		115	-	0	0	Project completed in the 21/22 FY.	
Communities	Capital	Springsure Showgrounds Pavilion roof replacement	30		30	40	-10	30	28		28	12	-10	1	Project completed in the 21/22 FY.	
Communities	Capital	Emerald BMX Track upgrade	-	200	200	200	0	200	127	40	168	73	90	73	Track works complete. Concrete and starting gate are ordered for January 2023.	
Communities	Capital	Emerald Showgrounds rodeo fencing upgrade	151		151	100	51	151	149		149	-	2	2	Project completed in the 21/22 FY.	
Communities	Capital	Springsure Showgrounds electrical upgrade	245		245	180	65	245	225		225	-	21	21	Project completed in the 21/22 FY.	
Communities	Capital	Beasley Park Rolleston new playground	309		309	250	59	309	322		322	-	-13	-13	Project completed in the 21/22 FY.	
Communities	Capital	Rubyvale Flats amenities refurbishment	83		83	100	-17	83	84		84	16	-17	-1	Project completed in the 21/22 FY.	
Communities	Capital	Anakie Tennis Court and amenities upgrade	190		190	180	10	190	190		190	-	0	0	Project completed in the 21/22 FY.	
Customer & Commercial Services	Capital	Emerald Saleyards security front fence	282		282	282	0	282	284		284	-	-2	-2	Project completed in the 21/22 FY.	
Customer & Commercial Services	Capital	Emerald Saleyards replace half deck scale platform	144		144	120	24	144	147		147	-	-3	-3	Project completed in the 21/22 FY.	
Infrastructure & Utilities	Capital	Valve and hydrants program	405		405	388	17	405	405		405	-	0	0	Project completed in the 21/22 FY.	
Infrastructure & Utilities	Capital	Footpath missing link construction	440		440	400	40	440	440	-	440	-	-0	-0	Project completed.	
Infrastructure & Utilities	Capital	Capella Depot - new switchboard	130		130	80	50	130	66	55	121	14	50	63	Project underway - nearing completion.	
Infrastructure & Utilities	Capital	Concreting slab for Capella Depot	20		20	40	-20	20	13	-	13	26	-19	8	Works currently on hold as scope to be reconfirmed.	
Infrastructure & Utilities	Capital	Springsure Workshop - slab and picnic structure upgrade	50		50	80	-30	50	54	7	61	26	-30	-4	Section of works completed. Attempting to procure suitable contractor for the balance of works.	
Infrastructure & Utilities	Capital	Emerald Depot new auto gates	50		50	170	-120	50	44	-	44	126	-120	6	Works underway and project is nearing completion.	
		Summary	**2,644**	**200**	**2,844**	**2,660**	**184**	**2,844**	**2,693**	**102**	**2,796**	**292**	**-51**	**151**		

11.2 Communities

11.2.1 Draft Terms of Reference and Nomination of Committee Member - CHRC Engagement Committee (Inmate Program) - Work Camp …..approx 10 mins

DECISION REPORT

Date:	28 September 2022	Presentation Duration: Approx. 10 minutes
To:	General Council Meeting	
Author:	Leisa Donlan, Manager Parks and Recreation	
Authorising Officer**:**	John McDougall, General Manager Communities	
File Reference:	ECM 1728271	
Presented for:	Decision	

ATTACHMENTS:

1. CHRC Engagement Committee (Inmate Program) - Work Camp - Terms of Reference 2022 [**11.2.1.1** - 4 pages]

PURPOSE:

The purpose of this report is to provide information to council to inform a decision to adopt Central Highlands Regional Council Engagement Committee (Inmate Program) Terms of Reference 2022 (TOR) and to endorse nomination of a councillor for the Chair or the Engagement Committee, to be confirmed by Queensland Correctional Services.

OFFICER RECOMMENDATION:

That Central Highlands Regional Council:

1. Adopts the Central Highlands Regional Council Engagement Committee (Inmate Program) Terms of Reference 2022 and;
2. Endorses Councillor (if identified) for the Chair or the Engagement Committee, to be confirmed by Queensland Correctional Services.

REPORT:

Background

The prison work camp has been a valued asset to the Rolleston and Springsure communities for some years. The group conducts work in the community in support of its volunteer organisations, council and others through an agreed work list.

Discussion/Current issue

The expired Memorandum of Understanding (MOU) Central Highlands Regional Council - 8 November 2019 (attached) contains certain requirements council must meet:

1. Central Highlands Regional Council (council) will communicate job requests, relating to the projects, to the Work Camp Coordinator or Field Supervisor, Capricornia Correctional Centre (CCC) using the Form 162 Application Work Program Community Project 2 (attached).
2. Council will provide safe work sites, and provide induction in relation to the work sites, the manual labour to be performed and the safe use of any equipment used at the work sites by the prisoner workers, to both the prisoner workers and CCC employees who supervise prisoner workers.
3. Council will not authorise prisoners to work directly with cattle, operate chainsaws, tractors, bobcats, or any other machinery or vehicle in locations where prisoner workers are deployed on a semi-permanent basis such as golf courses, sale yards, or show grounds.
4. Council will provide a council-employed field officer to assist with the supervision of prisoner workers.

The MOU requires the CHRC Engagement Committee (Inmate Program) (engagement committee) to collate and assist in prioritising work for the camp to undertake. The engagement committee has not previously used a TOR to guide them. CCC has provided council with a copy of their preferred Draft TOR - CHRC Engagement Committee (Inmate Program) (attached) used by other councils, for consideration for adoption to assist in the correct conduct of meeting procedures. The document has been reviewed by the engagement committee and it is their recommendation that the document be adopted by council.

The MOU is currently being redrafted by CCC as a service agreement. A review by council has suggested the future version of the service agreement should clarify the administrative or secretariat nature of the engagement committee. The review also recommended further investigation into the operation of the camp and its associated risks. In the interim, the camp will continue under the current MOU.

No changes have been made in the operations of the camp, the engagement committee, its secretariat operations or the field officer's roles, other than a closer alignment to council's on-site contractor procedures, for the safe management of prison labour.

The TOR requires council to select a nominee councillor for the Chair or the Engagement Committee to be confirmed by Queensland Correctional Services once advised to them.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
Long-Term Destination Goal: 1. Deliver, enable and advocate for reliable services to our community
Long-Term Destination Goal: 3. Support and enhance resilient, safe, vibrant and inclusive communities

Corporate Plan Theme: 3. Community Wellbeing
Corporate Plan Strategy: 3.3. Plan, enable and advocate to retain local community services and facilities to underpin liveability with right balance of centralised or localised services

Policy/Legislation:
Nil

Budget/Financial/Resourcing:
This program currently has allocated funds. There is no proposal to increase this amount.

Communication/Engagement:
The current members of the Engagement Committee and Queensland Correctional Services have been involved in discussions during the development of the draft and have recommended the draft to council for consideration.

Risk Assessment:
Improper governance could occur without a TOR to guide the decision-making processes of the engagement committee.

Timings/Deadlines:
No critical timing or deadlines for this report.

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 human rights impacts.

Alternatives Considered:

	Description	Positives	Negatives
Option 2	Council declines to sign the TOR or appoint a nominee in accordance with the MOU.	Nil	Loss of important and valued service to the community.

- END OF REPORT -

TERMS OF REFERENCE - CHRC ENGAGEMENT COMMITTEE (INMATE PROGRAM)

BACKGROUND

The Queensland Corrective Services (QCS) Work Camp Program is one of the most successful prisoner rehabilitation schemes in Australia, injecting annually around $3.5 million worth of labour into regional Queensland through community service. There are currently 13 work camp sites across Queensland, with 11 camps of male prisoners and two camps of female prisoners. Geographically, they are spread from as far south as Dirranbandi, near the New South Wales border, to as far north as Innisfail. The work camps are annexed to correctional centres and they accommodate 74 low risk male prisoners and 11 low risk female prisoners.

The work camp program has been active in Rolleston & Springsure for 20 years. The program sees workers alternating on two-week rosters between Central Highlands Regional Council and Isac Regional Council. This program requires a reference committee which is currently facilitated through the Communities Directorate of Central Highlands Regional Council.

ROLE

The role of the Rolleston & Springsure Engagement Committee (inmate program) is to assess and recommend activities and projects for the inmate work program for consideration and approval by Queensland Corrective Services (Capricornia Correctional Centre). Once approved by Queensland Corrective Services (QCS)(Capricornia Correctional Centre) the project is added to the Works Program.

STATEMENT OF PURPOSE

- Engagement
- Information sharing
- Consensus research on important issues

AUTHORITY

The Rolleston & Springsure Engagement Committee (inmate program) has no authority to act independently of Council.

The Committee is authorised by Council to undertake work to efficiently and effectively meet the objectives described by its role in these terms of reference.

MEETING REGIME

Proposed frequency of Committee works meetings is four times per year, suggested dates are:

- February
- May
- August
- November

Or dates that suits the rotation of the work camp.

MEETING AGENDAS TO INCLUDE THE FOLLOWING COMPONENTS

- Update and discuss new applications, emerging and ongoing matters including the existing works program and applications for work
- Review of previous minutes and actions
- Review of work complete
- General business

COMMITTEE COMPOSITION

- Representatives from Local Community Groups (see Appendix 1 – Can be updated throughout the year)
- Queensland Correctional Services
- Maximum of two Elected Councillors (Chair nominee to be appointed by council and endorsed by Queensland Correctional Services)
- Secretariat (Area Office Co-ordinator) – CHRC
- Sport & Recreation Officer – CHRC
- Work Camp Supervisor Parks & Gardens – CHRC

The Committee will exist for a fixed term ending 30 June 2023 in line with the current Memorandum of Understanding between Central Highlands Regional Council and Queensland Corrective Services. A review will occur in January 2023 on the continuance of this Committee.

REVIEW

The Committee shall review its performance and Terms of Reference annually to ensure that it is operating at maximum effectiveness. Following this review, it will provide a report to Council on its performance, recommending any necessary changes.

In reviewing its performance, the Committee will consider:

• the achievement of the Committee's role and terms of reference
• the Committee's decision-making process
• the timeliness, quality and quantity of information received
• the involvement and attendance by Members

SECRETARIAL RESOURCES

CHRC shall provide enough administrative resources to the Committee to enable it to adequately carry out its functions.

The Terms of Reference are to be read in conjunction with the Central Highlands Regional Council's Code of Conduct.

Appendix 1:

~~Club~~ *Community* Stakeholders- Community (Groups may be added or withdrawn throughout the year)

**Changes to be recommended to CCC by CHRC*

~~• Mowing of Government Land – Courthouse Police Stn SES ect~~
Queensland Police Service
State Emergency Service
Queensland Courts

~~• St Patricks &~~
Arch Diocese of Rockhampton (St Patrick's Race Day)

Springsure Jockey Club *Inc*

~~• *Rolleston &* Springsure Golf Club~~
Springsure Country Golf Club Inc

• Springsure Pony Club

~~• Springsure Sporting Shooters Club~~
Springsure Shooters Association of Australia (Qld.) Inc.

• ~~Rolleston & Springsure Arts/Photography Groups~~
Rolleston Photography Club
Springsure Arts Council
Springsure Arts Cultural Services Committee

• ~~QCWA of Springsure~~
Queensland Country Women's Association – Springsure Branch

~~• Rolleston & Springsure Day-care and Kindy Organisations~~
Rolleston State School Kindergarten
The Creche and Kindergarten Association Springsure

• Springsure Gun Club

• Wildhorse Cutting Club

~~• Rolleston Campdraft~~
Rolleston Campdraft Association Inc.

• Springsure Working Horse Association

• Springsure Show Society

~~• Rolleston & Springsure Ruby League & Union Clubs Senior and Junior~~
Springsure Junior Rugby League Inc.
Springsure Rugby League Football Club Inc.
Central Highlands Junior Rugby Union (Rolleston)
Rolleston Joeys Rugby Union Club

~~• Springsure & Rolleston (Coffee Cart) P&T~~
Springsure Parents and Teachers Association
Coffee cart – Rolleston Parents and Teachers Association

~~• Cemeteries Rolleston & Springsure~~

• ~~Springsure & Rolleston Cricket Junior & Senior~~

Springsure Junior Cricket Club
Springsure Ringers Cricket Club Inc.
Rolleston Cricket Club Inc.

- ~~Pony Club area~~

- ~~SES Hall and grounds~~

- ~~Rolleston & Springsure Township, Public parks.~~

Central Highlands Regional Council
Public Spaces and Parks
Cemeteries

11.2.2 Expression of Interest - Tender for Springsure Aquatic Centre Renewal .....approx 15 mins

Date:	28 September 2022	Presentation Duration: Approx. 15 minutes
To:	General Council Meeting	
Author:	Leisa Donlan, Manager Parks and Recreation	
Authorising Officer**:**	John McDougall, General Manager Communities	
File Reference:	ECM 1726976	
Presented for:	Decision	

ATTACHMENTS:
Nil

PURPOSE:
This report presents to Central Highlands Regional Council (council) the request for an expression of interest for the Springsure Aquatic Centre Upgrades as a pre-cursor to a request for tender process in line with necessary procurement processes. Council approval is sought to call for expressions of interest and that an expression of interest process is in the public interest.

OFFICER RECOMMENDATION:
That, pursuant to section 228 of the Local Government Regulation 2012, Central Highlands Regional Council invites expressions of interest from suitably qualified persons for construction of the Springsure Aquatic Centre including replacement of the 25m swimming pool, installation of a 17m program pool, a waterplay area, plant room, and cover structures.

Further, Central Highlands Regional Council resolves that this decision is in the public interest for the following reasons:

1. The design, construction, supervision and delivery of major public swimming pool infrastructure involve specialist expertise and experience. The expression of interest process under Local Government Regulation 2012 allows for negotiations between council and respondents on the required project and deliverables prior to the calling of tenders; and
2. The expression of interest process will allow respondents to provide a preliminary submission to the respective project without the workload associated with a full and detailed tender response initially; and
3. The expression of interest process will allow council to understand the current state of the market, the availability of prospective contractors and to prepare a short-list of respondents for further consideration and analysis; and
4. The expression of interest process allows council to receive feedback on proposed plans and staging from subject matter experts to ensure council's proposed plans and staging will deliver the most cost-efficient solutions. This will inform changes to tender specifications before making a final decision on awarding the tender; and
5. The expression of interest process allows council to understand the final costs of the project including the project stages to assist in budgeting over the course of the project; and
6. Council has the authority to decide not to accept any tenders it receives.

REPORT:

Background
Council is committed to the upgrade of the Springsure Aquatic Centre with a replacement of the existing 25m pool, installation of a covered 17m program pool and waterplay area as well as a plant room and cover structures, on a portion of the 25m pool and the waterplay site. Budget has been approved for a two-year staged delivery. Preliminary planning for delivery of the project has commenced through undertaking site

surveys and geotechnical assessment and development of a reference design including specifications and estimate of costs. A project manager and team of design consultants have been engaged to deliver the detailed design.

Discussion/Current issue
To move forward with an expression of interest ahead of a tender process, section 228 of the Local Government Regulation 2012 requires the approval of council.

228 Tender process

(1) This section is about how a local government must invite written tenders for—

(a) a large-sized contractual arrangement; or

(b) a valuable non-current asset contract.

(2) The local government must either—

(a) invite written tenders under subsection (4); or

(b) invite expressions of interest under subsection (5) before considering whether to invite written tenders under subsection (6)(b).

(3) However, the local government may invite expressions of interest under subsection (5) only if the local government—

(a) decides, by resolution, that it would be in the public interest to invite expressions of interest before inviting written tenders; and

(b) records its reasons for making the resolution in the minutes of the meeting at which the resolution was made.

(4) The invitation for tenders must—

(a) be made by an advertisement in a newspaper that circulates generally in the local government area; and

(b) allow written tenders to be given to the local government for at least 21 days after the advertisement is published.

(5) The invitation for expressions of interest must

(a) be made by an advertisement in a newspaper that circulates generally in the local government area; and

The expression of interest (EOI) is the first stage of a two-stage tender process. The objective of the EOI process is to identify and pre-register tenderers that are interested in entering into the proposed contract and have suitable capacity, capability and experience.

An evaluation committee will identify applicants that it considers best satisfy these evaluation criteria and will recommend a suitable shortlist of contractors to be pre-registered and invited to further submit tenders for the proposed contract, in the second stage of the process.

Prospective tenderers may be invited to be involved in a design review process. The design review process is used to assist council and the contractor to deliver the contract such that it meets project objectives. The design review process will rely on prospective tenderers' construction skills and experience to provide input to the design of the project, the proposed staging of the contract to allow the aquatic centre to remain open during construction, the constructability of the project and the availability of a small number of suppliers who can build the project, in order to finalise request for tender (RFT) documents, including developing the design and consideration of risks within the construction contract.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
Long-Term Destination Goal: 1. Deliver, enable and advocate for reliable services to our community

Corporate Plan Theme: 1. Governance, Leadership and Capability
Corporate Plan Strategy: 1.1. Embed responsible governance, accountabilities and performance within council

Policy/Legislation:
Local Government Regulation 2012 (Section 228)

Budget/Financial/Resourcing:
Costs for stages will be clarified through the Expression of Interest process.

Stage	Project Description
1	Construct program pool and pump shed and facilities
2	Remove and Replace 25m pool and associated drainage works.
3	Splash pad, shade structure, seating and landscaping

Funding applications through Resources Community Infrastructure Fund (RCIF) and Building Better Regions Fund (BBRF) have been submitted for $5,000,000, for stages one and two and are awaiting outcome. There is further potential to apply for funding for stages two and three, if necessary, based on the outcome of the expression of interest process, if council is unsuccessful with these applications, while still completing stage one.

Communication/Engagement:
Extensive consultation has been undertaken with council, Springsure Aquatic Centre lessee, swim club and community. All members made contributions to the design. Further communication will be conducted at different stages of the project to inform lessee, users and community. The request for expression of interest will be advertised publicly and through Vendor Panel.

Risk Assessment:
There is a reputational risk to council if the project is delayed or not delivered. The expression of interest can assist in mitigating this risk by enabling council to shortlist potential contractors prior to select tender process and result in a shovel ready project at the tender process, potentially reducing time required to finalise the procurement process and eliminate variations that could delay the project at a later stage.

There is a financial risk that the project will go over budget. The expression of interest allows the project team to work with a shortlist of builders who will be involved in the design review, providing input to constructability, methodology and cost-saving measures, ensuring council is getting the best outcomes and value for money. The project will be delivered in stages and each stage is independent of each other.

Timings/Deadlines:
Stage one is due to be delivered in the current 2022-23 financial year. Delays to releasing the request for expressions of interest will push out the project start date and timelines.

Conflict of Interest Declaration:
Council officers contributing to the Springsure Aquatic Centre design, request for expression of interest document, preparation and approval of this report have no conflicts of interest to declare.

Human Rights Impact:
Nil.

Alternatives Considered:

	Description	Positives	Negatives
Option 2	Request for tender upfront	Nil	• Limits participation of contractors • Can delay timeframes • Potential disconnect between design and methodology

- END OF REPORT -

11.3 Corporate Services

11.3.1 Updating of the Central Highlands Development Corporation (CHDC) Constitution.....approx 15 mins

DECISION REPORT

Date:	28 September 2022	Presentation Duration: Approx. 15 minutes
To:	General Council Meeting	
Author:	Ross Higgins, Interim Manager Governance	
Authorising Officer**:**	Clinton Nicol-Dickson, Acting General Manager Corporate Services	
File Reference:	ECM 1726895	
Presented for:	Decision	

ATTACHMENTS:
Nil

PURPOSE:
For Central Highlands Regional Council (council) to give consent to a process to be undertaken to review and amend the constitution of the Central Highlands Development Corporation (CHDC) to clarify the CHDC board make-up and voting processes, describe new meeting responsibilities and amend other inconsistencies within the constitution allowing the CHRC CEO to resign as a CHDC board director and instead become an observer at CHDC board meetings.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council (CHRC) resolves that:

1. Council, as the sole member of the Central Highlands Development Corporation Limited ACN 078 752 048 (CHDC), consents to a process to review and amend the constitution of CHDC to clarify the board make-up and voting processes, describe new meeting responsibilities and amend other inconsistencies within the constitution allowing the CHRC CEO to resign as a CHDC board director and instead become an observer at CHDC board meetings.

2. The Chief Executive Officer is authorised to give to CHDC a copy of this resolution of Council as its written consent to a process to review and amend the constitution, as required by CHDC's constitution clause 58.

REPORT:

Background
In July 1997, council participated in the establishment of the Central Highlands Development Corporation (CHDC) as an Australian public company limited by guarantee. Broadly stated, the objects of CHDC are to drive growth and attract businesses and tourism to the Central Highlands region.

Central Highlands Regional Council (CHRC) is currently and historically the only member of CHDC in accordance with the constitution.

The current board of CHDC consists of seven members made up of three councillors, three independent directors and the CHRC Chief Executive Officer (CEO).

