



# Longreach Regional Council

Ilfracombe Isisford Longreach Yaraka

**Address all correspondence to:**  
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9 February 2023

Dear Councillors

**Re: Meeting Notice for Council Meeting to be held on 16 February 2023**

Notice is hereby given that the Council Meeting of the Longreach Regional Council will be held in the Ilfracombe Office, 1 Devon St, Ilfracombe on Thursday 16 February 2023 commencing at 9.00am.

The Briefing Session for this meeting will be held in the Fairmount (East) room on Tuesday 14 February 2023 commencing at 9:00am as follows;

Your attendance at these meetings is requested.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Brett Walsh'.

Brett Walsh  
Chief Executive Officer

Enc



# LONGREACH REGIONAL COUNCIL ORDINARY MEETING AGENDA

**Thursday 16 February 2023**

*Ilfracombe Office*

<b>1.</b>	<b>Opening of Meeting</b>	
<b>2.</b>	<b>Prayer</b>	
<b>3.</b>	<b>Consideration of Leave of Absence</b>	
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**1. OPENING OF MEETING**

**LOCAL GOVERNMENT ACT 2009 – PRINCIPLES**

Local government is required to adhere to the following high level principles contained in *section 4 of the Local Government Act*:

The *local government principles* are:

- (a) Transparent and effective processes, and decision-making in the public interest; and
- (b) Sustainable development and management of assets and infrastructure, and delivery of effective services; and
- (c) Democratic representation, social inclusion and meaningful community engagement; and
- (d) Good governance of, and by, local government; and
- (e) Ethical and legal behaviour of councillors and local government employees.

**DECISIONS, BASED ON RECOMMENDATIONS, PROVIDE FOR THE FOLLOWING COUNCIL ACTIONS:**

**Recognise** There is an issue and Council recognises that but usually can't do much about it.  
Financial cost (no cost).

**Advocate** Council will take up the issue on behalf of the community and usually get someone else to do something about it (some cost/minimal cost).

**Partner** Council partners with another organisation/agency to jointly do something about the issue (half cost).

**Deliver** Council is the deliverer of the program/solution, usually funds it etc. This is normally a standard Council responsibility in service delivery (full cost).

Council's risk management processes are based around the following principles:

**Risk Identification:** Identify and prioritise reasonably foreseeable risks associated with activities, using the agreed risk methodology.

**Risk Evaluation:** Evaluate those risks using the agreed Council criteria.

**Risk Treatment / Mitigation:** Develop mitigation plans for risk areas where the residual risk is greater than our tolerable risk levels.

**Risk Monitoring and Reporting:** Report risk management activities and risk specific information in accordance with the risk protocols.

The Risk Matrix below is used to assess the likelihood and consequence of any risk to Council, to then identify any necessary treatment actions. This matrix will also be used to assess any risk identified in Council's reports:

Likelihood	Consequence				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain 5	Medium 5	High 10	High 15	Extreme 20	Extreme 25
Likely 4	Medium 4	Medium 8	High 12	High 16	Extreme 20
Possible 3	Low 3	Medium 6	Medium 9	High 12	High 15
Unlikely 2	Low 2	Low 4	Medium 6	Medium 8	High 10
Rare 1	Low 1	Low 2	Medium 3	Medium 4	Medium 5

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Wednesday 25 January 2023 at the Civic Centre, 96a Eagle Street, Longreach**

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**OUR VISION, MISSION AND VALUES**

***Vision:***

The communities of the Longreach Region, with their individual identities and a proud heritage, will be characterised by their cohesive and inclusive nature, making the region a location of choice for business investment and outback living. Reaching a population of 5,500 by 2027, the Longreach Region will be characterised by strong communities and a vibrant economy driven by skills and innovation in a diversity of traditional and new industries.

***Mission:***

Council's Mission is to deliver decisive leadership in making locally-responsive, informed and responsible decisions, providing the highest-quality services and facilities to all communities of the Longreach Region.

***Values:***

Our values govern the actions of Council and how it serves the communities of Ilfracombe, Isisford, Longreach and Yaraka. Our eight core values are:

1. A Safe and Healthy Work Environment
2. Inclusiveness and Respect
3. Consistency and Fairness
4. Teamwork and Staff Development
5. Performance and Value for Money
6. Leadership and Collaboration
7. Sustainability
8. Forward-looking

2. **PRAYER** – Reverend <insert name>, <insert name of church>

3. **CONSIDERATION OF LEAVE OF ABSENCE**

4. **DECLARATION OF ANY PRESCRIBED / DECLARABLE CONFLICTS OF INTEREST BY COUNCILLORS AND SENIOR COUNCIL OFFICERS**

4.1 **Declaration of Prescribed Conflicts of Interest on any Item of Business**

Pursuant to section 150EG, 150EH, 150EI, 150EJ, 150EK, 150EL and 150EM of the *Local Government Act 2009*, a Councillor who has a prescribed conflict of interest in a matter must notify Council of the potential benefit or loss, and if applicable, provide the name of the related person and their relationship with them. They may not participate in a decision relating to the matter and must leave the meeting.

4.2 **Declaration of a Declarable Conflict of Interest on any Item of Business**

Pursuant to section 150EN, 150EO, 150EP, 150EQ, 150ER, 150ES and 150ET of the *Local Government Act 2009*, a Councillor who has a declarable conflict of interest in a matter must notify Council of the nature of the interest, if applicable, name of the related person, the relationship to them, and the nature of the interest, and/or the value and date of any gift received.

The Councillor may voluntarily leave the meeting and not participate in a decision relating to the matter or;

Other Councillors may vote on this matter and decide if;

- (a) the Councillor must leave the meeting and not participate in a decision relating to the matter;  
or
- (b) the Councillor may remain in the meeting and participate in a decision relating to the matter.

5. **CONFIRMATION OF MINUTES**

5.1 Council - 25 January 2023

# LONGREACH REGIONAL COUNCIL



## Ordinary Meeting

Wednesday 25 January 2023

**UNCONFIRMED MINUTES**

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Wednesday 25 January 2023 at the Civic Centre, 96a Eagle Street, Longreach**

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**Minutes of the Longreach Regional Council Ordinary Meeting  
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**1 Opening of Meeting and Acknowledgement of Country**

The Mayor declared the meeting open at 9:00am

*"We acknowledge the Traditional Owners of the land on which we meet today, and we acknowledge elders past, present and future."*

**2 Prayer**

Pastor Ben Kent, Reach Christian Church, opened the meeting with a prayer.

**Condolences**

Council paid their respects and observed a minutes silence for the passing of community members Lynn Archibald Cameron & Vaughan Johnson.

**PRESENT**

**Councillors**

Mayor	Cr AC Rayner
Deputy Mayor	Cr LJ Nunn
	Cr DJ Bignell
	Cr AJ Emslie
	Cr TM Hatch

**Officers**

Acting Chief Executive Officer	Mr Brett Walsh
Acting Chief Financial Officer	Mrs Nicole Moulds
Director of Community and Cultural Services	Mrs Lisa Young
Director of Infrastructure Services	Mr Roger Naidoo
Human Resources	Ms Grace Jones
Executive Officer, Economic Development and Public Affairs	Mr Simon Kuttner
Executive Officer , Governance and Special Projects	Mrs Kimberley Dillon
Executive Assistant to Chief Executive Officer, Mayor and Councillors	Ms Elizabeth Neal

**Apologies**

Cr T Smith

**3 Consideration of Leave of Absence**

**3.1 Leave request**

Cr Smith has requested a leave of absence from this meeting due to unexpected personal reasons  
(Res-2023-01-001)

*Moved Cr Nunn seconded Cr Bignell*

*That Council grants Cr Smith a leave of absence from this meeting*

*CARRIED 5/0*

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Wednesday 25 January 2023 at the Civic Centre, 96a Eagle Street, Longreach**

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**4 Declaration of any Prescribed / Declarable Conflicts of Interest by Councillors**

**4.1 Declaration of Prescribed Conflicts of Interest on any Item of Business**

Pursuant to section 150EG, 150EH, 150EI, 150EJ, 150EK, 150EL and 150EM of the *Local Government Act 2009*, a Councillor who has a prescribed conflict of interest in a matter must notify Council of the potential benefit or loss, and if applicable, provide the name of the related person and their relationship with them. They may not participate in a decision relating to the matter and must leave the meeting.

*Cr Tony Emslie - Longreach Rugby Union Club- Item 14.1 - Community Donations - Remuneration to be received for assisting with field preparations for Rugby Union Carnival.*

*Cr Tony Rayner GroWQ – Item 14.2 – Sponsorship – due to him being a director of GroWQ.*

**4.2 Declaration of a Declarable Conflict of Interest on any Item of Business**

Pursuant to section 150EN, 150EO, 150EP, 150EQ, 150ER, 150ES and 150ET of the *Local Government Act 2009*, a Councillor who has a declarable conflict of interest in a matter must notify Council of the nature of the interest, if applicable, name of the related person, the relationship to them, and the nature of the interest, and/or the value and date of any gift received.

The Councillor may voluntarily leave the meeting and not participate in a decision relating to the matter or;

Other Councillors may vote on this matter and decide if;

- (c) the Councillor must leave the meeting and not participate in a decision relating to the matter;  
or
- (d) the Councillor may remain in the meeting and participate in a decision relating to the matter.

**5 Confirmation of Minutes**

**5.1 Council - Thursday 15 December 2022**

*(Res-2023-01-002)*

*Moved Cr Emslie seconded Cr Hatch*

*That the Minutes of the Council meeting held on Thursday 15 December 2022, be confirmed.*

*CARRIED 5/0*

**6 Mayoral Report**

The Mayor provided a verbal report on matters addressed by him since the last meeting.

**7 Councillor Requests**

Nil

**8 Notices of Motion**

Nil

**9 Petitions**

Nil

**10 Deputations**

Nil

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Wednesday 25 January 2023 at the Civic Centre, 96a Eagle Street, Longreach**

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Council resolved to amend standing orders to consider Item 17

**17 Closed Matters**

**Appointment of Chief Executive Officer**

*This report is considered confidential in accordance with section 275(1) a, of the Local Government Regulation 2012, as it contains information relating to: the appointment, discipline or dismissal of the chief executive officer.*

*(Res-2023-01-003)*

*Moved Cr Emslie seconded Cr Bignell*

*That pursuant to section 242J(1) of the Local Government Regulation 2012 the meeting be closed at 9:19am to discuss the following matters, which are considered confidential for the reasons indicated.*

*CARRIED 5/0*

**Council out of Closed session**

*(Res-2023-01-004)*

*Moved Cr Emslie seconded Cr Hatch*

*Council move out of Closed session at 9:27am*

*CARRIED 5/0*

**17.1 Appointment of Chief Executive Officer**

Consideration of the appointment of a Chief Executive Officer.

*(Res-2023-01-005)*

*Moved Cr Nunn seconded Cr Bignell*

*That Council:*

- 1. Appoints Brett Walsh to the role of Chief Executive Officer effective 25/01/2023; and*
- 2. Authorises the Mayor to negotiate a contract of employment, including performance standards and conditions of employment, with the Chief Executive Officer.*

*CARRIED 5/0*

**11 Reception and Consideration of Chief Executive Officer's Report**

Consideration was given to the Chief Executive Officer's Report

**11.1 Standing Matters: Councillor Information Correspondence**

From the Chief Executive Officer, tabling a list of significant and relevant correspondence for Councillors and public information.

The following correspondence has been received up to Monday 16 January 2022:

1. Local Government Remuneration Commission – Annual Report 2021-2022
2. Hon Steven Miles MP – Approval of full postal ballot for February 2023 by-election
3. Queensland Government – Community Sustainability Action Grants
4. CEO DA Howard Blackall – Tambo Regional Council Tourism meeting
5. Australian Government - Disaster Ready Fund Fact Sheet
6. Department of Transport and Main Roads - Walking Local Governments Grants Factsheet
7. Department of Regional Development, Manufacturing and Water - approved Drinking Water Quality Management Plan
8. Queensland Government - Seeking feedback to the Queensland disaster management arrangements review
9. Outback Queensland Tourism Association - 2022 Excellence Awards

*(Res-2023-01-006)*

*Moved Cr Hatch seconded Cr Nunn*

*That Council receives the Councillor Information Correspondence Report, as presented.*

*CARRIED 5/0*

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Wednesday 25 January 2023 at the Civic Centre, 96a Eagle Street, Longreach**

**11.2 Standing Matters: Calendar of Events  
Upcoming Events, Meetings and Conferences**

<b>Date &amp; Time</b>	<b>Event</b>	<b>Location</b>	<b>Participants</b>
<b>January 2023</b>			
21 Sat 10.00-11.00am	Community Master Plan Feedback Forum	Longreach Library	Public event
24 Tue 9.00am-5.00pm	Strategic Round Table	Fairmount Rooms Longreach Civic Centre	Mayor, Councillors Executive Leadership Team
25 Wed 9.00am-5.00pm	Council Meeting	Council Chambers, Longreach Civic Centre	Mayor, Councillors, Executive Leadership Team Open to the public
26 Thurs 9.00am-12.00pm	Community Master Plan Feedback Forum	Longreach Showgrounds	Public event
26 Thurs 8.00am-12.00pm	Longreach Australia Day 2023 Awards/ Citizenship Ceremony/ Community Breakfast / Family event	Arts and Craft Pavilion, Longreach Showgrounds	Public event
26 Thurs 3.00pm start	Ilfracombe Australia Day 2023 Awards/ Community BBQ dinner/ Cricket and Family event	Ilfracombe Recreational Centre, Ilfracombe	Public event
26 Thurs 8.00am start	Isisford & Yaraka Australia Day 2023 Awards/ Community Breakfast/ Free pool and activities	Multi Purpose Complex, Isisford	Public event
28 Sat 6.00pm	Yaraka Australia Day 2023 Community BBQ	Yaraka Hotel, Yaraka	Public event
<b>February 2023</b>			
4 Sat 10.00-11.00am	Community Master Plan Feedback Forum	Longreach Library	Public event
11 Sat 9.30-11.30am	Community Master Plan Feedback Forum	Longreach Skate Park	Public event
14 Tues 8.00am-5.00pm	Council Briefing	Fairmount Room, Longreach Civic Centre	Mayor, Councillors Executive Leadership Team
16 Thurs 9.00am-5.00pm	Council Meeting	Council Chambers, Ilfracombe	Mayor, Councillors Executive Leadership Team Open to the public
23 Tue 9.00am-5.00pm	Strategic Round Table	Fairmount Room, Longreach Civic Centre	Mayor, Councillors Executive Leadership Team
<b>March 2023</b>			
14 Tues 8.00am-5.00pm	Council Briefing	Fairmount Room, Longreach Civic Centre	Mayor, Councillors Executive Leadership Team
16 Thurs 9.00am-5.00pm	Council Meeting	Council Chambers, Longreach Civic Centre	Mayor, Councillors Executive Leadership Team Open to the public
30 Thurs 11.00am-5.00pm	Strategic Round Table	Fairmount Rooms, Longreach Civic Centre	Mayor, Councillors Executive Leadership Team

*(Res-2023-01-007)*

*Moved Cr Hatch seconded Cr Emslie*

*That Council receives the Calendar of Events report, as presented*

*CARRIED 5/0*

**Minutes of the Longreach Regional Council Ordinary Meeting  
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**11.3 Community Engagement Forums - 2023**

Consideration of setting dates for the bi-annual Community Engagement Forums to be held in each community as per Council's Annual Operational Plan 2022-2023.

*(Res-2023-01-008)*

*Moved Cr Nunn seconded Cr Bignell*

*That Council agrees to hold the 2023 Community Engagement Forums on the dates and times indicated below and advise the local community accordingly:*

<i>Date</i>	<i>Location</i>	<i>Time</i>
<i>Monday, 13 March 2023</i>	<i>Longreach</i>	<i>5:30pm</i>
<i>Tuesday, 14 March 2023</i>	<i>Ilfracombe</i>	<i>6:30pm</i>
<i>Wednesday, 15 March 2023</i>	<i>Yaraka</i>	<i>1:00pm</i>
<i>Wednesday, 15 March 2023</i>	<i>Isisford</i>	<i>5:30pm</i>
<i>Monday, 11 September 2023</i>	<i>Longreach</i>	<i>5:30pm</i>
<i>Tuesday, 12 September 2023</i>	<i>Ilfracombe</i>	<i>6:30pm</i>
<i>Wednesday, 13 September 2023</i>	<i>Yaraka</i>	<i>1:00pm</i>
<i>Wednesday, 13 September 2023</i>	<i>Isisford</i>	<i>5:30pm</i>

*CARRIED 5/0*

**11.4 2024 Local Government Election - Postal Voting**

Consideration of an application to the Minister for State Development, Infrastructure, Local Government and Planning seeking to have Postal Voting for the 2024 Local Government Election.

*(Res-2023-01-009)*

*Moved Cr Emslie seconded Cr Bignell*

*That Council submits an application to the Minister for State Development, Infrastructure, Local Government and Planning for the 2024 Local Government Election for Longreach Regional Council to be conducted by postal ballot, due to there being a large Council area with a low population density.*

*CARRIED 5/0*

The meeting adjourned for Morning Tea at 10:09am

The meeting resumed at 10:44am with all present prior to the adjournment in attendance.

**11.5 National General Assembly of Local Government - Call for Motions**

Consideration of submitting an item to the Australian Local Government Association for consideration at the National General Assembly (NGA) scheduled for June 2023.

*(Res-2023-01-010)*

*Moved Cr Emslie seconded Cr Bignell*

*That Council:*

- 1. Considers any Notices of Motion for the Australian Local Government Association (ALGA) National General Assembly 2023 at the February Council meeting; and*
- 2. Approves for the Mayor, Chief Executive Officer, and Councillor/s to attend the Australian Local Government Association (ALGA) National General Assembly scheduled for June 2023.*

*CARRIED 5/0*

**Minutes of the Longreach Regional Council Ordinary Meeting  
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**11.6 Pest Animal Bounty Policy 05-03 - Biennial Review**

Consideration of the adoption of the Pest Animal Bounty Policy 05-03 which is due for its biennial review.

*(Res-2023-01-011)*

*Moved Cr Hatch seconded Cr Nunn*

*That Council adopts the amended Pest Animal Bounty Policy 05-03, as presented.*

*CARRIED 5/0*

**11.7 Pest Animal Control Policy 05-04 - Biennial Review**

Consideration of the adoption of the revised Pest Animal Control Policy 05-04 which is due for its biennial review.

*(Res-2023-01-012)*

*Moved Cr Hatch seconded Cr Emslie*

*That Council adopts the amended Pest Animal Control Policy 05-04, as presented.*

*CARRIED 5/0*

**11.8 Livestock Tailing Policy 05-05 - Biennial Review**

Consideration of the adoption of the revised Livestock Tailing Policy 05-05 which is due for its biennial review.

*(Res-2023-01-013)*

*Moved Cr Nunn seconded Cr Hatch*

*That Council adopts the amended Livestock Tailing Policy 05-05, as presented.*

*CARRIED 5/0*

**11.9 02-10 Councillor Remuneration Policy**

Consideration to repeal the Councillor Remuneration Policy No.2.10.

*(Res-2023-01-014)*

*Moved Cr Nunn seconded Cr Bignell*

*That Council repeals the Councillor Remuneration Policy No.2.10, as presented.*

*CARRIED 5/0*

**11.10 Workplace Health & Safety Update Report - December 2022**

This report provides a summary of Council's health and safety performance as at 31 December 2022, highlighting issues, risks and opportunities impacting on employee health and safety in the workplace.

*(Res-2023-01-015)*

*Moved Cr Nunn seconded Cr Hatch*

*That Council receives the Workplace Health & Safety Update Report for the period ending 31 December 2022.*

*CARRIED 5/0*

**11.11 Information Report - Governance**

This report provides an update on a range of activities that have occurred during the month of December 2022 for the Governance Department.

*(Res-2023-01-016)*

*Moved Cr Hatch seconded Cr Bignell*

*That Council receives the Governance information report, as presented.*

*CARRIED 5/0*

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Wednesday 25 January 2023 at the Civic Centre, 96a Eagle Street, Longreach**

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**12 Reception and Consideration of Chief Financial Officer's Report**

Consideration was given to the Chief Financial Officer's Report

**12.1 Financial Services Report**

Consideration of the financial statements for the period ending 31 December 2022

*(Res-2023-01-017)*

*Moved Cr Emslie seconded Cr Nunn*

*That Council receives the monthly financial statements for the period ending 31 December 2022, as presented.*

*CARRIED 5/0*

**12.2 Request for budget for Council by-election**

Request for budget for Council by-election

*(Res-2023-01-018)*

*Moved Cr Hatch seconded Cr Bignell*

*That Council approves an additional budget of \$40,000 to pay for expenses incurred in the conduct of the by-election to be held on 11 February 2023.*

*CARRIED 5/0*

The meeting adjourned for Lunch at 12:48pm

The meeting resumed at 1:30pm with all present prior to the adjournment in attendance

**13 Reception and Consideration of Director Corporate Services Report**

Consideration was given to the Director Corporate Services Report

**13.1 Repeal of Previous Council Resolution (2022-07-203) Resumption of Land - Cramsie Rail Siding**

Consideration to repeal resolution number *Res-2022-07-203* relating to the Ministerial notification regarding the Compulsory Acquisition and Resumption of Land required for rail purposes adjacent to the Longreach Saleyards.

*(Res-2023-01-019)*

*Moved Cr Emslie seconded Cr Hatch*

*That Council:*

- 1. Acknowledges that Council officers followed the direction as set forth in Council Resolution Res-2022-07-203; and*
- 2. Agrees to repeal Council Resolution Res-2022-07-203.*

*CARRIED 5/0*



**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Wednesday 25 January 2023 at the Civic Centre, 96a Eagle Street, Longreach**

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**13.2 Longreach Saleyards Rail Siding - Intention to Acquire Native Title Rights and Interests**

The purpose of this report is to advise Council of the service of Notice of Intention to Acquire Native Title Rights and Interests and to proceed with the compulsory acquisition and authorise the chief executive officer of Council to prepare and forward the required application and supporting documentation to the Department of Resources.

*(Res-2023-01-020)*

*Moved Cr Nunn seconded Cr Hatch*

*That Council:*

- 1. Adopts the report as tabled regarding the proposal to acquire all existing native title rights and interests (if any) in the land described as part of lot 2 on survey plan 123565 being the area shown hatched in black on sheet 5 of 8 of survey plan 317486 (a copy of survey plan 317486 being attached to the Notice of Intention to Acquire Native Title Rights and Interests) and comprising an area of 6,907m<sup>2</sup> ("the Land") for purposes relating to transportation, and in particular, railways and related purposes;*
- 2. After due consideration of the objections (if any) to the acquisition of all existing native title rights and interests (if any) in the Land, is of the opinion that the Land is still required for purposes relating to transportation, and in particular, railways and related purposes;*
- 3. Notes that the proposed compulsory acquisition of native title rights and interests in respect of the Land will affect the human rights identified in the Analysis of Process Report to Council and that the proposed compulsory acquisition will limit the identified human rights;*
- 4. Considers that the proposed compulsory acquisition of native title rights and interests in respect of the Land in the manner provided under the Native Title Act (Cwlth) and the Acquisition of Land Act limits the identified affected human rights only to an extent that is reasonable and demonstrably justifiable in accordance with section 13 of the Human Rights Act, and accordingly, would be compatible with human rights, for the purposes of the Human Rights Act; and,*
- 5. Proceeds with the compulsory acquisition of all existing native title rights and interests (if any) in the land described as part of lot 2 on survey plan 123565 being the area shown hatched in black on sheet 5 of 8 of survey plan 317486 (a copy of survey plan 317486 being attached to the Notice of Intention to Acquire Native Title Rights and Interests) and comprising an area of 6,907m<sup>2</sup> for purposes relating to transportation, and in particular, railways and related purposes, and that the Chief Executive Officer prepare and the Mayor execute the necessary application for compulsory acquisition and forward the application and all required supporting documentation to the Department of Resources in accordance with the requirements of the Acquisition of Land Act 1967 and relevant native title legislation.*

*CARRIED 5/0*

**13.3 Land and Pest Management Advisory Committee - Terms of Reference**

Consideration of the revised Land and Pest Management Advisory Committee Terms of Reference.

*(Res-2023-01-021)*

*Moved Cr Nunn seconded Cr Bignell*

*That Council adopts the amended Land and Pest Management Advisory Committee Terms of Reference, as presented and amended.*

*CARRIED 5/0*

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Wednesday 25 January 2023 at the Civic Centre, 96a Eagle Street, Longreach**

**13.4 Review of Project Decision Policy**

Consideration of the amended Project Decision Policy and associated framework.

*(Res-2023-01-022)*

*Moved Cr Nunn seconded Cr Hatch*

*That Council adopts the Project Decision Framework Policy No 1.16, as presented.*

*CARRIED 5/0*

**13.5 Information Report - Corporate Services**

This report provides an update on a range of activities that has occurred during the month of December 2022 for the Corporate Services Department.

*(Res-2023-01-023)*

*Moved Cr Emslie seconded Cr Bignell*

*That Council receives the Corporate Services information report as presented.*

*CARRIED 5/0*

**14 Reception and Consideration of Director Community and Cultural Services Report**

Consideration was given to the Director Community and Cultural Services Report

Attendance: Councillor Emslie left the Meeting at 01:43pm and was not present during the discussion of and voting on Item 14.1 due to a prescribed conflict of interest.

**14.1 Community Donations - January 2023**

Consideration of the Community Donations applications received in January in accordance with the Community Donations Policy No. 11.06.

*(Res-2023-01-024)*

*Moved Cr Bignell seconded Cr Hatch*

*That Council endorses the allocation of funds from the Community Donations Program as contained in the following table, in accordance with the Community Donations Policy No. 11.07;*

<i>Organisation/ Name</i>	<i>Event/Activity</i>	<i>Grant Requested</i>	<i>Grant Approved</i>	<i>Conditions of approval/Payment</i>
<i>Longreach Amateur Swimming Club</i>	<i>Kim Anderson Memorial Meet</i>	<i>Financial \$2,507.78 In-kind \$11.50 (5 x Bins) Total \$2,519.28</i>	<i>Financial \$2,507.78 In-kind \$11.50 (5 x Bins) Total \$2,519.28</i>	<i>Nil</i>
<i>Longreach Ilfracombe Tigers</i>	<i>Longreach Rugby League 9s Carnival</i>	<i>Financial \$5,000.00 Total \$5,000.00</i>	<i>Financial \$5,000.00 Total \$5,000.00</i>	<i>Nil</i>
		<b><i>TOTAL \$7,519.28</i></b>	<b><i>TOTAL \$7,519.28</i></b>	

*CARRIED 4/0*

Attendance: Councillor Emslie returned to the Meeting at 01:47pm.

Deputy Mayor Leonie Nunn assumed the Chair at 1:47pm.

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Wednesday 25 January 2023 at the Civic Centre, 96a Eagle Street, Longreach**

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Attendance: Councillor Rayner left the Meeting at 01:47pm and was not present during the discussion of and voting on Item 14.2 due to a prescribed conflict of interest.

**14.2 Sponsorship - January 2023**

Consideration for Sponsorship application received for the month of January, in accordance with Council's Sponsorship Policy No. 11.07.