Discussion/Current issue

Rationale

The intention to amend the CHDC constitution is to allow the CHRC CEO to resign as a CHDC board director and instead become an observer at CHDC board meetings. Amendments will clarify new board make-up and voting processes related to this change, clarify new meeting responsibilities and remove any inconsistencies or ambiguities within the constitution. The CHRC CEO will also resign as company secretary to be replaced by the CHDC CEO in this role, although this does not necessitate a constitution change.

As a board director and company secretary of CHDC, the CHRC CEO can be placed in a position that can potentially cause difficulty from a conflict-of-interest perspective in relation to attendance at council meetings where matters concerning CHDC are discussed, debated and voted upon. Likewise, as a board director, the CHRC CEO's attendance at CHDC board meetings can raise conflicts of interest where matters of CHRC funding of, and service level agreement deliverables by, CHDC are discussed.

The CHDC board is aware of the proposed actions having discussed the matter at board meetings, most recently on 5 September. The board's preferences, given the proposed resignation of the CHRC CEO as both board director and company secretary, is to have the CHRC CEO attend as an observer to board meetings and to appoint the CHDC CEO as company secretary.

Process and Timing

The current constitution requires CHRC CEO be a board director, necessitating a constitution amendment to effect the change of CHRC CEO from board director to observer.

Pursuant to the definitions in clause 59 of the CHDC constitution, council is a "local government member". At present, council is the only member of CHDC.

Under the CHDC constitution, a prerequisite to a special resolution to modify the constitution is that each local government member must provide its written consent to the constitution being modified, resulting in the need for a council resolution.

Clause 58 of the constitution states "this constitution may be altered, amended or cancelled, but only by special resolution of the Company and with the prior consent of each local government member".

As it is council which is initiating the amendments to the constitution, council will engage King and Company Solicitors (King and Co) to support the drafting of proposed modifications and liaise with and invite feedback from both the CHDC board and council about the proposed modifications.

The focus of the review by King and Co will include:

(a) to clarify that a Local Government Director may be either a councillor or the chief executive officer of a Local Government Member;
(b) if there is only one Local Government Member, to reduce the maximum number of Directors to 6 and the maximum number of Local Government Directors to 3;
(c) to provide for the chairperson of the Board to have a casting vote if a decision of the Board is deadlocked;
(d) to remove the ambiguity in relation to the qualifications of other directors to enable the nomination and appointment of independent directors;
(e) following a review of the constitution by Council and the company's Board, to remove any other identified ambiguities and inconsistencies; and
(f) to make associated consequential amendments that arise out of the foregoing amendments.

Future proposed actions and a timeframe for the process are:

Meeting	Date	Proposed action
CHRC General Council Meeting	28 September 2022	Report to council seeking a resolution to give consent to review the CHDC constitution. The CHRC to authorise the council CEO to give a copy of the resolution to CHDC.

CHDC Board Meeting	31 October 2022	King and Co to facilitate, via audio-visual link attendance, discussion with the CHDC board on drafted changes to the constitution including the duties of both the proposed new observer role. The board will also review the responsibilities of the company secretary role.
CHRC Strategic and Briefing Forum	8 November 2022	King and Co to facilitate, via audio-visual link attendance, discussion with councillors on drafted changes to the constitution.
CHRC General Council Meeting	23 November 2022	Report to council seeking formal consent of the member to the amended constitution.
CHDC Board Meeting	5 December 2022	Report to CHDC board seeking special resolution to adopt the amended constitution. CHRC CEO resigns as board director and takes on role of observer at CHDC board meetings. CHRC CEO resigns as company secretary and board appoints new company secretary.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
Long-Term Destination Goal: 1. Deliver, enable and advocate for reliable services to our community
Key Strategies and Themes: 2. Regional Economic Prosperity.

Local Government Regulation 2012 s213A and s213B.

Budget/Financial/Resourcing:
Council staff are coordinating the legal advice and meetings proposed to discuss the review and amendments to the CHDC constitution. King and Co costs will be covered as part of Council's legal budget.

Communication/Engagement:
The CHDC board is aware of the proposed actions having discussed the matter at board meetings, most recently on 5 September 2022. A report was provided to the Strategic and Briefing Forum on 13 September 2022.

Risk Assessment:
King and Co. Solicitors are providing legal advice on the proposed amendments to the CHDC constitution which when amended, to allow the resignation of the council CEO as a board member of CHDC, will remove the risk to the council CEO.

Timings/Deadlines:
A program has been put into place to complete the amendments to the CHDC constitution and board approval by 5 December 2022.

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:

	Description	Positives	Negatives
Option 2	CHRC takes no action to provide consent to review and amend the CHDC constitution.	Funds will be saved by ceasing engagement with King and Co on this project	The CHRC CEO will need to remain as a CHDC board member and have to control all aspects of conflict of interest both from a

			CHRC and a CHDC perspective. The inconsistencies within the current CHDC constitution will remain and provide uncertainty within its operations.

- END OF REPORT -

11.3.2 Support extension of contract Internal Audit Services..... approx 5 mins

DECISION REPORT

Date:	28 September 2022	Presentation Duration: Approx. 5 minutes
To:	General Council Meeting	
Author:	Ross Higgins, Interim Manager Governance	
Authorising Officer**:**	Clinton Nicol-Dickson, Acting General Manager Corporate Services	
File Reference:	ECM 1727426	
Presented for:	Decision	

ATTACHMENTS:
Nil

PURPOSE:
The purpose of this report is to request that council exercise the option to extend the contract with Crowe Australasia, for the provision of internal audit services, for a further 12 months.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council exercise the option to extend the contract with Crowe Australasia, for the provision of internal audit services, for a further 12-month period being from 19 September 2022 to 18 September 2023.

REPORT:

Background
In accordance with section 105(1) of the *Local Government Act 2009*, "Each local government must establish an efficient and effective internal audit function." At its general council meeting on 10 September 2019, council resolved to “endorse the tender panel recommendation to award 2019T032C – Provision of Internal Audit Services to Findex (Aust) Pty Ltd, trading as Crowe for $435,000.00 over three years (inclusive of goods and services tax)” (Resolution no. 2019/09/10/006). The service agreement for the provision of internal audit services also included an option to extend for a further 12 months at the discretion of council.

Discussion/Current issue
The initial three (3) year period of council’s service agreement with Crowe Australasia concluded on 19 September 2022. During the service agreement period Crowe Australasia have carried out an internal audit program in accordance with council’s agreed 3-year Strategic Internal Audit Plan (SIAP). The SIAP has been developed and carried out in consultation with and participation of council’s management and Risk Management Steering Group under guidance and oversight of the Audit Committee.

Feedback has been sought from council management, the Risk Management Steering Group and the chair of the Audit Committee regarding the option to extend council’s service agreement with Crowe Australasia for a further 12 months.

Based on the feedback provided it is recommended to extend council’s service agreement with Crowe Australasia for a further 12 months.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
Long-Term Destination Goal: 1. Deliver, enable and advocate for reliable services to our community
Corporate Plan Theme: 1. Governance, Leadership and Capability
Corporate Plan Strategy: 1.1. Embed responsible governance, accountabilities and performance within council

Policy/Legislation:
Local Government Act 2009

Budget/Financial/Resourcing:
The 2022-23 financial costs for Internal Auditors is approximately $145,000 per annum as per the original service agreement. The financial costs for internal audit services are covered within council's annual budget.

Communication/Engagement:
Feedback provided during consultation with council management, the Risk Management Steering Group and Chair of the Audit Committee has been considered in making recommendations to extend the current contract with the Internal Auditor.

The Internal Auditor have expressed their intent to accept the extension if offered.

Risk Assessment:
Internal audit is an integral part of Council's overall governance framework, providing independent assurance to management about risk identification and the adequacy of internal controls.

The selection of Crowe Australasia was subject of considerable rigour during the tender assessment process in August 2019.

Timings/Deadlines:
The initial three (3) year period of council's service agreement with Findex (Aust) Pty Ltd concluded on 19 September 2022.

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:

	Description	Positives	Negatives
Option 2	Not extend council's service agreement with Crowe Australasia for a further 12 months		Continuity of carrying out council's SIAP may be impacted with the requirement to undertake the tender process for a new internal audit service provider. Timing of this procurement activity and availability of a new service provider may place council at risk of not having an efficient and effective internal audit function according to the Act.

- END OF REPORT -

11.3.3 Minutes - Audit Committee Meeting - 1 and 8 September 2022 ..... approx 10 mins

DECISION REPORT

Date:	28 September 2022	Presentation Duration: Approx. 10 minutes
To:	General Council Meeting	
Author:	Ross Higgins, Interim Manager Governance	
Authorising Officer**:**	Clinton Nicol-Dickson, Acting General Manager Corporate Services	
File Reference:	ECM 1727427	
Presented for:	Decision	

ATTACHMENTS:

1. Unconfirmed Minutes - Audit Committee Meeting - 01 September 2022 [**11.3.3.1** - 14 pages]
2. Unconfirmed Minutes - Audit Committee Supplementary Meeting - 08 September 2022 [**11.3.3.2** - 4 pages]

PURPOSE:

This report provides a copy of the unconfirmed minutes of the Central Highlands Regional Council Audit Committee meeting held on 1 September 2022 and the supplementary Audit Committee meeting held on 8 September 2022; and recommends that council receive the unconfirmed minutes of the meetings and note the recommendations and actions contained within the minutes.

OFFICER RECOMMENDATION:

That Central Highlands Regional Council:

1. Receives and notes the unconfirmed minutes of the Audit Committee meeting held on 1 September 2022, and the supplementary meeting held on 8 September 2022 for the purpose of considering council's draft unaudited 2021-22 consolidated financial statement, *and*

2. Notes the recommendations and actions contained within the minutes.

REPORT:

Background

The Central Highlands Regional Council (council) Audit Committee is established as required under section 105 of the *Local Government Act 2009* (the Act).

The audit committee met as scheduled on 1 September 2022 and a copy of the unconfirmed minutes of the meeting is provided at attachment 1. At this meeting, the audit committee resolved to schedule a supplementary meeting for the purpose of considering council's draft unaudited 2021-22 consolidated financial statements. The supplementary audit committee meeting was held on 8 September 2022 and a copy of the unconfirmed minutes of this meeting is also provided at attachment 2.

The audit committee chair has approved the attached unconfirmed minutes of the meetings be presented to council. The unconfirmed minutes will be tabled for confirmation at the next audit committee meeting scheduled for 8 December 2022.

Discussion/Current issue

The unconfirmed minutes of the audit committee meeting held on 1 September 2022 and 8 September 2022 include a record of items discussed and recommendations. Of particular interest for noting, the audit committee:

1. Agreed to schedule a supplementary meeting for the purpose of considering council's draft unaudited 2021-22 consolidated financial statements, to enable the committee adequate time for review of the statements (Resolution no. ACM 2022/09/01/003).

   The supplementary audit committee meeting was held on 8 September 2022 where the audit committee advised management of identified amendments and resolved to receive council's draft consolidated financial statements for the year ended 30 June 2022 as amended, endorse release of the draft consolidated statements to the external auditors for their review, and extend appreciation for the efforts provided by council's CEO and Finance Team for the comprehensive level of presentation, reporting and responses received (Resolution no. ACM 2022/09/08/001).

2. Noted the outcomes of council's asset revaluations for the 2022-23 financial year (Resolution no. ACM 2022/09/01/004) and requested a further report from management on council's asset valuations cycle plan to be tabled to the audit committee meeting in December 2022 (Resolution no. ACM 2022/09/01/005).

3. Received the External Auditor's 2022 Interim Report (Resolution no. ACM 2022/09/01/008) and congratulated management on no new issues being raised.

4. Received six (6) final internal audit reports and endorsed the recommendations made to management for the internal audit of council's fleet management, procurement, mayor and councillor expenses, revenue (incl. accounts receivable) and CAATs, customer service and complaints management and contract/procurement management (Resolution no. ACM 2022/09/01/011).

5. Received the information regarding council's cyber security maturity level and governance controls in place to manage cyber security risks (Resolution no. ACM 2022/09/01/011).

6. Endorsed amended versions of the audit committee charter and internal audit charter (Resolution no. ACM 2022/09/01/016 and 017) which have since been adopted by council at the General Council meeting on 14 September 2022 (Resolution no. 2022/09/14/007 and 008).

7. Received the draft 2021-2022 Annual Report for the Central Highlands Local Disaster Management Group (Resolution no. ACM 2022/09/01/019) and commended council on its impressive and comprehensive Local Disaster Management Plan.

8. Received the briefing note informing the Audit Committee of an upcoming external WHS audit (Resolution no. ACM 2022/09/01/022).

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
Long-Term Destination Goal: 1. Deliver, enable and advocate for reliable services to our community
Corporate Plan Theme: 1. Governance, Leadership and Capability
Corporate Plan Strategy: 1.1. Embed responsible governance, accountabilities and performance within council

Policy/Legislation:
Local Government Act 2009
Local Government Regulation 2012
Audit Committee Charter
Internal Audit Charter

Budget/Financial/Resourcing:
All expenses relating to the Audit Committee have been included within the 2021-22 Budget.

Communication/Engagement:
Audit Committee members are appointed by council as an advisory body. All information contained within the Audit Committee meeting agenda and minutes has been collated and reviewed by all relevant internal and external stakeholders.

Risk Assessment:
The Audit Committee is one of the fundamental components of councils' governance and risk regime and is at the forefront of risk identification and treatment for the organisation.

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:
Not applicable.

- END OF REPORT -

AUDIT COMMITTEE MINUTES

Audit Committee Meeting

Meeting of the Central Highlands Regional Council Audit Committee held via **Teleconference and in executive meeting rooms 1 and 2, 65 Egerton Street, Emerald** on

Thursday, 01 September 2022
Commenced at 9.01am

DRAFT
Unconfirmed

CENTRAL HIGHLANDS REGIONAL COUNCIL

AUDIT COMMITTEE MEETING

THURSDAY 01 SEPTEMBER 2022

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DRAFT Unconfirmed

MINUTES – AUDIT COMMITTEE MEETING
HELD AT 9.01AM THURSDAY 01 SEPTEMBER 2022
via teleconference and in executive meeting rooms 1 and 2, 65 Egerton Street, Emerald

PRESENT
Committee Members
Independent Audit Committee Chair G. Webb PSM and Independent Committee Member, G. King.
Councillor/s (Cr) C. Rolfe and J. Moriarty.

Observers
Councillor and Ex Officio, K. Hayes (Mayor) and Cr Brimblecombe

Officers
Acting Chief Executive Officer (CEO) J. Hoolihan, Chief Financial Officer (CFO) A. Dias, General Manager Communities J. McDougall, Acting General Manager Corporate Services C. Nicol-Dickson, Acting General Manager Customer and Commercial Services S. Kloppers, Interim CFO N. Castles, Manager Finance H. Kirby, Interim Manager Governance R. Higgins and Minute Secretary T. Wheeler.

Attendance
Internal Audit representative from Crowe Australasia, Senior Manager C. Iafano attended the meeting in person and Audit and Assurance Partner D. Sinanian attended the meeting virtually via MS Teams.

External Auditors from the Queensland Audit Office (QAO) Director J. Thornley attended the meeting virtually via MS Teams.

Introductions were provided and the chair advised of a late arrival for Cr Moriarty to the meeting.

APOLOGIES
An apology was received from CEO S. Houlihan.

LEAVE OF ABSENCE
Nil

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

CONFIRMATION OF MINUTES OF PREVIOUS MEETING
5.1 Minutes - Audit Committee Meeting – 13 May 2022

Resolution:
Cr Rolfe moved and seconded by G. King "That the Audit Committee receive the unconfirmed minutes of the Central Highlands Regional Council Audit Committee meeting held on 13 May 2022.

ACM 2022 / 09 / 01 / 001 Carried (3-0)

The Chair recommended a change to the standing order of the meeting to allow for the discussion of the draft unaudited 2021-22 financial statements as the first item of business.

Resolution:
Cr Rolfe moved and seconded by G. King "That the Audit Committee agree to the change in the standing order of today's meeting."

ACM 2022 / 09 / 01 / 002 Carried (3-0)

Attendance
Cr Moriarty attended the meeting at 9.10am.
External Auditor BDO Associate Director J. Powell attended the meeting virtually via MS Teams at 9.14am.

DRAFT Unconfirmed

FINANCIAL REPORTING

8.2 Draft unaudited 2021-22 financial statements

Purpose
The purpose of this report is to table the draft 2021-22 financial statements of the Central Highlands Regional Council (council) for review, prior to commencing the external audit. The audit will commence on 5 September 2022 and will be conducted by the Queensland Audit Office (QAO) contract audit firm BDO Audit Pty Ltd (BDO).

Officer Recommendation:
That the Audit Committee receive the draft financial statements of the Central Highlands Regional Council, for the year ended 30 June 2022.

Discussion: Manager Finance H. Kirby introduced the report and discussion was held regarding:
- minor amendments identified at initial review.
- additional administrative work required prior to presenting the financial statements for external audit.
- presentation of statements in their current form and impact to final scorecard.

External audit representatives advised that what is presented is more than enough for the external audit to commence as scheduled.

The committee agreed to scheduling a supplementary meeting at a later date to allow time for adequate review of the financial statements prior to being presented for external audit.

Follow up actions:
- Supplementary Audit Committee meeting to be scheduled.
- The committee suggested council ensure timelines are met for future years external audit plan.

Resolution:
G. King moved and seconded by Cr Rolfe "That the Audit Committee:
1. receive the draft financial statements as presented,
2. note the additional administrative work required prior to endorsing presentation to the external auditors, and
3. agree to a supplementary meeting to enable the committee adequate time for review."

ACM 2022 / 09 / 01 / 003 Carried (4-0)

8.1 Asset valuation process and results

Purpose
The Purpose of his report is to provide the Audit Committee with:
- an outline of the process undertaken around the revaluations whether by way of indexation of asset classes or through a comprehensive revaluation of asset classes,
- the impact of the revaluations on the financial accounts for this year, and
- the estimated impact of changes to depreciation expense on the 2022/23 operating surplus.

Officer Recommendation
That the Audit Committee note the outcomes of the asset revaluations for 2022-23.

Discussion: Interim CFO N. Castles spoke to the report and discussion was held regarding:
- timing of asset valuations, receiving information from valuers and compliance with the external audit plan.
- council's asset valuations cycle planning and achievable milestones.

DRAFT Unconfirmed

Follow up actions:

- The committee requested management to provide a report to be tabled to the Audit Committee meeting in December 2022 regarding council's plan for asset valuations cycle.

Resolution:
G. King moved and seconded by Cr Rolfe "That the Audit Committee note the outcomes of the asset revaluations for the 2022-23 financial year".

ACM 2022 / 09 / 01 / 004 Carried (4-0)

Resolution:
Cr Moriarty moved and seconded by G. Webb "That the Audit Committee receive a report from management to the Audit Committee meeting in December 2022 regarding council's plan for the asset valuations cycle.

ACM 2022 / 09 / 01 / 005 Carried (4-0)

BUSINESS ARISING OUT OF MINUTES
6.1 Audit Committee meeting actions register as at 01 September 2022

R. Higgins advised of the Business Continuity Planning (BCP) project tender process currently in progress.

Resolution:
Cr Moriarty moved and seconded by Cr Rolfe "That the Audit Committee receive the recorded actions arising from previous audit committee meetings.

ACM 2022 / 09 / 01 / 006 Carried (4-0)

EXTERNAL AUDIT

7.1 External Auditor's Briefing Paper

Purpose
The purpose of this report is to provide the Audit Committee with the External Auditor's briefing paper for September 2022 which includes an overview of information relevant to council.

Discussion: QAO representative J. Thornley provided a summary of the report and advised of the status of the QAO's current performance audit on improving asset valuations and as a participant, council will receive a copy of draft report to review.

Follow up actions:

- There are no actions recorded for this item.

Resolution:
G. King moved and seconded by Cr Moriarty "That the Audit Committee receive the External Auditor's briefing paper - 01 September 2022".

ACM 2022 / 09 / 01 / 007 Carried (4-0)

7.2 External Auditor's 2022 Interim Report

Purpose
The purpose of this report is to provide the Audit Committee with the External Auditor's 2022 Interim Report.

Discussion: BDO representative J. Powell provided a summary of the report advising of the interim audit procedures undertaken with no new deficiencies identified and only previous years deficiencies outstanding,

DRAFT Unconfirmed

of which recommendation to develop and implement a process on the issue is underway and will be discussed with management next week.

The committee congratulated management on no new issues being raised and further discussion was had regarding the asset valuation process, obligations and impacts on the organisation and council's financial sustainability.

Follow up actions:
- Management to table the External Auditor's 2022 Interim Report to council.

Resolution:
Cr Rolfe moved and seconded by G. King "That the Audit Committee receive the External Auditor's 2022 Interim Report".

ACM 2022 / 09 / 01 / 008 Carried (4-0)

FINANCIAL REPORTING

8.3 Monthly Finance Report - July 2022

Purpose
In accordance with section 204 of the Local Government Regulation 2012 (LG Regulation), a local government must prepare and present a financial report at a meeting of the local government once a month. The report must state the progress that has been made in relation to the budget for the relevant period of the financial year.

In complying with this legislative requirement, the report provided presents the financial performance of the Central Highlands Regional Council (council) for the period ended 31 July 2022, measured against the adopted budget. This report has been received by council at its General Council meeting of 24 August 2022.

Officer Recommendation
That the Audit Committee receive the monthly financial report for the period ended 31 July 2022.

Follow up actions:
- Management to provide response to the committee regarding variance in employee benefits not explained.

Resolution:
G. King moved and seconded by Cr Moriarty "That the Audit Committee receive the monthly financial report for the period ended 31 July 2022".

ACM 2022 / 09 / 01 / 009 Carried (4-0)

Attendance
Meeting adjourned for morning tea at 10.02am.
Meeting resumed at 10.24am.

INTERNAL AUDIT

9.1 Internal audit dashboard review

Purpose
The purpose of this report is to provide the Audit Committee with an update on the progress made by management towards implementation of the internal audit recommendations that are recorded within council's Internal Audit Actions Register.

DRAFT Unconfirmed

Discussion: R. Higgins introduced the report and discussions were had regarding:
- items progressed at 97%+ are not required to be reported back to the committee.
- commitment to meet agreed dates and reasonable explanation to be provided if dates are moved.
- BCP recommendations to be addressed within a project scheduled to commence in September 2022 for completion end of December 2022.
- BCP project progress to be reported to the next Audit Committee meeting in December 2022.
- an observation was made regarding monitoring the number and level of recommendations for the organisation to manage.
- Cr Rolfe commended the TechnologyOne team for the management update advising of correct uploading of documents starting to make a difference in transparency.

Follow up actions:
- Report on the progress of the BCP project to be provided to the Audit Committee meeting scheduled for 8 December 2022.

Resolution:
Cr Rolfe moved and seconded by G. King "That the Audit Committee receive the management update of activity recorded within the internal audit actions register."

ACM 2022 / 09 / 01 / 010 Carried (4-0)

Attendance
J. Thornley left the meeting and QAO Senior Manager J. Crook attended the meeting at 10.30am.

9.2 Internal audit progress report including final internal audit reports

Purpose
The purpose of this report is to provide the Audit Committee with an update on the progress of the internal audit activity within council's Strategic Internal Audit Plan being undertaken in the 2021-22 financial year. And further, to seek the Committee's endorsement of the recommendations to management included within the six (6) internal audit final reports as presented.

Officer Recommendation
That the Audit Committee:
1. Note the Internal Auditor's progress report to September 2022.
2. Receive the six (6) internal audit final reports as presented for council's:
    1. Fleet management
    2. Procurement
    3. Mayor and councillor expenses
    4. Revenue (incl. accounts receivable) and CAATs
    5. Customer service and complaints management
    6. Contract/procurement management
3. Endorse the recommendations to management within each of the 6 final internal audit reports.

Discussion: C. Iafano and D. Sinanian spoke to the Internal Audit progress and provided a summary for each of the final internal audit reports presented. Discussions were had regarding:

Fleet management
- internal auditors noted new personnel to the fleet area.
- management investigating processes for improvements in the efficient management of fuel, logbooks and FBT requirements as well as management reporting using data analytics.

Procurement
- council are currently reviewing procurement policy, processes, delegations and capacity to enable the best outcome for council and the local economy whilst focussed on delivering to local community.
- G. King suggested that the policy should consider probity and be guideline driven rather than set strict parameters which should be addressed through the system.

DRAFT Unconfirmed

Mayor and councillor expenses
- reference to the Local Government legislation to be corrected.
- one medium risk already addressed.

Revenue (incl. accounts receivable) and CAATs
- C. Iafano noted that rates were not included in report as not in the scope of audit and for transparency that Crowe were contracted to assist council with the rates project.

Customer service and complaints management:
- Internal auditors were impressed with weekly reports to management and their awareness of what is happening in each area.

Contract/procurement management:
- council are currently reviewing procurement policy to reflect the framework and will be presented to council for review over the next couple of months
- current contractor onboarding system being replaced with an all-encompassing program

Follow up actions:
- Management to add the recommendations for the six final reports to council's Internal Audit actions register.

Resolution:
G. King moved and seconded by Cr Rolfe "That the Audit Committee:
1. Note the Internal Auditor's progress report to September 2022.
2. Receive the six (6) internal audit final reports as presented for council's:
    1. Fleet management
    2. Procurement
    3. Mayor and councillor expenses
    4. Revenue (incl. accounts receivable) and CAATs
    5. Customer service and complaints management
    6. Contract/procurement management
3. Endorse the recommendations to management within each of the 6 final internal audit reports".

ACM 2022 / 09 / 01 / 011 Carried (4-0)

INTERNAL CONTROLS, RISK AND COMPLIANCE

10.1 Information Communications Technology (ICT) update - Council's Cyber Security Management

Purpose
To inform the audit committee of council's maturity levels regarding the governance of cyber security and managing the risk of impacts of cyber security threats, in particular ransomware.

Officer Recommendation
That the Audit Committee receives the information provided regarding cyber security maturity level and governance controls in place to manage cyber security risks.

Discussion: C. Nicol-Dickson provided key points from the report and discussion was held regarding:
- council's awareness, preparedness and response to ransom attacks.
- quarterly reporting provided to the ICT steering committee.
- G. King acknowledged the journey council has been on and is impressed with what is being done.
- cyber insurance policy and risk mitigation.

Follow up actions:
- There are no actions recorded for this item.

DRAFT Unconfirmed

Resolution:
Cr Moriarty moved and seconded by G. King "That the Audit Committee receives the information provided regarding cyber security maturity level and governance controls in place to manage cyber security risks".

ACM 2022 / 09 / 01 / 012 Carried (4-0)

10.2 Risk management update

Purpose
The purpose of this report is to provide an overview of council's current risk management profile.

Officer Recommendation
That the Audit Committee receive council's risk management update.

Discussion: R. Higgins introduced the report and discussion was had regarding:
- risk management framework and appropriateness of council's risk appetite.
- importance of assessing the effectiveness of controls that are in place on determining the risk level.
- expectations and implications of council's obligations and reporting requirements for climate change preparedness.

Follow up actions:
- There are no actions recorded for this item.

Resolution:
G. King moved and seconded by G. Webb "That the Audit Committee receive council's risk management update".

ACM 2022 / 09 / 01 / 013 Carried (4-0)

10.3 Governance framework update (compliance and integrity)

Purpose
The purpose of this report is to provide the Audit Committee with an update on matters referred by council to the Crime and Corruption Commission, disclosures received through the confidential disclosure hotline (whistle blower) and public interest disclosures received since the last report on 11 March 2022.

Officer Recommendation
That the Audit Committee receive the Governance framework update (integrity and insurance) on the following three areas:
1. Matters that council has reported to the Crime and Corruption Commission.
2. Matters received through the confidential disclosure hotline.
3. Public Interest Disclosures received.

Discussion: R. Higgins spoke to the report and advised the committee of a public interest disclosure having been received by council since this report was completed.

Follow up actions:
- There are no actions recorded for this item.

Resolution:
G. King moved and seconded by Cr Rolfe "That the Audit Committee receive the Governance framework update (integrity and insurance) on the following three areas:
1. Matters that council has reported to the Crime and Corruption Commission.
2. Matters received through the confidential disclosure hotline.
3. Public Interest Disclosures received".

ACM 2022 / 09 / 01 / 014 Carried (4-0)

DRAFT Unconfirmed

10.4 Legislative compliance review

Purpose
This report provides a review of council's legislative compliance obligations under the *Local Government Act 2009* and Local Government Regulation 2012 in accordance with Audit Committee Work Plan.

Officer Recommendation
That the Audit Committee receive the Legislative Compliance Review report.

Discussion: R. Higgins introduced the report, and a brief discussion was had regarding council's management system for ensuring compliance with all legislative obligations.

Follow up actions:
- There are no actions recorded for this item.

Resolution:
G. Webb moved and seconded by Cr Moriarty "That the Audit Committee receive the Legislative Compliance Review report".

ACM 2022 / 09 / 01 / 015 Carried (4-0)

10.5 Audit Committee Charter review

Purpose
The purpose of this report is to present the proposed updated Audit Committee Charter for review by the committee to endorse presentation to council at its next general council meeting.

Officer Recommendation
That the Audit Committee endorse the proposed revised Audit Committee Charter for presentation to council at its next General Council meeting.

Discussion: R. Higgins spoke to the report advising of the changes made and the committee recommended further minor amendments to the charter.

Follow up actions:
- Provide a copy of the charter to the committee once adopted by council.

Resolution:
G. King moved and seconded by G. Webb "That the Audit Committee endorse the proposed revised Audit Committee Charter as amended for presentation to council at its next General Council meeting".

ACM 2022 / 09 / 01 / 016 Carried (4-0)

10.6 Internal Audit Charter review

Purpose
The purpose of this report is to present council's proposed updated Internal Audit Charter for review by the committee to endorse presentation to the next general council meeting.

Officer Recommendation
That the Audit Committee endorse the proposed Internal Audit Charter for presentation to council at its next General Council meeting.

Discussion: R. Higgins advised the committee of the consultation undertaken with internal auditors as part of the review process and the minor changes made to the charter.

Follow up actions:
- Provide a copy of the charter to the committee once adopted by council.

DRAFT Unconfirmed

Resolution:
Cr Moriarty moved and seconded by G. King "That the Audit Committee endorse the proposed Internal Audit Charter for presentation to council at its next General Council meeting".

ACM 2022 / 09 / 01 / 017 Carried (4-0)

10.7 (a) Local Disaster Management Plan - Version 7.1 - June 2022

Purpose
The purpose of this report is to present to the Audit Committee the endorsed Local Disaster Management Plan. This plan has been reviewed, revised and adopted by the Local Disaster Management Group at its meeting on 8 June 2022 and endorsed by council at its General Council Meeting on 29 July 2022.

Officer Recommendation
That the Audit Committee receive the report on the Local Disaster Management Plan Version 7.1 - June 2022.

Discussion: Acting CEO spoke to the report and the committee commended council on the impressive and comprehensive document.

Follow up actions:
- There are no actions recorded for this item.

Resolution:
G. King moved and seconded by Cr Moriarty "That the Audit Committee receive the report on the Local Disaster Management Plan Version 7.1 - June 2022 and

ACM 2022 / 09 / 01 / 018 Carried (4-0)

(b) Central Highlands Local Disaster Management Group Draft 2021-2022 Annual Report

Purpose
The purpose of this report is to present the draft 2021-2022 Annual Report for the Central Highlands Local Disaster Management Group to the Audit Committee prior to being tabled to council.

Officer Recommendation
That the Audit Committee receive the draft 2021-2022 Annual Report for the Central Highlands Local Disaster Management Group.

Follow up actions:
- There are no actions recorded for this item.

Resolution:
G. Webb moved and seconded by G. King "That the Audit Committee receive the draft 2021-2022 Annual Report for the Central Highlands Local Disaster Management Group".

ACM 2022 / 09 / 01 / 019 Carried (4-0)

Attendance
Coordinator Disaster Management and Community Resilience G. Bell attended the meeting at 12.13pm.

Discussion continued highlighting the comprehensive nature of reporting provided, effectiveness of the local disaster management group led by the experience of G. Bell and the challenges being faced concerning disaster management resourcing.

Attendance
G. Bell left the meeting at 12.18pm.

DRAFT Unconfirmed

Attendance
Manager Safety and Wellness G. Westerberg attended the meeting at 12.19pm.

10.8 People and Culture quarterly report

Purpose
This purpose of this report is to present council's workforce statistical analysis and departmental update for the period of 1 April 2022 to 30 June 2022.

Officer Recommendation
That the Audit Committee receive the People and Culture quarterly report for the period of 1 April 2022 to 30 June 2022.

Discussion: C. Nicol-Dickson spoke to the report and a brief discussion was had regarding staff turnover, vacancies, talent attraction and accountability in reporting workforce information to management and council.

Follow up actions:
- There are no actions recorded for this item.

Resolution:
G. King moved and seconded by Cr Moriarty "That the Audit Committee receive the People and Culture quarterly report for the period of 1 April 2022 to 30 June 2022".

ACM 2022 / 09 / 01 / 020 Carried (4-0)

Attendance
J. Powell left the meeting at 12.23pm.

10.9 Safety and Wellness Quarter Four Update

Purpose
This report summarises the Central Highlands Regional Council's health and safety performance, highlighting any issues, risks and opportunities impacting the safety and health of workers at Council. This report has been received by council at its General Council meeting of 10 August 2022.

Officer Recommendation
That the Audit Committee receive the quarterly safety and wellness update for the period April 2022 to June 2022.

Discussion: G. Westerberg spoke to the report and discussion was had regarding council's work related claims, hazard reporting, progress of the WHS management plan, insurance premiums, work related injuries and organisational culture.

Follow up actions:
- There are no actions recorded for this item.

Resolution:
G. King moved and seconded by Cr Rolfe "That the Audit Committee receive the quarterly safety and wellness update for the period April 2022 to June 2022".

ACM 2022 / 09 / 01 / 021 Carried (4-0)

DRAFT Unconfirmed

GENERAL BUSINESS

11.1 Briefing note: Upcoming external WHS audit

Purpose
The purpose of this report is to inform the Audit Committee of the upcoming external WHS audit.

Discussion: G. Westerberg spoke to the briefing note and discussion was held regarding the intent of the audit and the implications and expectations of council's participation.

Follow up actions:
- There are no actions recorded for this item.

Resolution:
G. King moved and seconded by Cr Rolfe "That the Audit Committee receive the briefing note on council's upcoming external WHS audit".

ACM 2022 / 09 / 01 / 022 Carried (4-0)

Attendance
G. Westerberg left the meeting at 12.42pm.

11.2 Organisational structure

Purpose
This purpose of this report is to inform the Audit Committee of the changes to the Central Highlands Regional Council organisational structure adopted by council at its General Council Meeting on 13 July 2022.

Officer Recommendation
That the Audit Committee receive the report on changes to council's organisational structure.

Discussion: R. Higgins introduced the report and a brief discussion was had regarding the appropriateness of the process, engagement with the leadership group, consultation with impacted staff and communication within the organisation.

Follow up actions:
- There are no actions recorded for this item.

Resolution:
Cr Rolfe moved and seconded by G. King "That the Audit Committee receive the report on changes to council's organisational structure".

ACM 2022 / 09 / 01 / 023 Carried (4-0)

General Business

The Chair acknowledged of recognition for contributions made to the success of the audit committee meetings.

Resolution:
G. Webb moved and seconded by Cr Rolfe "That the Audit Committee acknowledge recognition for the contributions made to the audit committee by the previous Manager Governance, M. Hoekstra over the past year and the contributions made by Interim CFO, N. Castles and Interim Manager Governance, R. Higgins for the success of today's meeting".

ACM 2022 / 09 / 01 / 024 Carried (4-0)

DRAFT Unconfirmed

The Chair closed the meeting at 12.52pm.

Attendance
The meeting went into board only time at 1.15pm.
Audit Committee Members and the Mayor attended the meeting at 1.15pm.

BOARD ONLY TIME

Nil

CLOSURE OF MEETING

The Chair closed the meeting at 2.15pm.

CONFIRMED

CHAIR

DATE

DRAFT Unconfirmed

Central Highlands Regional Council

AUDIT COMMITTEE MINUTES

Supplementary Audit Committee Meeting

Meeting of the Central Highlands Regional Council Audit Committee held via **Teleconference** on

Thursday, 08 September 2022
Commenced at 3.00pm

For the purpose of considering the draft unaudited 2021-22 consolidated financial statements.

DRAFT Unconfirmed

CENTRAL HIGHLANDS REGIONAL COUNCIL

AUDIT COMMITTEE SUPPLEMENTARY MEETING

THURSDAY 08 SEPTEMBER 2022

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DRAFT
Unconfirmed

MINUTES – AUDIT COMMITTEE MEETING
HELD AT 3.00PM THURSDAY 08 SEPTEMBER 2022
via Teleconference

PRESENT
Committee Members
Independent Audit Committee Chair G. Webb PSM and Independent Committee Member, G. King.
Councillor/s (Cr) C. Rolfe.

Observers
Councillor and Ex Officio, K. Hayes (Mayor).

Officers
Chief Executive Officer (CEO) S. Houlihan, Chief Financial Officer A. Dias, Manager Finance H. Kirby, Interim Manager Governance R. Higgins and Minute Secretary T. Wheeler.

APOLOGIES
An apology was received from Cr J. Moriarty for today's meeting.

FINANCIAL REPORTING

Draft unaudited 2021-22 consolidated financial statements

Purpose
The purpose of this report is to table the draft 2021-22 consolidated financial statements of the Central Highlands Regional Council (council) for review by the Audit Committee. The external audit, which commenced on 5 September 2022, is being conducted by the Queensland Audit Office (QAO) contract audit firm BDO Audit Pty Ltd (BDO).

Officer Recommendation:
That the Audit Committee receive the draft consolidated financial statements of the Central Highlands Regional Council, for the year ended 30 June 2022.

Discussion: The chair expressed appreciation for the efforts of the financial team in providing comprehensive reporting as well as prompt and informed responses to questions raised by the committee prior to the meeting. Further discussions were had regarding:

- the committee suggested periodic performance and financial reporting to council for controlled entities.
- asset sustainability ratio and the new QAO guidelines.
- the committee recommended council consider refinement of the structure of the financial statements for controlled entities for easier reconciliation of consolidated information.

Resolution:
G. Webb moved and seconded by G. King "That the Audit Committee:

1. receive the draft consolidated financial statements of the Central Highlands Regional Council for the year ended 30 June 2022 as amended,
2. endorse release of the draft consolidated statements to the external auditors for their review, *and*
3. extend appreciation for the efforts provided by council's CEO and Finance Team for the comprehensive level of presentation, reporting and responses received".

ACM 2022 / 09 / 08 / 001 Carried (3-0)

DRAFT Unconfirmed

CLOSURE OF MEETING

The Chair closed the meeting at 3.25pm.

CONFIRMED

CHAIR

DATE

DRAFT Unconfirmed

11.4 Customer and Commercial Services

11.4.1 Christmas / New Year Office Closure ..... approx 5 mins

DECISION REPORT

Date:	28 September 2022	Presentation Duration: Approx. 5 minutes
To:	General Council Meeting	
Author:	Rebecah Brosnan, Manager Customer Service	
Authorising Officer**:**	Salomon Kloppers, Acting General Manager Customer and Commercial Services	
File Reference:	ECM 1728285	
Presented for:	Decision	

ATTACHMENTS:
Nil

PURPOSE:
Council has traditionally closed administration buildings and libraries during the Christmas and New Year period.

The report seeks council's determination regarding the Central Highlands Regional Council close-down period for 2022-23.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council close all administration buildings and libraries for the period from 12pm Friday 23 December 2022 up to and including Monday 2 January 2023, reopening on Tuesday 3 January 2023. Appropriate public notices and telephone answering service will be provided to ensure residents and customers have an avenue for any emergent matters to be attended to.

REPORT:

Background
Council has traditionally closed all administration buildings and libraries over the Christmas, New Year period and has done so for many years.

This year, Christmas Day and News Years Day fall on a weekend with the statutory holiday's allocated to these holidays as follows:

Holiday	Official Holiday Date	Statutory Holiday Date
Christmas Day	Sunday 25 December 2022	Tuesday 27 December 2022
New Year's Day	Sunday 1 January 2023	Tuesday 2 January 2023

In 2021, council offices were closed for the period between 12pm Friday 24 December 2021 and 5pm Monday 3 January 2022 inclusive.

This year there are three business days between the Christmas Day statutory holiday on Tuesday 27 December 2022 and the New Year's Day statutory holiday on Monday 2 January 2023.

A Christmas Eve 12pm office closure is proposed in view staff availability is likely be affected by planned leave arrangements and 9-day fortnights where the rostered day off (RDO) falls on a Friday.

If council took the approach of closing between 12pm Christmas Eve and New Year's Day, staff would have the availability to take these days as rostered day's off (RDO's), time-in-lieu, annual leave or leave without pay. The availability of staff required for disaster management, and/or emergencies, will be coordinated. Contact details would be readily available for staff that would be available in an emergent situation such as a disaster. The closure would be extensively advertised, and arrangements put in place for after-hours information (telephone and website) with emergency crews on standby.

It is acknowledged that a high portion of staff would normally take the opportunity to extend this break to include the days prior to or following the proposed closure. These days would also be taken as RDO's, time-in-lieu, annual leave or leave without pay. However, minimal staffing levels would be required to continue normal operation of council offices.