*(Res-2023-01-025)*

*Moved Cr Hatch seconded Cr Emslie*

*That Council endorses the allocation of funds from the Sponsorship Program as contained in the following table, in accordance with the Sponsorship Policy No 11.07:*

<b>Organisation</b>	<b>Event/Project Activity</b>	<b>Event Date</b>	<b>Grant Approved</b>	<b>Conditions of Approval/Payment</b>
GroWQ	GroWQ Innovation Expo	13 July 2023	<b>Financial \$5,000.00</b> <b>In-Kind \$710.00</b> <b>Total \$5,710.00</b>	NIL
Rotary International District 9560 Ltd	Rotary District 9560 2023 Conference	28 – 30 April 2023	<b>Financial \$4,297.36</b> <b>In-Kind \$2,026.40</b> <b>Total \$6,323.76</b>	NIL
		<b>TOTAL</b>	<b>\$12,033.76</b>	

*CARRIED 4/0*

**Note:** Due to budgetary restraints the amount of financial support for GroWQ was reduced to \$5000 while the amount of in-kind support remained as \$710.

Attendance: Councillor Rayner returned to the Meeting at 02:12pm and resumed as Chair.

**14.3 Construction of Executive Housing**

Consideration of quotation and design for the construction of Executive Housing in Teal Street, Longreach.

*(Res-2023-01-026)*

*Moved Cr Bignell seconded Cr Nunn*

*That Council:*

- a) *Approves the design from Kent Construction as presented; and*
- b) *Accepts the revised written quote of \$879,221 from Kent Construction, in accordance with Section 232 of the Local Government Regulation 2012 as it is the most advantageous to Council, having regard to the sound contracting principles*

*CARRIED 5/0*

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Wednesday 25 January 2023 at the Civic Centre, 96a Eagle Street, Longreach**

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**14.4 Information Report - Community & Cultural Services**

This report provides an update on a range of activities that has occurred during the month of December for the Community & Cultural Services Department.

*(Res-2023-01-027)*

*Moved Cr Emslie seconded Cr Hatch*

*That Council receives the Community & Cultural Services information report, as presented.*

*CARRIED 5/0*

**15 Reception and Consideration of Director Infrastructure Services Report**

Consideration was given to the Director Infrastructure Services Report

**15.1 Information Report - Infrastructure Services**

This report provides an update on a range of activities that has occurred during the month of December 2022 / January 2023 for the Infrastructure Department.

*(Res-2023-01-028)*

*Moved Cr Hatch seconded Cr Emslie*

*That Council receives the Infrastructure Information Report, as presented.*

*CARRIED 5/0*

**16 Late Items**

Nil

**18 Closure of Meeting**

There being no further business, the meeting was closed at 3:33pm

**Minutes Certificate**

These minutes are unconfirmed.

\_\_\_\_\_  
Cr AC Rayner  
Mayor

\_\_\_\_\_  
Brett Walsh  
Acting Chief Executive Officer

**LONGREACH REGIONAL COUNCIL  
ORDINARY MEETING AGENDA**

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**6. MAYORAL REPORT**

THE MAYOR AND COUNCILLORS HOSTED AUSTRALIA DAY CELEBRATIONS AT OUR COMMUNITIES OF YARAKA, ISISFORD, ILFRACOMBE AND LONGREACH WITH SUPPORT FROM OUR AUSTRALIA DAY AMBASSADORS. IN LONGREACH WE ALSO WELCOMED THITAPORN SRIPLAK AS A NEW AUSTRALIAN CITIZEN.

THE MAYOR AND CEO ATTENDED THE FUNERAL SERVICE FOR VAUGHAN JOHNSON AT BUDERIM. THE MAYOR ALSO MET UP WITH THE PREMIER AND TREASURER AT BUDERIM FOR INFORMAL DISCUSSIONS.

THE MAYOR MET WITH JACOB JUDD THE RETAIL CUSTOMER EXECUTIVE FOR NAB FOLLOWING THE MAYORS CRITICISM OF NAB ANNOUNCING THAT THEY ARE LEAVING LONGREACH. NAB MAINTAIN THE DEPARTURE IS BASED ON THE LACK OF CUSTOMERS REQUIRING FACE TO FACE SERVICES AS THE MAJORITY OF CLIENTS UNDERTAKE ONLINE BANKING.

THE MAYOR AND CEO MET WITH THE EXECUTIVE OF OPERA QLD TO DISCUSS THE FESTIVAL OF OUTBACK OPERA AT LONGREACH AND WINTON IN MAY. THIS WILL BE A 3-DAY EVENT FOR LONGREACH.

THE MAYOR AND CEO MET UP WITH THE ASSISTANT POLICE COMMISSIONER FOR THIS REGION, KEVIN GUTRIDGE, AND DISCUSSED POLICING MATTERS, GENERAL REGIONAL SAFETY AND SECURITY MATTERS.

FACILITATED A ZOOM MEETING WITH THE UNIVERSITY OF QLD (UQ) FOLLOWING A REQUEST FOR ASSISTANCE WITH COMMUNITY ENGAGEMENT IN LONGREACH IN MAY AS PART OF THE STRATEGIC BUSINESS FOCUS OF UQ.

PARTICIPATED IN MULTIPLE MEETINGS AROUND THE BLUE LIGHT SHEARING PROGRAM WHICH WILL BE RUNNING TRAINING BLOCKS IN SHEARING AND WOOL HANDLING FOR INTERESTED STUDENTS. RAPAD, RESQ, QFF, AGFORCE, QPS, AWI, ELDERS, AND NUTRIENT HAVE ALL COMMITTED TO SUPPORTING THIS PROGRAM ALONG WITH THE QUEENSLAND GOVERNMENT.

MET WITH A CONTINGENT OF KIRIBATI MINISTERS VISITING LONGREACH ON A TOUR HOSTED BY BEN AND LIZA CAMERON FROM WESTERN GAME PROCESSING. KIRIBATI WORKERS ARE HELPING ADDRESS SOME OF THE REGION'S CRITICAL LABOUR SHORTAGES IN BOTH THE AGED CARE SECTOR AND MEAT PROCESSING INDUSTRY.

UNDERTOOK NUMEROUS MEDIA INTERVIEWS WITH 4LG, ABC, RURAL QUEENSLAND TODAY, AND LGAQ.

**7. COUNCILLOR REQUESTS**

None received at time of agenda preparation.

**8. NOTICES OF MOTION**

None received at time of agenda preparation.

**9. PETITIONS**

None received at time of agenda preparation.

**10. DEPUTATIONS**

None received at time of agenda preparation.

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.1 - Standing Matters Councillor Information Correspondence**

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**11. CHIEF EXECUTIVE OFFICER'S REPORT**

**11.1 Standing Matters Councillor Information Correspondence**

From the Chief Executive Officer, tabling a list of significant and relevant correspondence for Councillors and public information.

The following correspondence has been received up to Monday 6 February 2023:

1. EMA-2023-Jan - Influence and transparency in Queensland's public sector
2. EMA-2023-Jan - Local Government Heritage Conference
3. EMA - 2023-01-27 ACEO Jimmy Scott - QLD Reconstruction Authority
4. EMA - 2023-01-31 ACEO Jimmy Scott - QLD Reconstruction Authority
5. EMA-2023-02-02 - Office of the State Librarian Vicki McDonald
6. EMA-2023-02-3 - Director General Mike Kaiser -Department of State Development, Infrastructure, Local Government and Planning

**Appendices**

1. EMA-2023-Jan - Influence and transparency in Queensland's public sector [↴](#)
2. EMA-2023-Jan - Local Government Heritage Conference [↴](#)
3. EMA - 2023-01-27 ACEO Jimmy Scott - QLD Reconstruction Authority [↴](#)
4. EMA - 2023-01-31 ACEO Jimmy Scott - QLD Reconstruction Authority [↴](#)
5. EMA-2023-02-02 - Office of the State Librarian Vicki McDonald [↴](#)
6. EMA-2023-02-3 - Director General Mike Kaiser -Department of State Development, Infrastructure, Local Government and Planning [↴](#)

***Recommendation:***

*That Council receives the Councillor Information Correspondence Report, as presented.*



Crime and Corruption Commission  
QUEENSLAND

# Influence and transparency in Queensland's public sector

Minimising the corruption risks associated with  
improper influence on government decisions

January 2023



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## Foreword

**The public expects government decisions to be made in the best interests of the community, and that their state and local governments will be open to ideas and advocacy that enhance the quality of those decisions. For all views to be properly considered, access to decision-makers must be equitable and transparent. This will give the public confidence that no improper influence has affected the outcome, and will reduce the potential risk of corruption.**

In 2010, the then Crime and Misconduct Commission recommended the introduction of a Lobbyists Code of Conduct for Queensland. Designed to ensure that no unfair advantage could be taken of insider knowledge or existing relationships, the code continues to be an important element in the state's regulatory framework for lobbying.

That framework is already one of the strongest in Australia, and current recommendations from the Strategic review of the *Integrity Commissioner's functions* (Yearbury Review)<sup>1</sup> and the *Review of culture and accountability in the Queensland public sector* (Coaldrake Review)<sup>2</sup>, together with the reforms announced by the Queensland Government for legislative and policy changes in relation to lobbying<sup>3</sup>, will ensure even greater transparency and equity.

Unfortunately, the risk of improper influence on government decisions does not occur only in the context of lobbying. In recent years, the Crime and Corruption Commission (CCC) has identified other areas of vulnerability to improper influence and associated corruption risks.

Last year, we asked the public to tell us their concerns about current practices, their perceptions of risks, and what more they felt could be done to give them confidence in public sector decisions. We thank those who made submissions for sharing their views with us. We also sought the views of agencies who are involved in this space, and those responsible for progressing the existing recommendations and reforms.

This corruption prevention report summarises key themes and concerns about influencing practices, incorporating the views expressed in submissions, as well as the CCC's ongoing examination into these issues. The CCC has proposed seven reforms for consideration by the Queensland Government to close the gaps identified, and further strengthen Queensland's integrity and accountability framework.



**Bruce Barbour**  
Chairperson  
Crime and Corruption Commission

1 Yearbury K (2021) *Strategic review of the Integrity Commissioner's functions*, accessed January 2023.

2 Coaldrake P (2022) *Let the sunshine in. Review of culture and accountability in the Queensland public sector*, accessed January 2023.

3 Premier and Minister for the Olympics, *New rules for lobbyists*, Media statement, 27 June 2022.

# Key terms and definitions

## Government and public sector

**Government representative**<sup>\*4</sup> means the Premier or another Minister, an Assistant Minister, a Councillor, a public sector officer, a Ministerial Staff Member or an Assistant Ministerial Staff Member.

**Former senior government representative**<sup>\*</sup> means a Premier or another Minister, an Assistant Minister, a Councillor, a public sector officer (who was a chief executive, senior executive or senior executive equivalent), a Ministerial Staff Member or an Assistant Ministerial Staff Member who is no longer a government representative and is not an Opposition representative.

**Opposition representative**<sup>\*</sup> means the Leader of the Opposition, the Deputy Leader of the Opposition or a Staff Member in the office of the Leader of the Opposition.

**Ministerial diary** contains information about all portfolio-related meetings and activities. Ministerial diaries are published retrospectively, with the diary for one month being published at the end of the following month. For example, July diaries are published on the last day of August. They are accessible online via [The Queensland Cabinet and Ministerial Directory](#).

**Public sector employee** refers to employees of a unit of public administration (as defined in section 20, *Crime and Corruption Act 2001*). This includes public service departments, local councils, statutory bodies and government owned corporations (as defined by the *Government Owned Corporations Act 1993*).

**Public sector officer**<sup>\*</sup> is the chief executive of, or a person employed by, one of the following entities—

- a. a department
- b. a public service office
- c. a registry or other administrative office of a court or tribunal
- d. a local government
- e. a corporate entity under the *Local Government Act 2009*
- f. the parliamentary service
- g. a government owned corporation
- h. an entity, prescribed by regulation, that is assisted by public funds.

## Lobbying and lobbyists

**Lobbying activity**<sup>\*</sup> means contact with a government representative in an effort to influence state or local government decision-making, including the making or amendment of legislation; the development or amendment of a government policy or program; the awarding of a government contract or grant; the allocation of funding; and the making of a decision about planning or giving of a development approval under the *Sustainable Planning Act 2009*.

4 Definitions marked \* have been summarised from the *Integrity Act 2009* and the Queensland Lobbyists Code of Conduct.

However, it does not include:

- a. contact with a committee of a Legislative Assembly or a local government
- b. contact with a member of the Legislative Assembly, or a Councillor, in his or her capacity as a local representative on a constituency matter
- c. contact in response to a call for submissions
- d. petitions or contact of a grassroots campaign nature in an attempt to influence a government policy or decision
- e. contact in response to a request for tender
- f. statements made in a public forum
- g. responses to requests by government representatives for information
- h. incidental meetings beyond the control of a government representative, or
- i. contact on non-business issues e.g. issues not relating to a client of the lobbyist or the lobbyists' sector.

**Lobbyist\*** means an entity that carries out a lobbying activity for a third-party client or whose employees or contractors carry out a lobbying activity for a third-party client.

However, the term "lobbyist" does not include:

- a. a non-profit entity
- b. an entity constituted to represent the interests of its members (e.g. an employer group, a trade union or a professional body such as the Queensland Law Society)
- c. members of trade delegations visiting Queensland
- d. an entity carrying out incidental lobbying activities, or
- e. an entity carrying out a lobbying activity only for the purpose of representing the entity's own interests.

**Third-party client\*** is an entity that engages another entity to provide services constituting, or including, a lobbying activity for a fee or other reward that is agreed to before the other entity provides the services.

**In-house lobbyist** refers to an employee of an organisation that is not a registered lobbying company who carries out lobbying activities for that organisation.

**The Lobbyists Register\*** is a publicly available list of professional lobbyists who wish to lobby government representatives. The Queensland Integrity Commissioner is responsible for maintaining the Lobbyists Register in Queensland and it is accessible through the website of the [Integrity Commissioner](#).

**The Contact log\*** records details of all registered lobbying contacts, including the date the lobbying contact occurred, client of lobbyist, title and name of the government representative and the purpose of the contact. Lobbyists are required to enter this information via the [Integrity Commissioner's](#) website no later than 15 days after the end of every month.

# Introduction

## Influencing government decision-making

Advocacy to government is a legitimate and necessary part of modern democracies. However, some practices used to influence government decisions may carry inherent corruption risks. As the Organisation for Economic Co-operation and Development (OECD) has stated:

*Information from a variety of interests and stakeholders helps policy makers understand options and trade-offs, and can lead, ultimately, to better policies. Nevertheless, sometimes public policies may be influenced only by specific interest groups or through covert and deceptive evidence, resulting in sub-optimal outcomes and undermining citizens' trust in democratic processes.<sup>5</sup>*

Recent research has shown that levels of trust and confidence in government have been declining. According to the 2022 Edelman Trust Barometer, only 52 per cent of Australians trust government to do the right thing.<sup>6</sup> The perception that money and personal relationships unfairly buy special access and influence over the decisions made by government has been identified as a contributing factor to the declining trust environment.<sup>7</sup>

*Well-resourced interests – such as big business, unions and not-for-profits – use money, resources and relationships to influence policy to serve their interests, at times at the expense of the public interest. Even if they are only sometimes successful, it's not the “fair go” Australians expect.<sup>8</sup>*

People can seek to influence government decisions in many ways, including through leveraging political and personal associations, political donations, providing gifts or benefits, or engaging the services of well-connected individuals or organisations such as registered lobbyists. Influence can also arise through members of the private sector “grooming” or developing relationships with elected officials and public sector employees to position themselves to obtain information or to benefit from that person’s favourable view of them. Current or former government representatives may also be able to exert influence by using their associations, or the knowledge obtained through their government roles, to influence decisions in favour of private interests.

The CCC has for some time identified improper influence as a corruption risk and it is a current area of focus for the Commission. Like other integrity agencies across Australia, the CCC has been raising awareness about the corruption risks associated with some of the practices used by organisations and individuals seeking to influence government policy, legislation, or the awarding of contracts and grants.

The recommendations made by recent reviews are an important step towards increasing transparency of decision-making and interactions with individuals or groups seeking to influence government decisions. The CCC fully supports these measures and believes they will help allay legitimately held public concerns about improper influence.

The CCC looked more broadly at examples and patterns of lobbying influence, decision-making and transparency across both state and local government. Our focus was on identifying the corruption risks posed by certain influencing practices and was informed by our information holdings, analysis of the results of our corruption investigations, and the views and concerns expressed to the CCC by members of the public through complaints and in written submissions.

This corruption prevention report is intended to raise awareness across the public sector of what could be considered “improper” attempts to influence decision-making, and how to prevent risk behaviours escalating into possible corrupt conduct. It sets out proposals designed to close some gaps identified by the CCC in the course of its examination of these issues.

<sup>5</sup> OECD (2021) *Lobbying in the 21st century: Transparency, integrity and access*, OECD, accessed January 2023.

<sup>6</sup> Edelman Trust Barometer (2022) *Trust barometer 2022 Australia*, Edelman Australia, accessed January 2023.

<sup>7</sup> OECD (n.d.) *Integrity and influence in policy-making*, OECD, accessed January 2023.

<sup>8</sup> Wood D, Griffiths K and Chivers C (2018) *Who's in the room? Access and influence in Australian politics*. Grattan Institute, accessed January 2023.

## | The integrity framework in Queensland

**Queensland's integrity and accountability framework is comprehensive and has continued to mature following reviews in recent years. The framework promotes and supports high standards of conduct across the public sector.**

Some key components of this framework in relation to influence, decision-making and transparency include:

- The *Public Sector Ethics Act 1994* which references ethical conduct within the Queensland public sector, including four principles fundamental to good public administration: integrity and impartiality; promoting the public good; commitment to the system of government; and accountability and transparency.
- The *Queensland Ministerial Handbook* sets out the common policies, practices and procedures to be adopted in Ministerial Offices with respect to a broad range of operational and policy issues in relation to the functioning of the Ministerial Office.
- The *Public Records Act 2002* establishes requirements for making, managing, keeping and preserving public records in Queensland.
- The *Public Sector Act 2022* sets out the work performance and personal conduct standards expected of public sector employees, including their obligations to declare and manage conflicts of interest. The Act is due to commence on 1 March 2023 and will replace the current *Public Service Act 2008*.
- The *Electoral Act 1992* establishes the framework for conducting elections, electoral donation disclosure thresholds, and establishes the Electoral Commission of Queensland as an independent statutory authority which is responsible for the impartial conduct of state and local government elections in Queensland.
- The *Integrity Act 2009* establishes the role of the Integrity Commissioner to facilitate the giving of advice to Ministers, Chief Executives and others on ethics or integrity issues to ensure they appropriately manage conflicts of interest, and to establish a register of lobbyists and set standards for registered lobbyists. The Act prohibits payment of success fees and restricts the professional lobbying activities a former government representative or Opposition representative can undertake for two years after leaving their government or parliamentary role.

Elected officials and public sector employees across all levels and sectors are obliged to act in the public interest. The independence of the public sector from improper influences — be they political, cultural or commercial — is a fundamental principle of good democratic government.<sup>9</sup>

Without proper controls and safeguards, some influencing practices can lead to, or increase the risk or perception of, improper influence, resulting in biased decision-making.

### The recent focus on lobbying

Lobbying is one influencing practice that has attracted widespread media attention and given rise to public concerns about the integrity and transparency of government decisions in recent years.

Recent reviews — the *Strategic review of the Integrity Commissioner's functions* (the Yearbury Review [September 2021]) and the *Review of culture and accountability in the Queensland public sector* (the Coaldrake Review [June 2022]) — examined lobbying and its influence in Queensland. Both reviews made recommendations to improve the transparency of government decisions and increase the independent regulation and oversight of lobbying activities.

<sup>9</sup> CMC (2010) *Report on an investigation into the alleged misuse of public monies, and a former ministerial adviser*, CMC, accessed January 2023.

Also around the time of these reviews, the Queensland Government announced additional proposed reforms designed to ensure greater openness in relation to lobbying and restrict the influence of political donations.

The CCC welcomes these recommendations and reforms and the way in which these additional measures will:

- expand the definition of who is required to register as a lobbyist
- increase the level of detail to be publicly disclosed by lobbyists, Ministers and Ministerial Offices
- ensure greater transparency of the purpose of meetings with lobbyists and the outcomes being sought
- require greater disclosure of conflicts of interest arising from lobbyists being engaged as political advisors or undertaking consultancy work for the government, and
- limit informal access to Cabinet Ministers at political fundraising events.



## Status of reviews and reforms

Following the Coaldrake Review, the Queensland Government announced it would accept and implement all of the recommendations made in that review. Since then, the Queensland Government has announced that the recommendations made in the Yearbury Review would be considered in conjunction with those made in the Coaldrake Review.

A taskforce has been established to implement the recommendations, and on 30 November 2022 the *Integrity and Other Legislation Amendment Bill 2022* was passed by the Queensland Parliament. The Bill amends the *Auditor-General Act 2009*, *Ombudsman Act 2001*, *Integrity Act 2009* and the *Public Sector Act 2022* to “to better promote the independence and authority of the Queensland Auditor-General, the Queensland Ombudsman and the Queensland Integrity Commissioner”.

This legislation is the first tranche of reforms arising from these reviews, with further legislation expected to be introduced into Parliament in 2023.

## Improper influence and corrupt conduct

There remain gaps in Queensland's integrity framework which allow for continued risk of corrupt practices (or the perception of them). These risks may be heightened in situations where:

- former elected officials (including government or Opposition representatives) leverage their associations or the information obtained from their previous office to influence government decisions
- members of the private sector receive privileged access to decision-makers based on their personal or political relationships
- there is a lack of openness about the interactions between members of the private and public sectors or when these meetings occur in secret, or when records are not kept of these interactions.

The CCC has seen evidence of the vulnerability of elected officials and public sector employees to improper influence, resulting in conduct that has amounted to or involved "corrupt conduct", as defined by section 15 of the *Crime and Corruption Act 2001*, including:<sup>10</sup>

- undeclared or inadequately managed conflicts of interest
- nepotism or favouritism in recruitment
- acceptance of bribes, gifts or other benefits in exchange for a favourable outcome
- misappropriation of public resources or funds
- unauthorised release of sensitive information or falsification of records to advantage a particular individual or organisation
- perceived or actual bias in relation to public sector agencies' and public sector officers' decisions.

## A broader examination of influence and transparency

Recent integrity reviews have largely focused on interactions at the state government level. The CCC decided to look more broadly at examples and patterns of lobbying influence, decision-making and transparency across both state and local government. In June 2022 the CCC released a discussion paper inviting submissions on a range of topics related to influence, decision-making and transparency in Queensland.<sup>11</sup>

Since that time, the CCC has examined:

- public perceptions of influence and transparency on government decisions
- whether certain roles and activities are more vulnerable to improper influence, and
- the regimes used in other jurisdictions, both Australian and international, to regulate influence.

<sup>10</sup> See for example: *Operation Ebulus*, *Operation Yardage*, *Operation Turnover*, *Operation Acrid*, *Operation Windage*, *Operations Moonlight and Spoke*.

<sup>11</sup> *'Influencing practices in Queensland: Have your say'* was published on the CCC's website.



Given the importance of these issues, and their associated corruption risks, the CCC has decided to make public the key themes identified through its consideration of influencing practices in Queensland. This work has not focused on identifying particular incidents of undue influence or access, or the individuals involved. Rather it sought, from a prevention perspective, to understand and examine the practices that may cause or contribute to corruption risks and pinpoint potential vulnerabilities in existing processes which could enable or facilitate improper influence on government decisions.

This corruption prevention report summarises the key themes and observations from the CCC's work examining influencing practices and sets out:

1. the views and concerns expressed in public submissions about how influence may affect government decisions and the importance of transparency
2. information from the CCC's analysis of its corruption investigations and information holdings relating to influencing practices
3. relevant aspects of Queensland's integrity framework, and the steps taken by other agencies to prevent improper influence
4. potential opportunities and reforms for the Queensland Government to consider to further strengthen integrity and transparency of government decisions.



# Key themes from the CCC's examination of influence in Queensland

**The CCC has considered Queensland's integrity framework and has identified areas for further improvement based on our information holdings and input from the public.**

Both Yearbury and Coaldrake consulted publicly to inform their recommendations. The CCC sought to inform itself of the possible corruption risks associated with influencing practices and invited the public to share their views on:

- how access to, and influence of, decision-makers is obtained
- whether more should be done to strengthen Queensland's integrity framework in respect to these practices.

The CCC received 54 submissions from community members, professional associations, advocacy groups, industry bodies, lobbying companies, and private sector organisations in response to its public discussion paper.

## Theme 1 — Improper influence can occur at all levels of government

Examples were provided in submissions of suspected or alleged improper influence on both state and local government decisions. This included concerns that elected officials and public sector employees were being improperly influenced through personal or political relationships, money or the activities of trade unions. Examples were also provided of elected officials and public sector employees attempting to leverage their role and associations for either their own personal benefit or the benefit of others.

In relation to local government, submissions referred to perceptions of a lack of transparency of interactions and decisions, including:

- Councillors having direct personal interests in property and infrastructure development
- the impact of personal associations on local government decisions, particularly in smaller communities
- the extent to which influence and associations were being used to determine the outcomes of planning decisions.

At present there is no requirement for local government elected officials to publish their diaries or make public information about contact with members of the community seeking to influence decisions.

Issues identified at the state government level may also relate to local government. Information available to the CCC suggests that elected officials and employees of local government may be at increased risk of improper influence given their closer direct interaction with the community and the broad functions and roles they undertake. This may be further heightened in smaller or more remote councils or in situations where local government elected officials or employees have family or personal connections to local business, which can leave them susceptible to actual or perceived conflicts of interest and improper influence. As one community member noted in their submission to the CCC, these private interests and associations "seem like a perfect situation for undue influence and corruption".<sup>12</sup>

<sup>12</sup> Public submission 2. Submissions were assigned a number from 1 to 54 based on the order they were received by the CCC.

## Theme 2 — There is a perception that government decisions are not always fair or transparent

Several submissions raised concerns about the limited visibility of the interactions between the public and private sectors and the difficulties assessing the extent to which influencing practices result in, or contribute to, improper or preferential decisions.

While submitters recognised the value in government seeking input and guidance from the community and private sector, they also expressed concerns that such interactions and associations with the private sector could potentially influence decisions about:

- the awarding of contracts
- property development and land-use approvals
- government policy relating to taxes and subsidies imposed on particular industries or sectors.

Concerns primarily related to government not seeking alternative viewpoints and the lack of transparency about interactions and the specific outcomes being sought.

## Theme 3 — There are concerns that influence is leading to poor outcomes

Concerns were expressed that political donations and lobbying were potentially leading to government decisions that were not well-informed and not in the interests of the broader community.

Several submissions discussed examples where it was believed decisions had been improperly influenced, resulting in poor outcomes for the community. These included decisions about property development and land-use approvals, the awarding of contracts, and industry reforms.

Some submissions expressed a view that any attempt by the private sector to advocate their views or interests means they are exerting undue influence, especially when this involves engaging a lobbyist or in a situation where those involved have made political donations or previously worked in a political or public sector role.

In the CCC's view, although such practices may influence or persuade a government decision or policy, it does not mean the decision was not well-informed or was not made in the public interest. Rather, it may be indicative of limited transparency in relation to how a particular decision was reached (such as a lack of adequate information about the individuals and/or groups that made representations to government).

## Theme 4 — Concerns were expressed that money and connections buy access and influence

Information collected by the CCC demonstrates that influence can be obtained in a variety of ways, including by people “grooming” or developing relationships with government or Opposition representatives to position themselves to exert influence over government decisions.