Observations in recent years indicates most local businesses elect to reopen the first business day immediately following New Year's Day. The State Government's closure period is generally limited to the working days between Christmas and New Year's and as such their offices will likely close from 5pm Friday 23 December 2022 up to and including Monday 2 January 2023 and reopen on Tuesday 3 January 2023.

It is acknowledged that 90 days' notice is required to be given to all staff as per the *Queensland Local Government Industry (Stream A) Award – State 2017* and, for reasons of public transparency, office and other service centre closures are made public via this report, communications, and signage.

Engagement has occurred with the Whole of Management Team (WOMT) and the proposed closure is supported.

Tieri Transaction Centre
Tieri operates differently to most other towns in the region in that it is essentially a mining town and is open on Saturday's.

A decision regarding Glencore's Tieri mine operations around the Christmas / New Year period is not yet known, however in recent years, the mine has continued to operate except for the statutory holidays. It is suggested that the period for closure for the 2022 / 2023 holidays align with the closure period of the main offices, 12pm Friday 23 December 2022 up to and including Monday 2 January 2023 reopening on Tuesday 3 January 2023.

The Capricornian Bank – Springsure and Capella
Advice from council about the proposed close-down period were discussed with senior management at the Capricornia Bank who confirmed they have no objections to the recommended closure dates.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
Not applicable.

Budget/Financial/Resourcing:
Staff will generally take annual leave and / or rostered days off during this period.

Communication/Engagement:
Discussions with Whole of Management Team has resulted in no concerns being raised.
A communication plan will be developed based on approved closure dates.

Risk Assessment:
The availability of staff required for disaster management and / or emergencies will be considered. In addition, departments will ensure that staff can be contacted during this time.

Timings/Deadlines:
Timing of this decision is appropriate to ensure adequate communication to the community with regards to any close-down arrangements.

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:

	Description	Positives	Negatives
Option 2	Council could include Friday 23 December 2022 from 5pm in the close-down period.	Public able to access services for normal span of business hours on Friday 23 December 2022.	Limited availability of staff due to planned leave arrangements may result in poor customer experience.
Option 3	Council could consider not to continue with the close-down period during Christmas and New Year.	Except for the statutory holidays, public would have access to normal services.	Limited availability of staff due to planned leave arrangements may result in poor customer experience.

- END OF REPORT -

11.4.2 Apply telecommunications exception - BMM Group on behalf of Amplitel Pty Limited ..... approx 20 mins

DECISION REPORT

Date:	28 September 2022	Presentation Duration: Approx. 20 minutes
To:	General Council Meeting	
Author:	Melissa Ellwood, Senior Property Officer	
Authorising Officer**:**	Salomon Kloppers, Acting General Manager Customer and Commercial Services	
File Reference:	ECM 1728388	
Presented for:	Decision	

ATTACHMENTS:

1. PL M 022-2022 Planning Advice - Proposed Telecommunications Tower 310822 [**11.4.2.1** - 6 pages]
2. Telstra EME Safety and Compliance June 2022 [**11.4.2.2** - 2 pages]

PURPOSE:
To apply the telecommunication exception under section 236 (1)(c)(vi) of the Local Government Regulation 2012 for the disposal of land (by entering a lease) without first undertaking a tender or auction and delegate to the Chief Executive Officer to negotiate the terms and undertake due diligence.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council:

1. Approve the exception under section 236(1)(c)(vi) of the Local Government Regulation 2012 to progress with the proponent, a lease for the purposes of telecommunications on council owned or controlled land in Emerald.
2. Delegate to the Chief Executive Officer to undertake due diligence and negotiate the terms and conditions of the proposed agreement and subject to due diligence and negotiations, enter a lease agreement with the proponent, Amplitel Pty Limited.

REPORT:

Background
The grant of a lease is essentially a disposal of a valuable non-current asset as council is issuing a lease for exclusive possession to another party. As such, the requirements of the Local Government Regulation 2012 apply. Central Highlands Regional Council (council) must, therefore, invite written tenders or undertake a public auction pursuant to section 227 and 228 of the Local Government Regulation 2012 unless an exception applies.

The exceptions under section 236 of the Local Government Regulation 2012 include where a disposal is for the purpose of telecommunications. For the exception to apply, council will need to resolve to apply the exception.

Discussion/Current issue
Council has received an application for the installation of a telecommunications facility on council owned or controlled land in Emerald. The proposed facility will replace an existing Telstra pole which is currently located on the GrainCorp Silos to the east, over Lot 29 DSN805391. These silos are being decommissioned and council is advised the existing telecommunications facility will cease operating in March 2023.

The Proponent
The application has been received from BMM Group (BMM) on behalf of Telstra. The ultimate lease would be with Amplitel Pty Limited, which is a subsidiary business of Telstra and part of the Telstra Group.

The Land
The proposed lease would cover an area of approximately 100 square meters.

BMM have identified several potential locations and have highlighted Lot 303 SP242692 being council owned land located at 4 Moriarty Street Emerald as the preferred site. This site currently contains a water tower and related infrastructure. The land is included in the Community Facilities (Community Use and Water Reserve) Zone under the Central Highlands Regional Council Planning Scheme 2016. The proposed use of the land for a telecommunications facility requires Impact assessment, which means the surrounding community will have an opportunity to object to, or offer support for, the proposed development (attachment 1 Preliminary Planning Advice Lot 303 SP242692).

Figure 1 Lot 303 SP242692 - 4 Moriarty Street Emerald

Coverage
BMM has provided the image below which shows the 4G coverage comparison between the existing site (yellow) and one of the proposed sites located at 4 Moriarty Street (red). The existing site coverage and speed will be impacted once the telecommunication facility located at the current grain silo site is turned off.

BMM's preferred site at Moriarty Street is expected to provide telecommunications services to a larger area compared to the existing site. BMM advise that the proposed site will help to improve coverage to the South-West, along the Gregory Highway and outer areas. This will also enhance the service speed for users in the area identified by red.

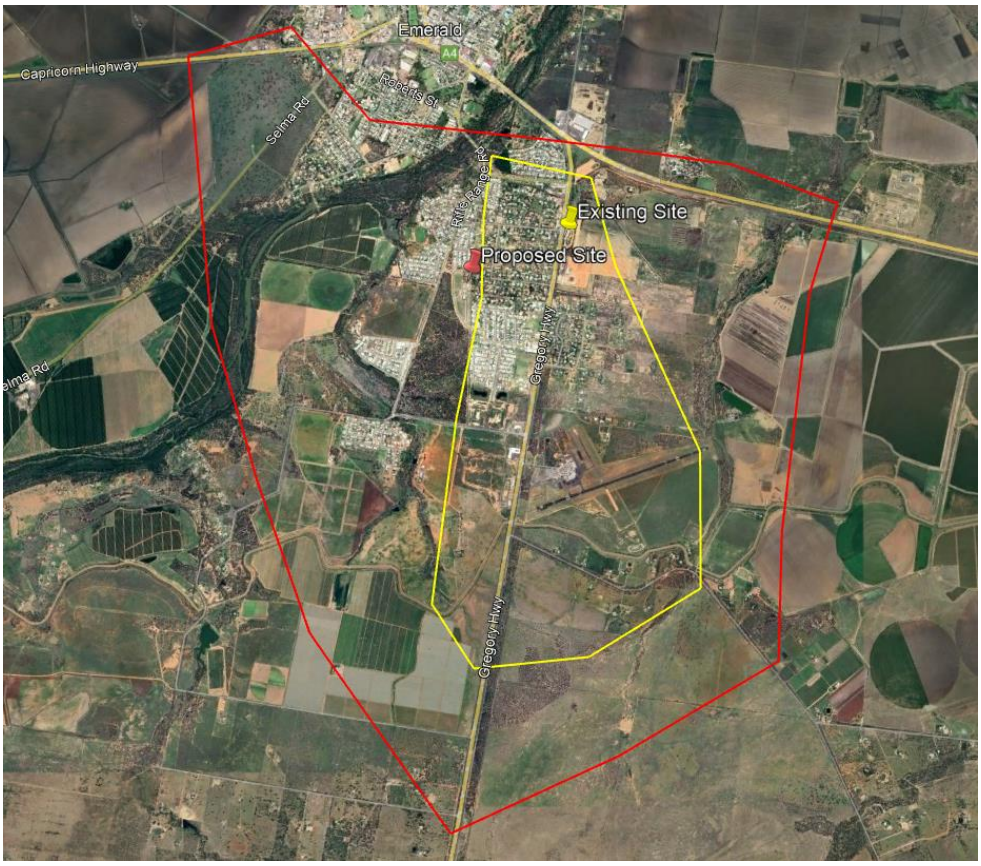


Figure 2 Emerald Coverage Area

Infrastructure

BMM indicated that the facility will have the following characteristics:

1. 30m high concrete monopole with panel antenna.
2. Equipment shelter.

Figure 3 Towers constructed on similar projects

Figure 4 Towers constructed on similar projects

Figure 5 Equipment Shelter

The agreement

The proponent is suggesting two consecutive 10-year terms. The creation of a lease with a term exceeding 10 years triggers the need for a Reconfiguring a Lot Approval from council. This application is Code Assessable. Therefore, an application could be lodged with the Material Change of Use application, or as a separate application.

Community benefit

A replacement tower will ensure continued telecommunications services to users within the community. The service is expected to supply a larger area of Southern Emerald and result in improved coverage to outer areas with users benefiting from enhanced network speed.

Consequences if no alternate facility is established

Shutting down the grain silo site without an alternate functioning facility will negatively impact the coverage and network speed to the Southern part of town, including schools, commercial locations along the Gregory Highway, the Emerald Airport and remote areas including the rail corridor and farms. User's will face slow network speed and connectivity issues at these locations. Due to coverage and capacity loss of the grain silo site, there will be further capacity stress on another site in town therefore all users in Emerald may also face slow network speed issues.

Airport Considerations

Given the proximity to the Emerald Airport, consultation with the Airport has occurred to assess any potential safety risks. At BMM's preferred site located at 4 Moriarty Street, the tower structure is below the aviation OLS (obstacle limitation surfaces) contour so there is no trigger for assessment under council's planning scheme is this regard. Accordingly, the Airport considers that this location represents a very low risk to landing and departing aircraft from Runway 15/33.

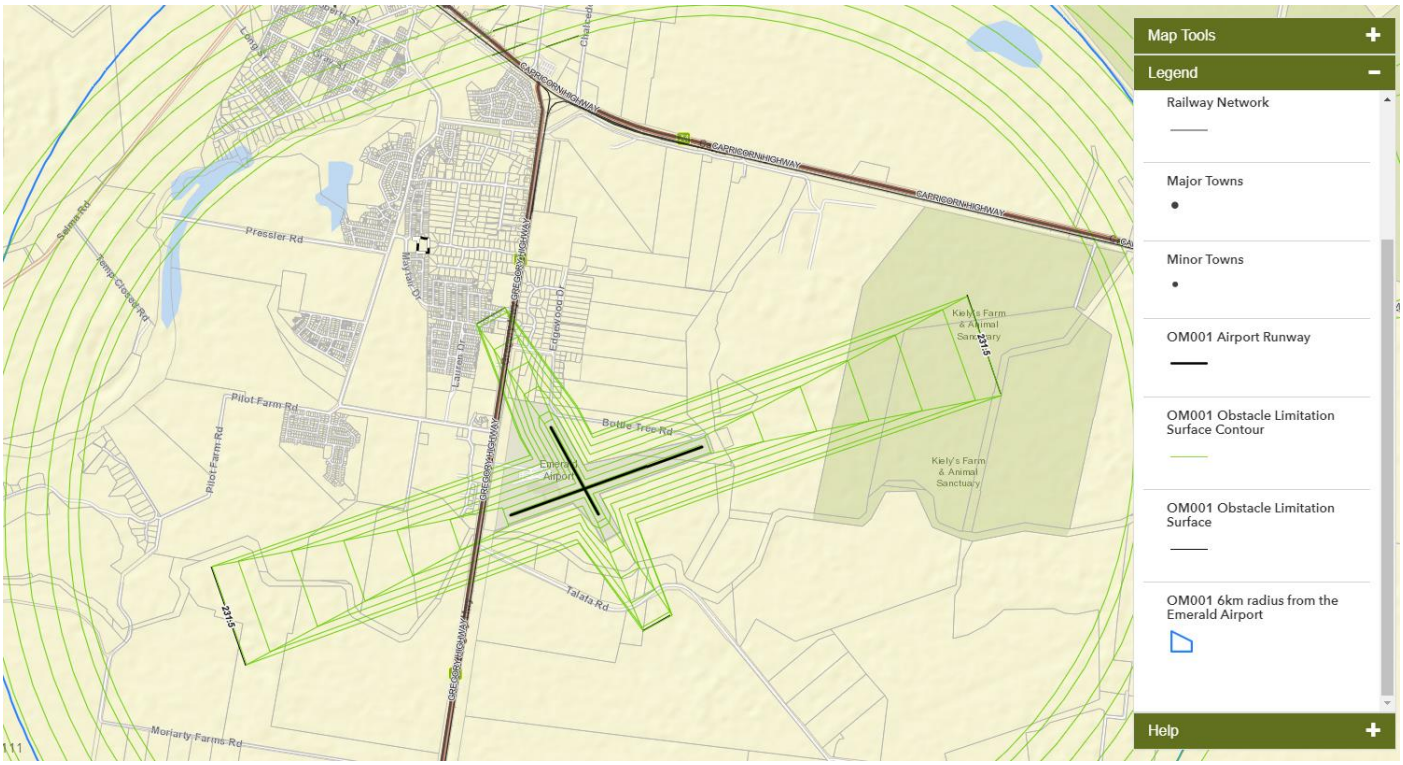


Figure 6 Proximity to Airport

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
Long-Term Destination Goal: 1. Deliver, enable and advocate for reliable services to our community
Long-Term Destination Goal: 2. Protect and grow a diverse and prosperous economy
Long-Term Destination Goal: 3. Support and enhance resilient, safe, vibrant and inclusive communities
Long-Term Destination Goal: 4. Drive our council and the region towards a digital future

Corporate Plan Theme: 1. Governance, Leadership and Capability
Corporate Plan Strategy: 1.2. Develop and implement a council digital roadmap including data, communication, service innovation and automation efficiencies

Corporate Plan Theme: 2. Regional Economic Prosperity
Corporate Plan Strategy: 2.5. Support local business to compete in a digital environment

Corporate Plan Theme: 3. Community Wellbeing
Corporate Plan Strategy: 3.3. Plan, enable and advocate to retain local community services and facilities to underpin liveability with right balance of centralised or localised services
Corporate Plan Strategy: 3.5. Collaborate with communities to support local area resilience, uniqueness and sustainability

Corporate Plan Theme: 4. Quality Infrastructure and Assets
Corporate Plan Strategy: 4.1. Enable regional industry development with appropriate transport connectivity, tourism and services infrastructure
Corporate Plan Strategy: 4.5. Advocate for regional digital connectivity infrastructure and services

Policy/Legislation:
Local Government Act 2009
Local Government Regulation 2012

Budget/Financial/Resourcing:
Potential costs associated with entering an agreement include:

- Planning application fee for a Telecommunications Facility (Impact Assessment) $9,519. This is intended to be the applicants cost not council's and the applicant may seek to have council waive this fee.
- Planning application fee for Reconfiguring a Lot by Lease Agreement $1,566. This is also intended to be the applicants cost not council's.
- Legal costs could be up to $5,000 to enable negotiation of the agreement with better terms for council.

Communication/Engagement:
Internal communication with Planning and Environment, Infrastructure and Utilities, and Airport.

External communication will depend on the planning requirements for the specific location.

Risk Assessment:
Shutting down the grain silo site will affect the coverage and network speed to the Southern part of town, including schools, commercial locations along the Gregory Highway, the Emerald Airport and remote areas including along the Highway, the rail corridor, and farms. If a replacement facility is not operational, users will face slow network speed and connectivity issues at these locations. Due to coverage and capacity loss of grain silo site, there will be capacity stress on another site in town and hence users in other areas of Emerald may also face slow network speed issues.

Airport has identified that all locations surrounding the airport pose some level of risk in terms of a struggling aircraft. The Airport has noted that the location at the reservoir site in Nogoa Rise poses the least risk to aviation activities.

Regarding safety concerns, BMM have provided a copy of the Amplitel/Telstra Electromagnetic energy (EME) safety and compliance statement which is attached for reference (attachment 2 EME statement).

Council applying the resolution complies with the requirements of the Local Government Regulation 2012 where council may not enter any disposal without first listing for tender or auction. The resolution to apply the exception will allow council to work with Amplitel Pty Limited and ensure council's compliance with the legislation.

Timings/Deadlines:
Telstra have been advised that the Grain Silo site must be vacated by March 2023.

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:

	Description	Positives	Negatives
Option 2	Not apply the exception, and not enter negotiations with the proponent regarding the proposal.	Reduced cost and time for council officers to spend on the process.	Worsening of connectivity or limited connectivity for Emerald South. Slow network speed and connectivity issues for users. Capacity stress on other sites which may further impact network speed for entire Emerald township. No improvement to telecommunications and the associated loss of

			benefits to the community.

- END OF REPORT -

Preliminary Advice

SUMMARY	
Council reference	PLM022-2022 (CRM2022/146647)
Location	4 Moriarty Street, Emerald Lot 303 SP242692
Applicant	Telstra c/- BMM Group
Description of proposal	Development Application for Material Change of Use – Telecommunication Facility Reconfiguring a Lot – Subdividing land into parts by agreement (Lease area exceeding 10 years)
Prepared by	Rebekah McDonald, Principal Planner Development Assessment
Prepared for	Melissa Ellwood, Senior Property Officer Property Services
Date of Advice	6 July 2022 31 August 2022 - Amended and reissued to include advice for Reconfiguring a Lot component
Legislation	*Planning Act 2016*
Planning Scheme	Central Highlands Regional Council Planning Scheme 2016 (Amendment No. 6)
Zone	Community Facilities (Community Use and Water Reserve) Zone
Level of Assessment	Impact Assessment
Approval required	Yes – Development Permit
Overlays	• Airport Environs Overlay (Light Restriction Zone, 6km radius from the Emerald Airport) • Flood Hazard Overlay (Low flood risk area) • Agricultural Overlay

Site Overview

The subject site is described as Lot 303 SP242692 and is located at 4 Moriarty Street, Emerald. The site currently contains a water tower and related infrastructure. It is unclear whether this infrastructure is still operational or not. Council are the registered landowner's of the property.

The subject site is included in the Community Facilities (Community Use and Water Reserve) Zone under the *Central Highlands Regional Council Planning Scheme 2016 (Amendment No. 6).*

Adjoining properties to the north, east and south comprise residential uses and the Rifle Range Nature Reserve and a park are located to the west of the site. Refer to **Figure 1** below.

Figure 1. Aerial image of the subject site

Proposal details

It is understood BMM Group has been engaged by Telstra to identify a site which is suitable for the positioning of a new 30m telecommunications pole. The proposed pole will replace an existing Telstra pole which is currently located on the GrainCorp Silos to the east, over Lot 29 DSN805397. These silos are being decommissioned and demolished in due course.

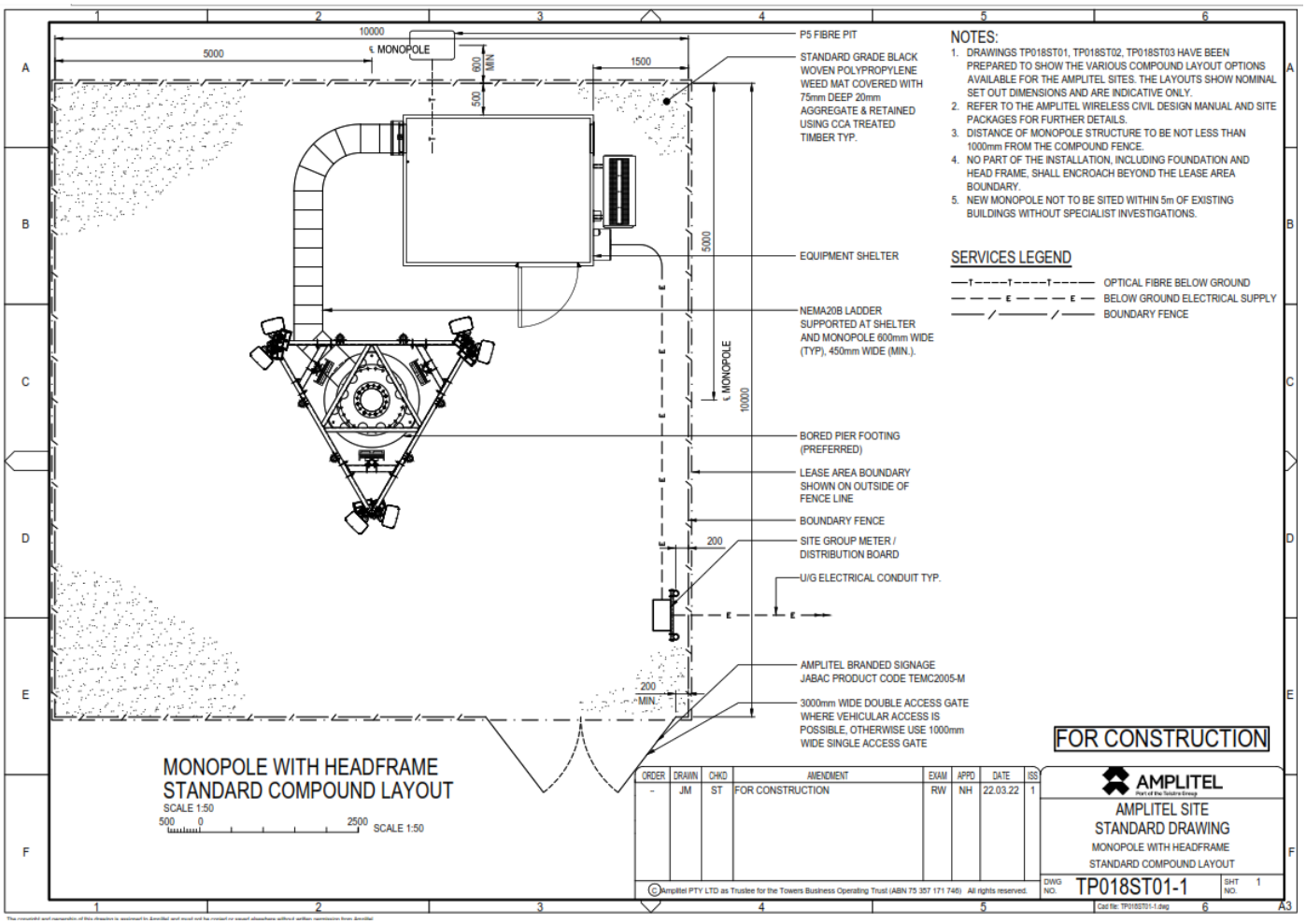
This site has been identified as a potential location due to the superior coverage a proposed pole could provide. The information provided to council indicates the mobile coverage of the proposed pole is improved for areas currently serviced by the Grain Silo pole, and has a broader coverage to include residential development and properties to the south (Miranda Heights & Pilot Farm Road).

The proposed pole height is 30m. The natural ground level of this site is approximately 194m AHD. The facility will comprise a monopile with headframe, and look similar to the poles depicted in the image below (supplied by BMM Group). An extract of the standard drawing for these facilities has also been provided by BMM Group and is included below.

The development will also involve the creation of a lease area which has a term of 2 x 10 year terms (20 years total).

BMM Group have sought advice from the development assessment team on this site and a number of other sites in the southern part of Emerald.

Property Services have requested this advice to inform and support an application for a lease over the land for the proposed facility.


10000
5000
℄ MONOPOLE
600 MIN
500
1500
P5 FIBRE PIT
STANDARD GRADE BLACK WOVEN POLYPROPYLENE WEED MAT COVERED WITH 75mm DEEP 20mm AGGREGATE & RETAINED USING CCA TREATED TIMBER TYP.
EQUIPMENT SHELTER
NEMA20B LADDER SUPPORTED AT SHELTER AND MONOPOLE 600mm WIDE (TYP), 450mm WIDE (MIN.).
5000
℄ MONOPOLE
10000
BORED PIER FOOTING (PREFERRED)
LEASE AREA BOUNDARY SHOWN ON OUTSIDE OF FENCE LINE
BOUNDARY FENCE
SITE GROUP METER / DISTRIBUTION BOARD
200
U/G ELECTRICAL CONDUIT TYP.
AMPLITEL BRANDED SIGNAGE JABAC PRODUCT CODE TEMC2005-M
200 MIN
3000mm WIDE DOUBLE ACCESS GATE WHERE VEHICULAR ACCESS IS POSSIBLE, OTHERWISE USE 1000mm WIDE SINGLE ACCESS GATE
NOTES:
1. DRAWINGS TP018ST01, TP018ST02, TP018ST03 HAVE BEEN PREPARED TO SHOW THE VARIOUS COMPOUND LAYOUT OPTIONS AVAILABLE FOR THE AMPLITEL SITES. THE LAYOUTS SHOW NOMINAL SET OUT DIMENSIONS AND ARE INDICATIVE ONLY.
2. REFER TO THE AMPLITEL WIRELESS CIVIL DESIGN MANUAL AND SITE PACKAGES FOR FURTHER DETAILS.
3. DISTANCE OF MONOPOLE STRUCTURE TO BE NOT LESS THAN 1000mm FROM THE COMPOUND FENCE.
4. NO PART OF THE INSTALLATION, INCLUDING FOUNDATION AND HEAD FRAME, SHALL ENCROACH BEYOND THE LEASE AREA BOUNDARY.
5. NEW MONOPOLE NOT TO BE SITED WITHIN 5m OF EXISTING BUILDINGS WITHOUT SPECIALIST INVESTIGATIONS.
SERVICES LEGEND
OPTICAL FIBRE BELOW GROUND
BELOW GROUND ELECTRICAL SUPPLY
BOUNDARY FENCE
MONOPOLE WITH HEADFRAME
STANDARD COMPOUND LAYOUT
SCALE 1:50
500 0 2500 SCALE 1:50
FOR CONSTRUCTION
ORDER | DRAWN | CHKD | AMENDMENT | EXAM | APPD | DATE | ISS
– | JM | ST | FOR CONSTRUCTION | RW | NH | 22.03.22 | 1
AMPLITEL
AMPLITEL SITE STANDARD DRAWING
MONOPOLE WITH HEADFRAME STANDARD COMPOUND LAYOUT
DWG NO. TP018ST01-1
SHT NO. 1
Amplitel PTY LTD as Trustee for the Towers Business Operating Trust (ABN 75 357 171 746) All rights reserved.
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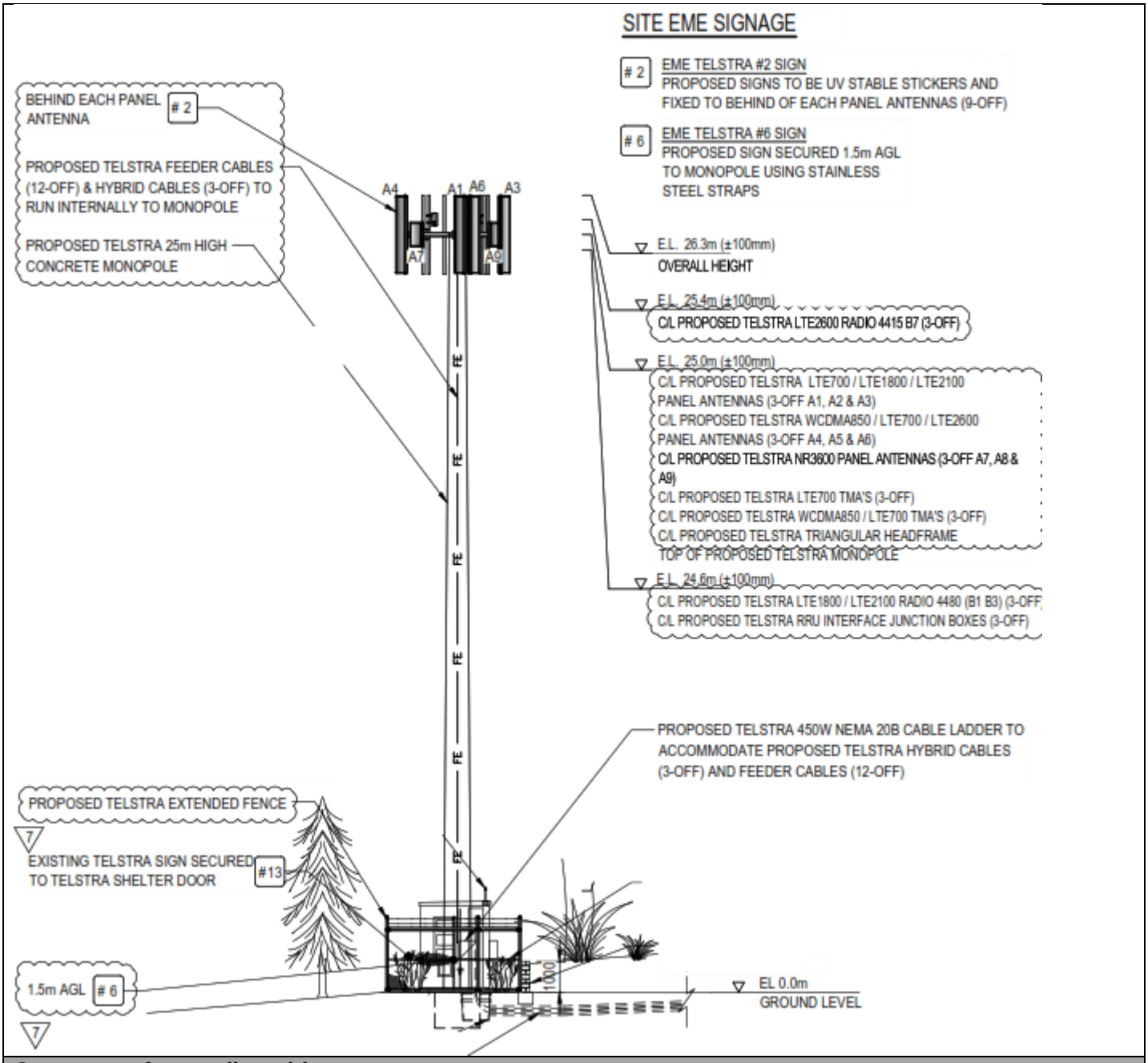


Summary of council position

Based on the information provided council is generally in support of the proposal subject to a well-made application. It is further noted that the application is subject to impact assessment and will therefore be subject to public notification where any submissions may inform council's decision.

Matters for consideration

A comprehensive review of the proposal against the planning scheme has not been undertaken. The matters which council has considered in responding to the proposal are provided below (non-exhaustive):

- The proposed facility contributes positively to the ongoing transformative digital change currently being experienced in the Central Highlands region. However, the application material will need to present justification as to how the height of the proposed telecommunications facility is not excessive or visually overbearing. Consider photo montages from various key vantage points looking towards the tower to demonstrate this. Letters of support for the proposal from the registered nearby landowners would also assist.

- The applicant is recommended to ensure an application includes relevant supporting information to demonstrate the location of the facility will not pose any serious health risks to nearby residents/ This has previously been raised by submitters as part of the public notification process for other telecommunication facilities across the region.

- It is recommended the applicant engages the services of a private town planning consultant to assist with necessary town planning reporting and application coordination.

- In addition, the proposal is subject to Impact Assessment and therefore subject to 15 business days of public notification. Council will need to consider any submissions made for or against the development proposal.
- The creation of a lease with a term exceeding 10 years triggers the need for a Reconfiguring a Lot Approval from Council. This application is Code Assessable. Therefore, an application could be lodged with the Material Change of Use application, or as a separate application.

The following sections of the planning scheme will be applicable for the assessment of the development application:

Community Facilities Zone Code

The purpose of the Community facilities zone code is to provide for community related activities and facilities whether under public or private ownership. These may include the provision of municipal services, public utilities, government installations, hospitals, educational establishments, transport and telecommunication networks and community infrastructure of an artistic, social or cultural nature.

Whilst the proposed land use is consistent with the purpose of the community facilities zone, the development application will need to demonstrate how compliance with the following overall outcomes can be achieved:

- *community facilities and associated uses are located to optimise their accessibility, operational efficiency and benefit to the public;*
- *development accommodates the specific operational, functional and locational needs of the particular use, whilst being of scale, appearance and intensity that is compatible with existing and intended development in the surrounding area;*
- *development provides a high level of amenity, maintains the safety of people, buildings and works, and effectively manages the potential for land use conflict with existing and intended surrounding development;*
- *existing and planned community facilities and associated uses are protected from the intrusion of incompatible uses that could limit the ongoing operation of existing community facilities or prejudice appropriate new activities;*
- *development is located, designed and operated to be responsive to local climatic conditions and minimises the use of water and energy;*
- *development does not adversely impact on the continued operation, viability and maintenance of existing infrastructure or compromise the future provision of planned infrastructure.*

Telecommunications Facility Code

The proposed height of 30m exceeds the stated example of 5m above the height of surrounding structures or vegetation as per AO1.1 of the code. Assessment against PO1 is required to demonstrate the tower is not visually prominent and does not adversely impact on amenity of nearby residential, community or other sensitive land uses. Photo montages from key vantage points should be included within the application to support compliance against the code.

The proposal will need to be considered against the Overall Outcomes of the Telecommunications facility code and this assessment is required to be included with the application material.

It may assist to have letters of support from owners of nearby premises.

Information on how security of the facility is to be maintained pursuant to PO4 will also be required.

Transport, parking and access code

Please provide information in the application material pertaining to the occurrence of maintenance and/ or servicing of the facility, and accordingly consider whether there is a need for designated car parking bays. It is assumed, once constructed, physical attendance to the facility would be limited and infrequent and thus there may not be a need for dedicated car parking bays. This should be confirmed with the application material.

Works, services and infrastructure (development design) code

The applicant is requested to confirm the proposal will be connected to all necessary services in accordance with PO6: *Development is provided with infrastructure, services and utilities appropriate to its setting and commensurate with its needs*.

Application requirements

A development application will need to be lodged with council's development assessment team for assessment against the Planning Scheme. The application will be Impact Assessable and will be subject to 15 day public notification. The application is likely to take 2-3 months to assess. As council are the landowner, this application will require a decision to be made by council at a General Meeting, in accordance with council's *Framework for Council Decision Making on Development Applications.*

The following information is required to support the application:

- DA Form 1
- Signed Landowner's consent
- Planning report, including an assessment against the planning scheme
- Proposal plans, including a site plan indicating the location of the pole on the site, design of the pole and elevations
- Plan of Subdivision – showing the proposed lease area on the land.
- Information to address visual amenity and potential health concerns

The prescribed application fee for a Telecommunications Facility (Impact Assessment) is $9,519.00.
The prescribed application fee for Reconfiguring a Lot by Lease Agreement is $1,566.00.

Council has a standing resolution for waiving fees and charges for Telecommunication Facilities where improved connectivity is demonstrated. If the application would like to seek a fee reduction or waiver, a request will need to be made to TPlanning@chrc.qld.gov.au prior to the application being lodged.

DISCLAIMER

The advice is intended as a guide only and in no way does the council accept any responsibility for loss or harm resulting in reliance upon the advice. The advice given cannot bind council to determine the outcome of any development application. The advice is given independent of the formal development application assessment process and no way is designed to influence or guarantee the outcome of the formal development application assessment process. The advice is only for use by the person or party lodging the proposed development application with the council and not for use by any third parties. The council cannot guarantee that the advice provided by the officers will guarantee a specific result if the applicant decides to lodge a formal development application. The advice given by the officers should not be reproduced without prior approval, or amended in any way without prior approval by the council, and cannot be relied upon by any other parties, who should endeavour to make their own enquiries.

EME Safety and Compliance

Telstra places very high importance on electromagnetic energy (**EME**) safety. Telstra rely on national and international experts such as the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) and the World Health Organisation (WHO) in relation to guidance on base stations and health. It is the responsibility of these expert authorities to continually review the science on electromagnetic energy (EME) and to protect public safety.

The Australian Communication and Media Authority's (ACMA's) regulatory arrangements require base stations to comply with the exposure limits set in the relevant Australian safety standard; the Radiation Protection Standard for Limiting Exposure to Radiofrequency Fields – 100 kHz to 300 GHz (2021), known as RPS S-1 or the ARPANSA Standard. All of Telstra's mobile base stations are designed to comply with the RPS S-1. The limit is set by ARPANSA and is based on the safety guidelines recommended by the International Commission on Non-Ionising Radiation Protection (ICNIRP). ICNIRP has recently undertaken an extensive review of the available scientific evidence and research on EME and health. As a result, new ICNIRP Guidelines were published on 11 March 2020 with a focus on the overall depth of research and safety of the guidelines.

The ARPANSA EME standard:

- protects all people including children
- is very conservative and includes large reduction factors
- covers all RF EME frequencies including those used by 5G and future technologies
- was developed after a thorough review of all relevant scientific literature in conjunction with the International Commission on Non-Ionizing Radiation Protection (ICNIRP) and an extensive public consultation process

For each base station, an EME Environmental Report is prepared by Telstra and will be accessable by members of the public via the Radio Frequency National Site Archive (RFNSA) at www.rfnsa.com.au. The Environmental Report estimates the maximum cumulative EME emitted from the base station. The estimated levels are calculated on the maximum mobile call and data capacity anticipated for a particular site. Actual EME levels will generally be significantly less than predicted, due to path losses and the base station automatically transmitting power to only serve established phone calls and data transmissions.

Our engineers conduct a thorough EME compliance assessment as part of the base station design. Once a base station becomes operational or is modified, a Site Compliance Certificate is prepared by a National Association of Testing Authorities (NATA) Assessor to certify that the site has been assessed and complies with the Radio Frequency Human Exposure Limits as specified by the Australian Communications and Media Authority (ACMA) Licence Condition Determination (LCD) and the requirements of RPS S-1. A copy of the Site Compliance Certificate for a site (once operational) can be accessed via the RFNSA.

In summary, Telstra relies on the advice of a number of international and national health authorities including the WHO for overall assessments of health and safety impacts. The WHO and other public health authorities advise that there is no substantiated scientific evidence that radiofrequency technologies that operate within national and international safety standards (for Australia RPS S-1 and the ICNIRP guidelines), including mobile phones and base stations, cause any adverse health effects.

The current position of the WHO is available in the Online Q&A (updated 21 February 2020) the WHO state: "Studies to date provide no indication that environmental exposure to RF fields, such as from base stations, increases the risk of cancer or any other disease" https://www.who.int/news-room/q-a-detail/what-are-the-health-risks-associated-with-mobile-phones-and-their-base-stations.

ARPANSA's position is: "Based on current research there are no established health effects that can be attributed to the low RF EME exposure from mobile phone base station antennas." https://www.arpansa.gov.au/understanding-radiation/radiation-sources/more-radiation-sources/mobile-phone-base-stations

11.5 Infrastructure and Utilities

11.5.1 Nil reports

11.6 Chief Executive Officer

11.6.1 Local Government Association of Queensland - Organics collection and processing tour ..... approx 5 mins

DECISION REPORT

Date:	28 September 2022	Presentation Duration: Approx. 5 minutes
To:	General Council Meeting	
Author:	Marnie Wills, Executive Assistant Mayor and Councillors	
Authorising Officer**:**	Sharon Houlihan, Chief Executive Officer	
File Reference:	ECM 1728092	
Presented for:	Decision	

ATTACHMENTS:

1. Program - LGAQ Organics collection and processing tour [**11.6.1.1** - 7 pages]

PURPOSE:
The Local Government Association of Queensland (LGAQ) Organics collection and processing tour is being held in Melbourne from 8 to 10 November 2022.

This report is seeking support for Councillor Megan Daniels to attend the tour on behalf of council.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council be represented at the Local Government Association of Queensland Organics collection and processing tour to be held in Melbourne from 8 to 10 November 2022 by Councillor Megan Daniels.

REPORT:

Background
The LGAQ recently called for expressions of interest for applications from council officers and elected member to attend the organics collection and processing tour.

Councillor Daniels has expressed an interest with the LGAQ to attend this tour.

Discussion/Current issue
Councils across Victoria have been successfully operating food organics and garden organics (FOGO) services for the past decade and have generously offered to share their insights with member councils of the LGAQ. They will be running an organics and collection processing study tour from 8 to 10 November 2022, visiting processing facilities and having conversations with councils across Melbourne and the surrounding region. Over three days, attendees will have the opportunity to chat with industry professionals and local government experts about what it takes to run a successful organics collection operation.

This is an opportunity for council officers and elected members to explore and learn from councils, industry and processors about their organic technologies, challenges and solutions across Melbourne and the surrounding region.

The tour includes:

- 3 x facility tours across Melbourne and surrounds
- Presentations from industry professionals and local government experts about how to introduce FOGO, the challenges you may face and how to overcome them

Councillor Daniels is a member of the LGAQ Waste Management and Resource Recovery Advisory Group and Central Queensland Regional Waste Management and Resource Recovery Plan Working Group.

This report is seeking support for Councillor Daniels to attend the tour on behalf of council.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
Long-Term Destination Goal: 2. Protect and grow a diverse and prosperous economy
Long-Term Destination Goal: 7. Prepare for a low carbon future and adapt to a changing climate

Corporate Plan Theme: 5. Natural Environment
Corporate Plan Strategy: 5.2. Develop and implement resource recovery (waste) strategies to support a circular economy

Policy/Legislation:
Expenses Reimbursement and provision of Facilities for Mayor and Councillors Policy

Budget/Financial/Resourcing:

Registrations fees	$795
Flights – Emerald to Melbourne (based on flexi rate at the date of the report, red edeals are available)	$2,450
Accommodation (5 nights may be required) @ approx. $320 per night / per person	$1,600
Total approximate cost per person	$4,845

+ meals and transfers

Councillors' year to date expenses (as at 15 September 2022)

Conference registrations	Budget $ 91,199	Year to date $12,076
Travelling and accommodation	Budget $110,990	Year to date $ 7,712

Communication/Engagement:
The tour will provide good learning and networking opportunities.