As has previously been stated by the CCC, “while there may be no overt quid pro quo, a person who has ingratiated themselves to a decision-maker over a long period of time may benefit from that person’s favourable view of them”.<sup>13</sup> Similar views were expressed in submissions, with several submitters commenting on the perceived influence of people with connections to government decision-makers:

*These friendships are so strong and intertwined, that when it comes to a professional setting, the people on both sides of the fence cannot see/fail to see this conflict issue. To know how “strings get pulled”, you have to fully understand the significant sphere of influence of these strong social connections and the “wink and a nod” concept of doing business.<sup>14</sup>*

Some submitters highlighted concerns that well-resourced or well-connected individuals, large organisations and trade unions may receive privileged access to government representatives and preferential outcomes because of their associations or ability to influence decision-makers. This includes through financing political campaigns or engaging people with the ability to connect to decision-makers, such as registered lobbyists.

*It is a business decision for companies to invest in lobbying and political donations. Businesses do not spend money without the expectation of a business return. The fact that many organisations keep making these expenditures year after year, suggests that they certainly think they deliver good business outcomes for them.<sup>15</sup>*

A number of submitters spoke of the challenges they experienced accessing decision-makers to communicate their viewpoints or policy perspectives. This was a particular concern among community and advocacy groups who commented on the difficulties they faced securing meetings with Ministers.

Several submissions also highlighted the perceived or actual imbalance that can arise through close personal and political associations. There was a prevailing view that lobbyists and other influential or well-connected people, particularly those who had previously worked in a government or political role (see Theme 5 below), received privileged access to government decision-makers and were able to circumvent reporting and transparency frameworks for their benefit or the benefit of the individuals or organisations they are representing.

## Theme 5 — There is a perception that former government representatives have an unfair advantage

Another concern raised in the submissions was the perceived risk associated with individuals moving between the public and private sectors, often referred to as the “revolving door”. It was suggested that individuals who moved between the public and private sectors, including into registered lobbying roles, might leverage their existing associations or knowledge obtained through their former employment to further their own interests or that of a client:

<sup>13</sup> CCC (2022) *Influencing practices in Queensland: Have your say*, CCC, accessed January 2023.

<sup>14</sup> Public submission 8.

<sup>15</sup> Public submission 43.

*This creates a strong culture of disproportionate access to elected officials and public sector decision-makers, which can enhance their ability to exert improper influence with the aim of affecting or encouraging a particular outcome in their or their employer's interest.<sup>16</sup>*

It was also suggested that former government representatives who moved to the private sector might be in a position to exert improper influence on government decisions due to the access and information they were privy to during their former employment. The risk may be further heightened when those individuals are engaged by government as consultants, contractors or appointed to government boards or bodies (see pages 28-30).

## Theme 6 — There are concerns that there is no oversight of post-separation obligations

The *Integrity Act 2009* and Lobbyists Code of Conduct impose restrictions on the lobbying activities that can be undertaken by former government and Opposition representatives:

- For two years after leaving office or the public service, former senior government representatives and former Opposition representatives must not carry out a lobbying activity relating to official dealings they had in the two years before leaving office or the public service (s. 70(1)); and
- A government representative or Opposition representative must not knowingly permit the carrying out of a lobbying activity that breaches that standard (s. 70(2) and (3)).

The reason for the two-year restriction period “is to ensure that former senior government representatives are unable to gain inappropriate personal benefit by using information gained through previous employment in areas for which they previously had some official responsibility”.<sup>17</sup>

Failure to comply with these standards of conduct may provide grounds for refusing an application for registration as a lobbyist (s. 55), cancelling a lobbyist's registration (s. 62 and s. 66), or alternatively, the Integrity Commissioner may issue a warning to the registrant, or suspend the registration for a reasonable period (s. 66A).

Additionally, the Queensland Government's *Post separation employment provisions* policy establishes the relevant quarantine periods for business meetings between employees of Queensland Government departments and former senior government representatives.<sup>18</sup> The policy imposes an obligation on departmental employees to not have a meeting of a commercial focus with a former senior government representative while a quarantine period applies.

Queensland's two-year post-separation restriction period is one of the strongest in Australia. However, although the publicly available Lobbyists Register includes information about whether a lobbyist is a former senior government representative and their cessation date, it does not provide any information that would help ensure these restrictions are complied with, such as details of the former government role/s the lobbyist was employed in. Instead, it relies on former senior government or Opposition representatives accurately representing and declaring their previous official dealings.

Based on the information currently contained in the Lobbyists Register, it is not possible for government or Opposition representatives to identify whether lobbyists who approach them are complying with their post-separation obligations, unless the representatives already have (or have sought out) knowledge of the lobbyist's previous employment history.

<sup>16</sup> Public submission 26.

<sup>17</sup> Integrity Bill 2009, *Explanatory notes*.

<sup>18</sup> Queensland Government (2011, current) *Post separation employment provisions*, accessed January 2023.

Information collected by the CCC has identified examples where former senior government representatives, typically former Ministerial Office employees, have registered as a lobbyist or established their own lobbying company within a very short period after leaving their government role. While this is in accordance with existing regulations, corruption risks or the perception of corruption may still arise — including risks associated with conflicts of interest and the misuse of confidential information.

The CCC recognises that this is a challenging policy area and requires careful consideration in balancing the competing priorities relating to post-separation constraints.

## Theme 7 — Gaps in Queensland’s regulatory framework enable “lobbyists” to operate under other names

Under current Queensland legislation, only entities that carry out a lobbying activity for a third-party client or whose employees or contractors carry out a lobbying activity for a third-party client are required to register and disclose their contacts with government or Opposition representatives. Lobbying activities by in-house lobbyists, trade unions and industry associations, non-profit entities and other special interest groups, and lobbying that is incidental or not for a fee or other reward (such as *pro bono* lobbying), are not strictly captured under the existing Queensland legislation and reporting frameworks (s. 41).

Several submissions, and particularly those from registered lobbying companies, raised concerns about the limited visibility of lobbying undertaken by individuals or groups such as those referred to above. It was suggested that the current regulation “covers only a small minority of overall lobbying activity”.<sup>19</sup>

It was also suggested that the current heightened attention on registered lobbyists in Queensland has created opportunities for firms and individuals who are not currently subject to this regulation to market themselves to current or potential clients of registered lobbying firms. It was suggested these firms or individuals may be seeking to recruit clients by marketing themselves as being exempt from existing transparency frameworks.

The direct employment of lobbyists (known as in-house lobbyists) or other influential or well-connected people was a further loophole identified by the CCC. In some cases, there is a concern that individuals may be arranging employment with a private sector company to avoid them having to register as a lobbyist and disclose their interactions with government or Opposition representatives.

At present, in-house lobbying or these direct employment arrangements are exempt from transparency obligations. As stated by the CCC Chairperson at the public hearing of the inquiry into the report of the *Strategic review of the Integrity Commissioner’s functions*, this gap may be exploited to avoid public scrutiny and limit visibility of the private interests seeking to influence government decisions:

*....it is important to include in any new regulatory scheme lobbying activities by in-house lobbyists and those employed in incidental lobbying. While there may be regulatory costs associated with this, we believe it addresses an important corruption risk. In our view there is an obvious corruption risk posed by the in-house lobbyist arrangement. An entity which wishes to avoid lobbying restrictions may simply engage a lobbyist in what may be categorised as a sham employment arrangement in order to circumvent lobbying laws.<sup>20</sup>*

<sup>19</sup> Public submission 53.

<sup>20</sup> Economics and Governance Committee (2022) *Public hearing — Inquiry into the report of the Strategic review of the Integrity Commissioner’s functions. Transcript of proceedings*, Queensland Parliament, accessed January 2023.

## Theme 8 — Submissions suggest that more can be done to improve transparency

As in other reviews into lobbying across Australia, there was a high level of support expressed in the submissions to expand the definition of who is required to register and disclose lobbying or influencing activities. While there was strong support for ensuring the regulation includes all individuals and companies who lobby government representatives, several submissions warned of the unintended consequences that additional regulation may have on “driving lobbying activity underground” or the risk of this engagement occurring through informal channels, such as political parties or fundraising events, which are not currently captured within existing regulation.<sup>21</sup>

In addition to broadening the scope of Queensland’s regulations, suggestions were made to increase transparency of interactions between the public and private sectors to improve public confidence in government decisions, including:

- **Introduce parallel reporting obligations.** It was suggested that dual reporting obligations on government representatives as well as lobbyists would improve the transparency of these interactions and allow more efficient and effective auditing of contacts. This is consistent with a suggestion made by the CCC in its submission to the *Inquiry into the report on the strategic review of the functions of the Integrity Commissioner* for the lobbyist register to take a similar approach to the Electronic Disclosure System for political donations.<sup>22</sup>
- **Aim for consistent national standards.** Similar to submissions made to other Queensland and interstate reviews, registered lobbyists voiced their concerns about the various codes of conduct, reporting obligations, disclosure requirements and timeframes for providing documentation across jurisdictions. This is consistent with a recommendation made by the New South Wales Independent Commission Against Corruption (ICAC), which supported lobbyists providing registration documents filed with other jurisdictions to reduce administrative burden.<sup>23</sup>

## Theme 9 — There is an opportunity for education about what constitutes “improper” influence

For government to have the confidence of the community, it is important for the community to be able to differentiate between appropriately conducted advocacy and improper influence.

Some submissions suggested that regular briefings or training for government and Opposition representatives on the Lobbyists Code of Conduct and their reporting obligations would help address any concerns or confusion they may have about engaging with lobbyists. It was also suggested that lobbyists would benefit from more education and advice from the Integrity Commissioner to ensure that the rules and requirements applying to them are understood and complied with:

*....this approach would help to dispel any confusion or misunderstanding and avoid well-intentioned government and Opposition representatives and public sector officers from declining contact with registered practitioners who are complying with regulations.<sup>24</sup>*

21 Public submission 39.

22 CCC (2022) *CCC submission: Inquiry into the Report on the Strategic Review of the Functions of the Integrity Commissioner*, Queensland Parliament, accessed January 2023.

23 ICAC (2021) *Investigation into the regulation of lobbying, access and influence in NSW*, ICAC, accessed January 2023.

24 Public submission 39.

## How Queensland compares to other jurisdictions

### Queensland has a strong transparency framework but there is room for improvement

Queensland's transparency framework, especially its framework to regulate lobbying activities, is one of the strongest in Australia, with other jurisdictions taking steps in recent years to introduce similar disclosure requirements. Once the recommendations announced in recent reviews have been introduced, Queensland's approach to regulating lobbying activities and restricting other types of influence will be further strengthened.

However, our work, together with a review of regimes in overseas jurisdictions, such as Canada, Ireland and Scotland, as well as recent reforms announced in New South Wales and Victoria, has identified opportunities for further improvements to Queensland's framework in relation to:

- ensuring transparency and visibility of all influencing interactions at both the state and local levels of government
- better controls over the influence of former government and Opposition representatives
- education about what constitutes improper influence on decisions.

### What are other integrity agencies doing to prevent improper influence?

Integrity agencies across Australia have expressed concerns about the risks of improper influence and have taken steps in recent years to prevent this from occurring.

- In October 2022, Victoria's Independent Broad-based Anti-corruption Commission (IBAC) published a report examining corruption risks associated with political donations and lobbying. The report identified weaknesses in Victoria's regulation of donations and lobbying and made recommendations to improve its regulatory mechanisms, including that the Victorian government introduce legislation that regulates lobbying in a way that "captures any contact with government representatives" and focuses on the activity being undertaken rather than the specific individuals or organisations involved.<sup>25</sup>

Prior to the release of this report, in June 2022 IBAC launched a campaign, *Speak up to stop it*, encouraging Victorian public sector employees to speak up and stop improper influence. The campaign was prompted by several recent and ongoing investigations in Victoria into government decisions influenced through political donations, gifts *pro bono* services or other hospitality.<sup>26</sup>

- In July 2022, the New South Wales Premier announced support for a range of recommendations made by the ICAC to reform lobbying regulations, including the requirement for all third-party and in-house lobbyists to register and disclose information about their contact with a government official.

<sup>25</sup> IBAC (2022) *Special report on corruption risks associated with donations and lobbying*, IBAC, accessed January 2023.

<sup>26</sup> IBAC (2022) *Speak up to stop improper influence*, IBAC, accessed January 2023.



- In May 2022, the Tasmanian Integrity Commission announced a public consultation process and called for community input into its lobbying oversight system. This consultation aligns with the oversight of lobbying activities transferring from the Department of Premier and Cabinet to the Tasmanian Integrity Commission in July 2022. In October 2022, the Tasmanian Integrity Commission published a summary of submissions received. Overall, the submissions demonstrated support for strengthening and broadening Tasmania's regulatory framework to bring it into line with other jurisdictions.<sup>27</sup>



## Establishment of National Anti-Corruption Commission

On 30 November 2022, the federal parliament passed legislation to establish the National Anti-Corruption Commission (NACC). The Commission will have powers to investigate the conduct of public officials as well as third parties, including lobbyists.

In respect to lobbying and improper influence, the NACC will have powers to investigate this activity only in situations where the conduct could adversely affect the honesty or impartiality of the performance of a public official's functions:

*...a person who merely vigorously lobbies a public official to present the merits of the person's position or those of their client would not be covered by the concept of corrupt conduct, where nothing in the conduct or the relevant circumstances could be expected to induce or influence a public official to exercise a power dishonestly or partially. On the other hand, a person offering a payment or benefit conditional on a decision-maker exercising a power in a particular way would likely be considered to adversely affect the honest and impartial exercise of that decision-maker's power.<sup>28</sup>*

The powers of the NACC, along with its corruption prevention and education functions, may provide an opportunity to consider a national approach to understanding and tackling significant corruption risks, such as improper influence.

<sup>27</sup> Tasmania Integrity Commission (2022) *Interim report: Overview of submissions received for Integrity Commission consultation process: Reforming lobbying oversight in Tasmania*, Tasmania Integrity Commission, accessed January 2023.

<sup>28</sup> National Anti-Corruption Commission Bill 2022, *Explanatory memoranda*.

# Preventing improper influence: risk and response

**Members of the public expect that government decisions will be made in the best interests of the community and that both state and local government will be open to ideas and advocacy from the community. Input from the community and private sector is important to ensure innovative and cost-effective solutions and that the best outcomes are prioritised.**

In some situations, influence which occurs in secret or is not visible to the public (through disclosure of diaries, public registers or other reporting mechanisms), may contribute to perceptions of inequity or favouritism. The challenge is to make sure government has the right safeguards and processes in place to ensure the strategies used to influence decisions are transparent, and the decisions made are free from bias or favouritism.

In this chapter, we identify some potential risk scenarios to illustrate circumstances in which the current safeguards, while of a high standard, may not prevent elected officials (including members of parliament, government and Opposition representatives) and senior public sector employees from perceptions of corrupt conduct potentially leading to corruption allegations. The scenarios are hypothetical, and based on potential situations that could arise, and are not intended to represent any real-life situations that have come to the attention of the CCC.

We then suggest some reforms that the Queensland Government may wish to consider implementing. The CCC sought comment on the proposed reforms outlined in this chapter from the Queensland Integrity Commissioner, Department of the Premier and Cabinet, Department of Justice and Attorney-General, Department of State Development, Infrastructure, Local Government and Planning, Public Service Commission and Queensland Audit Office.

## Limited visibility of some types of influence

Queensland's lobbying framework may be limiting visibility and public scrutiny of the full picture of influence, especially where the current definitions do not cover the type of person or organisation doing the lobbying, or the type of person or position who is likely to be approached.

### In-house lobbyists

The recommendations made by Yearbury and Coaldrake, together with the reforms announced by the Queensland Government, will result in greater visibility of lobbying by professional services firms and employees of registered lobbying companies. If all of these reforms are implemented, transparency of influencing in Queensland will nonetheless continue to be limited as not all forms of influence and not all lobbying of government and Opposition representatives will be captured, as the following scenario shows.



### Risk scenario

A Minister and their Chief of Staff meet with representatives from an organisation that is seeking a government grant. The organisation employs an in-house government relations specialist who makes representations to government in the course of their employment, including meeting with the Minister and Chief of Staff on two occasions.

**Current disclosure requirement:** The Minister and Chief of Staff are required to record this meeting in their diaries, including the purpose of the meeting.

**Gap:** As an in-house lobbyist, the government relations specialist is not required to register as a lobbyist or to publicly disclose the contacts with government or Opposition representatives described above.

Our work over recent years, together with the views raised through submissions to the CCC and recent recommendations made in New South Wales and Victoria, provide support for Queensland broadening the scope of its transparency requirements to include in-house lobbyists and other groups and individuals seeking to influence government decisions.

Lessons can be drawn from international models (such as those in Canada, Ireland and Scotland) which require in-house lobbyists and other groups seeking to influence government decisions to register and make entries in their lobbyists' registers.

### Members of Parliament and electorate employees are not included in the definition

Members of Parliament promote and advocate the interests of their constituents and they are regularly approached by members of the community seeking to advance their special interests. This is a legitimate process and fundamental to informing and enhancing government policy. However, the close connections of Members of Parliament to the community and their advocacy role can place them at increased risk of being susceptible to improper influence — particularly in situations where they have received a benefit from the community member who is seeking their assistance and advocacy.

Despite this, not all Members of Parliament or their electorate employees are subject to the same transparency obligations as other government or Opposition representatives, and are not required to make public details of their meetings. (The same applies to local council representatives — for further discussion on this point, see pages 23-24)

Members of Parliament (who are not Ministers, Assistant Ministers, the Opposition Leader or the Deputy Opposition Leader) and electorate employees are not explicitly included in the definition of a government or Opposition representative or public sector officer (*Integrity Act 2009*, s. 44, s. 47 and s. 47A). Although lobbyists are not currently required to disclose contact with Members of Parliament or electorate employees, the CCC's analysis of lobbying activities has identified examples of this contact being disclosed.<sup>29</sup>

As recently proposed in Victoria, extending the definition of a government representative to include all Members of Parliament and electorate employees would help to increase the openness and transparency of all types of influence in Queensland.<sup>30</sup>

<sup>29</sup> CCC analysis of lobbying activity recorded on the Queensland Integrity Commissioner's contact log.

<sup>30</sup> IBAC (2022) *Special report on corruption risks associated with donations and lobbying*, IBAC, accessed January 2023.



### Risk scenario

A local Member of Parliament (who is not a Minister, Assistant Minister, the Opposition Leader or the Deputy Opposition Leader) and electorate employees meet with an organisation that is making representations to the government to receive a grant. The organisation engages the services of a registered third-party lobbyist to make representations on their behalf.

**Current disclosure requirement:** None.

**Gap:** The Lobbyists Code of Conduct states that lobbying activity does not include, among other things, “contact with a member of the Legislative Assembly ... in his or her capacity as a local representative on a constituency matter”.

## Reform 1 — Amend definitions to capture all types of influence

Transparency of influence is currently limited by narrow definitions and reporting requirements.

To ensure Queensland continues to have one of the strongest transparency frameworks in Australia, the Queensland Government should consider broadening the scope of who is required to register and disclose lobbying activities by:

1. amending the definition of a “lobbyist” to ensure it focuses on the activity of influencing rather than the particular individuals or organisations, or the frequency of that behaviour (including removing exemptions for in-house lobbyists, trade unions and other interest groups)
2. expanding the definition of a “government representative” and “Opposition representative” to explicitly include all Members of Parliament and electorate employees.

## The need for greater transparency

### Details of interactions at personal, electorate or party political meetings do not need to be disclosed

In Queensland, there is no requirement for elected officials or their employees to record in their public diaries information about interactions for party political purposes. As suggested in some public submissions, this loophole may be leveraged to potentially avoid public scrutiny:

*...for the really smart ones the real lobbying takes place at informal/private settings at functions, dinners, parties, social events, via phone calls, or more likely via casual informal meeting where there is no trace about was discussed/what was said.<sup>31</sup>*

<sup>31</sup> Public submission 8.

The absence of a requirement to disclose information about all influencing interactions, including those for party political purposes, may be limiting the public's visibility of influence and who is accessing government decision-makers. Further, it may also provide an opportunity for individuals who are so inclined to leverage these gaps to avoid transparency, as shown in the scenario below.



### Risk scenario

A Minister attends a dinner party of a personal associate. The event is also attended by registered lobbyists and other members of the private sector who are mutual associates of the host. During the dinner party, the Minister has a conversation with the registered lobbyist about one of their clients who is a large company seeking to enter the Queensland market.

**Current disclosure requirement:** None.

**Gap:** Personal, electorate or party political meetings or events, media events and interviews are not required to be disclosed in ministerial diaries.<sup>32</sup>

On 1 July 2022, the Queensland Government announced reforms to restrict the influence of political donors in Queensland, including restricting cabinet members from participating in the party's Queensland Business Partnership Network.<sup>33</sup> While these reforms seek to level the playing field and allay public concerns about unequal access, there are opportunities for further reform through stronger and more transparent disclosure requirements at the state and local government levels.

To give the public greater confidence and insight into government decisions, the publicly available diaries of elected officials and their employees should include all contacts (apart from those that are cursory or extraneous) with lobbyists, the business community, advocacy groups and union officials.

### Visibility of influence is especially limited at the local government level

Recent recommendations and reforms in Queensland have predominantly focused on strengthening integrity and transparency within state government by introducing enhanced disclosure requirements for Ministers and their employees, and more comprehensive recordkeeping by state government departments.

There is currently no requirement for elected officials in local government to publish their diaries or make public information about contact with members of the community seeking to influence decisions.

<sup>32</sup> Department of the Premier and Cabinet (2022) *The Queensland Ministerial handbook*, Queensland Government, accessed January 2023.

<sup>33</sup> Premier and Minister for the Olympics, *Nation leading electoral reforms commence today*, Media statement, 1 July 2022.



### Risk scenario

A local government Councillor meets with a property developer who has received council approval to develop a housing estate. The developer is planning to submit a new development application to council to significantly increase the number of dwellings that can be built on the lot.

**Current disclosure requirement:** None.

**Gap:** Councillors are not required to publicly disclose their diaries or details of meetings.

A requirement in Queensland for all elected officials, including Mayors and Councillors, to publish their diaries, including the purpose or reason for the contact and who was present at the meeting, would provide increased transparency of who is seeking to influence government and for what outcome or purpose.

## Reform 2 — Ensure greater visibility of influence at state and local government level

In line with proposed reforms in New South Wales, the Queensland Government, in conjunction with representatives from the local government sector, should consider ways to improve transparency of influencing interactions in a way that ensures visibility and public scrutiny of all interactions aimed at influencing government decisions — at state and local government levels.

This should include, but not be limited to, requiring that all elected officials — including all Members of Parliament and local government Councillors — make public information about their meetings with the private sector, including details of the purpose or reason for the contact and who was present at the meeting.

## No mechanism to ensure compliance with post-separation periods

The CCC and other integrity agencies have raised concerns over the management of the use of information and influence by former public servants representing private interests and have highlighted the need to establish strong conflict of interest procedures to promote transparency.<sup>34</sup>

Although former senior government and Opposition representatives are prohibited from lobbying on matters relating to their former employment for a period of two years, there is no restriction on them registering as a lobbyist or their firm representing clients that relate to their previous official dealings.

While this is currently permitted, the movement between government and lobbying or other influencing roles within a short period of time can lead to a perception that former government or Opposition representatives are leveraging their associations or knowledge gained through their previous employment for their interests or the commercial interests of their employer or clients. As one submitter commented:

*This creates a strong culture of disproportionate access to elected officials and public sector decision makers, which can enhance their ability to exert improper influence with the aim of affecting or encouraging a particular outcome in their or their employer's interest.<sup>35</sup>*



### Risk scenario

A registered lobbying company represents clients from a range of sectors. One of their employees is a former Ministerial Office employee who had worked across several portfolios. While working for a Minister, the former employee had dealings with a company from one of those sectors.

That company is a third-party client of the lobbying company that now employs the former Ministerial Office employee. Another lobbyist at that company is making representations to government on their behalf.

**Current:** As a former Ministerial Office employee, the lobbyist is prohibited from lobbying on matters they personally had official dealings with in the two years prior to leaving office for a two-year period after leaving their government role.

**Gap:** At present, there is no mechanism to ensure compliance with this standard or way for a government or Opposition representative to satisfy themselves a lobbyist is complying with their post-separation restrictions.

Further, although the former Ministerial Office employee cannot make representations that relate to their previous official dealings on behalf of a client, other lobbyists at the same company can. The risk is that former government or Opposition representatives may provide confidential information or guidance based on their previous employment to their lobbying colleagues, employer or client.

<sup>34</sup> CMC (2008) *Public duty, private interests: Issues in pre-separation conduct and post-separation employment for the Queensland public sector*, CMC, accessed January 2023.

<sup>35</sup> Public submission 26.

Other jurisdictions have sought to increase oversight and transparency of post-separation restrictions through giving their lobbying regulator the power to request specific information about the engagements undertaken by lobbyists or by prohibiting former government representatives from registering as a lobbyist for a specified period of time:

- In 2021, New South Wales ICAC recommended that New South Wales' lobbying legislation be amended to improve oversight of post-separation employment provisions by providing the lobbying regulator with the ability to request information about the terms of lobbyists' employment and any engagements they have undertaken in the cooling-off period.<sup>36</sup>
- In Western Australia, former state government elected officials, senior public sector executives and other select government positions are not able to register as a lobbyist for 12 months after leaving office.<sup>37</sup>

### Reform 3 — Introduce better controls over the influence of former government or Opposition representatives

Work undertaken by the CCC and others has demonstrated the risks that can arise through government representatives moving between sectors, resulting in conflicts of interest, partial decisions and the misuse of confidential information.

Given the well-known corruption risks associated with access to and use of confidential information, it is important to reinforce to all public sector employees and government and Opposition representatives, both current and former, that confidential government information is and remains the property of the government. It is not to be exploited for personal profit or for the commercial benefit of third parties.

To further strengthen Queensland's framework and give the public greater confidence that government decisions are protected from improper influence, the Queensland Government should consider:

1. introducing a ban on former senior government and Opposition representatives registering as a lobbyist for a specified period after leaving office, similar to the approach in Western Australia
2. requiring lobbying activity recorded on the contact log to include details of the individual/s who undertook the lobbying activities (that is, the name of the lobbyist making the representations)
3. introducing a requirement for former government or Opposition representatives who undertake lobbying activities to provide details of their former government or Opposition roles in the two years prior to separating (including their position title and the name of the agency or office they were employed in)
4. requiring such lobbyists to make records confirming the lobbying representation did not relate to dealings they had in the two years prior to leaving office
5. requiring government or Opposition representatives approached by lobbyists who formerly worked in a government or Opposition role to make entries in their relevant lobbying register (or, if implemented, a dual reporting platform) declaring they have satisfied themselves that the lobbying activity does not breach post-separation restrictions.

<sup>36</sup> ICAC (2021) *Investigation into the regulation of lobbying, access and influence in NSW*, ICAC, accessed January 2023.

<sup>37</sup> *Western Australia Lobbyist Code of Conduct*.



### Reform 4 — Audit compliance with post-separation restrictions

To reduce the risk of improper influence by former government and Opposition representatives, the Queensland Government should consider ways to ensure lobbyists and government and Opposition representatives are taking adequate steps to comply with their requirements under the Lobbyists Code of Conduct relating to post-separation restrictions, including but not limited to:

1. encouraging public sector agencies, Ministerial Offices and the Office of the Leader of the Opposition to undertake regular internal audits of their lobbying control frameworks, including consideration of:
  - a. the adequacy of policies, procedures and recordkeeping systems
  - b. compliance with recordkeeping and other requirements
  - c. the training provided to employees about engaging with lobbyists, their recordkeeping obligations and conflicts of interest management.