Risk Assessment:
The study tour will clash with:

- strategic and briefing forum – 8 November 2022
- general council meeting – 9 November 2022
- various workshops 8 to 10 November 2022

Timings/Deadlines:
Expressions of interest close 30 September 2022.

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:

	Description	Positives	Negatives
Option 2	Council not being represented at this study tour	Cost saving of $4,845	Missed opportunity to gain insights into best practice

- END OF REPORT -

LGAQ

Every Queensland community deserves to be a liveable one

Organics collection and processing tour

Melbourne tour - November 2022

An opportunity for council officers and elected members to explore and learn from Councils, industry and processors about their organics technologies, challenges and solutions across Melbourne and the surrounding region.

NOVEMBER 8th - 10th

Program

$795* (Inclusive gst)
Coach travel (including pick up and drop-off at Melbourne Airport), site visits, presentations, lunches, networking and dinner events.

REGISTER HERE

*Attendees are required to arrange their return flights and accommodation for two nights. We recommend Novotel on Collins, as this will be the departure point each day.

Program

MELBOURNE – NOVEMBER TOUR

DAY ONE – Tuesday, 8th November

11:00 am

Charter coach

Departs Melbourne airport at 11.00 am
- Coach collection point will be outside Terminal 1. Please time your flights to ensure you can meet at the coach collection point by 10:45am.

- **On route to Repurpose It** - A brief background about the development of organics in Victoria, the requirement for in-vessel FOGO processing and the Repurpose It exception for open windrow processing.

11:30 am

Repurpose It

(460 Cooper Street, Epping)

- **Site visit**
  The site tour will be conducted by bus with commentarty from the Repurpose It management team. Repurpose It is an open windrow organics (FOGO) processing facility.

  Repurpose It commissioned their open windrow facility for processing FOGO around 12 months ago. The facility is a semi-automated plant and will be converting to in-vessel processing by the end of 2022.

12:45 pm

Travel to Sacyr Organics

Lunch will be provided en-route, where further background about the development of organics in Victoria, specifically the Sacyr facility, will be provided.

2:00 pm

Sacyr Organics

(42-46 Villas Road, Dandenong South)

- **Site visit**
  Sacyr Management will take teams of 10 people on a walking tour of their facility, finishing up with a briefing session in the meeting room. Sacyr is a fully enclosed in-vessel composting facility. Receival hall, tunnels and windrows are all enclosed in a negative air pressure building.

  Monash Council's Senior Waste Officer, Rowan Millar, will discuss the collection systems used by Sacyr, implementation, education and contamination and how they obtained community acceptance and participation.

4:15 pm

Depart

Sacyr for Melbourne CBD hotel/s

5:15 pm

Arrive

Melbourne CBD hotel/s (coach drop-off point)

Continued

MELBOURNE – NOVEMBER TOUR

6:30 pm

Welcome dinner event
(CBD venue TBA)

- **Invited guests**
- Greg Mulcahy, Deputy Director Procurement (former), Metropolitan Waste and Resource Recovery Group and Operations Manager (former) of Moonee Valley City Council.
- Rishad Syed, Director of Procurement Services (former) from the Metropolitan Waste and Resource Recovery Group.
- Paul Shearman, Acting Deputy Director of Procurement Services (former), Metropolitan Waste and Resource Recovery Group.
- Lisa Pittle, Manager Environment and Environmental Services, Nillumbik Shire Council.
- Matthew Dickens, General Manager, Western Composting Technology.

- **Presentation by Greg Mulcahy, Deputy Director Procurement (former), Metropolitan Waste and Resource Recovery Group and Operations Manager (former) of Moonee Valley City Council.**
- The history of kerbside organics collections and processing in Victoria.
- The Moonee Valley Council organics experience.

- **Presentation by Rishad Syed, Director Procurement Services and Paul Shearman, Acting Deputy Director of Procurement Services of the previous Metropolitan Waste and Resource Recovery Group (MWRRG)**
- Collaborative procurement aspects of organics processing.
- Organics processing contracts management.
- The MWRRG guide for Councils introducing organics services.
- The processes for regional centres.

Program

STUDY TOUR TO MELBOURNE

DAY TWO - Wednesday, 9th November

7:00 am

Depart charter coach

Melbourne hotel/s for Western Composting Technology (WCT)

- **On route**
  Recap of day one and an overview of the program for day two.
  Further background and details of the WCT Shepparton facility.

9:45 am

Western Composting Technologies (WCT)

(165 Daldy Rd, Shepparton)

- **Site visit**
  WCT Director, Ken Dickens will be conducting the tour and presentation in Shepparton. This facility has in-vessel processing and open windrows for maturation.

  Western Composting Technology is an in-vessel composting facility in the fruit growing region of Shepparton. The organics are pasteurised in tunnels and then placed in open windrows for further maturation.

  Meeting and discussions in the WCT meeting room with Shepparton Council's CEO, Peter Harriott and Director Infrastructure, Gary Singh on kerbside collection and delivery to WCT.

12:00 pm

Depart

Shepparton for Nillumbik Council, Civic Centre, 34 Civic Drive, Greensborough.

- Lunch packs arranged by WCT and distributed to attendees to be consumed on the coach in transit to Nillumbik.

2:15 pm

Nillumbik Council

Lisa Pittle, Manager Environment and Environmental Services, Nillumbik Council, will present about how the city transformed its waste management strategy in 2013. Throughout her presentation, Lisa will discuss the introduction of FOGO in conjunction with reduced residual wastebin size and collection frequency. The presentation will also explore the complexity of collection processes, the issues they encountered and the improvements they made.

4:15 pm

Depart

Travel from Nullumbik to Melbourne CBD hotel drop-off point.

5:15 pm

Arrive

At Melbourne CBD hotel drop-off point.

Continued
MELBOURNE – NOVEMBER TOUR
6:30 pm
Networking event
(CBD venue TBA)
External invitees:
Darren Martin, Manager Waste & Resource Recovery, Hume City Council
Sarah Taylor, Coordinator Waste, Melton City Council
Lisa Paton, Coordinator Environment and Sustainability, Hobsons Bay Council
Rowan Millar, Senior Waste Officer, Monash Council
Steven Marshall, Operations Manager, Veolia Resource Recovery
Michael Wood, Sacyr Environment Australia
Tania Hall, REPURPOSE IT

Program

STUDY TOUR TO MELBOURNE

DAY THREE - Thursday, 10th November

8:00 am

Depart charter coach
Departs Melbourne hotel for Veolia Bulla organics in-vessel processing facility, 500 Sunbury Rd, Bulla VIC 3428.

8.45 am

Veolia facility
(500 Sunbury Road, Bulla)

- **Site visit**
  Veolia management will conduct a walking tour of the facility. Veolia is a fully enclosed in-vessel composting facility with maturation performed in open windrows.

10:00 am

Depart
Bulla for Hume City Council.

10:45 am

Arrive
Hume City Council.

Lisa Paton, Coordinator Environment and Sustainability, Hobsons Bay Council, will deliver a presentation on Hobson Bay's recent implementation of FOGO collections and the addition of a fourth bin for glass.

Sarah Taylor, Coordinator Waste, Melton City Council, will also deliver a presentation on Melton City Councils GO collections and conversion to FOGO and processing.

12:30 pm

Lunch and networking with presenters

1:30 pm

Depart
Hume City Council for Melbourne airport

2:00 pm

Arrive
Melbourne airport

(please schedule your flights from 3.30pm – return to Brisbane by 6.00pm
to coordinate with regional Queensland flights from 7.00pm).

ENQUIRIES

Members Hotline
P 1300 542 700
E ask@lgaq.asn.au

STUDY TOUR

Robert Ferguson Lead - Public Health and Waste
P 07 3000 2212
M 0458 802 120
E Robert_Ferguson@lgaq.asn.au

11.6.2 Council Meeting Dates 2023 ..... approx 5 mins

DECISION REPORT

Date:	28 September 2022	Presentation Duration: Approx. 5 minutes
To:	General Council Meeting	
Author:	Marnie Wills, Executive Assistant Mayor and Councillors	
Authorising Officer**:**	Sharon Houlihan, Chief Executive Officer	
File Reference:	ECM 1727348	
Presented for:	Decision	

ATTACHMENTS:
Nil

PURPOSE:
To allow for planning for meetings and adherence with the statutory requirements of the Local Government Regulation 2012, this report provides a suggested schedule of meeting dates for 2023 for the general council meetings.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council adopt the general council meeting dates for 2023 as follows:

January	Wednesday 25 January 2023
February	Wednesday 8 February 2023 Wednesday 22 February 2023 (to be held in Capella)
March	Wednesday 8 March 2023 Wednesday 22 March 2023
April	Wednesday 12 April 2023 Wednesday 26 April 2023
May	Wednesday 10 May 2023 Wednesday 24 May 2023 (to be held in Blackwater)
June	Wednesday 14 June 2023 Wednesday 28 June 2023
July	Wednesday 12 July 2023 Wednesday 26 July 2023
August	Wednesday 9 August 2023 Wednesday 23 August 2023
September	Wednesday 13 September 2023 Wednesday 27 September 2023
October	Wednesday 11 October 2023 Wednesday 25 October 2023 (to be held in Springsure)
November	Wednesday 8 November 2023 Wednesday 22 November 2023

December	Wednesday 13 December 2023
January	Wednesday 24 January 2024

REPORT:

Background
At the postelection meeting held on 23 April 2020, Central Highlands Regional Council (council) resolved the following:

> *Frequency and Place of Meetings*
> *Resolution:*
> *Cr Brimblecombe moved and seconded by Cr Moriarty "That Central Highlands Regional Council adopt the following meetings cycle for the 2020 Quadrennial term of Council:*
>
> 1. *General Council Meetings to be held on the second and fourth Wednesday of the month at 9.00am;*
> 2. *That the Finance and Infrastructure Standing Committee; Leadership and Governance Standing Committee and the Communities Standing Committee meeting arrangements cease;*
> 3. *Further, that Council review these changed arrangements around June or July 2020, and consider standing committee structures and councillor portfolio responsibilities."*
>
> *2020 / 04 / 23 / 003* *Carried (9-0)*

At the strategic and briefing forum held on 21 July 2020, council reviewed Standing Committees and portfolio structures and the following advice was provided by Councillors:

1. Status quo to remain for the moment with a possible review in January 2021 that incorporates a workshop on Corp aspirations, interests, strengths, knowledge and development opportunities
2. Review the communications guidelines for Councillors to have some responsibility to talk about things

Council historically has held only one general council meeting in December and January due to the Christmas / New Year period.

Discussion/Current issue
To allow for planning for meetings and adherence with the statutory requirements of the Local Government Regulation 2012, this report provides a suggested schedule of meeting dates for 2023 for the general council meetings.

General council meetings are held on the second and fourth Wednesday of the month commencing at 9.00am.

January	Wednesday 25 January 2023
February	Wednesday 8 February 2023
	Wednesday 22 February 2023 (to be held in Capella)
March	Wednesday 8 March 2023
	Wednesday 22 March 2023
April	Wednesday 12 April 2023
	Wednesday 26 April 2023
May	Wednesday 10 May 2023
	Wednesday 24 May 2023 (to be held in Blackwater)

June	Wednesday 14 June 2023
	Wednesday 28 June 2023
July	Wednesday 12 July 2023
	Wednesday 26 July 2023
August	Wednesday 9 August 2023
	Wednesday 23 August 2023
September	Wednesday 13 September 2023
	Wednesday 27 September 2023
October	Wednesday 11 October 2023
	Wednesday 25 October 2023 (to be held in Springsure)
November	Wednesday 8 November 2023
	Wednesday 22 November 2023
December	Wednesday 13 December 2023
January	Wednesday 24 January 2024

Meetings in Regional Offices
It is suggested to continue holding general council meetings in the regional offices which are generally followed by a community engagement event. Local schools are also invited to attend the meeting, to take the opportunities to observe a council meeting and ask councillors questions regarding the roles and responsibilities of local government.

Whilst the council meetings themselves do not result in large attendances, the community engagement event, typically a barbeque following the meetings are historically well attended. Councillors also meet with staff informally over morning tea at each meeting.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
Long-Term Destination Goal: 1. Deliver, enable and advocate for reliable services to our community

Corporate Plan Theme: 1. Governance, Leadership and Capability
Corporate Plan Strategy: 1.1. Embed responsible governance, accountabilities and performance within council

Policy/Legislation:
Local Government Regulation 2012 – Section 257 (1)

> *257 Frequency and place of meetings*
> *(1) A local government must meet at least once in each month.*
> *(2) However, the Minister may, after written application by a local government, vary the requirement under subsection (1) for the local government.*
> *(3) All meetings of a local government are to be held—*
> *(a) at 1 of the local government's public offices; or*
> *(b) for a particular meeting—at another place fixed by the local government, by resolution, for the meeting.*

Central Highlands Regional Council - Standing Orders Policy

Budget/Financial/Resourcing:
Public Notice for the advertising of the 2023 meeting dates.
Additional officer travel time to attend meetings in outer offices.
Advertising for change of meeting location (when and if required).

Communication/Engagement:
Council website – Council meeting calendar page.
Council's Facebook page.

Risk Assessment:
Low risk.

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:

	Description	Positives	Negatives
Option 2	To hold a one general council meeting a month (suggestion of the 3rd Wednesday of the month)	• More time available for councillors and officers • Less time needed for the preparation of the agenda	• Urgent items may be delayed • Possible reduction in workshops and strategic meetings

- END OF REPORT -

12 DECISION ACTION REPORTS - CLOSED SESSION

12.1 Nil reports

13 INFORMATION REPORTS

13.1 Chief Financial Officer Office

13.1.1 Nil reports

13.2 Communities

13.2.1 Reflect Reconciliation Action Plan - Progress Report - July 2021 to June 2022 .....approx 25 mins

INFORMATION REPORT

Date:	28 September 2022	Presentation Duration: Approx. 25 minutes
To:	General Council Meeting	
Author:	Suzanne Poulter, Manager Connected Communities	
Authorising Officer**:**	John McDougall, General Manager Communities	
File Reference:	ECM 1726975	
Presented for:	Information	

ATTACHMENTS:

1. Presentation - CHRC Reflect Reconciliation Action Plan Progress Report - July 2021 to June 2022 [**13.2.1.1** - 15 pages]

PURPOSE:
This report informs councillors of progress made on the “Reflect” Reconciliation Action Plan 2020-2021 during the period between 1 July 2021 to 30 June 2022.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council receives the “Reflect” Reconciliation Action Plan 2020-2021 update for the period between 1 July 2021 to 30 June 2022.

REPORT:

Background
The Central Highlands Regional Council's (council) “Reflect” Reconciliation Action Plan (RAP) 2020-2021 outlines council's commitment to advance reconciliation.

The RAP aligns with council's vision, mission and values working in partnership with stakeholders to create opportunities for all community members. The RAP fulfils council's corporate and operational plan requirement to "Strengthen recognition and collaboration with Traditional Custodians and Aboriginal and Torres Strait Islander people".

The “Reflect” RAP was endorsed by council on 12 March 2019. This represents the first level in the RAP framework, with “Innovate”, “Stretch” and “Elevate” the next levels to be achieved.

The “Reflect” RAP was officially endorsed by Reconciliation Australia on 24 August 2020 and was due for renewal in June 2022. Reconciliation Australia has since provided a recommendation for council to progress to the “Innovate” level. The “Innovate” RAP is currently being developed with a view to be implemented by 1 July 2023.

Council officially launched the RAP at the National Aboriginal Islanders Day Observance Committee (NAIDOC) flag raising event in Emerald on 9 November 2020.

Discussion/Current issue
This annual report and presentation provides councillors with an update on the RAP progress for the period between 1 July 2021 to 30 June 2022.

The delivery target for the “Reflect” RAP progress for 1 July 2021 to 30 June 2022 was 100%.

The following percentages were reached for each strategic priority area:

1. Relationships 89% achieved
2. Respect 94% achieved
3. Opportunities 89% achieved
2. Tracking and Progress 62% achieved

Overall, 83% of the delivery targets were achieved in the twelve-month reporting period.

Details of each of the strategic priority areas will be provided in the presentation.

This report recommends councillors receive this information report, noting that council will continue to strive for completion of all performance measures over the duration of the RAP.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
Long-Term Destination Goal: 3. Support and enhance resilient, safe, vibrant and inclusive communities

Corporate Plan Theme: 3. Community Wellbeing
Corporate Plan Strategy: 3.5. Collaborate with communities to support local area resilience, uniqueness and sustainability
Corporate Plan Strategy: 3.6. Strengthen recognition and collaboration with Traditional Custodians and Aboriginal and Torres Strait Islander people
Corporate Plan Strategy: 3.7. Protect and promote the heritage of our region

Policy/Legislation:
Nil

Budget/Financial/Resourcing:
Budget was allocated in the 2021-2022 financial year to resource implementation of the “Reflect” Reconciliation Action Plan 2020-2021.

Communication/Engagement:
The “Reflect” Reconciliation Action Plan 2020-2021 was informed by multiple engagement activities with stakeholders across the region.

Risk Assessment:
There is a moderate risk to council's reputation if the report is not presented. Community and local Indigenous Elders are engaged in the reconciliation process and are aware of this reporting process. If this report is not presented to council, it will increase the likelihood of a potential negative reaction that may involve political damage.

Timings/Deadlines:
The Community Development team are committed to report on progress achieved on the action plan every six months. It is considered best practice to share this update with council as soon as is practicable to the close of the reporting cycle.

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:
Nil.

Alternatives Considered:

	Description	Positives	Negatives
Option 2	Not updating council on action plan progress	Nil	• Not updating council would prevent officers meeting

			their commitment to update council on progress made every six months • Lack of transparency.

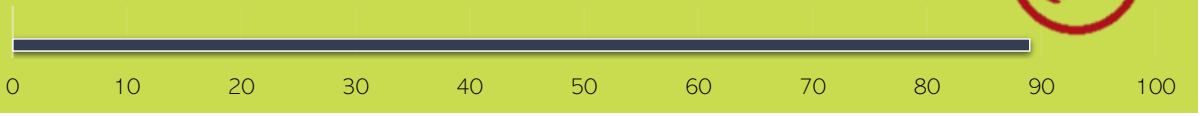
- END OF REPORT -

REFLECT
RECONCILIATION ACTION PLAN (RAP) 2020-2021

PROGRESS REPORT JULY 2021– JUNE 2022

RELATIONSHIPS

July 2021 – June 2022



89% achieved…

- ✓ Maintain Reconciliation Action Plan Working Group (RAPWG)
- ✓ Build relationships
- ✓ Celebrate National Reconciliation Week (NRW)
- ✓ Raise awareness of RAP

11% to achieve or in progress…

- Appoint RAP Champion
- Review RAP Communications Plan

Central Highlands Regional Council

Relationships need to be fostered in a supportive environment to be effective.

RELATIONSHIPS

Camille Swallow with Stevie Ross at Camille's art exhibition

NRW activity - Walk on Ghungalu Country

Ghungalu Elders Patricia Leisha and Desmond Hamilton cutting the NRW cake at the CH Elders Stories Luncheon

Central Highlands Regional Council

RESPECT

July 2021 – June 2022

94% achieved…

- ✓Learning & development
- ✓Celebrating NAIDOC Week
- ✓Cultural learning & development

6% to achieve or in progress…

- Review & update our Indigenous Support resources

Central Highlands Regional Council

Support and deliver initiatives that foster respectful relationships and greater understanding between First Peoples and the Central Highlands communities.

NAIDOC

Three Traditional Dance Groups

Central Highlands Regional Council

RESPECT

Walk on Ghungalu Country - NRW

Lunchtime at Rainbow Falls - NRW

Central Highlands Regional Council

NAIDOC Springsure 2022

Get Up! Stand Up! Show Up!