The CCC also supports the concept of the Queensland Audit Office considering an assessment of compliance with post-separation restrictions as part of any proposed future performance audit of lobbying requirements.<sup>38</sup>

### Reform 5 — Introduce a dual reporting platform

A reporting platform which requires both lobbyists and government and Opposition representatives to disclose contacts would provide a central public repository of lobbying contacts and help detect non-reporting, underreporting and discrepancies in what is reported.

In line with the proposed refresh of the register, consideration should be given to ensuring the register has the ability to:

1. flag or report information that is suspected of being inaccurate
2. send any information entered on the register to the government representative or an area within their agency or office for cross-checking, similar to the register used in Scotland.

<sup>38</sup> The Coaldrake Review recommended the Queensland Government encourage the Auditor-General to carry out performance audits of the lobbying register, ministerial diaries and public records to ensure recordkeeping obligations are being complied with.

## Risks associated with government boards and bodies

In Queensland, there are more than 300 government boards and bodies which provide strategic direction and oversight of government organisations and the delivery of critical government services, such as energy, health, water, rail and investment. Board appointees are typically sought out for their diverse views and practical industry experience.

In certain circumstances, the experience and ongoing industry involvement or union affiliation of board appointees can introduce the risk of actual or perceived conflicts of interest or situations where board members may be seeking to influence the same government they are employed by for their own private or commercial interests.

Appointees to government boards may be particularly vulnerable to improper influence as they:

- can hold simultaneous roles on both a government board and a private sector company board which could give rise to an actual conflict with their government board appointment
- may be engaged in other secondary employment (for example, as consultants), which could conflict with their government board roles.

Similar risks have been identified by the Victorian IBAC, who warned that:

*...when board members have private interests in the resource or organisation being managed by the board, this could improperly influence, or be seen to influence, their decisions or actions. Integrity issues arise and the potential for corruption exists when there is a failure to properly identify, declare and manage the conflict of interest.<sup>39</sup>*

In May 2022, the Queensland Audit Office published a report on its audit into the appointing and renewal of government boards. The audit highlighted several deficiencies in the recruitment and remuneration of government board appointments. These included a weakness in the recruitment process which resulted in applicants being unable to check if they have potential conflicts of interest until after they are appointed to a board “when it may be too late”.<sup>40</sup>

To address these deficiencies, the Queensland Audit Office has recommended the Queensland Government develop a whole-of-government approach to the appointment process for large boards that aligns with better practice standards outlined by the ASX Corporate Governance Council and the Australian Institute of Company Directors. It has also recommended involving the chairs of government boards more closely in the appointment and renewal process to allow prospective appointees to conduct their own due diligence and discuss potential conflicts of interest.

The risks in relation to conflicts of interest and the misuse of confidential information as a result of possible multiple concurrent roles undertaken by appointees to government boards are highlighted in the scenario below.

39 IBAC (2019) *Corruption risks associated with public sector boards*, IBAC, accessed January 2023.

40 Queensland Audit Office (QAO) (2022) *Appointing and renewing government boards*, QAO, accessed January 2023.



### Risk scenario

A former Member of Parliament is appointed to a government board. They also sit on the board of private sector companies which make representations to government Ministers and departments.

Their multiple board appointments mean that they are, or could potentially be, involved in discussions of sensitive confidential information about upcoming government priorities and investments which are directly relevant to their private sector employment.

Appointees to Queensland government boards, committees and authorities play an important role providing leadership, governance and strategic direction to government bodies and act as a conduit between government and the private sector. Without seeking to restrict who can be appointed to a government board, the CCC considers more needs to be done to ensure conflicts of interest arising from the private interests, industry involvement and secondary employment of board members are appropriately declared and managed.

The Department of the Premier and Cabinet has developed a guide, *Welcome aboard: A guide for members of Queensland Government Boards, committees and statutory authorities*, to assist the establishment and operation of government boards and help appointees in the performance of their duties. The guide includes some limited advice and guidance about avoiding conflicts of interest:

*Members of Government Boards should avoid actual or potential conflicts between their duties to the Government Board and their personal interests or their duties to others. Members of Government Boards should also be aware of possible perceived conflicts of interest.*<sup>41</sup>

In some circumstances, government board appointees are company directors or are often in similar positions to a company director. As such, they may be subject to specific fiduciary obligations. As outlined in the guide, company directors and other government board members have an obligation to “act honestly and to exercise powers for their proper purposes, avoid conflicts of interests, act in good faith, and exercise diligence, care and skill” (p. 11).

The Queensland Cabinet Handbook provides guidance on assessing a person’s suitability for appointment to a government board.<sup>42</sup> The handbook outlines that Departments are to ask proposed nominees to “declare whether there are any reasons why they should not be appointed to the relevant government body”, and “whether, if successful, there would be any conflicts of interests (i.e. any private interests) that may affect or appear to affect the appointee’s public duty” (section 5.1.7).

To help reduce the risk of improper influence, or the perception of it, among government board appointees, the CCC is of the view that conflicts of interest should be declared and considered as early as possible and prior to a person being nominated or appointed to a board. One way identified by the CCC to strengthen the current approach is to require the nominating person (including the Minister) to confirm in writing that all potential, perceived or actual conflicts have been declared and considered, and that they either do not prevent the nomination or there is a plan in place to manage them appropriately.

41 Department of the Premier and Cabinet (2010) *Welcome aboard: A guide for members of Queensland Government Bodies, committees and statutory authorities*, Queensland Government, accessed January 2023.

42 Department of the Premier and Cabinet (2021) *Queensland Cabinet Handbook*, Queensland Government, accessed January 2023.

### Reform 6 — Manage the risks associated with government board appointments

To ensure transparency in the operation and decisions of government boards, it is vital that board members are aware of their obligations to declare conflicts of interest and that appropriate action is taken to manage and resolve these conflicts. The Queensland Government may wish to consider:

1. introducing a requirement for all prospective board appointees to declare conflicts of interest, including details of their affiliations to any trade unions or other interest groups, prior to being nominated or appointed so those conflicts can be carefully considered during the selection process and prior to being nominated or appointed to a role
2. introducing a requirement that the nominating person (including the Minister) confirm in writing that that all potential, perceived or actual conflicts have been declared and considered, and that they either do not prevent the nomination or there is a plan in place to manage them appropriately
3. enhancing training and guidance for board appointees about declaring and managing conflicts of interest and avoiding improper influence, including the addition of a specific section on declaring and managing conflicts of interest in the *Welcome aboard* guide
4. strengthening obligations for boards to proactively manage conflicts declared by board members
5. introducing a process for requiring board members to report conflicts of interest and their conflict of interest management strategies to their responsible entity (such as the responsible Minister)
6. introducing a requirement for board appointees to publicly disclose on the register of appointees to Queensland Government Bodies if they were a former government or Opposition representative (similar to the Lobbyists Register).

## Reducing the risks of improper influence requires ongoing education and collaboration

The work undertaken by the CCC, and the views expressed through public submissions, demonstrate the need to ensure that government and Opposition representatives are appropriately informed about the behaviours that may indicate improper influence and know what action to take to prevent or report these behaviours.

### Reform 7 — Deliver education about transparency requirements and how to prevent improper influence

The Queensland Government, in partnership with the Queensland Integrity Commissioner and representatives from relevant public sector agencies, should consider ways to ensure public sector employees:

1. understand the types of behaviours that can lead to, or increase the risk of, improper influence and what to do if they experience or witness it
2. are aware of their recordkeeping requirements and obligations in relation to interactions with the private sector, including registered lobbyists.

Additionally, the Queensland Government, in partnership with the Queensland Integrity Commissioner, should consider providing regular education to lobbyists about the expected standards of conduct and their transparency and disclosure obligations, including ways to manage post-separation restrictions.

# Ensuring public confidence in government decisions

**Public confidence does not just depend on corruption prevention – it also requires the public sector to take a positive, proactive stance on transparency and accountability. The following additional opportunities have been identified to strengthen transparency and improve public trust and confidence that government decisions are free from improper influence.**

## Improve public confidence through consultation

Common to submissions received was the perception that large corporations and those who can afford to finance political parties or engage the services of a lobbyist receive privileged access to decision-makers which results in outcomes that are distorted towards select groups and private interests. Opportunities can be seen where other jurisdictions have taken steps to address similar concerns:

- In Scotland, the Lobbying Code of Conduct requires that members of Parliament should “consider whether a meeting with one group which is making representations on an issue should be balanced by offering another group with different views an opportunity to make representations”.
- In New South Wales, it has been recommended that public officials make “all reasonable efforts to seek the views of all parties whose interests are likely to be affected by the adoption of a lobbying proposal”. It has also been recommended that public officials discourage lobbying relating to proposals where there are formal assessment procedures in place for determining the merits of the proposal (for example, those relating to development applications, tenders or grants).

## Enhance the code of conduct

The Lobbyists Code of Conduct outlines a series of principles that lobbyists must observe when engaging with government and Opposition representatives, including the requirement they will not “engage in any conduct that is corrupt, dishonest, or illegal, or cause or threaten any detriment”. It also specifically states that lobbyists “shall not place government representatives or Opposition representatives in a conflict of interest by proposing or undertaking any action that would constitute an improper influence on them”.

However, it does not provide any specific examples or further guidance about what is meant by improper influence, corrupt or dishonest behaviours. The approach taken in Ireland, and the proposed new approach in New South Wales, may be worth considering to strengthen Queensland’s Lobbyists Code of Conduct:

- Ireland’s Lobbyist Code of Conduct specifically requires lobbyists to avoid improper influence, including that “a person carrying on lobbying activities should not seek to influence an elected or appointed public official other than by providing evidence, information, arguments and experiences which support their lobbying activities.”
- New South Wales has recommended their Lobbyists Code of Conduct be renamed the “Lobbying Code of Conduct” and impose standards and obligations on public officials (as well as lobbyists) with regard to how lobbying proposals are received, considered and determined. Further, it has been recommended that the code of conduct include a specific prohibition on “preferential treatment of a lobbyist on the basis of any existing or former relationship”.

## Harmonise lobbying regulation

Similar to the approach taken to align work health and safety laws, consideration should be given to harmonising lobbying regulation and disclosure requirements across Australian jurisdictions. Several recent reviews have commented on the different models used throughout Australia and the administrative burden this causes lobbyists. A nationally consistent approach to lobbying regulation would help address concerns raised by lobbyists and other members of the public and could help ensure a focus remains on aligning these frameworks with emerging best practice standards.

## | Conclusion

**Queensland has a strong framework to ensure transparency and public scrutiny of influence in the making of government decisions. Once implemented, the recently announced recommendations and reforms will further strengthen this framework and provide greater assurance to the public that the decisions made by government align with the public's expectations and are free from bias or favouritism.**

However, opportunities exist to learn from other jurisdictions, both in Australia and overseas, to further strengthen transparency in relation to influence and decisions.

The CCC's examination of influencing practices has identified areas of continuing risk and opportunities for reform to further improve confidence and transparency across both state and local government in the public interest.

The opportunities identified in this corruption prevention report seek to increase transparency, align Queensland's practices with best practice in other jurisdictions, and help ensure the decisions made by government are, and are seen to be, in the best interests of the community.

## | Appendix: Collated list of proposed reforms

The CCC has proposed seven reforms for consideration by the Queensland Government to close the gaps identified and further strengthen Queensland's integrity and accountability framework.

### Reform 1 — Amend definitions to capture all types of influence

Transparency of influence is currently limited by narrow definitions and reporting requirements.

To ensure Queensland continues to have one of the strongest transparency frameworks in Australia, the Queensland Government should consider broadening the scope of who is required to register and disclose lobbying activities by:

1. amending the definition of a “lobbyist” to ensure it focuses on the activity of influencing rather than the particular individuals or organisations, or the frequency of that behaviour (including removing exemptions for in-house lobbyists, trade unions and other interest groups)
2. expanding the definition of a “government representative” and “Opposition representative” to explicitly include all Members of Parliament and electorate employees.

### Reform 2 — Ensure greater visibility of influence at state and local government level

In line with proposed reforms in New South Wales, the Queensland Government, in conjunction with representatives from the local government sector, should consider ways to improve transparency of influencing interactions in a way that ensures visibility and public scrutiny of all interactions aimed at influencing government decisions — at state and local government levels.

This should include, but not be limited to, requiring that all elected officials — including all Members of Parliament and local government Councillors — make public information about their meetings with the private sector, including details of the purpose or reason for the contact and who was present at the meeting.

### Reform 3 — Introduce better controls over the influence of former government or Opposition representatives

Work undertaken by the CCC and others has demonstrated the risks that can arise through government representatives moving between sectors, resulting in conflicts of interest, partial decisions and the misuse of confidential information.

Given the well-known corruption risks associated with access and use of confidential information, it is important to reinforce to all public sector employees and government and Opposition representatives, both current and former, that confidential government information is and remains the property of the government. It is not to be exploited for personal profit or for the commercial benefit of third parties.

To further strengthen Queensland's framework and give the public greater confidence that government decisions are protected from improper influence, the Queensland Government should consider:

1. introducing a ban on former senior government and Opposition representatives registering as a lobbyist for a specified period after leaving office, similar to the approach in Western Australia

2. requiring lobbying activity recorded on the contact log to include details of the individual/s who undertook the lobbying activities (that is, the name of the lobbyist making the representations)
3. introducing a requirement for former government or Opposition representatives who undertake lobbying activities to provide details of their former government or Opposition roles in the two years prior to separating (including their position title and the name of the agency or office they were employed in)
4. requiring such lobbyists to make records confirming the lobbying representation did not relate to dealings they had in the two years prior to leaving office
5. requiring government or Opposition representatives approached by lobbyists who formerly worked in a government or Opposition role to make entries in their relevant lobbying register (or, if implemented, a dual reporting platform) declaring they have satisfied themselves that the lobbying activity does not breach post-separation restrictions.

## Reform 4 — Audit compliance with post-separation restrictions

To reduce the risk of improper influence by former government and Opposition representatives, the Queensland Government should consider ways to ensure lobbyists and government and Opposition representatives are taking adequate steps to comply with their requirements under the Lobbyists Code of Conduct relating to post-separation restrictions, including but not limited to:

1. encouraging public sector agencies, Ministerial Offices and the Office of the Leader of the Opposition to undertake regular internal audits of their lobbying control frameworks, including consideration of:
  - a. the adequacy of policies, procedures and recordkeeping systems
  - b. compliance with recordkeeping and other requirements
  - c. the training provided to employees about engaging with lobbyists, their recordkeeping obligations and conflicts of interest management.

The CCC also supports the concept of the Queensland Audit Office considering an assessment of compliance with post-separation restrictions as part of any proposed future performance audit of lobbying requirements.<sup>43</sup>

## Reform 5 — Introduce a dual reporting platform

A reporting platform which requires both lobbyists and government and Opposition representatives to disclose contacts would provide a central public repository of lobbying contacts and help detect non-reporting, underreporting and discrepancies in what is reported.

In line with the proposed refresh of the register, consideration should be given to ensuring the register has the ability to:

1. flag or report information that is suspected of being inaccurate
2. send any information entered on the register to the government representative or an area within their agency or office for cross-checking, similar to the register used in Scotland.

43 The Coaldrake Review recommended the Queensland Government encourage the Auditor-General to carry out performance audits of the lobbying register, ministerial diaries and public records to ensure recordkeeping obligations are being complied with.



## Reform 6 — Manage the risks associated with government board appointments

To ensure transparency in the operation and decisions of government boards, it is vital that board members are aware of their obligations to declare conflicts of interest and that appropriate action is taken to manage and resolve these conflicts. The Queensland Government may wish to consider:

1. introducing a requirement for all prospective board appointees to declare conflicts of interest, including details of their affiliations to any trade unions or other interest groups, prior to being nominated or appointed so those conflicts can be carefully considered during the selection process and prior to being nominated or appointed to a role
2. introducing a requirement that the nominating person (including the Minister) confirm in writing that that all potential, perceived or actual conflicts have been declared and considered, and that they either do not prevent the nomination or there is a plan in place to manage them appropriately
3. enhancing training and guidance for board appointees about declaring and managing conflicts of interest and avoiding improper influence, including the addition of a specific section on declaring and managing conflicts of interest in the Welcome aboard guide
4. strengthening obligations for boards to proactively manage conflicts declared by board members
5. introducing a process for requiring board members to report conflicts of interest and their conflict of interest management strategies to their responsible entity (such as the responsible Minister)
6. introducing a requirement for board appointees to publicly disclose on the register of appointees to Queensland Government Bodies if they were a former government or Opposition representative (similar to the Lobbyists Register).

## Reform 7 — Deliver education about transparency requirements and how to prevent improper influence

The Queensland Government, in partnership with the Queensland Integrity Commissioner and representatives from relevant public sector agencies, should consider ways to ensure public sector employees:

1. understand the types of behaviours that can lead to, or increase the risk of, improper influence and what to do if they experience or witness it
2. are aware of their recordkeeping requirements and obligations in relation to interactions with the private sector, including registered lobbyists.

Additionally, the Queensland Government, in partnership with the Queensland Integrity Commissioner, should consider providing regular education to lobbyists about the expected standards of conduct and their transparency and disclosure obligations, including ways to manage post-separation restrictions.



## Crime and Corruption Commission

QUEENSLAND

### Contact details

- ✉ Crime and Corruption Commission  
GPO Box 3123, Brisbane QLD 4001  
  
Level 2, North Tower Green Square  
515 St Pauls Terrace,  
Fortitude Valley QLD 4006
- ☎ 07 3360 6060 or  
Toll-free 1800 061 611  
(in Queensland outside Brisbane)
- 📠 07 3360 6333

### More information

- 🌐 [www.ccc.qld.gov.au](http://www.ccc.qld.gov.au)
- @ [mailbox@ccc.qld.gov.au](mailto:mailbox@ccc.qld.gov.au)
- 🐦 @CCC\_QLD
- f CrimeandCorruptionCommission
- 📢 CCC email updates  
[www.ccc.qld.gov.au/subscribe](http://www.ccc.qld.gov.au/subscribe)

Brolga Theatre and Convention Centre  
Maryborough

# 2023 LOCAL GOVERNMENT HERITAGE CONFERENCE

*Working together to conserve Queensland's heritage*

## DAY 1: WEDNESDAY 22 MARCH 2023

LOCAL GOVERNMENT OFFICERS AND INDUSTRY

TIMELINE	PROGRAM
8:30am	REGISTRATIONS OPEN
9:00am	<b>Welcome to Country</b>
9:10am	<b>Attendee welcome—Day 1</b> Master of Ceremonies—Tim Cox, LGAQ
9:15am	<b>Official conference opening</b>
9:20am	<b>Welcome to the Fraser Coast region</b>
9:25am	<b>Welcome from the LGAQ</b>
9:30am	<b>Protecting and conserving historic heritage in Queensland</b>
9:40am	<b>Protecting and conserving Aboriginal and Torres Strait Islander cultural heritage in Queensland</b>
9:55am	<b>Educating a new generation of heritage professionals</b>
10:20am	MORNING TEA
10:50am	<b>Conserving heritage values in changing urban environments for future generations</b>
11:15am	<b>Investing in storytelling and the adaptive reuse of heritage buildings—challenges and opportunities</b>
11:40pm	<b>Disaster risk management for cultural heritage in a changing climate</b>
12:05pm	<b>The importance of effective community engagement</b>
12:30pm	LUNCH
1:30pm	<b>Panel session: Partnerships, engagement, and innovation</b> This session will include presentations from three industry representatives on the following topics: <ol style="list-style-type: none"> <li>1. Transforming heritage spaces</li> <li>2. Strengthening heritage tourism as an economic driver through partnerships and networks</li> <li>3. Leveraging technology to digitally interpret and promote cultural heritage.</li> </ol>
3:00pm	<b>Walking tour—Discovering Maryborough's heritage</b> Guided walking tour from the Brolga Theatre through Queens Park and along the Mary River to the Portside Heritage Precinct to visit the heritage listed Bond Store, Story Bank and Gatakers Creative Space.
4:45pm	END OF DAY 1
5:00pm–7:00pm	<b>Networking event—Gatakers Artspace</b> Light refreshments provided and alcohol available for purchase.



Every Queensland  
community deserves  
to be a liveable one



Queensland  
Government

**DAY 2: THURSDAY 23 MARCH 2023**

LOCAL GOVERNMENT OFFICERS ONLY

TIMELINE	PROGRAM
8:30am	REGISTRATIONS OPEN
9:00am	<b>Attendee welcome—Day 2 and Acknowledgement of Country</b> Master of Ceremonies—Tim Cox, LGAQ
9:05am	<b>Heritage and local planning 101: Identifying and assessing places of cultural heritage significance</b>
9:25am	<b>Heritage and local planning 101: Integrating the cultural heritage state interest in a planning scheme</b>
9:45am	<b>Council showcase 1: Local heritage protection, management and planning</b> This session will include showcases from three local councils on heritage protection, management and local planning, followed by Q&A.
10:45am	MORNING TEA
11:15am	<b>Council showcase 2: Local heritage experiences, engagement and services</b> This session will include showcases from three local councils on heritage experiences, engagement, and services in local communities, followed by Q&A.
12:15pm	<b>Working together to conserve Queensland's local and State heritage:</b> Key findings from the Local Government Heritage Survey
12:30pm	LUNCH
1:30pm	<b>Workshop sessions</b> ( <i>details to come</i> )
3:10pm	<b>Conference wrap up and next steps</b>
3:30pm	END OF DAY 2

## Queensland Reconstruction Authority

For reply please quote: QRA/Ops/TA – QRATF/22/7181

27 January 2023

Mr Brett Walsh  
 Chief Executive Officer  
 Longreach Regional Council  
 ceo@longreach.qld.gov.au  
 ceo.assist@longreach.qld.gov.au

Dear Mr Dowling

I refer to Longreach Regional Council's application submitted under the Queensland Resilience and Risk Reduction Fund (QRRRF) 2021-22 and re-considered for funding from the QRRRF 2022-23.

The application has been assessed by the Queensland Reconstruction Authority (QRA) according to the criteria set out in the QRRRF 2021-22 Guidelines, which align with the *Queensland Strategy for Disaster Resilience* and the *National Disaster Risk Reduction Framework*.

I am pleased to confirm that the following project has been successful in obtaining funds from the Queensland and Commonwealth Governments:

Project Name	Funding Source	Eligible Project Cost	
		QRRRF Funding	Applicant Contribution
Regional Disaster Management Coordinator	QRRRF 2022-23	\$207,500.00	\$72,500.00

To accept this funding please sign and return the attached Project Funding Schedule via email to [submissions@qra.qld.gov.au](mailto:submissions@qra.qld.gov.au). By signing the Project Funding Schedule, a Project Funding Agreement will be formed in accordance with clause 2.3 of the Head Agreement.

QRA has authorised a payment of \$62,250.00 (excluding GST) as a Recipient Created Tax Invoice (RCTI). Until the Project Funding Schedule is signed, this payment will be considered an advance in accordance with clause 4.1 of the Head Agreement.

If you require any further information please contact your Regional Liaison Officer, Dean Patchett, on 0427 587 679 or via email to [dean.patchett@qra.qld.gov.au](mailto:dean.patchett@qra.qld.gov.au).

Yours sincerely



Jimmy Scott  
 Acting Chief Executive Officer

Level 11, 400 George Street Brisbane  
 PO Box 15428 City East  
 Queensland 4002 Australia  
 Telephone +61 7 3008 7200  
 Facsimile +61 7 3008 7299  
[www.qra.qld.gov.au](http://www.qra.qld.gov.au)

# Queensland Reconstruction Authority

For reply please quote: – QRABN/23/86

31 January 2023

Mr Brett Walsh  
Acting Chief Executive Officer  
Longreach Regional Council  
ceo@longreach.qld.gov.au  
ceo.assist@longreach.qld.gov.au

Dear Mr Walsh

I refer to Council's application submitted to the Queensland Reconstruction Authority (QRA) for funding under the 2021-22 Flood Risk Management Program (FRMP), Flood studies, risk assessment and management strategies and intelligence systems (WP3) work package, funded under Category D of the Disaster Recovery Funding Arrangements (DRFA), following the severe weather events of 2021-22.

I am pleased to confirm that the following projects have been successful in obtaining funding from the Commonwealth and Queensland Government:

Project Name	Project Code	Total Project Value
Longreach Flood study defining Riverine and Creek Design flood event	LRC-1	\$69,000.00
Community Flood Action Plan Longreach	LRC-2	\$34,500.00

The application has been assessed according to the criteria set out in the 2021-22 DRFA Floodplain Risk Management WP3 – Guideline, which aligns with the Queensland Disaster Funding Guidelines (QDFG) 2021 and the Queensland Flood Risk Management Framework. The guideline is available by visiting: <https://www.qra.qld.gov.au/frmp-2021-22-funding-councils>.

To accept this approval, please complete, sign and return the attached DRFA Category C & D Submission Form via email to [submissions@qra.qld.gov.au](mailto:submissions@qra.qld.gov.au) by close of business, 24 February 2023.

Once the signed Submission Form has been received, the QRA will issue a formal approval letter and Project Funding Schedule, along with payment of a grant advance of 30 per cent of the total project values. When executed by both parties, the Project Funding Schedule will be considered a binding Project Funding Agreement under the terms and conditions of the Head Agreement.

The Project Funding Schedule will detail the terms and conditions specific to the approved funding, including reference to the relevant funding guidelines that govern the program,

Level 11, 400 George Street Brisbane  
PO Box 15428 City East  
Queensland 4002 Australia  
Telephone +61 7 3008 7200  
Facsimile +61 7 3008 7299  
[www.qra.qld.gov.au](http://www.qra.qld.gov.au)

funding type and amount, key date and milestone schedules, payment claim and reporting requirements.

Please note, QRA provides this funding approval advice under embargo until formally announced by the Queensland and Australian government. Funding recipients must also acknowledge relevant funding contributions in any future public materials. To coordinate approval for any materials, please email [media@qra.qld.gov.au](mailto:media@qra.qld.gov.au).

If you require further information about the assessment of your applications, or the content of the Submission Form, please contact the QRA Flood Team via [floodteam@qra.qld.gov.au](mailto:floodteam@qra.qld.gov.au).

Yours sincerely



Jimmy Scott  
**Acting Chief Executive Officer**

**Encl.**



Office of the State Librarian  
t 07 3840 7901  
e vicki.mcdonald@slq.qld.gov.au  
Ref: 570/250/177

Mr Brett Walsh  
Chief Executive Officer  
Longreach Regional Council  
PO Box 144  
IIFRACOMBE QLD 4727

Dear Mr Walsh

Thank you for submitting your council's 2021-22 Annual Reporting and your ongoing commitment to public libraries in your community.

State Library is pleased to confirm that your council has **met the obligations and reporting requirements** under the Public Library and First 5 Forever Funding Service Level Agreements.

The annual reporting process has revealed that councils and communities across Queensland continue to value their local libraries. In the past year, there has been more than 13 million visitors to public libraries and Indigenous Knowledge Centres (IKCs) and almost 40% of Queenslanders are members of their local service.