Springsure NAIDOC – Darryl Black Kairi Custodian, Renee Howard Principal SSS, Kelsey Graham- SSS School Captain

Smoking Ceremony

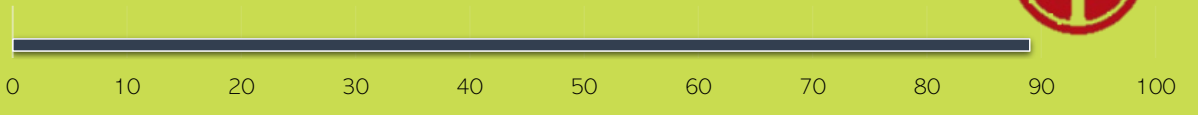
SSS NAIDOC Week student art

Students from SSS attending NAIDOC ceremony

Central Highlands Regional Council

OPPORTUNITIES

July 2021 – June 2022



89% achieved…

- ✓Employment opportunities
- ✓Supplier diversity
- ✓Literacy & numeracy

11% to achieve or in progress…

- Investigate training workshops

Central Highlands Regional Council

Allow development, implementation and enhancement of programs, systems and processes to create continued opportunities

OPPORTUNITIES

CHRC Library displays

Central Highlands Regional Council

TRACKING AND PROGRESS

July 2021 – June 2022

62% achieved…

- ✓ Track, measure & report
- ✓ Report to Council
- ✓ Liaise with Reconciliation Australia (RA) to develop new RAP

38% to achieve or in progress…

- Draft Innovate RAP in progress
- Engage with all stakeholders
- Submit draft to RA for review
- Submit draft RAP to RA for endorsement

Central Highlands Regional Council

Ensure we monitor our progress effectively and report regularly on that progress. We aim to build on our experience when reviewing and refreshing our RAP

TRACKING AND PROGRESS

Tomorrow's change begins today...

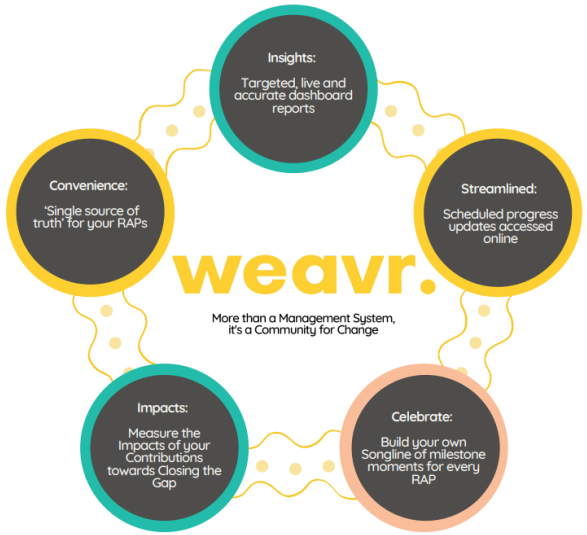
For businesses committed to making positive social change, **weavr** is the first system designed to manage, track and report on the Reconciliation Action Plan (RAP).

Created by Australia's leading Indigenous software company, LOGiT Australia, so even using **weavr** contributes towards your outcomes.

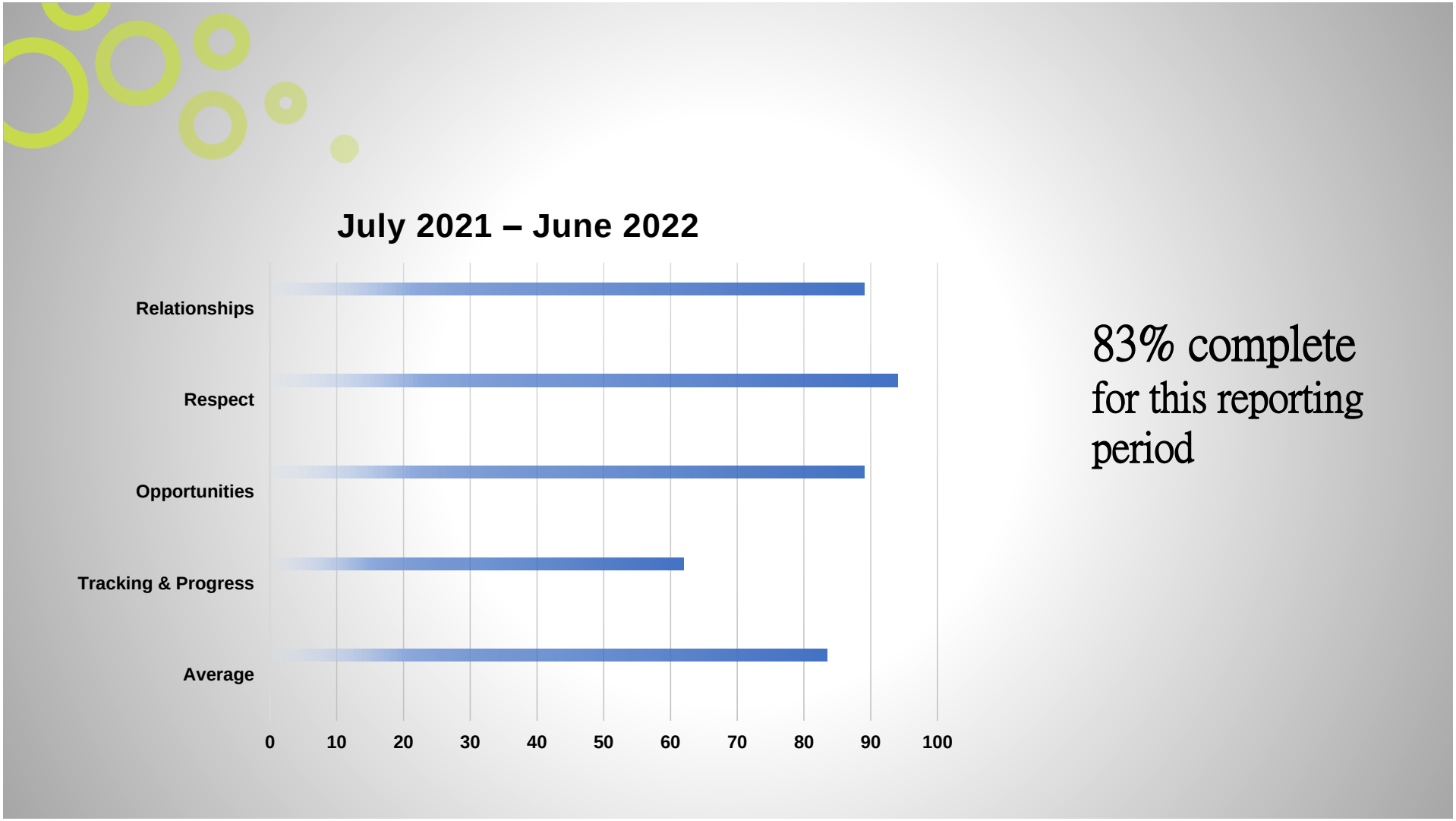
The new standard in RAP Reporting

Featuring:

- RAP Strategy Snapshots
- Target Timelines
- Closing the Gap impact
- Geographical Analysis
- Songline Milestones
- Project Management



LOGiT Australia Pty Ltd
Brisbane, Australia
Info@logitaust.com
www.weavrsys.com


July 2021 – June 2022
Relationships
Respect
Opportunities
Tracking & Progress
Average
0
10
20
30
40
50
60
70
80
90
100
83% complete for this reporting period

Reconciliation Journey Snapshots

Reconciliation Award recipients Dominique Sands & Beth Dyer - BSHS

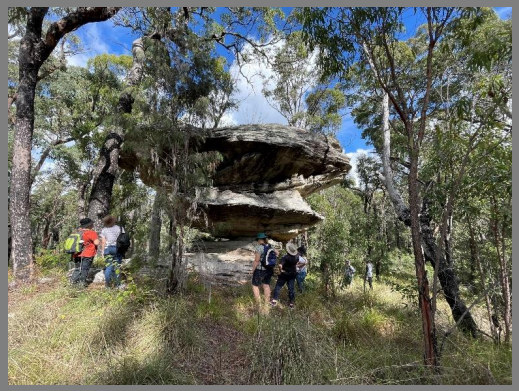
MHW Cuppa & Yarn corner

NRW Indigenous Art Workshop

CH Elders Stories Luncheon

NRW Walk on Ghungalu Country

Blackdown Tableland



THANK YOU

65 Egerton Street, Emerald QLD 4720 **T.** 1300 242 686
centralhighlands.qld.gov.au

13.3 Corporate Services

13.3.1 Nil reports

13.4 Customer and Commercial Services

13.4.1 Record of Proceedings - Community Consultation - Orion - 6 September 2022 ..... approx 5 mins

INFORMATION REPORT

Date:	28 September 2022	Presentation Duration: Approx. 5 minutes
To:	General Council Meeting	
Author:	Rebecah Brosnan, Manager Customer Service	
Authorising Officer**:**	Salomon Kloppers, Acting General Manager Customer and Commercial Services	
File Reference:	ECM 1728110	
Presented for:	Information	

ATTACHMENTS:

1. Record of Proceedings - Community Consultation - Orion - 6 September 2022 [**13.4.1.1** - 4 pages]
2. Community Consultation Tracking - Orion - 6 September 2022 [**13.4.1.2** - 1 page]

PURPOSE:
This report provides a record of proceedings from the Orion community consultation forum held at Orion Hall on 6 September 2022.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council receive the record of proceedings from the Orion community consultation forum held at Orion Hall on 6 September 2022 noting the following actions have been logged as a customer request (CRM):

1. Council to prioritise gravel resheeting for the summer grain harvest on Three Chain, Maxmoor and Yandina Roads. CRM 2022/152193.
2. Council to prioritise gravel resheeting for the summer grain harvest on Toonba Road. CRM 2022/152196.

REPORT:

Background
Central Highlands Regional Council regards community engagement activities as the cornerstone of good governance and critical to effective planning and delivery of infrastructure and services that meet the needs and expectations of the community.

Community consultation meetings are held in various communities throughout the Central Highlands local government area each year and provide opportunity for council and the community to meet and discuss key issues, plans and projects.

Orion community consultation forum was held on 6 September 2022.

Discussion/Current issue
The attached record of proceeding provides a summary of matters discussed.

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
Long-Term Destination Goal: 1. Deliver, enable and advocate for reliable services to our community
Long-Term Destination Goal: 3. Support and enhance resilient, safe, vibrant and inclusive communities

Corporate Plan Theme: 3. Community Wellbeing
Corporate Plan Strategy: 3.5. Collaborate with communities to support local area resilience, uniqueness and sustainability

Budget/Financial/Resourcing:
There is a budget for costs and resources utilised in managing Community Consultation forums. Although some operational actions from the consultation can be consumed within existing budget allocations, others may require specific budget determinations.

Communication/Engagement:
Community consultations are a ‘two-way’ method of engagement that provide community members the opportunity to express their opinions on a particular issue or proposal.

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

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 -

RECORD OF PROCEEDINGS – COMMUNITY CONSULTATION – ORION

Date: 6 September 2022

Location: Orion Hall

Present: Mayor Kerry Hayes, Cr Christine Rolfe, Deputy Mayor, Cr Gai Sypher; Cr Anne Carpenter, Cr Janice Moriarty, Tyronne Meredith Manager of Infrastructure, Sharon Wilesmith Community Development and Engagement Officer, Lane Buffington Electorate Officer for Colin Boyce, Megan Baker, Paul Wagner, Barbara Wagner, Mark Wagner, Ross Rolfe, Mike Wagner, Joanne McNamara, and Alyce Tincknell.

Apologies: Cr Joseph Burns, Cr Natalie Curtis, Cr Megan Daniels, Cr Charlie Brimblecombe, Mark Baker, Drew and Amy Rolfe, Grattton McNamara.

Proceedings Commenced: 5.10 pm

Proceedings Chaired by: Mayor Kerry Hayes

Proceedings Taker: Alison McIver Coordinator Area Office Springsure Rolleston

Item No	Topic	Summary of Discussion	Action	Community Contact
1	Welcome and overview.	Cr Kerry Hayes welcomed everyone to the Orion community consultation and acknowledged how pleasing it is to see the country looking so good. Information sheets were handed out to attendees. Councillors and staff were introduced.	Information only	
2	Rates update.	Cr Kerry Hayes advised; the first half- yearly rate notices were mailed out recently. To receive the 5% discount, payment is due on 22 September 2022. There has been an increase in general rates across the region of between 3% and 4%. Capping of 30% was applied for the 2021/2022 financial year, which has now lifted in the current financial year as per council's Revenue Policy.	Information only	

		The Queensland Government issued valuations in October 2021, with council setting the budget in June each year. The Manager Finance provided the following information to Cr Kerry Hayes regarding rates capping: • 1919 properties were levied in the rural land category. • 1025 have been capped correctly. • 849 properties have had an increase less than the 30% caping. • Remaining 45 properties are not eligible for capping. If you have a question about your rate notice, please contact the rates team on 1300 242 686.		
3	Road update	Joanne McNamarra advised, gravel resheeting is required on Three Chain, Maxmoor and Yandina Roads as the surface is now black soil and very muddy from recent rain. Mike Wagner questioned, why the gravel pits with good quality product are not being used to crush gravel for local roads. Mike encouraged council to use more local knowledge to gain information on gravel quality. • *Manager Infrastructure advised; council is trying to gain approval to access local gravel pits. This will assist with limiting the distance required to transport gravel for road works and will reduce wear and tear to roads as a result.* • *Council has experienced issues lately with gravel that tested as a high quality but has not handled heavy traffic. Roadworks have been delayed because of recent rain events.*	CRM 2022/152193 - Council to prioritize inspection and gravel resheeting for grain harvest on Three Chain, Maxmoor, and Yandina Roads if appropriate.	Joanne McNamara Mike Wagner
4	Toonba Road	Paul Wagner advised, Toonba Road is down to black soil and needs gravel resheeting. They will be trucking grain out this season.	CRM 2022/152196 Council to prioritise inspection and gravel resheeting for grain harvest	Paul Wagner

			on Toonba Road if appropriate.	
5	Scheduled roadworks	Manager Infrastructure advised, scheduled works are planned for Arcturus, Comet Downs and Bothistles Roads. Minor works funded by Rural Maintenance Performance Contract (RMPC) are complete.	Information only	
6	Emerald Agricultural College.	Mike Wagner enquired if the Emerald agricultural College would ever reopen? The rural industry is looking for a lot of trained employees. . • *Cr Christine Rolfe advised, the college will not reopen as the closure was due to changes in regulations and safety requirements. The college model changed over the years and enrolment numbers declined. Ten students visited the college last year to experience the agricultural program. These students can go on to gain a certificate in agriculture through other training organisations. There are plans to fund an experience for more students to attend a three-week program in 2023. This will allow students to gain experience and go on to receive a certificate qualification.*	Information only	Mike Wagner
7	Mobile Black Spot Funding	Cr Christine Rolfe advised; the Orion area did not receive any mobile black spot funding from the most recent round. The 3G mobile phone network will stop working in 2024 and mobile phones will need to be upgraded to 4G which provides high speed data and mobile coverage. Barbara Wagner asked, if Telstra has a plan to upgrade towers in our area. • *Cr Gai Sypher advised; council is not aware of any plans to update the Telstra towers in the area.*	Information only	Barbara Wagner
8	Santos	Cr Kerry Hayes advised, there has been an increase in resource sector activity in the area. Santos presented to council recently regarding their increased activity. As these companies increase their activity in the area,	Information only	

		council has encouraged them to engage with the Rolleston, Arcadia Valley, and Orion communities. There has been increased usage of the Rolleston airstrip during exploration works in the Marlo exploration fields.		
9	Springsure RSL Branch	Cr Kerry Hayes and Cr Christine Rolfe were advised the Springsure Returned Services League (RSL) will be closing their branch. A meeting with council will be held to plan the ongoing operation of the RSL hall and ANZAC Day services in Springsure.	Information only	Adrian Wallin
10	Feral animals	Cr Christine Rolfe advised; feral pig numbers have increased dramatically due to increased cropping this season. Control of feral pigs' forms part of biosecurity measures for the prevention of foot and mouth disease. Government funding may become available to landowners to assist with the control of feral pigs.	Information only	
11	Thank you	Cr Kerry Hayes extended thanks to the Orion Community for hosting the consultation this evening.	Information only	

Meeting Closed: 7.00pm

Community Consultation Tracking

Orion 6/06/2022

	Date of Consultation	Location	Summary	CRM Number	Date Logged	Customer Response	Customer Informed	Date Completed
285	**2022**	**Orion**					☐	
286		Orion	Council to prioritise the gravel resheeting for grain harvest on Maxmoor, Three Chain and Yandian	2022/152193	12/09/22		☐	
287		Orion	Council to prioritise the gravel resheeting for the summer grain harvest on Toonba road.	2022/152196	12/09/22		☐	

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13.5 Infrastructure and Utilities

13.5.1 Nil reports

13.6 Chief Executive Officer

13.6.1 Local Government Association of Queensland Bush Councils Convention - Conference Report ..... approx 15 mins

INFORMATION REPORT

Date:	28 September 2022	Presentation Duration: Approx. 15 minutes
To:	General Council Meeting	
Author:	Sharon Houlihan, Chief Executive Officer	
Authorising Officer**:**	Sharon Houlihan, Chief Executive Officer	
File Reference:	ECM 1727438	
Presented for:	Information	

ATTACHMENTS:
Nil

PURPOSE:
This report provides a summary of the Local Government Association of Queensland (LGAQ) 2022 Bush Councils Convention held in Barcaldine, Queensland from 25 to 28 July 2022.

OFFICER RECOMMENDATION:
That Central Highlands Regional Council receive the Chief Executive Officer's report of the Local Government Association of Queensland 2022 Bush Councils Convention held in Barcaldine, Queensland from 25 to 28 July 2022.

REPORT:

Background
Central Highlands Regional Council was represented at the Local Government Association of Queensland (LGAQ) 2022 Bush Councils Convention held in Barcaldine from 25 to 28 July 2022 by Mayor Cr Kerry Hayes, Deputy Mayor Cr Christine Rolfe, Cr Charlie Brimblecombe and Chief Executive Officer Sharon Houlihan.

Discussion/Current issue
Highlights of the Bush Councils Convention:

Arrival session 25 July 2022: Ensuring a Resilient, Responsible and Sustainable Resources Industry with the Queensland Industry Resources Development Plan

Presenters:
Carlyle Sycz, Executive Director Reform, Department of Resources
Shaun Ferris, Deputy Director-General Georesources, Department of Resources
Link: https://www.resources.qld.gov.au/qridp

Regarding small claims mining regulatory reform

- The department is working with stakeholders, those being small claims miners themselves and local governments about how we regulate small scale mining into the future and the need to get the policy levers right
- Moratorium is until November, want to work towards a scenario where the moratorium is removed prior to November (ie. want a policy position prior to then)

- Need a sustainable policy outcome with options encompassing a change in who regulates right through to maintaining status quo or perhaps a hybrid with compliance activity from department
- Need buy-in from local governments to whatever the new policy position will be and therefore consulting with local governments

Olympics and resources needs

- Sand and gravel will be needed for Olympics infrastructure works - local governments need to plan for shortages in these resources

Environmental, Social, Governance (ESG)

- Reporting regarding environmental, social, governance aspects will be required
- 'Battery passport' will be needed to provide raw materials to battery manufacturers in Europe - our safety, ethical and sustainable regulatory environment will stand us in good stead
- Battery and solar panel recycling - seen as a 'massive opportunity for local governments' (note: Banana is starting solar panel recycling)
- Renewable energy leases - currently allowing solar and wind farms to be constructed without the controls that apply to other mining eg. rehabilitation/end of life considerations. Look out for state government's energy plan, due out soon which will consider these types of energy production (considered energy not mining portfolio)

Day one: 26 July 2022 Official Opening

Nikki Boyd, MP, Assistant Minister for Local Government, Queensland Government

Health funding is a priority

Housing Investment Fund

- Local Government Grants and Subsidies Program can be used for staff housing eg. Quilpie
- Local Housing Action Plans
- Long term financial sustainability - assessing and grants for critical infrastructure (Works for Queensland, COVID Works for Queensland, Local Government Grants and Subsidies Program)

Financial Assistance (FA) grants methodology update

- Considered to be a fairer distribution of the funding pool
- Paul Bell, Chairperson Queensland Local Government Grants Commission, has written to the minister to say that there is a considerable carry over which will be paid to councils according to PREVIOUS methodology (which will reduce the reduction in council's FA grant)

Deputy Premier's inquiry into the Office of the Independent Assessor

- Report expected in near future
- Legislation to be introduced soon (state election commitment) regarding expenditure caps for local government elections

Policy Executive O&A: Rural and Remote Councils Compact Progress Report and Next Steps

Presenters:

Cr Jane McNamara, Mayor Flinders Shire Council

Cr Paul McVeigh, Mayor Western Downs Regional Council

Apology - Cr Robyn Fuhrmeister, Balonne Shire Council

- Rural and Remote Councils Compact is a partnership between Queensland's 45 rural and remote councils and state government
- Five guardians (policy executive) are:
    - Flinders Shire Mayor Jane McNamara
    - Western Downs Region Mayor Paul McVeigh
    - Cook Shire Mayor Peter Scott
    - Diamantina Shire Mayor Robbie Dare
    - Balonne Shire Councillor Robyn Fuhrmeister
- Five guardians meet on a quarterly basis with deputy premier
- Pledge to amplify the voice of rural and remote councils to state government
- Initial focus areas are financial sustainability, roads and housing

Housing

- Very different needs in different places:
    - Economic (for growth and workforce attraction)
    - Social (for those who can't afford)
    - Staff housing (to attract council workers)

Roads

- In small councils, even doubling rates would have an insignificant effect on the cost of maintaining and constructing roads
- Economic productivity relies on road networks
- Very effective to take ministers and directors-general out to drive roads in difficult areas to illustrate the needs for upgrades

LGAQ advisory groups inter-relationship with Rural and Remote Councils Compact

- Chair - Flinders Shire Mayor Jane McNamara - Roads and Transport Advisory Group and Infrastructure Queensland Roads Advisory Group
- The advisory group covers all the state's roads as opposed to the compact which is just the roads of rural and remote councils. The advisory group provides data to the compact.
- Chair - Western Downs Mayor Paul McVeigh Natural Resources Management Advisory Group. Policy and Legislative Committee underpins the compact.
- As opposed to advisory groups, the compact focuses on the three areas which, for the initial three years, are:
    - Financial sustainability
    - Roads
    - Housing
- Matters of importance to rural and remote councils such as health and digital connectivity are also discussed with the main advocacy focus on the three issues for the first three years. The two other areas of health and digital connectivity may be added to the compact priorities for the second group of five guardians.