We thank you for your ongoing investment and partnership in the delivery of your local library service. In 2021-22 Queensland local councils contributed approximately \$270 million towards collections, services, staffing, programs and infrastructure for public libraries and IKCs.

#### **2021-2022 Annual reporting outcomes**

We value our ongoing partnership with your council in the delivery of your Rural Library Queensland (RLQ) which ensures all Queenslanders, no matter where they live, have access to quality library services.

We acknowledge the ongoing impacts faced by local governments and their communities through 2021-22 with continued COVID-19 restrictions and then flooding which also impacted extensively across the state. Even with these challenges, in 2021-22 RLQ library services delivered 3,994 program sessions through libraries which is an increase of 18% and attracted 35,017 visits, of which 98% were in person. Total usage of physical and online materials also increased this year for RLQ services with an increase of 11% reported by councils.

We are heartened to learn about the resilience of RLQ services in continuing to ensure access to services, spaces and programs within their communities in different and diverse ways.

We congratulate your council on the continued growth in library services throughout 2021-22, demonstrated through increases in new memberships and the number of community partnerships that support the delivery and success of your First 5 Forever program.

#### **Online Comparator Tool**

The online Comparator Tool has been made available in response to requests for local government to be able to compare their data against state averages, or other similar sized councils. The full set of Queensland Public Library and Indigenous Knowledge Centre statistical

Cultural Centre Stanley Place South Bank  
PO Box 3488 South Brisbane Queensland 4101 Australia  
t 07 3840 7666 w slq.qld.gov.au





reporting data has also been published. Both are available via the Public Libraries Connect website <https://plconnect.siq.qld.gov.au>

However, this data should be viewed noting that despite the many achievements reported the majority of RLQ services are still struggling to return to pre-COVID service delivery levels and meet the recommended Standards for membership, physical visits, collection usage and program attendance.

### **Opportunities for your council library service in 2023**

To better support our RLQ services in 2023 State Library will provide a range of professional development opportunities for your library staff to build their capability and increase the access to mentorship from State Library staff.

- **RLQ and Small Libraries Workshops** will be delivered between March and June 2023 in partnership with 4 regional councils. The workshops will be delivered face to face, with the workshop program at each location designed to meet specific needs and interests of attendees. Information regarding locations and dates will be provided shortly, and travel bursaries will be available for library staff to attend.
- **Self-paced online learning modules**
  - State Library will be developing a series of online foundational training modules that will include the following topics to support RLQ staff with the day-to-day operation of the library:
    - [Your role as Library Administrator](#) - New to the role? Some vital tips to help equip yourself and your team for success
    - [Aurora 101](#) - Information to help you use the Aurora Library Management System
    - [Engaging with collections](#) - Administer your collections with ease and build collections which excite your community. This will include promoting the wide range of RLQ/IKC and statewide resources available that are currently underused.
    - [Library presentation and promotion](#) - Create and promote a library space that keeps your community coming back for more
    - [Library membership](#) - Information on signing up new members and housekeeping existing member records
    - [Recommended library tasks](#) - Resources to help structure your day and get those jobs ticked off
  - First 5 Forever online training modules – the following training modules are available on the Public Libraries Connect website and are perfect for smaller services with limited access to professional development on this popular program for families:
    - What is First 5 Forever?
    - Early Literacy
    - Planning for library programs
    - Play in Libraries
- **First Nations First 5 Forever resources** are coming soon to your library service. These physical resources have been purchased from First Nations suppliers to provide fresh inspiration for your First 5 Forever sessions with families and local partners. Support in using these items will be shared with the network over 2023. Resources include:
  - a First Nations Story kit with a variety of books and games to have fun celebrating First Nations cultures with families
  - a poster to represent an Acknowledgement of Country using the Nyuramba Garran artwork
  - a Weaving and Connecting to your Community kit to initiate some thought-provoking discussions on how to build meaningful and reciprocal relationships with First Nations communities.
- **Mentorship and support field visits** Over the next 18 months, State Library staff will deliver a pilot program of face-to-face visits to provide tailored support and mentorship for these libraries in foundational aspects of delivering their library service

State Library staff will be available to speak with your Library Manager to provide more tailored feedback on areas for improvement, explore opportunities for development listed above and offer support around areas of need or interests your library may have. If your Library Manager wishes to meet online or talk on the phone with one of our team about any of the above, please send a request to [lgc@slq.qld.gov.au](mailto:lgc@slq.qld.gov.au)

**Your council's Public Library and First 5 Forever funding for in 2022-23:**

Unspent funds carried over to 2022-23	First 5 Forever	\$1,904
Public Library Funding 2022-23	Service Development Subsidy	\$8,775 (GST exempt)
First 5 Forever 2022-23	Local programs	\$4,607 (GST exempt)

In addition to direct funding, RLQs also receive access to a dedicated collection developed, shared and circulated across the network; professional development opportunities for library staff and ongoing support and advisory services provided by State Library.

I feel privileged to partner with your council and library service and am confident that by continuing to work together we can realise the potential of public libraries and IKCs now and into the future.

If you require further information or have questions about the opportunities listed in this letter please contact Katie Edmiston, Manager, Local Government Coordination via email [Katie.Edmiston@slq.qld.gov.au](mailto:Katie.Edmiston@slq.qld.gov.au) or telephone 07 3842 9046.

Yours sincerely



Vicki McDonald AM FALIA  
State Librarian and Chief Executive Officer

02 02 2023

Our ref: DGBN22/674

3 February 2023

Mr Brett Walsh  
Interim Chief Executive Officer  
Longreach Regional Council  
ceo@longreach.qld.gov.au



Department of  
**State Development, Infrastructure,  
Local Government and Planning**

Dear Mr Walsh

As you would be aware, the *Queensland Waste Strategy 2014 – 2024* provides a high-level direction for waste management and resource recovery in Queensland. The vision is for Queensland to become a national leader in avoiding unnecessary consumption and waste generation.

The Queensland Government is committed to working with the resource recovery industry to harness the potential value of resources traditionally discarded and improve sustainability. The development of precincts was identified in the 2019 Resource Recovery Industries 10-year Roadmap and Action Plan to increase economic opportunities, help facilitate industrial land growth and create greater certainty for participants in the industry.

To support this, the Department of State Development, Infrastructure, Local Government and Planning (the department) engaged E3 Advisory to assist in the development of precinct planning documents. Jointly, we have engaged with industry, local governments and peak bodies, including eight regional forums across the State, to ensure contribution to the result.

The attached Recycling Enterprise Precinct Guideline (the Guideline) is a 'how to' guide that industry, and local and state governments can use when developing a precinct. The Guideline is not a traditional 'planning guideline', nor is it statutory. Instead, it contains a series of overarching guiding principles to highlight the potential role of precincts in enabling circular economy and remanufacturing outcomes. The Guideline also outlines location objectives to support investigations into potential places, and development objectives to assist place-based planning and development while providing investment attraction and implementation guidance.

The attached Location Strategy identifies opportunities that may suit a network of precincts across Queensland – a hub and spoke model. It has been informed by a high-level assessment of waste and economic profiles of regions, existing waste infrastructure, as well as the opportunities and challenges identified during consultation and regional forums.

Precincts have been described as either preparatory or transformative, which recognises the broader role that all regions play in a hub and spoke model. The potential precinct opportunities are indicative only and not intended to be exhaustive.

1 William Street  
Brisbane Queensland 4000  
PO Box 15009  
City East Queensland 4002  
**Telephone** 13 QGOV (13 74 68)  
**Website** [www.statedevelopment.qld.gov.au](http://www.statedevelopment.qld.gov.au)  
**ABN** 29 230 178 530

These strategies reflect a broad state-wide view and aim to be complementary to the Regional Waste Management Plans (RWMP) currently under development by Regional Organisations of Councils, which will take a deeper dive into regions at a scale below the Statistical Area 4 level. The department anticipates further potential precinct opportunities will be identified by the RWMPs. Entities seeking to establish a precinct can use the RWMP and precinct planning work as a toolkit to accelerate their transition towards a circular economy.

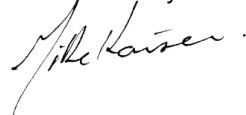
During consultation, the department was pleased to receive a wide range of feedback – from support that acknowledged the benefit of the documents, to concern regarding regional or local issues, and the degree of alignment with RWMPs. Feedback also included ways to enhance the documents and this has been considered and incorporated where possible.

The department is engaged with the RWMPs and, as lead for Regional Infrastructure Plans and Regional Plans, will facilitate alignment between these plans.

Having taken this first step, there is further work needed and the department looks forward to continuing to work with local governments and industry on this important initiative.

If you require any further information, please contact me or Mr Mark Tierney, Executive Director, Industry Development, in the department, by telephone on (07) 3452 7275 or by email at [mark.tierney@dildgp.qld.gov.au](mailto:mark.tierney@dildgp.qld.gov.au), who will be pleased to assist.

Yours sincerely



Mike Kaiser  
**Director-General**

Enc (2)

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.2 - Standing Matters: Calendar of Events**

**11.2 Standing Matters: Calendar of Events**

**Upcoming Events, Meetings and Conferences**

<b>Date &amp; Time</b>	<b>Event</b>	<b>Location</b>	<b>Participants</b>
<b>February 2023</b>			
4 Sat 10.00-11.00am	Community Master Plan Feedback Forum	Longreach Library	Public event
11 Sat 9.30-11.30am	Community Master Plan Feedback Forum	Longreach Skate Park	Public event
14 Tues 8.00am-5.00pm	Council Briefing	Fairmount Room, Longreach Civic Centre	Mayor, Councillors Executive Leadership Team
16 Thurs 9.00am-5.00pm	Council Meeting	Council Chambers, Ilfracombe	Mayor, Councillors Executive Leadership Team Open to the public
18th Sat 8.00am- 10.00pm	Longreach 9's Rugby League Carnival	Longreach Showgrounds	Public event
23 Tue 9.00am-5.00pm	Strategic Round Table	Fairmount Room, Longreach Civic Centre	Mayor, Councillors Executive Leadership Team
<b>March 2023</b>			
14 Tues 8.00am-5.00pm	Council Briefing	Fairmount Room, Longreach Civic Centre	Mayor, Councillors Executive Leadership Team
16 Thurs 9.00am-5.00pm	Council Meeting	Council Chambers, Longreach Civic Centre	Mayor, Councillors Executive Leadership Team Open to the public
18 Sat	Longreach Races	Longreach Race Course	Public Event
30 Thurs 11.00am-5.00pm	Strategic Round Table	Fairmount Rooms, Longreach Civic Centre	Mayor, Councillors Executive Leadership Team
<b>April 2023</b>			
18 Tues 8.00am-5.00pm	Council Briefing	Fairmount Room, Longreach Civic Centre	Mayor, Councillors Executive Leadership Team
20 Thurs 9.00am-5.00pm	Council Meeting	Council Chambers, Longreach Civic Centre	Mayor, Councillors Executive Leadership Team Open to the public
22 Sat	Longreach Races	Longreach Race Course	Public Event
27 Thurs 11.00am-5.00pm	Strategic Round Table	Fairmount Rooms, Longreach Civic Centre	Mayor, Councillors Executive Leadership Team

***Recommendation:***

*That Council receives the Calendar of Events report, as presented*

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.3 - Digital Signage Policy**

**11.3 Digital Signage Policy**

Consideration of the Digital Signage Policy, a new policy, for adoption.

**Council Action**

Deliver

**Applicable Legislation**

*Anti-Discrimination Act 2001*

*Local Government Act 2009*

*Local Government Regulation 2012*

*Transport Operations (Road Use Management) Act 1995*

*Queensland Department of Transport Policy for the Management of Roadside Advertising*

**Policy Considerations**

Records Management Policy

Communications & Media Policy

Social Media Policy

Social Media Management Directive MD02-20-01

**Corporate and Operational Plan Considerations**

GOVERNANCE: PUBLIC AFFAIRS			
Link to Corporate Plan	Activity	Key Performance Indicators	Operational Targets
4.1.1	Deliver accurate and relevant communication regarding the work of Council to the community and general public on a timely basis.	Utilise multiple traditional and digital Communications channels to engage with the community.	<ul style="list-style-type: none"> <li>Website Content reviewed on a Quarterly basis.</li> <li>Minimum three (3) Social Media posts published per seven-day period.</li> <li>Media requests are responded to within 24 hours.</li> </ul>

**Budget Considerations**

Nil.

**Previous Council Resolutions related to this Matter**

Nil.

**Officer Comment**

**Responsible Officer/s:**

*Simon Kuttner – Executive Officer, Economic Development & Public Affairs*

**Background:**

In 2021, Council commissioned the construction of a digital roadside sign, funded by the federal Local Roads and Community Infrastructure (LRCI) program. The intent was to use the sign to inform the community on matters relating to Council business. Several locations were considered for the sign, some of which were rejected by the Department of Transport and Main Roads (TMR), before finally settling for a prominent position approved by TMR on the Landsborough Highway at Longreach.

Construction was delayed significantly due to material shortages and issues with the supplier, however construction was completed late last year. Further delays relating to electricity connection were experienced, with the sign eventually made operational on 31 January.

**Issue:**

## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.3 - Digital Signage Policy

---

Now that the digital signage is operational, it is timely to adopt a policy that formalises current practice and clarifies its intended use. The draft policy compliments other Council policies such as the Records Management Policy, Communications & Media Policy, Social Media Policy and associated management directives.

The draft policy provides guidance on Council's intention for the sign to be used as a means to communicate Council business. It offers guidance on the degree to which external parties may be featured in content. It also offers guidance on compliance with various statutory obligations. For example, it is a condition of TMR approval that the sign's content is not commercial in nature, and the policy reflects this.

The language of the policy also makes it applicable to other forms of digital signage Council may utilise at various times, including displays at Council offices and libraries.

#### **Risk Management Factors:**

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Unlikely  
Consequence: Minor  
Rating: Low (4/25)

Risk has been calculated based on proceeding as recommended.

#### **Environmental Management Factors:**

Nil.

#### **Other Comments:**


Nil.

#### **Appendices**

1. 02-xx Digital Signage Policy - 2023.docx [↓](#)

#### **Recommendation:**

*That Council adopts the Digital Signage Policy, as presented.*

<b>Digital Signage Policy</b>		 <p><b>Longreach Regional Council</b></p> <p><small>Ilfracombe Isisford Longreach Yarakka</small></p>
Policy number:	2.xx	
Policy category:	Statutory	
Authorised by:		
Date approved:	TBC	
Review date:		

**PURPOSE**

This policy is designed to ensure that any digital Content that is broadcast using Council’s Digital Signage system is reliable, accurate, unified, consistent, and protects the Council brand and identity. This Policy will help inform all Longreach Regional Council Digital Signage Content.

Council’s Digital Signage system is operated by Council to facilitate official communication to the community-at-large. The system uses digital screens to display core information to a particular location or group of locations.

**SCOPE**

This policy applies to all staff and contractors of Longreach Regional Council, and any individual who may at any time be involved, or have an interest, in communicating on behalf of Longreach Regional Council, including Councillors, committee members and other stakeholders.

**LEGISLATION**

- Anti-Discrimination Act 2001*
- Local Government Act 2009*
- Local Government Regulation 2012*
- Transport Operations (Road Use Management) Act 1995*
- Transport Operations (Road Use Management) Regulation 2009*
- Queensland Department of Transport Policy for the Management of Roadside Advertising*

**DEFINITIONS**

**CEO** – Chief Executive Officer

**Content** – Multimedia information that is displayed on Digital Signage

**Council** – Longreach Regional Council

**Digital Signage** – A visual representation of multimedia Content and messages displayed on an LCD or plasma screen

**External-Parties** – Any group, organisation, or individual that is external to Longreach Regional Council.

**POLICY STATEMENT**

Council undertakes to inform the community on matters relating to Council business using a Digital Signage system. Staff must be authorised by the CEO to operate, and develop content for, Council’s Digital Signage system.



All Longreach Regional Council Digital Signage Content will be:

- The result of an approved communications initiative
- Related specifically to the work of Council and not promote the work of external parties
- Assessed for the potential to hold unique risks associated with Council business, the target audience, or stakeholders (for example safety or confidentiality of children and minors)
- Adherent to all statutory requirements, as well as copyright, privacy, defamation, contempt of court, discrimination, harassment, trademark and any other applicable laws
- Coordinated to ensure consistent corporate messaging and to maximise opportunities for cross-promotion of Council websites and other Council communication channels where appropriate and
- Managed by Longreach Regional Council staff who have been formally authorised to make public comment in an official capacity as Longreach Regional Council spokespeople, and are adequately trained in the use of public communication practices.

### **External Parties**

Council will not permit the use of Council's Digital Signage system to display Content that:

- Has been supplied by external parties without the input or agreement of the CEO
- Is commercial in nature and/or promotes a for-profit business or event or
- Promotes the work of external community groups, unless the initiative is in partnership with Council, or associated with a Council sponsorship or community funding program.

Content that relates specifically to the work of individuals will be considered only where the subject individual has a long-standing and/or direct association with the core business of Council.

### **Compliance**

The management of the Longreach Regional Council Digital Signage system will have sufficient regard to compliance with any applicable federal or state legislation and local laws. The system will comply with laws governing the use of road corridors and be managed to mitigate any distraction risk to road users and/or pedestrians. This may involve limiting the amount of information displayed, restrictions on the frequency of alternating Content, and prohibition of animated and/or video content.

Council will be responsible for ensuring that Content displayed on Council's Digital Signage system does not feature:

- Profane language
- Sexual content or links to sexual content
- Content that promotes, fosters or perpetuates discrimination on the basis of race, creed, colour, age, religion, gender, marital status, national origin, physical or mental disability or sexual orientation
- Commercial solicitations or transactions (except business activities of Council)
- Inappropriate use of Copyright or ownership protected materials
- Material designed to encourage or aid in the conduct of illegal activities and
- Material which could compromise the safety of Council, its employees or its technical systems.

**RELATED DOCUMENTS**

*Records Management Policy*

*Communications & Media Policy*

*Social Media Policy*

*Social Media Management Directive MD02-20-01*

Authorised by resolution as at 16 February 2023:

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Brett Walsh  
Chief Executive Officer

## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.4 - Annual Operational Plan Review 2022-2023 - Review for Period Ending 31 December 2022

#### 11.4 Annual Operational Plan Review 2022-2023 - Review for Period Ending 31 December 2022

Consideration of the 2023 Annual Operational Plan quarterly review for the period ending 31 December 2022.

#### Council Action

Deliver

#### Applicable Legislation

*Local Government Act 2009*

*Local Government Regulation 2012 – Section 174*

#### Policy Considerations

Nil

#### Corporate and Operational Plan Considerations

GOVERNANCE: GOVERNANCE SERVICES			
Link to Corporate Plan	Activity	Key Performance Indicators	Operational Targets
4.1.1 4.2.2 4.3.2	Develop and review Council's Annual Operational Plan in accordance with legislative guidelines and in line with the Corporate Plan.	Annual Operational Plan adopted each financial year.	Quarterly Reviews on progress against strategies in the Annual Operational Plan provided to Council to coincide with quarterly budget reviews.

#### Budget Considerations

Nil

#### Previous Council Resolutions related to this Matter

Nil

#### Officer Comment

**Responsible Officer/s:** Brett Walsh, Chief Executive Officer

#### Background:

The Annual Operational Plan is adopted by Council annually in conjunction with setting its financial budget. The plan outlines the key activities and targets which Council have agreed to meet for the twelve-month period, which are derived from Council's 5 year Corporate Plan.

#### Issue:

Pursuant to the provisions of section 174 of the *Local Government Regulation 2012*, the Chief Executive Officer must present a written assessment of the local government's progress towards implementing the annual operational plan at a meeting at regular intervals of not more than three months.

A copy of the Annual Operational Plan 2022-2023 second-quarter (Q2) review, including written assessment information for the period ending 31 December 2022, is attached.

#### Risk Management Factors:

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Possible  
Consequence: Moderate

## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.4 - Annual Operational Plan Review 2022-2023 - Review for Period Ending 31 December 2022

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Rating: Medium (9/25)

Any risk to Council will be in non-compliance or not achieving targets within the set timeframes.

**Environmental Management Factors:**

Any factors will be dependent on the individual activities within the Annual Operational Plan.

**Other Comments:**

Nil.

**Appendices**

1. Annual Operational Plan 2022-2023

**Recommendation:**

*That Council, pursuant to section 174(3) of the Local Government Regulation 2012, receives the Chief Executive Officer's evaluation of the implementation of the 2023 Annual Operational Plan for the period ended 31 December 2022.*



# Longreach Regional Council

Ilfracombe Isisford Longreach Yaraka

## Annual Operational Plan 2022-2023

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## 1. Introduction

The Longreach Regional Council Annual Operational Plan contains the targets and goals of Council for a twelve month period, and is a tool to be used by staff in setting their key performance indicators, budgetary requirements, and is referenced in the preparation of their monthly reports to Council.

These strategies identified in the Annual Operational Plan are derived from the Longreach Regional Council Corporate Plan 2017-2027 which was developed through a community consultation process and sets the long term targets and goals for the future direction of Council and its communities.

Each year during the Annual Financial Budget adoption, the strategies from the Corporate Plan are considered for the twelve months ahead, along with Council's commitments through its previously adopted decisions and resolutions for that period, and in line with legislative requirements. The items committed to the next financial year are included in the Annual Operational Plan, and are allocated the necessary funds and resources during the budget process to ensure the successful delivery of these services throughout the year.

After adoption, the Annual Operational Plan is reviewed each quarter, along with the quarterly budget review, to report on Council's progress towards achieving these strategies and to minimise any risks to the completion of these services. The detail included in the Annual Operational Plan will assist the Chief Executive Officer in his quarterly reports to Council on these specific matters, and to advise on the progress achieved against the performance measures. The financial allocations required to achieve this plan will be included in the 2021/2022 adopted Budget which should be referenced in line with this plan.

In accordance with statutory reporting requirements of the *Local Government Act 2009*, and Council's commitment to engage with the Longreach Region community in setting the agenda for the next ten years, Council will conduct annual reviews of the Corporate Plan. Annual operational reporting will track progress and will assist in the development of the following year's operational plan and budget.

Annual Planning and Monitoring Framework



## 2. Background from Corporate Plan 2017-2027

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### Vision:

The communities of the Longreach Region, with their individual identities and a proud heritage, will be characterised by their cohesive and inclusive nature, making the region a location of choice for business investment and outback living.

Reaching a population of 5,500 by 2027, the Longreach Region will be characterised by strong communities and a vibrant economy driven by skills and innovation in a diversity of traditional and new industries.

### Mission:

Council's Mission is to deliver decisive leadership in making locally-responsive, informed and responsible decisions, providing the highest-quality services and facilities to all communities of the Longreach Region.

### Our Core Values:

Our values govern the actions of Council and how it serves the communities of Ilfracombe, Isisford, Longreach and Yaraka. Our eight core values are:





### 3. Annual Operational Plan Strategies

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Our vision, mission and values inform the strategies presented in the Corporate Plan and the key outcomes Council aspires to realise across the four Corporate Plan themes of 'Community', 'Economy', 'Environment' and 'Governance'. The key outcomes are as follows:

- Our Community: Engaged Communities with Strong Identities Supported by High-Quality Services and Facilities
- Our Economy: A Vibrant Economy Driven by Skills and Innovation in a Diversity of Industries
- Our Environment: A Sustainable Environment Supported by Climate-Adapted Communities
- Governance: An Engaging and Transparent Council Providing Community Leadership

## 4. Governance Services

**Red:** Behind target, unlikely to be achieved this financial year | **Yellow:** Monitor, some issues | **Green:** On target to be achieved this financial year | **Completed:** Project completed

Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
<b>Governance Services</b>									
4.1.1	Develop and review Council's Annual Operational Plan in accordance with legislative guidelines and in line with the Corporate Plan.	Annual Operational Plan adopted each financial year.	Quarterly Reviews on progress against strategies in the Annual Operational Plan provided to Council to coincide with quarterly budget reviews.	Chief Executive Officer	25%	50%			The Q2 AOP review will be completed during January 2023 and presented to the February Council meeting.
4.1.2	Coordinate regular liaison with the community through the delivery of community engagement activities.	Community forums held in each community across the region. Implementation of community engagement policy and plan.	March /October Adopted policy and deliver Community Engagement Plan actions within agreed timeframes	Chief Executive Officer	25%	50%			Community forums were held during Q2 in each of the communities (Ilfracombe, Isisford, Yaraka and Longreach).
4.1.2	Review Corporate Plan	Undertake a Corporate Plan to ensure strategy areas remain relevant and in line with the communities visions.	Adoption of a new 5 year Corporate Plan 2023-2028 during 2022-2023.	Chief Executive Officer	10%	15%			Consultation continued internally to undertake a review of the Corporate Plan throughout Q2. Officers have highlighted this operational target as a monitor given the importance of developing strategy in consultation with key stakeholders and the recent CEO change within Council.
4.1.1	Ensure effective and responsible policy development and decision making.	Maintain Council's policy register in line with policy review dates and legislative requirements.	90% of policies are reviewed and adopted in line with review dates.	Executive Officer of Governance & Special Projects	20%	45%			As at the end of Q2, 72% of policies had been reviewed and adopted in line with the review dates. Officers will continue to prioritise the review of policies throughout Q3 with a number planned to be presented at the January 2023 Council meeting.

11.4 - Annual Operational Plan Review 2022-2023 - Review for Period Ending 31 December 2022 --  
Appendix 1

Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
4.33	Mayor and Councillor Support.	Improve Elected Members knowledge and understanding of Local Government.	Education and training held at least twice a year Advocate for bi-annual interactions for regional representation with: • Federal Ministers • State Ministers.	Chief Executive Officer	25%	50%			
4.32	Monitor and review non-compliance with legislative requirements.	Report on legislative non-compliance and/or matters impacting local government to Executive Leadership Team.	Timely reporting to the Executive Leadership Team of legislative changes as and when they occur.	Executive Officer of Governance & Special Projects	25%	50%			On track with meeting this operational target with regular advice provided to the Executive Leadership Team and Officers.
<b>Human Resources</b>									
2.19	Develop Verification of Competency (VOC) framework, including required policies and procedures, that also support employee personal development.	<ul style="list-style-type: none"> <li>Ensure employees are consulted with in relation to the development of the VOC Framework by December 2022 in order to identify key operators that can undertake VOC assessments of employees.</li> <li>Develop a schedule for implementation of the VOC framework with required tools allowing for systematic roll out in 2023.</li> </ul>	Schedule created, outlining the implementation/rollout of VOC by December 2022 for rollout in 2023.	Human Resources and Workplace Health and Safety Manager	15%	20%			<p>In Q2 the HR Team engaged with Central Highlands Regional Council their process and documentation for implementation of the VOC process. Further recommendation were also provided in Council WHS Audit Report.</p> <p>In Q3 HR &amp; WHS will develop an action plan for the VOC process, with the aim to have components of the plan developed and under implementation by December 2023.</p>
4.32									

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
2.19	Continue to advocate the Workplace of Choice Policy and commit to provide a workplace that attracts superior employees.	A range of workplace initiatives based on Workplace of Choice Policy and Management Directives.	Workplace Initiatives: <ul style="list-style-type: none"> <li>Big Day In</li> <li>Immunsation Program</li> <li>Employee Excellence Awards</li> <li>Recognition of Service Awards.</li> </ul>	Human Resources and Workplace Health and Safety Manager	25%	50%			Council Big Day In was held in Q1 where Years of Services and Employee Awards were presented.  An immunisation Clinic will be arranged for the end of Q3 or beginning of Q4.
2.19	Communicate industrial relation reforms to staff along with hosting ongoing Joint Consultative Committee (JCC) Meetings.	Compliance of current industrial instruments including the Certified Agreement; relevant awards and industrial relations legislation.	Hold scheduled Quarterly JCC Meetings, unless no agenda items are raised.  Reach a Certified Agreement by December 2022	Human Resources and Workplace Health and Safety Manager	25%	50%			Enterprise Bargaining Negotiation meetings continued in Q2 with further meetings scheduled for Q3. The JCC meeting for Q2 will be rescheduled to Q3 due to availability of all parties.
<b>Workplace Health and Safety</b>									
4.31	Provide a safety management system that minimises the risk to all people and property.	Successful implementation of the identified KPI's in the 2022-2023 LRC-SMS Plan.	90% of KPI's achieved and completed by 30 June 2023.	Human Resources and Workplace Health and Safety Manager	25%	50%			KPI's set for Q2 were mostly achieved. There still remain some errors within SkyTrust in relation to how Actions are assigned/schedule. This should be rectified in Q3 to provide more accurate data.
<b>Disaster Management</b>									

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
131 4.4.1	Coordination and training of the Local Disaster Management Group.	Regular meetings of the Local Disaster Management Group with all members trained in accordance with the QDMA Guidelines and Framework.	2 meetings per year to coordinate disaster management and preparedness activities.	Chief Executive Officer	25%	50%			The Longreach LDMG met on 6 September 2022. The current EMC is upskilling with QFES to deliver training in various modules of disaster management. The Disaster Management Coordinator participated in TMR Exercise IGNUS in October 2022 as part of preparedness activities. Resupply to Flood Isolated Properties brochures were posted to all rural landholders in the local government area detailing the resupply process and items they can and cannot order during a resupply. Get Ready Queensland emergency kits were handed out to members of the public during the SES Open Day and during the CWA Market Day in September and October 2022. Get Ready Queensland Emergency Kit fridge magnets were handed out to members of the public who visited Longreach IGA over two days in October 2022. The next meeting of the Longreach LDMG is scheduled for 22 March 2023.
131	Conduct an annual review of the Local Disaster Management Plan in accordance with statutory requirements.	Annual review completed by 30 November each year.	Complete review and ensure Local Disaster Management Plan and associated Sub Plans is adopted by Council – Completed Annually.	Chief Executive Officer	25%	50%			The Longreach LDMG was comprehensively reviewed and rewritten in September 2022 and was endorsed by the Longreach Regional Council on 27 October 2022. A Local Essential Supply Assessment Guideline has been developed and was endorsed by the Longreach LDMG on 6 September 2022.
<b>State Emergency Services (SES) Operations</b>									
131 4.4.1	Liaison and Support.	Work with SES Local Controller to provide support on a range of initiatives or challenges throughout the year.	100% compliance with the Memorandum of Understanding (MOU).	Chief Executive Officer	25%	50%			Council has made application to replace the SES Toyota Troop Carrier and made application to upgrade the storm damage trailer carport at the SES complex in Miner Road through the SES Support Grant process. The outcome of these applications is expected in April 2023.

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
<b>Public Affairs</b>									
4.1.1	Deliver accurate and relevant communication regarding the work of Council to the community and general public on a timely basis.	Utilise multiple traditional and digital Communications channels to engage with the community.	<ul style="list-style-type: none"> <li>Website Content reviewed on a Quarterly basis.</li> <li>Minimum three (3) Social Media posts published per seven-day period.</li> <li>Media requests are responded to within 24 hours.</li> </ul>	Executive Officer, Economic Development & Public Affairs	25%	50%			All measures on target.
4.4.1	Develop and maintain collaborative partnerships with regional agencies and government organisations.	Provide support to the Mayor and Chief Executive Officer in coordinating advocacy and regional representation with external corporate and intergovernmental stakeholders.	<p>100% of requests for support are completed within a timely manner resulting in no missed deadlines.</p> <p>Provide assistance and advice in coordinating regular Council delegations to Canberra and Brisbane as required.</p>	Executive Officer, Economic Development & Public Affairs	25%	50%			All measures on target. Intergovernmental interaction during Q2 included meetings with various state and federal ministerial and departmental officers. Preparations are underway for a delegation to Canberra in Q3.
<b>Tourism</b>									
2.2.2	Development of Shoulder season tourism promotion.	Support and partner local tourism operators on a range of shoulder season tourism activities.	Demonstrated support of local tourism operators and event's organisers on initiatives that extend the season from October – March.	Executive Officer, Tourism	25%	50%			Council continues to develop and promote the 'Peak Experiences' guide issued to visitors and potential visitors during Q2 Social media posts continue on a weekly basis to help our visitors plan ahead, when they are heading into the shoulder season. The off-peak experiences guide was developed and continues to be updated to keep visitors abreast of available experiences. Maintain contact with operators to advise them of numbers coming through and support them through bookings and via social media posts

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
2.2.6	Engage with Outback Queensland Tourism Association (OQTA) / Tourism and Events Queensland (TEQ) for external tourism familiarisation visits to Longreach Region.	Each familiarisation group visiting the region is engaged with at least once per visit.	Bi-annual familiarisation tours per annum with a summary of the visit included in Information Paper to Council.	Executive Officer, Tourism	0%	25%			<p>Council continues to build their relationships with OQTA and TEQ. Inbound TEQ/OQTA Familiarisation was conducted in November showcasing Longreach and Winton</p> <p>A focus for the Team during Q3 will be to further develop existing tourism assets operated by Council throughout the region, which will then be incorporated into future familiarisation tours, as well as a launch of the Longreach Region Tourism Season getting operators together to showcase our region with a united message.</p>
<b>Visitor Information Centres (VIC)</b>									
2.2.3	Comply with Visit Queensland VIC Guidelines and Regulations.	Operate the VIC to the standard outlines in Guidelines and Regulations to maintain accreditation.	Obtain compliance from Visit Queensland external audit by June 2023.	Executive Officer, Tourism	0%	0%			External audit date to be confirmed by Queensland Information Centres.
<b>Economic Development</b>									
2.1.1	Coordinate the preparation of a new Economic Development Strategy in partnership with external advisors.	Develop a program of Economic Development activities that can be supported from operational expenditure.	Delivery of ongoing Economic Development initiatives.	Executive Officer, Economic Development & Public Affairs	0%	0%			Officers have highlighted this operational target for monitoring with the development of a Corporate Plan taking precedence, in consultation with key stakeholders and being mindful of the recent CEO change within Council. Ongoing support of Economic Development outcomes continues through coordination with regional bodies, DESBT, AusIndustry, Trade and Investment Queensland, plus local industry and stakeholders.
2.1.11	Respond effectively to inquiries that present opportunities for commercialisation.	Opportunities are acted on in a timely manner that aligns with Council's desired outcomes.	Monthly reporting to Council of commercialisation activities.	Executive Officer, Economic Development & Public Affairs	25%	50%			<p>All measures on target.</p> <p>Commercialisation activities in Q2 included:</p> <ul style="list-style-type: none"> <li>Internal advice regarding the tender process for the Ilfracombe Post Office</li> <li>Liaison with government agencies including Department of Home Affairs, DESBT, and AusIndustry</li> </ul>

Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
									<ul style="list-style-type: none"> <li>Economic modelling and reporting in support of funding applications and internal strategy development</li> </ul>

## 5. Financial Services

**Red:** Behind target, unlikely to be achieved this financial year | **Yellow:** Monitor, some issues | **Green:** On target to be achieved this financial year | **Completed:** Project completed

Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
<b>Financial Management</b>									
4.2.2	Council operates efficiently.	Council operational and capital expenditure programs are within budget.	<ul style="list-style-type: none"> <li>Monthly performance within budget.</li> <li>Asset management plans are updated annually and comprise service level plans.</li> </ul>	Chief Financial Officer	15%	30%			Council's financial performance remains within budget. Asset management and service level plans are being updated.
4.2.3	Council improves its financial sustainability.	Financial sustainability ratios are maintained within budget.	<ul style="list-style-type: none"> <li>Monthly performance within budget.</li> </ul>	Chief Financial Officer	25%	50%			Council is achieving its budgeted financial sustainability targets.
4.2.3	Council builds financial resilience and adaptability.	Council's financial position is maintained within budget.	<ul style="list-style-type: none"> <li>Monthly performance within budget.</li> <li>Council maintains a regular financial forecast.</li> </ul>	Chief Financial Officer	25%	50%			Council's financial position is within budget.
<b>Audit and Risk Management</b>									



Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
4.2.2	Council identifies and manages its risks effectively.	Enterprise Risk Management register is no more than 3 months out of date. At least 2 internal audits have been conducted per year.	<ul style="list-style-type: none"> <li>Quarterly reviews of the ERM register are conducted.</li> <li>The internal audit plan is reviewed annually and audits conducted bi-annually.</li> </ul>	Chief Financial Officer	10%	30%			Council's Risk Management Policy, Risk Management Framework and Risk Management Directive are undergoing review to be adopted by council Q3. Internal audit plan is being implemented currently.
<b>Asset Management</b>									
4.2.1	Plan for Whole of Life Costing when making decisions on new or enhanced community facilities and implementing Asset Management Plans.	Undertake review of all asset and service plans with a focus on improving maintenance data.	30 June 2023	Chief Financial Officer	25%	50%			Asset management and service level plans are being updated and asset data integrity being improved.  Whole of life costing forms a part of the Project Decision Group process with a policy being adopted by council.

## 6. Corporate Services

**Red:** Behind target, unlikely to be achieved this financial year | **Yellow:** Monitor, some issues | **Green:** On target to be achieved this financial year | **Completed:** Project completed

Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
<b>Grants</b>									

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
4.2.2 4.4.1	Identify and pursue external funding opportunities and properly assess all major expenditure proposals.	Council maximises opportunities for grant funding. All applications \$50,000 or over are undertaken in accordance with the Project Decision Framework. Grants are managed in accordance with grant guidelines and key milestones are met.	<ul style="list-style-type: none"> <li>All grants applied for have had whole of life costs considered and approved by the Project Decision Group prior to lodgement.</li> <li>Reporting and acquittals are completed in line with the set funding agreement guidelines.</li> </ul>	Director of Corporate Services	25%	50%			All incoming Grants have been captured and monitored within Council's business operating system.  The Project Decision Group has had 2023 meetings scheduled for the remainder of the year.  All quarterly reports have been lodged on time, or in accordance with any extension of time requests.
<b>Leasing</b>									
	Leasing and land management	Monitor and manage all leasing arrangements for council assets. Ensure all assets are leased.  Manage sale processes for excess Council land.	<ul style="list-style-type: none"> <li>All leases renewed when due.</li> <li>All available assets leased out.</li> <li>Work in partnership with local Real Estate Agencies to market properties available for sale.</li> </ul>	Director of Corporate Services	25%	50%			Council continues to actively manage the leasing of Council assets including renewals and new leases where required.  Throughout Q1 Council had a number of enquiries about vacant land in Ilfracombe and Longreach, which will continue to be pursued in Q2. In Q2 several blocks listed in the vacant land subdivision areas of both Ilfracombe and Longreach have now sold with more offers received recently. The Longreach subdivision will be marketed by an additional Agent to assist in continuing to sell excess Council Land.

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
2.15	Continue to support the redevelopment activities of the regional saleyard and spelling complex.	Facilitate Stage 2 Redevelopment Undertake extension of railway siding Facilitate development of new holding pens and railway loading infrastructure.	<ul style="list-style-type: none"> <li>Acquittal completed for Stage 2 redevelopment project.</li> <li>Railway siding extension complete.</li> <li>Transit and Spelling facilities under construction.</li> <li>Heavy Vehicle upgrades under construction.</li> </ul>	Director of Corporate Services	25%	50%			Stage 2 redevelopment of the sale yard has been completed with the acquittal to be undertaken in Q2. Council continues to work with key project stakeholders on the management of the railway siding extension project. The land tenure and acquisition process continued throughout Q2. Further progress to be made during Q3 of the 2022/2023 Financial Year.
<b>Customer Service</b>									
1.11 4.1.1 4.3.2	Encourage timely and effective delivery of Council's services and requests.	Customer Service requests actioned and resolved within required timeframes.	<ul style="list-style-type: none"> <li>Monthly reporting provided to the ELT.</li> <li>Weekly emails sent to Managers on overdue customer requests.</li> <li>80% of requests actioned within required timeframes.</li> </ul>	Director of Corporate Services	25%	50%			Weekly and monthly reports were completed throughout Q1. A total of 480 customer requests were lodged via the Council request module for the September quarter.  Weekly and monthly reports were completed throughout Q2. A total of 390 customer requests were lodged via the Council request module for the December quarter.
<b>Records Management</b>									
4.3.2	Ensure accurate recording on Councils records in line with relevant legislation.	Council complies with relevant legislation and has implemented a formal record keeping process within Council.	<ul style="list-style-type: none"> <li>Undertake training in records management with new employees if relevant to the position within 4 weeks of commencement.</li> </ul>	Director of Corporate Services	15%	25%			System Administration training was held on Councils Electronic Document Management System with key staff in Q2.  New staff training has been undertaken throughout this quarter.
<b>Information Technology</b>									

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
4.2.1	Equipment and applications are available as per service level.	Scheduled outages are pre-planned through the year for upgrade and scheduled for minimum interruption.	<ul style="list-style-type: none"> <li>99% up time during business hours.</li> <li>Timely resolution of Help Desk Requests in accordance with service standards.</li> </ul>	Director of Corporate Services	25%	50%			There has been no unplanned interruption to the general running of business and all possible upgrades have been done out of business hours.  There are no outstanding tickets in breach of the SLA. 191 tickets have been closed in the last quarter.
4.2.1	Asset Replacement Schedule	Identified equipment schedule for replacement has been procured and installed.	<ul style="list-style-type: none"> <li>Annual equipment renewals are completed before 31 March 2023.</li> <li>Timely roll out of annual equipment renewals.</li> </ul>	Director of Corporate Services	25%	40%			Request for pricing has been sent out to the relevant agencies.
4.2.1	Cybersecurity	Implement Cyber Maturity Assessment Report (May 2022).	<ul style="list-style-type: none"> <li>Implement 85% of the report recommendations.</li> <li>Complete formal review of system security and intrusion protection.</li> </ul>	Director of Corporate Services	25%	40%			Changes have been made and some large plans developed in regards to system changes and infrastructure services.

Procurement

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
4.2.2	Responsible management of Stores / Procurement operations.	Procurement activity undertaken in line with legislative requirements to achieve best value for money for the community. Monthly stores stocktakes undertaken to effectively manage inventory.	95% of procurement activities audited are compliant with Council's policy and management directives. Annual Stores inventory write-off less than \$15,000.	Director of Corporate Services	25%	31.25%			An audit of 10% of orders created in Q1 was undertaken during Q2. Of the order audited, 31.25% were compliant with Procurement Policy and Management Directive. The policy is planned to be reviewed in Q3 with a workshop being held with Senior Officers.  Write offs are being monitored each month.
2.1.10	Increase local spend on good/services within the region.	Facilitate one 'Doing Business with Council' informational sessions with local businesses.	<ul style="list-style-type: none"> <li>Annual Information session delivered to local businesses.</li> <li>Monthly reporting on Local spend.</li> <li>Provide an annual opportunity for additional suppliers to join the pre-qualified supplier panels.</li> <li>Support provided to local businesses to apply for supplier panels.</li> </ul>	Director of Corporate Services	25%	25%			Annual information session to be delivered in Q3. Monthly reports submitted on local spend. Pre-qualified Supplier opportunity will be provided in March 2023.
<b>Local Laws</b>									
1.11 4.1.1	Animal-related compliance and enforcement.	Animal registrations from previous registration period are renewed.	90% of previous registrations renewed in new registration period, excluding registrations that are transferred, cancelled or deceased.	Local Laws / Rural Lands Supervisor	66%	70.8%			To end December 2022, dog registration renewals were at 70.8% from the notices issued, with deceased/cancelled/transferred registrations processed out. Follow-up contact to continue for unregistered dogs.

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
1.1.1 4.1.1	Animal-related compliance and enforcement.	Pet owner compliance with microchipping requirements.	Microchip (PPID) number recorded for 80% of registered dogs and cats.	Local Laws / Rural Lands Supervisor	77%	813%			Overall rate for microchips recorded on registered dogs is 77.93% across the region. Individual towns recorded microchip rates as follows: Longreach - 78.54% (19.23% increase on last quarter) Ilfracombe - 80% (2.5% increase on last quarter) Istisford - 66.6% (1.8% increase on last quarter) Yaraka - 100% (same as last quarter, 1 new registration has PPID)
1.1.1 4.1.1	Animal-related compliance and enforcement.	Compliance with animal-related State and Local Laws.	Conduct one approved inspection program, relating to registrations, microchipping, minimum standards, keeping of excess animals, prohibited animals, and other animal-related matters stated under State and Local Laws.	Local Laws / Rural Lands Supervisor	25%	50%			Draft Approved Inspection Program has been developed for unregistered dogs, unmicrochipped cats and dogs, excess and prohibited animals, under <i>Animal Management (Cats and Dogs) Act 2008</i> and <i>Local Government Act 2009/Local Law No. 2 (Animal Management) 2011</i> . Program expected to commence March-April 2023, following resolution at February 2023 Council meeting.

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
1.1.1 4.1.1	State and Local Laws awareness and education	Community awareness and education about legislated requirements to encourage voluntary compliance with animal-related matters, as well as overgrown and unsightly allotments, water restriction compliance, illegal camping, abandoned vehicles, town common management, signage, and other matters as stated in State and Local Laws.	Develop and deliver a communication plan, with one community awareness/education activity per month. Activities may include, but are not limited to: - Social media posts - Newspaper ads or editorial - Radio interviews - Pop-up stalls at community events - Programs in schools - Information sessions - Dissemination of flyers or fact sheets.	Local Laws / Rural Lands Supervisor	25%	30%			Communication plan has been developed and provided to Media team, works ongoing to schedule regular social media posts regarding identified topics. Awareness/education activities conducted:  Flyers/Fact Sheets: October 2022 – Development and dissemination of new fact sheet – “Pet Ready! Pet Emergency Planning”, which included a checklist for a pet emergency kit. The fact sheet was added to Council’s Get Ready bags and given out to community members at a market event in October. The fact sheet was also sent out internally via team Talk.  Further community awareness activities will be undertaken in the New Year, with a theme for each month.  See ‘Rural Lands’ section below for awareness/education activities.
<b>Rural Lands</b>									
3.3.2 3.4.2	Town Common Management Plan.	Implementation of new 5 year Town Common Management Plan.	Establish Plan implementation processes.	Director of Corporate Services	10%	10%			Previously drafted new Town Common Management Plan is under review, requiring further consultation and development. This is ongoing until a plan is determined to move forward.
3.3.1	Continue to advocate for pest fencing needs in each community of the Longreach Region.	Ongoing engagement with State and Commonwealth Governments and RAPAD.	Support delivery of latest Exclusion fencing scheme being delivered by RAPAD.	Local Laws / Rural Lands Supervisor	25%	50%			Continual engagement and ongoing identification for fencing needs and potential funding.

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
3.3.2	Provide awareness and education in regards to General Biosecurity Obligations ( <i>Biosecurity Act 2015</i> ).	Community awareness and education about legislated requirements to encourage voluntary compliance with pest animals and weeds.	Develop and deliver a communication plan, with one community awareness/education activity per month. Activities may include, but are not limited to: - Social media posts - Newspaper ads or editorial - Radio interviews - Pop-up stalls at community events - Programs in schools - Information sessions - Dissemination of flyers or fact sheets.	Local Laws / Rural Lands Supervisor	10%	25%			Communication plan has been developed and provided to Media team, works ongoing to schedule regular social media posts regarding identified topics.  Awareness/Education activities to date: Disseminated more than 20 laminated reference flyers to identify Parthenium and Sticky Florestina to road workers/contractors, including slashers, graders, truck drivers etc., as well as Parks and Gardens' staff.  Further community awareness activities will be undertaken in the New Year, with a theme for each month.
3.3	Provide advice and activities in relation to managing pest animals and weeds within the Council area.	Execute annual program of pest animal and weed control.	90% of annual program completed.	Local Laws / Rural Lands Supervisor	10%	40%			Wet weather and staff shortages contributed to a delayed commencement of pest weed spraying activities for the 2022/2023 period. With the commencement of 2 x new Rural Lands Officers, spraying activities have recommenced in prioritised areas, with significant progress having been made from October – December 2022. A work plan has been developed for each Rural Lands Officer's spraying activities.



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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
33	Provide advice and activities in relation to managing pest animals and weeds within the Council area.	Implementation of - Property Pest Management Plans for LWDEFS participants.	<ul style="list-style-type: none"> <li>Finalisation of 30 Property Pest Management Plans (excluding LWDEFS Properties) by 30/6/23.</li> <li>Develop and implement a program for obtaining annual updates of MERI data by Landholders.</li> </ul>	Local Laws / Rural Lands Supervisor	0%	0%			The development of property pest management plans was a function of the Biosecurity Officer role advertised during September 2022, however there were no applicants for the position. Position was re-advertised in December 2022, closing 5 January 2023. Engagement of a contractor during 2023 to be considered if recruitment is again unsuccessful.
33	Provide advice and activities in relation to managing pest animals and weeds within the Council area.	Collaborative efforts on identified projects that address emerging or existing infestations within the RAPAD region. Advocate regional issues through CWRPPG and CWRPMG.	Council represented in CWRPPG and CWRPMG with continued participation in identified projects.	Local Laws / Rural Lands Supervisor	25%	50%			Local Laws and Rural Lands Supervisor is the Chair of the Central West Regional Pest Partnership Group, and a member of the Central West Regional Pest Management Group. CWRPPG have identified prioritised projects to be conducted in collaboration with relevant Councils/agencies. Wet weather has delayed some spraying activities, however significant progress has been made in recent months around wet weather.
33.1	Longreach Wild Dog Exclusion Fence Scheme (LWDEFS).	Completion of scheme and Property Pest Management Plan (PPMP) and MERI data collected from all properties.	Collation of annual LWDEFS Property Pest Management Plans and MERI data by 30 June 2023.	Local Laws / Rural Lands Supervisor	25%	25%			Property Pest Management Plans for LWDEFS participants have been drafted, requiring review and finalisation as a function of the Biosecurity Officer role, which was re-advertised in December 2022, closing 5 January 2023.

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
3.3.2	Stock Routes, Reserves & Water Facilities.	Compliance with State Legislative Requirements.	<ul style="list-style-type: none"> <li>60% of Water Facilities Inspected</li> <li>70% of Pasture Assessments conducted on Stock Routes</li> <li>Submit EOJ/s for Water Facility Capital Works.</li> </ul>	Local Laws / Rural Lands Supervisor	10%	45%			<p>Wet weather and staff shortages contributed to a delayed commencement of inspections and pasture assessments as per the Department of Resources' requirements.</p> <p>During November and December 2022, 29 water facilities were inspected with reports compiled for each. IT issues relating to iPads and software were experienced, impacting the completion of further inspections and reports. Inspections to re-commence once IT is rectified.</p> <p>Pasture assessments to be scheduled for February 2023, based on the optimal pasture time, and follow-up assessments 2-3 months after initial inspection.</p> <p>Expressions of Interest for Capital Works for 2023-2024 were opened in December 2023, closing in March 2023.</p>
<b>Commercial Services</b>									
1.1.1	Ilfracombe Post Office.	Open during business hours.	Open on business days.	Director of Corporate Services	25%	50%			Meeting operational targets.

## 7. Community and Cultural Services

**Red:** Behind target, unlikely to be achieved this financial year | **Yellow:** Monitor, some issues | **Green:** On target to be achieved this financial year | **Completed:** Project completed

Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
<b>Events</b>									
1.1.5	Deliver and support local events and celebrations.	Deliver approved civic and community events and ceremonies in collaboration with stakeholders.  Support community organisations on developing and delivering community events throughout the region.	Events completed within annual budget.	Director of Community and Cultural Services	25 %	50 %			Delivery of events on track and Council continues to support community organisations through arranging workshops & regular engagement. Council has also established support for community groups via the website.
<b>Community Development</b>									
4.2.2	Provide community sponsorship for various activities.	Administer Mayoral and Community donations along with sponsorships in accordance with the guidelines and budget.	Deliver program within budget allocated by June 2023.	Community Development Administration Officer	25 %	50 %			On track
<b>Arts and Culture</b>									
1.1.7	Deliver the Regional Arts Development Fund.	All Regional Arts Development Fund applications are assessed in accordance with the guidelines.	Deliver program within budget allocated by June 2023.	Community Development Administration Officer	25 %	50 %			Three rounds of RADF completed, with a 4 <sup>th</sup> scheduled.
<b>Libraries</b>									
1.1.2 1.1.1	Provide quality library service to the Council communities.	Meets the objectives set out by the Queensland State Library Agreement.	Deliver an annual report to State Libraries Qld.	Library Manager	25 %	50 %			On track.

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
1.1.2 1.1.1	Libraries available in Longreach, Ilfracombe and Isisford.	Regional Libraries operations.	Open 100% of set times.	Library Manager  Director of Community and Cultural Services	25 %	50 %			On track.
<b>Public Facilities</b>									
4.2.1	Maintain and repair facilities in accordance with approved budget.	Achieve annual maintenance budget and program.	Achievement of operational expenditure within >95% - <102%.	Public Facilities Manager	25 %	50 %			On track.
4.2.1	Deliver the annual capital & one-off works program.	Achieve annual capital & one-off works program.	Achievement of capital expenditure budget delivered on time and at or <100% of budgeted cost.	Public Facilities Manager	25 %	50 %			On track.
<b>Public Facilities – Parks and Open Spaces</b>									
1.2.2	Parks maintained in accordance with service level agreement.	90% of park maintenance service standards completed on schedule.	Achievement of maintenance program as stated in Parks & Open Spaces schedule.	Public Facilities Manager	25 %	50 %			Wet weather has had a substantial impact to weeds, however Council continues to plan and execute within a timely manner.
1.2.2	Open spaces maintained in accordance with service level agreement.	90% of open space maintenance service standards completed on schedule.	Achievement of maintenance program as stated in Parks & Open Spaces schedule.	Public Facilities Manager	25 %	50 %			On track.
<b>Public Facilities – Pools</b>									
1.1.1	Safe – No Injury, Illness or Loss of life resulting from preventative maintenance of water and infrastructure.	Pool management and safety guidelines are followed. Compliance with State Swimming Pool legislation.	100% compliance with guidelines – ongoing.	Public Facilities Manager	25 %	50 %			On track.
1.1.1	Affordability and Whole of Life Management – Pools remain affordable.	Develop asset management plan for all pools.	Develop asset replacement/refurbishment schedule for all Council operated pool facilities.	Public Facilities Manager	25 %	50 %			Facility management plan identify quick wins and longer term capital works projects.
<b>UHF Facilities</b>									

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
12.10	Maintain UHF facilities and connectivity across the region.	100% of sites audited.	All identified issues rectified with updates provided to Land and Pest Management Advisory Committee.	Public Facilities Manager	25 %	50 %			On track.
<b>Council Housing and Property</b>									
1.11	Maintenance of Housing and property.	Compliance to performance standards.	90% of maintenance requests actioned within the service standard.	Public Facilities Manager	25 %	50 %			Work orders have been issued for all reported maintenance via Ray White. Continue to struggle with contractor availability.
<b>Cemeteries and Undertaking</b>									
1.11	Deliver funeral administration and undertaking service.	Compliance with funerals and cemeteries policies.	100% compliance in service delivery.	Public Facilities Manager	25 %	50 %			On track.
1.22	Maintain lawn and historical cemetery in accordance with Parks & Open Spaces schedule	90% of maintenance service standards completed on schedule	Achievement of maintenance program as stated in Parks & Open Spaces schedule.	Public Facilities Manager	25 %	50 %			Wet weather events have been challenging, however, maintenance service standards continue to be achieved.
<b>Child Care - All Services</b>									
1.16	Provide quality care for all children, ensuring care environments are safe.	Compliance with relevant legislation and learning frameworks.	100% compliance at all times.	Childcare Services Manager	25 %	50 %			Childcare Services are consistently striving to provide the best quality care for all children by complying with relevant legislation and staying up to date with new research and information.
<b>Mobile Childcare Centre</b>									
1.16	Provide childcare in communities of Muttaborra, Aramac, Ilfracombe and Isisford.	Enhance early childhood learning opportunities in communities one day per week during school terms.	100% compliance at all times.	Childcare Services Manager	25 %	100 %			The Mobile Childcare Unit ceased operations in Jan 2023 due to significant factors impacting this service.
<b>Planning and Development</b>									
4.14	Longreach Regional Council Planning Scheme.	Comply with the legislative requirements of the <i>Planning Act 2016</i> and the Longreach Regional Council Planning Scheme.	Continue planning for future growth in each community.	Town Planning Support Officer	25 %	50 %			On track.