Regional media in focus: Still telling stories as mastheads vanish

Presenters:
Craig Johnstone, InQueensland, Editor
Daniel Prosser, ABC Western Queensland, Breakfast Presenter
Harry Clarke, Country Caller, Founder

- News releases are more likely to be picked up if they have:
    - News and not just information - journalists look for hard news eg. "Council is spending $xx on new road/building/water treatment plant" and not so much events (advertisements are more appropriate for events)
    - Case studies - stories of real people in real places and impact on them
    - Six to seven second audio grabs

  State that "video / audio available", "audio grabs provided", "images provided"
- Phone calls go a long way, call the journalist when you send out a news release and ask them if it of interest, how to add to it to make it more interesting to the news outlet
- Personal invitations also work, ask the journalist to an event / announcement
- Build a relationship with journalists so they know your name
- Provide journalists with content:
    - Photos
    - Videos
    - Audio grabs
    - Interviews

  They cannot possibly cover the whole state, they will cover you but also will see you as credible if you help them with content.
- ABC tends to have a relationship with mayors, other outlets perhaps more likely with media staff
- ABC coverage can snowball into other media outlets, for example if a Brisbane producer becomes interested in a story, use the ABC to build interest from other new outlets
- Tim Cox (LGAQ) is very happy to make introductions to media producers, presenters and journalists

Campaign showcase: How we sealed the deal - Outback Way
Presenters:
Cr Rick Britton, Mayor Boulia Shire Council
Helen Lewis, Outback Way

- The Outback Way is 2,800 kilometres that links Laverton in Western Australia to Winton in Queensland through to the heart of the nation, providing a trans-national link from Perth to Cairns.
- It is currently 1700km of unsealed gravel road and 1100km of bitumen.
- The Outback Highway Development Council (OHDC) Incorporated is a successful alliance of councils spanning the Outback Way:
    - Shire of Winton (Queensland)
    - Shire of Boulia (Queensland)
    - Alice Springs Town Council (Northern Territory)
    - Shire of Ngaanyatjarraku (Western Australia)
    - Shire of Laverton (Western Australia)
    - In-kind support from Central Desert Regional Council and MacDonnell Regional Council
- Purpose is to cause the sealing of the Outback Way – for the good of the nation
- Communities along the route will develop successful businesses and benefit from the road economically and experience better quality of life with better access and continuity of services
- Sealing progress:
    - 2016-2021 – 300km sealed
- Current funding – 2021-2028:
    - $160 million + 20% - to seal 300km
      $678 million + 20%- to seal 900km

If I were mayor for a day: Young voices on the future of our rural and regional communities
Presenters:
Ashleigh and Angus - School Captains, Barcaldine Prep-12 State School

- Message from both students was to build communities, not ‘things’ and to assess social and not just economic impacts of projects and other things council does.

On opportunities for young people in the bush

- “I am an ATAR-eligible grade 12 student and nearly finished my certificate three in carpentry. If that’s not being given enough opportunities, I don’t know what is…”
- The young people reported not feeling a lack of opportunity as they have choices of whether to stay in the region or to go elsewhere if they want to further their study, for example:
  On availability of employment
    - “There’s plenty of jobs, everywhere, in every industry, always”
    - “As long as young people are willing to learn, I feel there are opportunities all over”
    - “Councils need to work on relaying the message through to the school and students”
- Very interesting the level of confidence in getting a job… this has changed so much in a very few number of years
- 'Mayor for the Day' program, Lockyer Valley Regional Council**:**
    - Covers what jobs exist at council
    - Introduces young people to staff to explain what they do
    - Encourages young people to run for council/mayor
    - Explains how to get involved at council

Keeping tabs on council conflict of interest
Presenter:
Tim Fynes-Clinton, King and Company Solicitors

- The legislation:
    - S150EF describes ordinary business matters
    - 150EN defines declarable conflict of interest as being both that there is a conflict and that involvement in the decision might lead to a decision that is not in the public’s interest
- Acceptable test for determining a declarative conduct of interest:

  - Could the councillor's judgement be impaired by the personal interest? It isn't relevant if councillors thinks they can maintain objectivity, it is the view of the 'fair-minded observer' that is relevant
  - 'Fair-minded' is not that of a pedantic mind or a suspicious mind
  - Use common sense approach
- Refer CCT's website for two recent decisions:
  1. Council awarded a tender to the value of $650k, no declaration of interest by any councillor. Complaint received that a councillor, three years prior, engaged via his family partnership in some minor works with the company that had won the tender. The finding was that there was a personal interest however because of the passage of time and the very minor nature of the transactions, it did not give rise to a declarable conflict of interest.
  2. Decision to adopt council's new procurement policy which had a significant local procurement preference weighting. As part of annual review of policy (required), no declaration of conflict of interest as Made. A councillor was a private business owner that could have its services procured by council. Finding was that there was a personal interest and that because of the local procurement preference weighting, the interest would be considered by a fair-minded person to impair the councillor's judgement in reviewing the policy in the public interest.
  Councillor argued that he had no greater than the interest of any other local business, a reference to 'ordinary business matters' - this is not the right test.
  The right test is that whether what you stand to gain or lose is not proportionally different to anyone else in the community.

Is the spirit of the bush waning?
Presenters:
Brent Sweeney, Head Yakka (CEO), Outback Futures
Peter Whipp, Head Yakka (Chairperson), Outback Futures
Cr Sean Dillon, Mayor, Barcaldine Shire Council

- Ideas around addressing declining volunteer numbers in smaller communities
- Go to the younger ones, don't expect them to come to you
- Think about succession as soon as you become a member in a committee and take someone under your wing from the start
- Consider how older volunteers welcome younger volunteers, they often don't feel welcome

Day two: 27 July 2022

Lights, camera, action: Film-friendly councils
Presenter:
Gina Black, Head of Physical Production, Screen Queensland

- Screen Queensland's Film-Friendly Pathways Program aims to attract film-makers to regional Queensland
- Screen Queensland asks councils to register as 'film-friendly councils' and would like each council to nominate a Film Liaison Officer to assist them with contacting and working with councils.
- Film-friendly councils post images, drone footage and similar of local locations to showcase why their region may be suitable for film-making.
- Screen Queensland considers whether locations lend themselves to a particular film, then they match up via their locations pitching process
- Download Screen Queensland app and check out the types of images that Screen Queensland are seeking: https://screenqueensland.com.au/make-it-in-qld/location/filmfriendly/

A wide open road: Tourism in remote and rural Queensland
Presenters:
Cr Gavin Baskett, Mayer, Winton Shire Council
Cr Stuart Mackenzie, Mayor, Quilpie Shire Council
Cr Suzette Beresford, Mayor, Paroo Shire Council
Cr Andrew Martin, Mayor, Blackall-Tambo Regional Council

- Film tourism has been very lucrative for Winton
- Instagram-worthy sunset silhouette signage in Winton: three locations encourage overnight stays
- COVID was a huge boom for outback Queensland tourism with greater than a million additional visitor nights compared with pre-COVID, saw a different demographic of visitors with families and working aged people coming from the east coast rather than previous demographic of retirees from the south
- Tourism assets such as Age of Dinosaurs at Winton and Big Rig at Roma are of great interest to international visitors as travel starts up again post-COVID
- Lack of accommodation is a blocker to tourism - 35,000 bed nights per year lost in Winton due to not having accommodation rooms
- Accommodation to be built need not be luxury-style as not authentic for outback Queensland
- Glamping very popular eg. https://rangelandscamp.com/?gclid=EAIaIQobChMIpubFqOOX-QIVEhwrCh2sagsqEAAYASAAEgLuJvD_BwE
- Indigenous tourism has high demand eg. https://trackerstours.com.au/workshops/boomerang-workshop/
- Nature tourism is appealing eg. Cunnamulla Artesian Hot Springs and River Walk Experience (Warrego River) https://www.paroo.qld.gov.au/downloads/file/431/hotspringsriverwalk-renders
- Art galleries and trails are a great tourism opportunity eg. https://trackerstours.com.au/tours/
- Outback Queensland Tourism Association, Trade and Industry Queensland and Queensland Tourism Industry Council have somewhat of a product development and marketing disconnect - tourism products and accommodation need to be bookable online and tourist-friendly.

You bet your life: Better health care for the bush
Presenter:
Gabrielle O'Kane, CEO, National Rural Health Alliance

Telehealth
- Telehealth is part of the solution for ensuring adequate health for people in rural and remote areas but not the full / only solution
- Telehealth is going to remain as a Medicare-covered type of consultation
- Other opportunities for telehealth include specialist appointments with patient and local General Practitioner (GP) whereby patient accesses specialist advice in supportive environment and GP learns from specialist in three-way conversation

Rural health workforce
- Councils can help with meeting social aspects of rural workforce needs

Proposed Rural Area Community-Controlled Health Organisations (RACCHO)
- Models off successful Aboriginal Community-Controlled Health Organisations (ACCHO) model
- Place-based model
- Block funding needed
- Is an employment model with salaried employment for health workers, as opposed to having to establish and run own business
- Local governance
- Variety of disciplines:
    - general practitioners
    - nurses
    - midwives
    - pharmacists
    - physiotherapists
    - psychologists
    - local community initiates the RACCHO and then co-designs the service

Creating Communities: Attraction, retention and economic development
Presenters:
Morgan Gronold, Senior Regional Development Manager, RAPAD
Cr Cameron O'Neil, Chair, Country Universities Centre Maranoa
Cr Tony Raynor, Mayor, Longreach Regional Council
Cr Samantha O'Toole, Balonne Shire Council

RAPAD attraction and retention program

- Record low unemployment, highest ever number of job ads on SEEK, entirety of Australia has low candidate availability on SEEK for the first time ever (SEEK has been in place for 25 years)
- 33% of metro candidates say they are willing to relocate for their next job
- 1/3 of workers are settled and not looking for a different job
- 1/3 of workers are actively looking for a different job
- 1/3 would consider, if tapped, to apply for a different job
- Barriers to relocating include:
    - Too hard to move family to a regional area
    - Limited job opportunities in my field in regional areas
    - Limited entertainment/things to do in regional areas
- RAPAD worked with:
    - recruiters
    - investors
    - government
    - SEEK Recruitment to analyse the attraction problem and develop solutions
- 'Go Far Out' campaign resulted https://gofarout.com.au

Country Universities Centre Maranoa

- Country Universities Centres offer local student support campuses no matter where you study
- Eligibility criteria apply regarding locations at which campuses can be established
- Contacts if interested in how this can be established are:
    - Cameron O'Neill, Chair CUC Maranoa
    - Cr Samantha O'Toole, Balonne Shire Council
    - CEO Matthew Magin, Balonne Shire Council

https://www.cucmaranoa.edu.au

Balonne Shire Council initiatives

- Solution Fencing Project:
    - Supports small stocking, council loaned money to farmers for fencing works (loan to council from QTC)
- Digital Connectivity Project:
    - Aimed to provide the whole shire with connectivity, small town towers being trialled, if successful will have mobile and digital connectivity for the entire shire
- Small business mentoring
- 'Welcome Mate' tourism campaign: welcoming and attraction strategy working with chamber of commerce to help migrants put down roots
- 'Make Our Place Your Place' campaign: worked with local multi-cultural committee
- Taste of Balonne: celebrates multi-cultural food
- Educational strategy to expand educational opportunities in Balonne
- Housing study: 22 western councils, will provide a specific roadmap for housing investment

Longreach Regional Council initiatives

- Culverts and headboards now manufactured in Longreach by JT Cox Concrete and Landscaping https://www.jtcoxconcreting.com.au are TMR registered precast concrete
    - Suppliers: https://www.tmr.qld.gov.au/-/media/busind/businesswithus/Approved-products-and-suppliers/Bridges-and-other-structures/PrecastConcreteApprovedSuppliers.pdf?la=en
- Pacific Islander Labour Scheme:
    - Allows businesses to access skilled and partially skilled workers, permitted to stay for three years under this scheme.
- Western Australia is paying incentives eg. paying interest on mortgage if a worker buys a house locally
- Welcome events for new workers to the town help them to connect in to community and sporting organisations

Future-proofing water networks: Winton's SCADA journey
Presenter:
Cr Gavin Baskett, Mayor, Winton Shire Council

- Private provider has developed a data centre (converted shipping container)
- Fibre internet - partnered with Taipan Networx to deliver 1gB speed intervener
- SCADA (Supervisory Control and Data Acquisition) - refer to presentation

Building and bolstering our regions: Infrastructure update
Presenter:
Paul Hope, Project Leader Regional Water Infrastructure, Department of Regional Development, Manufacturing and Water

Building Our Regions Program (Queensland Government)
https://www.rdmw.qld.gov.au/regional-development/building-our-regions-round-6

Regional water assessments and identification of water infrastructure options

- Assessments being done in three significant food bowl regions

National Water Grid Fund

- Since commencement in 2015, the National Water Grid Fund has provided some level of funding to 20 feasibility studies and seven capital projects
- Projects must have endorsement of the Queensland Cabinet before they will be put up to the Commonwealth
- Cabinet is informed by cross-agency review of projects

Feast or Famine: What is the future for agriculture?
Presenters:
Cr Tanya Milligan, Mayor, Lockyer Valley Regional Council
Cr John Wharton, Mayor, Richmond Shire Council
Cr Kerry Hayes, Mayor, Central Highlands Regional Council

- Important to research, count what is produced in your region and visit and understand the transport and logistics routes and locations where your region's produce goes
- Use those research outcomes as the basis for advocacy for the right investment and supply chain projects eg:
    - Queensland Beef Corridors package of road upgrade projects
    - Central Queensland Inland Port

Local government staff housing issues and solutions
Presenters:
Cr Frank Beveridge, Mayor, Charters Towers Regional Council

- Coordinated approach between 15 local government associations in Townsville and North-West Queensland regions
- Utilising local experience / initiative at Ausco Housing located in Bohle, Townsville
- Potential project for volume order and price with councils providing land and services
- Opportunity to advocate for a three-way funding model
- Met with Ausco Housing and toured their facility in Bohle Townsville with Ausco having prepared plans for a three-bedroom modular home with ensuite, veranda and carport
- Cost pre-three-bedroom unit (prices excluding carport and verandah):

Quantity	Cost
1–5 units	$220,457
5-10 units	$214,731
10-25 units	$209,295
25-50 units	$201,638
50+ units	$196,837

- Next steps:

- Briefings with state government ministers and senior housing advisors
- Establish a funding model and partnerships
- Sign off on three-bedroom design
- Individual councils go to contract
- Up to 50 houses in first initial stage
- Opportunity for councils to sell some older properties at a discount to valuation to increase housing supply to market
- Discussions with banks about financing some of the properties in line with what was done at Burke Shire Council

Biosecurity Queensland: Emergency animal disease update

Presenter:
David McNab, Principal Policy Officer, Biosecurity Queensland, Department of Agriculture and Fisheries

- Emergency animal disease threats:
  - Lumpy skin disease (LSD)
    - virus carried by wind-borne insect vectors into Northern Territory
  - Foot and mouth disease (FMD)
  - African swine fever (ASF)
    - Both FMD and ASF outbreaks most likely to be caused by food contaminated with virus being legally import and fed to pigs
- Response to incursion – AUSVETPLAN (AVP)
  - LSD
    - AVP in final steps of drafting
    - Policy to eradicate LSD in the shortest possible time by using:
      - Regional blanket vaccination
      - Stamping out
      - Movement controls / buffer zones
    - No vaccine registered in Australia
  - FMD
    - Policy to eradicate FMD in the shortest possible time by combination of strategies:
      - Humane destruction of infected animals
      - Control of movement of livestock
      - Vaccination may be an important component of the response
- Queensland ready to respond:
  - Industry partnerships including new ED Preparedness Taskforce
  - Investing in vaccine bank (FMD) and vaccine development (LSD)
  - Enhanced diagnostic capacity and capability
  - Response ready workforce
  - Aware-ness raising
  - Active involvement in AUSVETPLAN and EADRA review
  - Disaster management arrangements
  - Surveillance activities
- Dedicated on-line engagement hub: https://daf.engagementhub.com.au/animal-disease-preparedness
- Biosecurity plans and local governments:
  - Know where your risk is coming from:
    - Highest risk is illegally imported meat products
    - Animals
  - FMD will activate state disaster arrangements
  - Local governments will work under those arrangements
    - Logistics
    - Resources
    - Supply
    - Local expertise
  - Sub plans for high-risk sites
    - Saleyards

Day three - 28 July 2022

Local Authority Waste Management Action Committee (LAWMAC): Our journey and vision for the future
Presenters:
Cr Neil Fisher, Deputy Mayor, Rockhampton Regional Council

LAWMAC

- Identifying sustainable waste management solutions
- Working towards a circular economy and zero waste and believes that this will be achieved in regional Queensland prior to 2050 and prior to capital cities
- Non-For-Profit (NFP) association of councils (29 local governments in northern Queensland, including Central Highlands Regional Council)
- Management committee includes officers as well as elected representatives

The mother of invention: DIYing everything from beer to boating in the bush
Presenter:
Cr Andrew Martin, Mayor, Blackall-Tambo Regional Council and Blackall Woolscour
Cr Sean Dillon, Mayor, Barcaldine Regional Council

Blackall-Tambo Woolscour

- Bringing wool processing back to Australia
- China is no longer the place of low wages and low logistics costs https://www.abc.net.au/news/2021-10-06/blackall-wool-scour-could-save-industry-china-power-restrictions/100515678
- Demand for scoured (washed) wool globally is greater than supply

Barcaldine Recreation Park:

- Community idea to create an artificial water-based facility utilising artesian water
- Professionals engaged to develop project in consultation with community
- Polarising during construction, uniting post-construction
- Community involvement in operation of facility
- State and local government capital investment
- Used for rowing, ParkRun and functions

National recovery and resilience agency
Presenter:
Justine Saunders, Acting Coordinator General, National Recovery and Resilience Agency

- Merger of National Recovery and Resilience Agency and Emergency Management Australia announced to form a new agency at Commonwealth level, the National Emergency Management Resilience and Recovery Agency (NEMRRA)
  https://alga.com.au/merger-of-key-agencies-will-build-disaster-preparedness/
- Aiming to be more streamlined, joined up across all levels of government
- Should make it easier for local government to access financial assistance when and how we need it
- Increasingly, emergencies cannot be managed at the local level and Australian Defence Force personnel being used to resource emergency response and relief

Rising above the pack: Lessons in overcoming from a sporting great
Presenter:
Alistair Lynch, AFL icon and sports commentator

- Work on what you can control, for example in personal life:
  - What you eat
  - What you drink
  - Your movement
  - Your self-talk/self-thought
- Clearly define your role and ensure that you understand it and can do it, don't need to focus on the whole goal, just your role in it

- Don't do others' roles as a general rule because if you do:
    - What will they do?
    - Who will do your job?

  It lets the side down to go outside of your role, provided everyone has a clearly defined role and all roles are covered

CONSIDERATIONS / IMPLICATIONS:

Corporate/Operational Plan Reference/Policy/Legislation:
Long-Term Destination Goal: 1. Deliver, enable and advocate for reliable services to our community

Corporate Plan Theme: 1. Governance, Leadership and Capability
Corporate Plan Strategy: 1.1. Embed responsible governance, accountabilities and performance within council.
Corporate Plan Strategy: 1.6. Improve strategic advocacy for council services and provide value to all stakeholders.

Policy/Legislation:
No applicable

Budget/Financial/Resourcing:
Per person:

Conference registration (including functions)	$1,220
Accommodation	$225
Total	**$1,445**

Communication/Engagement:
The conference provided good learning and networking opportunities with representatives from 132 local governments from all over Australia.

Risk Assessment:
Nil

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:
Not applicable – For information

- END OF REPORT -

14 INFORMATION REPORTS - CLOSED SESSION

14.1 Nil reports

15 LATE AGENDA ITEMS

16 GENERAL BUSINESS

17 CLOSURE OF MEETING