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
<b>Plumbing and Drainage Regulation</b>									
4.1.4	Plumbing certification services.	Plumbing certification services comply with statutory requirements and are client connected and outcome driven.	100% of plumbing applications assessed within 10 business days and without the need to extend the decision period. 95% of customer requests are responded to within 2 days.	Town Planning Support Officer	25 %	50 %			On track.
<b>Building Services &amp; Regulation</b>									
4.1.4	Building certification services.	Building certification services comply with statutory requirements and are client connected and outcome driven.	100% of building applications assessed within 10 business days and without the need to extend the decision period. 95% of customer requests are responded to within 2 days.	Town Planning Support Officer	25 %	50 %			On track.
<b>Development Assessment – Planning</b>									
4.1.4	Planning Assessment services.	Planning Assessment services comply with statutory requirements and are client connected and outcome driven.	100% of development applications considered by Council once a properly made application is received. 95% of customer requests are responded to within five (5) days.	Town Planning Support Officer	25 %	50 %			On track.
<b>Food Premises</b>									
4.1.1	Regulation of food licences.	Annual audits of licenced businesses pursuant to the <i>Food Act 2006</i> .	100% of businesses licenced pursuant to the <i>Food Act 2006</i> audited.	Environmental Health Consultant	25 %	50 %			On track.
<b>Waste Services</b>									

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage Complete				Status Commentary
					Q1	Q2	Q3	Q4	
4.1.1	Bulk Waste Collection Service.	Conduct an annual bulky item kerbside waste collection service for all communities in the Region.	Bulk waste collection service to be conducted in all communities in the first quarter of the financial year.	Environmental Health Consultant	25 %	50 %			Annual bulk waste collection service was completed on 14/11/2022.

## 8. Infrastructure Services

**Red:** Behind target, unlikely to be achieved this financial year | **Yellow:** Monitor, some issues | **Green:** On target to be achieved this financial year | **Completed:** Project completed

Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage complete				Status Commentary
					Q1	Q2	Q3	Q4	
<b>Workshop</b>									
4.2.1	Maintain and service all of Council's Plant and Vehicles.	Keep records on service of all vehicles. All plant is safe to operate and in good repair.	Plant is reliable with minimal down time. Maximum 10% down-time of total hours worked.	Manager of Operations (Civil Construction and Maintenance)	25%	50%			Full staffing levels at the Workshop are allowing for prompt and on-time servicing of plant. Increased utilisation of the Navman system to schedule and record maintenance is being progressed.
<b>Fleet</b>									
4.2.1	Plant renewals.	Renewals to be carried out in accordance with the approved 10 year forecast and meeting optimum replacement guidelines as set out in the Plant Vehicle Management Manual.	Plant budget approved and replacements tendered in accordance with approved plant replacement schedule.	Director of Infrastructure	25%	50%			Fleet replacement is on track however delivery timeframes are flagged to be an issue later in the year.
4.2.2	Plant utilisation.	Monthly review of plant utilisation through Navman reporting. Identify plant that does not fall within the utilisation tolerances outlined in the Plant Vehicle Management Manual and report on reasons why utilisation is not being met.	Monthly plant utilisation report provided to Council.	Director of Infrastructure	25%	50%			Heavy Plant Utilisation reporting is being included in Council reports on a monthly basis. Plant utilisation hours are under target across the board due to ongoing wet weather.
<b>Airports/Aeroplane Landing Areas</b>									
1.2.8	General maintenance of all three Aeroplane Landing Areas (ALA's).	Regular inspections to identify any defects. Review ALA Report 2018.	Complete all maintenance works identified to ensure landing areas are safe to for use.	Manager of Operations (Civil Construction and Maintenance)	25%	50%			Routine maintenance is carried out as and when required in accordance with the Airstrip Audit Report.  Slashing in progress at Ilfracombe.



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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage complete				Status Commentary
					Q1	Q2	Q3	Q4	
1.2.5 1.3.1	Identify, schedule and implement improvements to Airport access roads	Construct new road to Isisford Airport using Council staff and/or Contractors.	100% completion within required timeframes and budget.	Manager of Operations (Civil Construction and Maintenance)	25%	35%			Project is underway with clearing and grubbing of alignment. Surveying has been completed. RCBC's have been ordered.
<b>Stormwater</b>									
1.2.9	Stormwater Maintenance.	Regular inspections and repair/cleaning.	No major infrastructure damage caused by stormwater blockages. No ponding of water exceeding 72hrs from last rain event.	Manager of Operations (Civil Construction and Maintenance)	25%	50%			Regular inspections along with repairs and cleaning of the stormwater network has been undertaken.  Identified side inlets and culverts have been replaced at various town street locations to improve drainage as per Stormwater Master Plan.
<b>Main Roads Works</b>									
4.4.1	All Main Roads Works.	As per Road Maintenance Performance Contract (RMPC) and Variations to the Contract.	100% completion within required timeframes and budget.	Manager of Operations (Civil Construction and Maintenance)	25%	50%			RMPC is on track however there are some minor delays with progress due to wet weather.
4.4.1	All Main Roads Works.	As per Minor Works Performance Contract (MWPC)	100% completion within required timeframes and budget.	Manager of Operations (Civil Construction and Maintenance)	50%	50%			MWPC Pavement and Seal project on Cramsie Muttaborra Road continues to experience delays due to ongoing rainfall, however a project extension has been granted. Project completed – December 2022  Pavement Rehabilitation & Widening project on the Longreach Lundah Road has commenced with culvert upgrades in progress.
<b>Town Streets</b>									
4.2.1 4.2.2	Identify, schedule and implement improvements to Town Streets.	Work through the short, medium and long term recommendations as per Transport Plan and Streetscape Policy.	All risk areas are identified and prioritised for rectification within the allocated budget for the financial year.	Manager of Operations (Civil Construction and Maintenance)	25%	50%			As per the Transport Plan, identified improvements have been budgeted for and resealing prep works have commenced.  Tender process for the Eagle Street Asphalt has been completed. Budget increase has been requested through Council.

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage complete				Status Commentary
					Q1	Q2	Q3	Q4	
<b>Flood Damage - DRFA</b>									
131 4.2.2 4.4.1	Disaster Recovery Funding Arrangements.	Complete the approved 2020 Disaster Recovery Funding Arrangements (DRFA) repair program.	100% completion of all works to QRA standards, by 30 September 2022.	Manager of Operations (Civil Construction and Maintenance)	100%				The 2020 DRFA Package has been fully completed in Q1.
131 4.2.2 4.4.1	Disaster Recovery Funding Arrangements.	Complete the approved 2021 Disaster Recovery Funding Arrangements (DRFA) repair program.	100% completion of all works to QRA standards, by 30 June 2023.	Manager of Operations (Civil Construction and Maintenance)	30%	55%			The 2021 DRFA Package is on track. There are minor ongoing delays due to wet weather halting works.
131 4.2.2 4.4.1	Identify flood damaged roads as soon as possible via DRFA.	Submit applications for approval to carry out flood damage works if Councils trigger levels are met.	Application completed and submitted on time.	Manager of Operations (Civil Construction and Maintenance)	25%	50%			All data has been collated for the 2022 flood damage assessments. Waiting on final approval.
<b>Rural Roads</b>									
1.2.4 4.2.1 4.2.2	Identify, schedule and implement improvements to Rural Road network.	Work through the short, medium & long term recommendations as per Transport Plan.	All risk areas are identified and prioritised for rectification works within the allocated budget for the financial year.	Manager of Operations (Civil Construction and Maintenance)	25%	50%			The identified improvements within the Transport Plan are in progress as per budget allocations.
<b>All Roads</b>									
1.2.4 4.2.1 4.2.2	Roads Maintenance Program Review.	As part of the review of the Asset Management Plans, undertake a detailed analysis of ongoing maintenance programs to identify service levels and options to reduce ongoing costs.	Regular Review.	Director of Infrastructure Services Manager of Operations (Civil Construction and Maintenance) Asset Manager	25%	50%			Council is implementing updated traffic count software to monitor road use and inform future asset data.

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage complete				Status Commentary
					Q1	Q2	Q3	Q4	
1.31 4.2.2 4.4.1	Identify funding opportunities for road projects and road infrastructure improvements.	Submit relevant application/s for consideration.	Application/s completed and submitted on time.	Director of Infrastructure Services Manager of Operations (Civil Construction and Maintenance)	25%	50%			TIDS & R2R funding applications lodged to supplement identified project within the Transport Plan.
<b>Water and Sewerage Projects</b>									
1.2.1 2.1.2 2.1.3 3.1.1 3.1.3	Investigate funding opportunities for recommendations within the Water Security and Sustainability Report.	Submit relevant funding application/s. Continue to work through long term recommendations as per priority list.	Application completed and submitted on time.	Director of Infrastructure	25%	50%			Identification of potential projects and funding options for next financial year budget is ongoing.
2.1.2 3.1.3	Investigate funding opportunities for installation of smart water meters as recommended within the Water Security and Sustainability Report.	Submit relevant funding application/s.	Application/s completed and submitted on time.	Director of Infrastructure	10%	20%			Smart meters have been purchased and awaiting delivery. Council is in discussions with a service provider to conduct roll out in Ilfracombe.
1.2.1 2.1.2	Undertake essential preliminary work for the Thomson River Weir raising project.	Carry out the works using Council staff and/or Contractors. Submit relevant funding application/s.	Completion of works within budget and timeframe. Application/s completed and submitted on time.	Director of Infrastructure	15%	25%			Contract for the Environmental Impact Study (EIS) has been awarded to Wild Environmental and is in progress. Wild Environment is assisting Council with the Approval Process. A number of meetings with the Department of State Development, Infrastructure, Local Government and Planning have already taken place.
1.2.1 2.1.2	Undertake essential repairs to the Isisford Weir.	Carry out the works using Council staff and/or Contractors.	Completion of works within budget and timeframe.	Director of Infrastructure	90%	95%			Flows in the Barcoo River have stalled the final works for Isisford Weir repairs. Timeframe for crews to recommence works is dependent on weather.
1.2.3	Meet legislative requirements at all Sewerage Treatment Plants.	Continue working with Department of Environment and Science.	Ongoing monitoring for compliance.	Director of Infrastructure	25%	50%			Council continues to meet all legislative requirements at its sewerage treatment plants.

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage complete				Status Commentary
					Q1	Q2	Q3	Q4	
1.2.1	Identify and replace ageing water mains as per the Asset Management Plans - Isisford.	Carry out the works using Council staff and/or Contractors.	Completion of works within budget and timeframe.	Director of Infrastructure	25%	90%			Mains replacement in Isisford is in progress and is expected to be completed by late January 2023.
1.2.1	Identify and replace ageing water mains as per the Asset Management Plans - Longreach.	Carry out the works using Council staff and/or Contractors.	Completion of works within budget and timeframe.	Director of Infrastructure	10%	15%			Mains replacement sections for Longreach have been identified. Design and Tender documents are being finalised.
2.1.3	Re-line identified ageing sewer lines as per the Asset Management Plan 10 year forecast - Longreach.	Carry out the works using Council staff and/or Contractors.	Completion of works within budget and timeframe.	Director of Infrastructure	5%	20%			Sewer relining sections for Longreach have been identified. Contractor to commence Works in March 2023.
<b>Water Operations</b>									
3.1.1	Operation of water treatment plants (WTP), pump stations, reservoirs and distribution network.	WTPs and associated infrastructure operational 24/7.	Compliant with Drinking Water Quality Management Plan (DWQMP). Staff trained. Unscheduled interruptions as per Levels of Service.	Director of Infrastructure	25%	50%			Council continues to meet all legislative requirements for water operations and drinking water quality. Water incidents are reported within timeframes.
3.1.1	Water Quality and Statutory performance reporting and compliance.	Compliance with DWQMP. Compliance with legislative reporting requirements. Compliance with licensing.	>98% compliance with DWQMP. 100% with annual and quarterly reporting.	Director of Infrastructure	25%	50%			State Wide Information Management System "SWIMS" report has been completed. DWQMP Annual Report for 2021/2022 has been submitted on time.
3.1.1	Drought Management Plan (DMP).	Activate DMP changes as and when required and advertised to communities.	Activate within 24 hours.	Director of Infrastructure	25%	50%			Monthly monitoring of reservoir levels and seasonal conditions is undertaken in accordance with the DMP.

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Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets	Responsible Officer	Status & Percentage complete				Status Commentary
					Q1	Q2	Q3	Q4	
3.1.1 3.1.2 3.1.3 3.1.4	Drought Management Plan (DMP).	Update DMP to incorporate new water security measures and infrastructure.	Council to adopt updated DMP.	Director of Infrastructure	5%	10%			Review of the DMP to commence during the first half of 2023.
<b>Sewerage Operations</b>									
1.2.3 2.1.3 3.4.1	Operation and maintenance of Sewerage Treatment Plants (STP), pump stations and collection network.	STPs and associated infrastructure operational 24/7.	Staff trained. Operations as per Levels of Service.	Director of Infrastructure	25%	50%			Sewer treatment plants are meeting all compliance standards and are operational. Staff are trained as and when required to meet operational requirements of the facilities. Council is looking to upgrade the Longreach STP.
<b>Waste Services</b>									
3.2.1 3.4.1	Collection frequency.	Waste is collected in each town as per Levels of Service.	99% collection each week.	Director of Infrastructure	25%	50%			Waste collection is meeting operational target. Customer Requests are assessed and responded to within timeframes.
4.2.2	Landfill opened during business hours.	Longreach landfill is open each day (Except Christmas, Boxing, New Year and Good Friday). Ilfracombe, Isisford and Yaraka Landfill open 24/7.	<5 complaints per year excluding wet weather closures.	Director of Infrastructure	25%	50%			Longreach Landfill is operational as per business hours advised to the community. There are occasional wet weather closures across all sites. No complaints have been received YTD.
3.4.1	Landfill meets environmental guidelines.	Comply with conditions of environmental authority.	Routine inspections for compliance as per Site Based Management Plans.	Director of Infrastructure	25%	50%			Inspections and Contractor management is undertaken at routine intervals to ensure all environmental conditions are being met.
<b>Quality Control</b>									
4.3.2 4.4.1	Certification of ISO9001:2015.	Completion of internal and external audits.	Continue to achieve compliance.	Director of Infrastructure	100%	100%			Council remains certified for the period 2021 to 2023. The annual audit took place in November 2022 with outcomes being addressed. Recertification is due in September 2023.

## 9. Operational Risk Reporting

Longreach Regional Council has established an Organisational Risk Register which provides details on significant risks to the organisation and how they are managed. This register is maintained in accordance with Council's Enterprise Risk Management Policy which states "As Council is exposed to a broad range of risks which, if not managed could impact on the organisation not achieving its Corporate objectives, it is committed to creating an environment where all of Council, employees and contractors will take responsibility for managing risk (by developing and maintaining a strong risk management culture)." Council's risk management processes are based around the following principles:

- Risk Identification:** Identify and prioritise reasonably foreseeable risks associated with activities, using the agreed risk methodology.
- Risk Evaluation:** Evaluate those risks using the agreed Council criteria.
- Risk Treatment / Mitigation:** Develop mitigation plans for risk areas where the residual risk is greater than our tolerable risk levels.
- Risk Monitoring and Reporting:** Report risk management activities and risk specific information in accordance with the risk protocols.

The Risk Assessment Matrix below is used to assess the likelihood and consequence of any risk to Council, to then identify any necessary treatment actions. This matrix will also be used to assess any risk identified in this plan.

**Related Documents:**

- Longreach Regional Council Corporate Plan 2017-2027
- Longreach Regional Council Budget 2022/2023

**Risk Assessment Matrix**

Likelihood	Consequence				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
<b>Almost Certain</b> 5	Medium 5	High 10	High 15	Extreme 20	Extreme 25
<b>Likely</b> 4	Medium 4	Medium 8	High 12	High 16	Extreme 20
<b>Possible</b> 3	Low 3	Medium 6	Medium 9	High 12	High 15
<b>Unlikely</b> 2	Low 2	Low 4	Medium 6	Medium 8	High 10
<b>Rare</b> 1	Low 1	Low 2	Medium 3	Medium 4	Medium 5

## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.5 - State Emergency Services - Support Grant 2022/2023 - Project Variation

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#### 11.5 State Emergency Services - Support Grant 2022/2023 - Project Variation

This report provides an update and action plan for the State Emergency Services Support Grant 2022/2023.

#### **Council Action**

Deliver

#### **Applicable Legislation**

Local Government Act 2009

Local Government Regulation 2012

Disaster Management Act 2003

Fire and Emergency Services Act 1990

#### **Policy Considerations**

01-01 Procurement Policy

01-03 Assets and Services Management Policy

01-11 Enterprise Risk Management Policy

01-16 Project Decision Framework Policy

10-01 Quality Assurance Policy

10-02 Workplace Health and Safety Policy

#### **Corporate and Operational Plan Considerations**

Corporate Plan 2017-2027	
1.1.1	Deliver highest-standard customer services to all communities of the Longreach Region
1.3.1	Establish and maintain a disaster management response capability to meet community needs when required
4.1.1	Deliver highest-standard customer services to all communities of the Longreach Region
4.2.1	Maintain, replace and develop new Council infrastructure assets as needed in a fiscally responsible manner
4.2.2	Ensure all Council activities deliver value-for-money for the communities of the Longreach Region
4.2.3	Actively manage the long term financial plan in a fiscally-responsible manner

**11. CHIEF EXECUTIVE OFFICER'S REPORT**

**11.5 - State Emergency Services - Support Grant 2022/2023 - Project Variation**

Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets
1.3.1 4.4.1	Coordination and training of the Local Disaster Management Group	Regular meetings of the Local Disaster Management Group, with all members trained in accordance with the QDMA Guidelines and Framework.	2 meetings per year to coordinate disaster management and preparedness activities.
1.3.1 4.4.1	Liaison and Support	Work with SES Local Controller to provide support on a range of initiatives or challenges throughout the year.	100% compliance with the Memorandum of Understanding (MOU).
1.3.1	Conduct an annual review of the Local Disaster Management Plan in accordance with statutory requirements	Annual review completed by 30 November each year.	Complete review and ensure Local Disaster Management Plan and associated sub-plans is adopted by Council – Completed Annually.
4.2.2 4.4.1	Identify and pursue external funding opportunities and properly assess all major expenditure proposals.	<p>Council maximises opportunities for grant funding.</p> <p>All applications \$50,000 or over are undertaken in accordance with the Project Decision Framework.</p> <p>Grants are managed in accordance with grant guidelines and key milestones are met.</p>	<p><input type="checkbox"/> All grants applied for have had whole of life costs considered and approved by the Project Decision Group prior to lodgement.</p> <p><input type="checkbox"/> Reporting and acquittals are completed in line with the set funding agreement guidelines.</p>

**Budget Considerations**

Variation request to re-allocate \$70,000.00 of State Emergency Services – Support Grant 2022/2023, as well as, a 10% Council co-contribution of \$7,000.00.

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

*Responsible Officer/s: Brett Walsh, Chief Executive Officer*

**Background:**

In April 2022, Council was successful in obtaining \$70,000.00 in funding from the State Emergency Services – Support Grant 2022/2023 which was applied for on Council’s behalf by the State Emergency Services - Area Controller for the Longreach Disaster District.

This application was lodged to complete a reconfiguration project at the Isisford SES shed on St Helena street. This project intended to renovate the existing shed to include additional parking spaces for SES vehicles including a flood boat and Road Crash Rescue trailer, training room and a dedicated office for the Group Leader.



## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.5 - State Emergency Services - Support Grant 2022/2023 - Project Variation

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During additional planning undertaken by Council's project manager, there were several building code, planning and engineering concerns with the intended works. For instance, relocation of the front wall of the shed would require an additional engineering certificate that was not factored into project costs. Additionally, the inclusion of a training room and office would require a classification change from a Class 10A storage shed to a Class 5 office building. This reclassification would require the provision of disabled access toilet and shower facilities and improved wheelchair access paths.

A concept brief has been developed which investigated an option to construct a new building that includes all of the required facilities at the rear of the existing shed, though the estimated budget for this building exceeds the current available funding, including Council investment by more than 100%.

**Issue:**

The SES Local Controller has identified a project at the Longreach SES compound at 16 Miner Road to construct a 12m(L) x 8m(W) x 3.5m(H) two bay shed to house the Longreach flood boat and storm damage trailer.

The Longreach flood boat is currently stored off-site at the Longreach Showgrounds. While it is undercover, the sides of the storage facility are open to the elements, thus the boat continues to experience some unscheduled deterioration. Previously, this boat was stored at Miner Road and it was exposed to all weather elements due to no adequate undercover storage facility. This resulted in perishing of rubber and plastic components that were repaired and replaced at Council cost, as per the current Memorandum of Understanding between Longreach Regional Council and the State Emergency Service. The off-site storage of this boat increases the local group's response time in the event of an emergency or disaster event.

Further, an application has been lodged with the State Emergency Service – Support Grant 2023/2024 for the remediation of an existing carport where the storm damage trailer is housed, the outcome of which is still to be announced. This carport is also inadequate due to the height of the roof which impedes the stowage of an extension ladder on top of the trailer. In addition to the inadequate height, a safety concern has been raised with the current surface of this carport hindering the safe hitching and unhitching of the trailer to vehicles.

The configuration of the proposed shed would result in the following:

1. Onsite storage, monitoring and maintenance of the Longreach flood boat
2. Reduce exposure to elements that continue to negatively impact on boat components
3. Increases security by locating the boat in a lockable shed, within a lockable compound
4. Removes the need to complete any remediation works to the existing storm damage trailer carport.

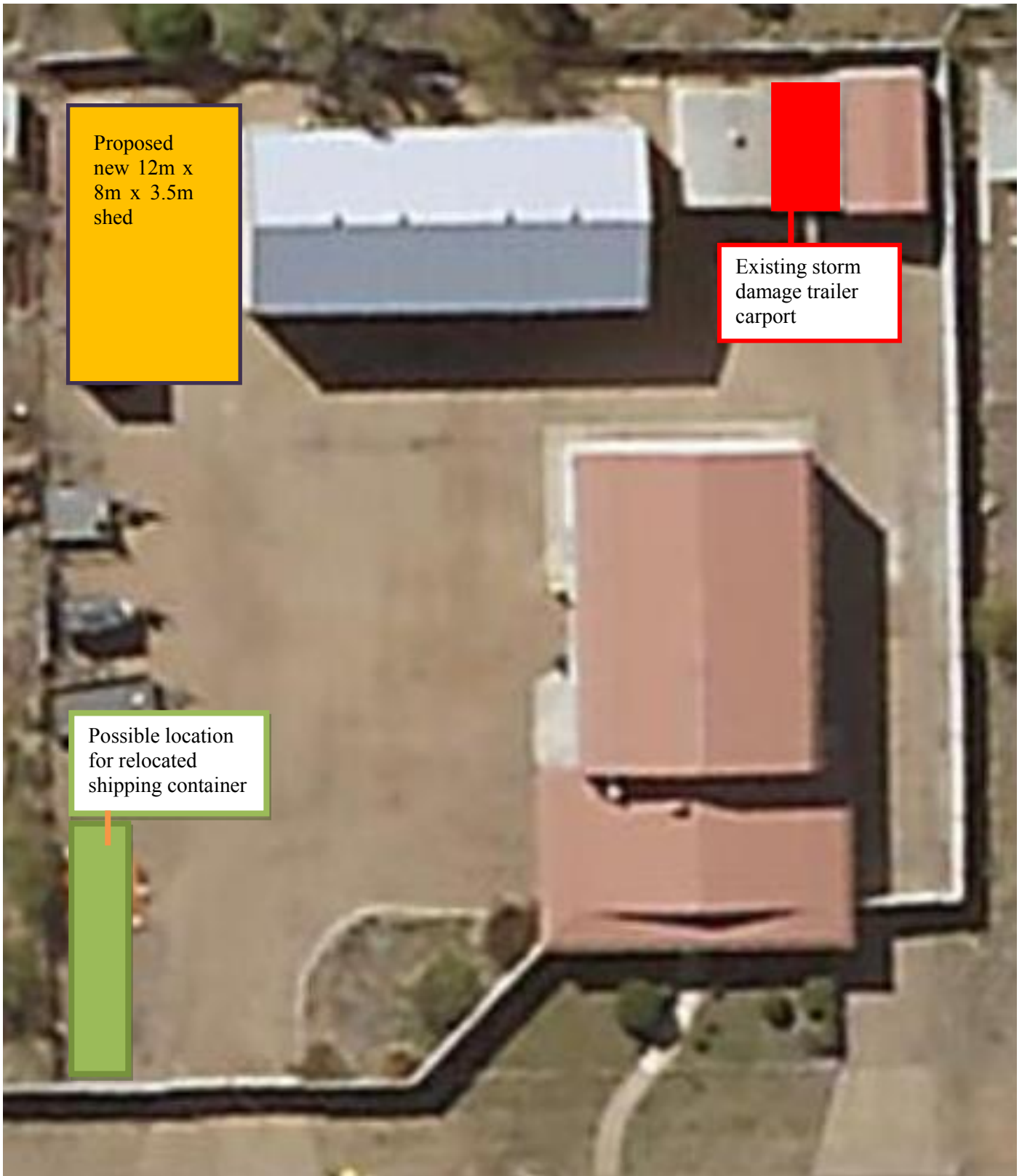
The scope of works for the Longreach Flood Boat Shed project will include supply and installation of a concrete slab and shed kit, installation and connection of electricity for vehicle charging, required drainage and relocation of existing shipping container to be retained for storage.

**11. CHIEF EXECUTIVE OFFICER'S REPORT**

**11.5 - State Emergency Services - Support Grant 2022/2023 - Project Variation**

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The below image shows the configuration of the proposed shed on the land at 16 Miner Road, Longreach:



Council officers have reviewed this project and believe that this will increase the security and operational response capability of the Longreach SES group.

## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.5 - State Emergency Services - Support Grant 2022/2023 - Project Variation

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Council may seek a variation to the current State Emergency Service – Support Grant 2022/2023 as per the funding guidelines until 30 April 2023. This variation request can seek a change of project/scope of works, as well as, an extension of time that is required to complete the new project.

A preliminary project budget has been developed and this proposed Longreach Flood Boat Shed project can be achieved utilising the existing grant funding and Council contribution.

#### **Risk Management Factors:**

Assessing the risk of potential damage or vandalism to the Longreach flood boat and the potential for injury during hitching and unhitching of the storm damage trailer, the risk score has been identified as:

Likelihood: Possible  
Consequence: Minor  
Rating: M6

#### **Environmental Management Factors:**

Nil

#### **Other Comments:**

Photos of the current site and a concept image of the shed has been attached to this report.

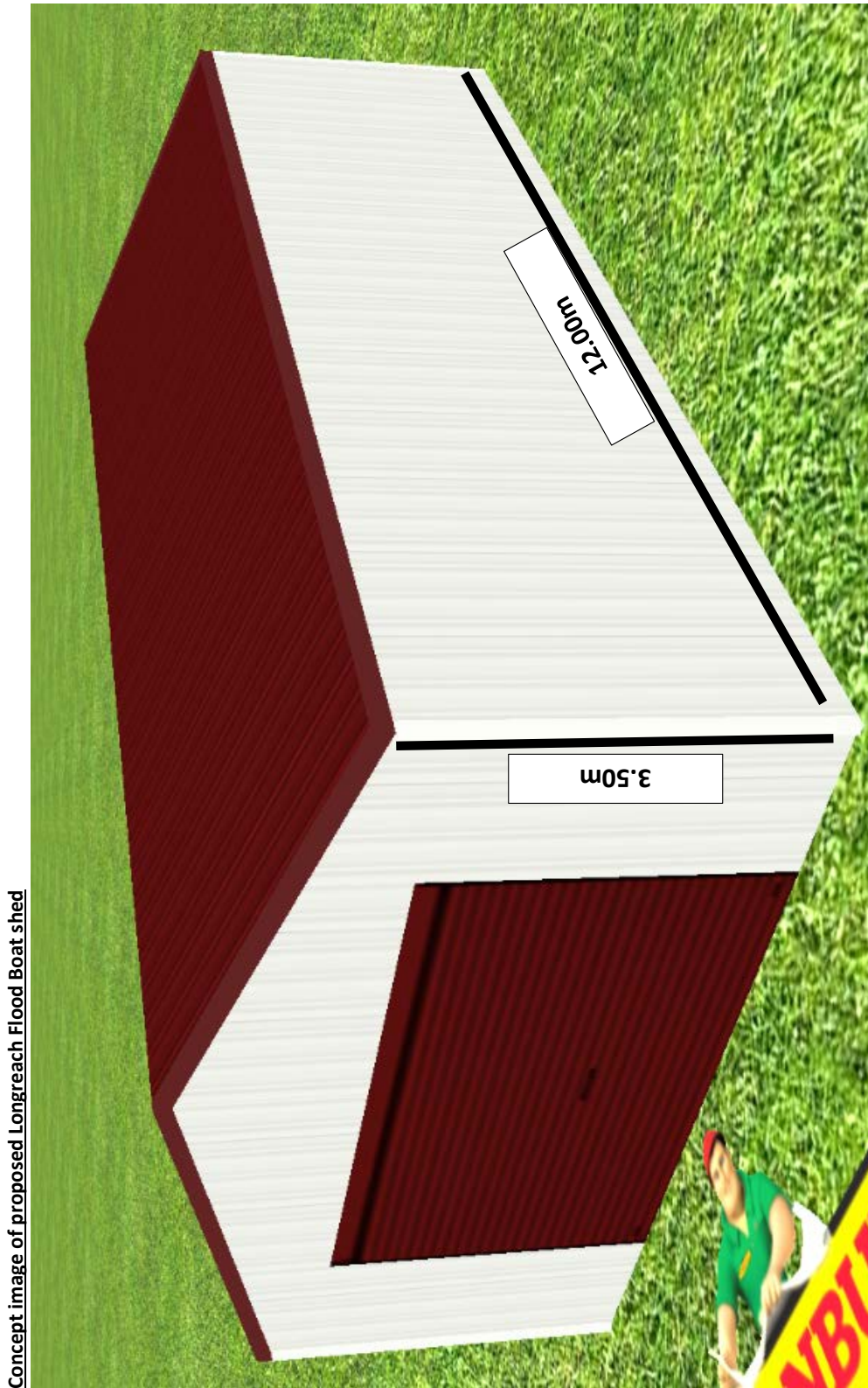
#### **Appendices**

1. REP\_SES Attachments [↓](#)

#### **Recommendation:**

*That Council:*

1. *authorises the Longreach Flood Boat Shed project to be undertaken at 16 Miner Road*
2. *agrees to further investigate training room requirements and options for the Isisford SES Group and*
3. *authorises the Chief Executive Officer to lodge a Variation Request application for the State Emergency Services – Support Grant 2022/2023 to complete the Longreach flood boat and storm damage trailer shed project.*



Front view of proposed shed location, including 40' shipping container for relocation



**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.6 - Disaster Ready Fund 2023/2024 - Grant Application**

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**11.6 Disaster Ready Fund 2023/2024 - Grant Application**

The report is to seek an in-principle co-contribution towards a 2023/2024 Disaster Ready Fund application for the construction and relocation of the Local Disaster Coordination Centre in Longreach.

**Council Action**

Deliver

**Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012*

*Disaster Management Act 2003*

*Disaster Management Regulation 2014*

**Policy Considerations**

01-01 Procurement Policy

01-03 Assets and Services Management Policy

01-11 Enterprise Risk Management Policy

01-16 Project Decision Framework Policy

02-05 Human Rights Policy

10-01 Quality Assurance Policy

10-02 Workplace Health and Safety Policy

**Corporate and Operational Plan Considerations**

Corporate Plan 2017-2027	
1.3.1	Establish and maintain a disaster management response capability to meet community needs when required
4.1.1	Deliver highest-standard customer services to all communities of the Longreach Region
4.2.1	Maintain, replace and develop new Council infrastructure assets as needed in a fiscally responsible manner
4.2.2	Ensure all Council activities deliver value-for-money for the communities of the Longreach Region
4.2.3	Actively manage the long term financial plan in a fiscally-responsible manner

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.6 - Disaster Ready Fund 2023/2024 - Grant Application**

Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets
1.3.1 4.4.1	Coordination and training of the Local Disaster Management Group	Regular meetings of the Local Disaster Management Group, with all members trained in accordance with the QDMA Guidelines and Framework.	2 meetings per year to coordinate disaster management and preparedness activities.
1.3.1	Conduct an annual review of the Local Disaster Management Plan in accordance with statutory requirements	Annual review completed by 30 November each year.	Complete review and ensure Local Disaster Management Plan and associated sub-plans is adopted by Council – Completed Annually.
4.2.2 4.4.1	Identify and pursue external funding opportunities and properly assess all major expenditure proposals.	Council maximises opportunities for grant funding. All applications \$50,000 or over are undertaken in accordance with the Project Decision Framework. Grants are managed in accordance with grant guidelines and key milestones are met.	<ul style="list-style-type: none"> <li>All grants applied for have had whole of life costs considered and approved by the Project Decision Group prior to lodgement.</li> <li>Reporting and acquittals are completed in line with the set funding agreement guidelines.</li> </ul>

**Budget Considerations**

The Disaster Ready Fund 2023/2024 is available to fund up to 50% of eligible projects and associated costs. The below table outlines the total project cost, eligible funding and required Council co-contribution:

Total Project Cost	Eligible Funding	Council Co-contribution
\$ 820,000.00	\$ 410,000.00	\$ 410,000.00

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

*Responsible Officer/s: Brett Walsh, Chief Executive Officer*

**Background:**

There are a number of concerns with the current arrangements for both the Local Disaster Coordination Centre, and the Longreach Evacuation Centre (currently identified as the former Longreach Pastoral College).

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.6 - Disaster Ready Fund 2023/2024 - Grant Application**

#	Issues/Concerns
1	<p>Longreach Evacuation Centre</p> <p>The advertisement and impending sale of the former Longreach Pastoral College means that Council may be unable to access this facility in partnership with a new owner.</p> <p>Further, Council may remain reliant on the new owners of the facility to maintain suitability, cleanliness and compliance of the facility, as well as, providing access to the facility in the event of an activation.</p> <p>If Council was unable to maintain/gain access to the facility then Longreach would be without an Evacuation Centre to accommodate displaced persons in the event of a disaster.</p>
#	Issues/Concerns
2	<p>Local Disaster Coordination Centre</p> <p>The current location of the Local Disaster Coordination Centre is in the Fairmount (West) room of the Longreach Civic Centre.</p> <p>This room can only be accessed via stairs, and the installation of supplementary access solutions (e.g. compliant ramp or elevator) would reduce the capability of not only this, but adjacent rooms as well due to the area required for installation.</p> <p>This leaves the room inaccessible for mobility impaired persons.</p>

In November 2021, the Project Manager developed a Concept Brief which examined the construction of a community meeting and activity space at the rear of the Longreach Library situated at 104 Eagle Street.

The concept brief investigated utilising the currently unused storage area at the rear of this building to accommodate:

- two separated and insulated offices
- large (96m<sup>2</sup>) open plan area
- lockable storage cupboards
- loading/unloading dock with bulk storage capability and
- IT & connectivity.

This concept brief was tabled and supported at the November 2021 Project Decision Group meeting.

**Issue:**

Council officers considered the above issues and have identified the rear of the Longreach Library to accommodate a new, fit-for-purpose Local Disaster Coordination Centre utilising the original floor plan considered in the previous Concept Brief (proposed works and floor plan attached).

By completing the construction of this space, Council can achieve multiple positive outcomes which include:

1. Accommodating all-abilities access to the Local Disaster Coordination Centre; and
2. Relocation of the Longreach Evacuation Centre to the Longreach Civic and Cultural Centre.



**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.6 - Disaster Ready Fund 2023/2024 - Grant Application**

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To assist in achieving the above outcomes, Council officers have identified the Disaster Ready Fund which is being administered by the National Emergency Management Agency (NEMA) in a multi-year program to assist communities in building resilience, adaptive capacity, preparedness, reduce the exposure to risk, harm and/or severity of a natural hazard's impact.

The timeline for the application to the Disaster Ready Fund 2023/2024 is as follows:

Item	Date
Applications Open	10 January 2023
Applications Close	6 March 2023
Relevant Ministerial Endorsement Due	17 March 2023
Announcements Made	From May 2023
Funding Delivered	From 1 July 2023

If successful, Council will be required to co-contribute 50% of the total project costs in partnership with NEMA. This would be a contribution of \$410,000.00 in the 2023/2024 Financial Year, and can include in-kind contribution of employee time for project management, planning and certification expenses.

**Risk Management Factors:**

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Unlikely/Insignificant L2

**Environmental Management Factors:**

Nil

**Other Comments:**

Nil

**Appendices**

1. 220207 CP2118L ARCHITECTURALS 11 x PDFs.pdf [↓](#)
2. LDCC Layout (rear of library).pdf [↓](#)

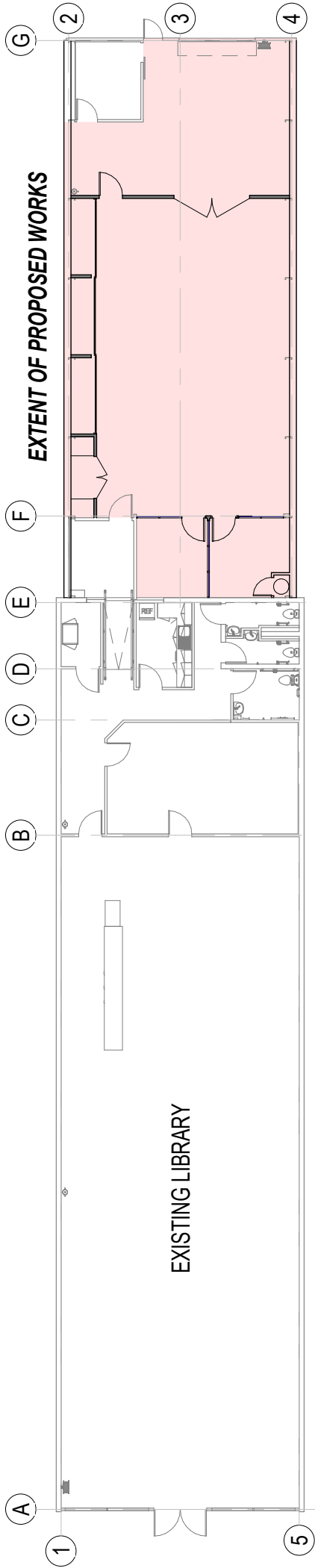
**Recommendation:**

*That Council:*

1. *endorses the Local Disaster Coordination Centre Relocation Project application in the Disaster Ready Fund 2023/2024 and*
2. *agrees in-principle to allocate the 50% project co-contribution of \$410,000.00 in the 2023/2024 Budget.*

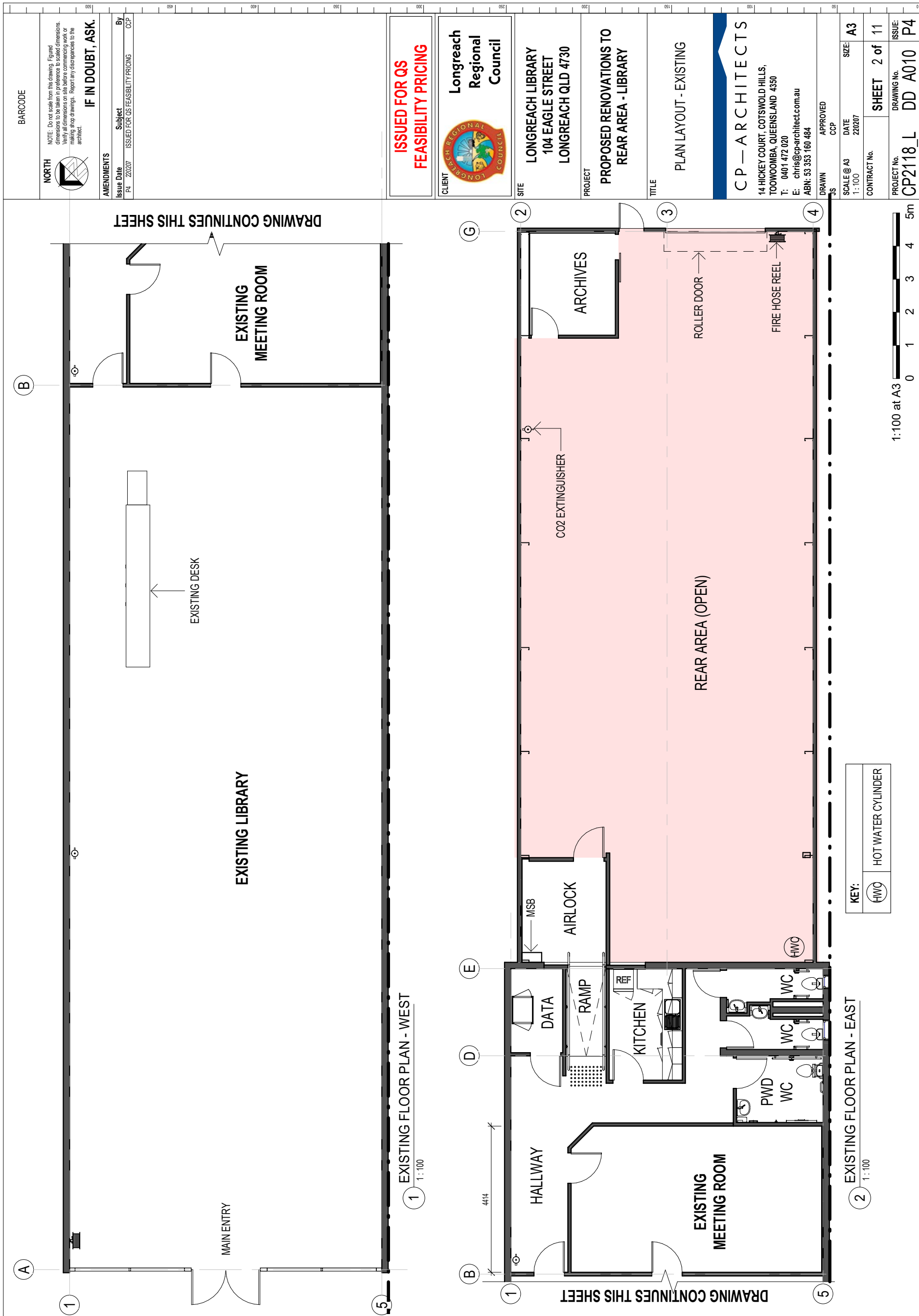
Sheet	Sheet Name	Rev
A000	COVER SHEET & DRAWING ISSUE SHEET	P4
A010	PLAN LAYOUT - EXISTING	P4
A100	PLAN LAYOUT - PROPOSED	P4
A150	TYPICAL SECTION	P4
A250	PROPOSED RCP AND ELECTRICAL LAYOUT	P4
A300	PROPOSED CURBBOARDS	P4
A726	GENERAL DOOR & THRESHOLD DETAILS	P4
A750	WALL DETAILS	P4
A800	FLOOR FINISHES	P4
A900	AERIAL VIEW - SHEET 1	P4
A901	AERIAL VIEW - SHEET 2	P4

Grand total: 11



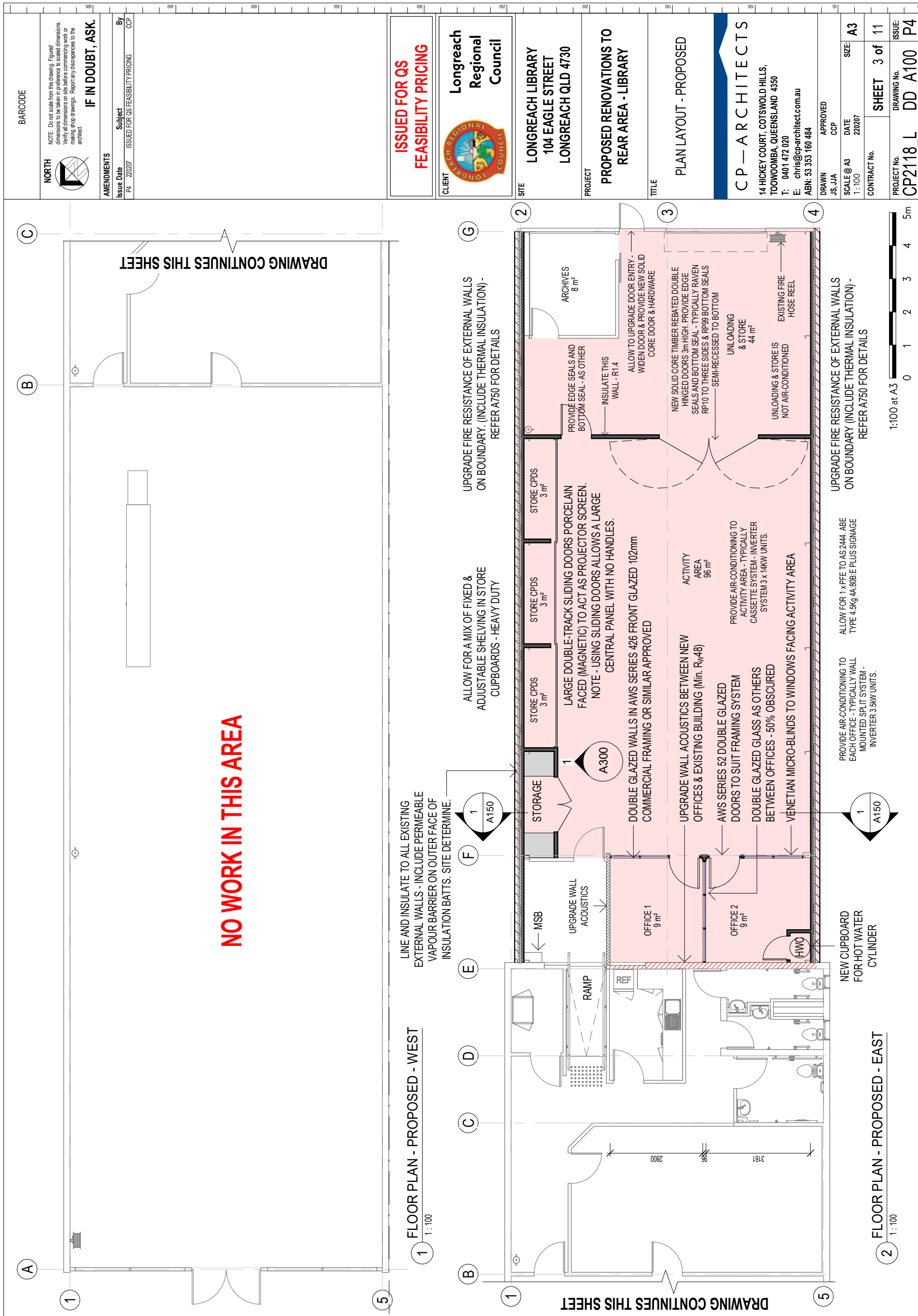
**PROPOSED RENOVATIONS TO REAR AREA  
LONGREACH LIBRARY  
104 EAGLE STREET  
LONGREACH, QLD. 4730**

BARCODE  NOTE: Do not scale from this drawing. Figure dimensions to be taken in preference to scaled dimensions. Verify all dimensions on site before commencing work or making shop drawings. Report any discrepancies to the architect.  <b>IF IN DOUBT, ASK.</b>	
AMENDMENTS Issue Date: P4 - 22/02/27 Subject: ISSUED FOR QS FEASIBILITY PRICING By: CCP	<p style="color: red; text-align: center;"><b>ISSUED FOR QS FEASIBILITY PRICING</b></p> <p><b>Longreach Regional Council</b></p> <p><b>LONGREACH LIBRARY 104 EAGLE STREET LONGREACH QLD 4730</b></p> <p><b>PROPOSED RENOVATIONS TO REAR AREA - LIBRARY</b></p> <p><b>COVER SHEET &amp; DRAWING ISSUE SHEET</b></p> <p><b>CP - ARCHITECTS</b>                  14 HICKEY COURT, COTSWOLD HILLS,                  TOOWOOMBA, QUEENSLAND 4350                  T: 0401 472 020                  E: chris@cp-architect.com.au                  ABN: 53 353 160 484</p> <p>SCALE @ A3: As indicated                  DATE: 22/02/27                  SIZE: A3</p> <p>CONTRACT No. SHEET 1 of 11                  DRAWING No. DD A000                  PROJECT No. CP2118_L                  ISSUE: P4</p>

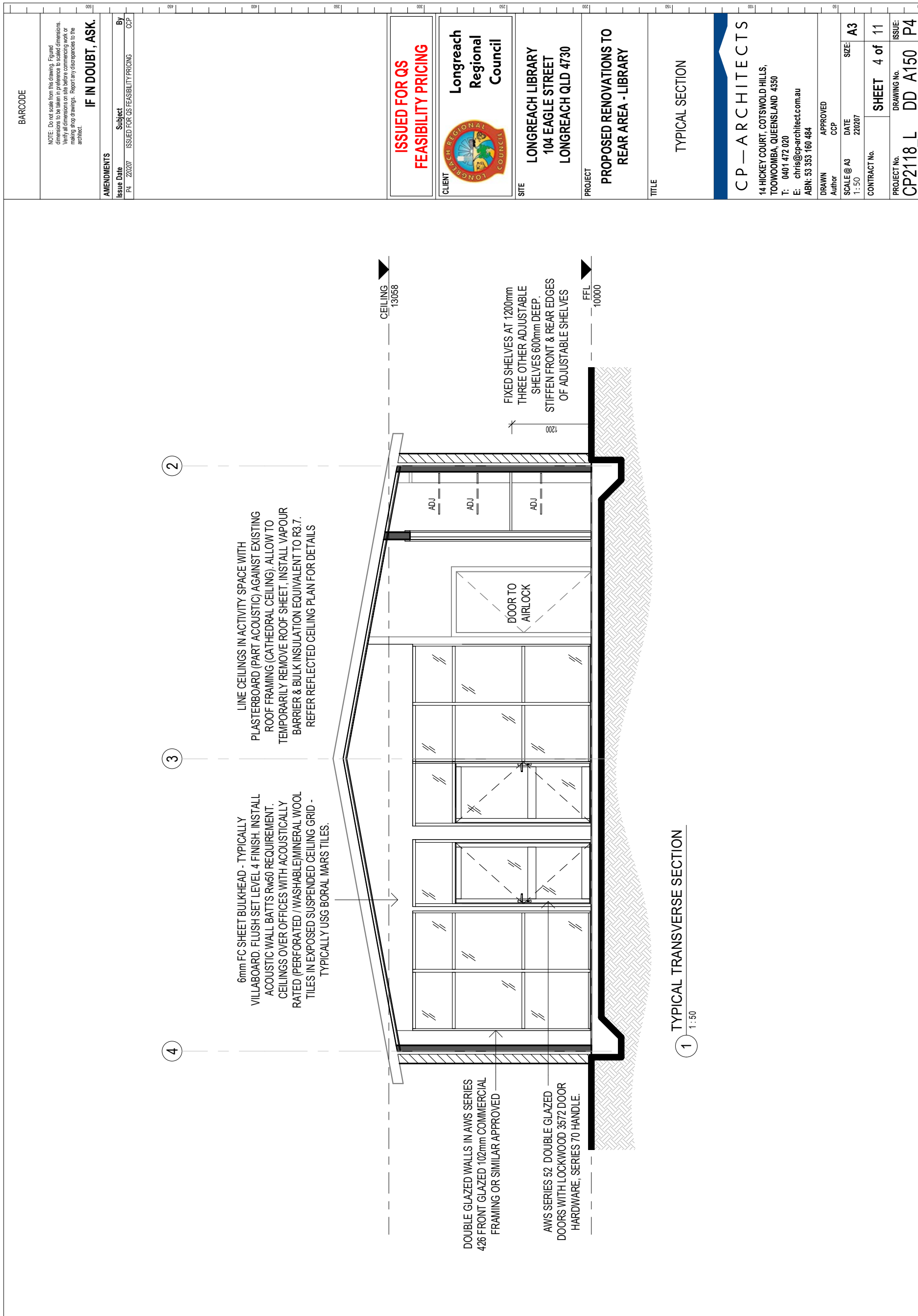


<p>NOTE: Do not scale from this drawing. Figure dimensions to be taken in preference to scaled dimensions. Verify all dimensions on site before commencing work or making shop drawings. Report any discrepancies to the architect.</p> <p><b>IF IN DOUBT, ASK.</b></p>	
<p><b>AMENDMENTS</b></p> <p>Issue Date: P4 22/02/2023                  Subject: ISSUED FOR QS FEASIBILITY PRICING                  By: CCP</p>	<p>BARCODE</p>
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<p><b>Longreach Regional Council</b></p>	
<p><b>SITE</b>                  LONGREACH LIBRARY                  104 EAGLE STREET                  LONGREACH QLD 4730</p>	
<p><b>PROJECT</b>                  PROPOSED RENOVATIONS TO REAR AREA - LIBRARY</p>	
<p><b>TITLE</b>                  PLAN LAYOUT - EXISTING</p>	
<p><b>CP-ARCHITECTS</b>                  14 HICKEY COURT, COTSWOLD HILLS,                  TOOWOOMBA, QUEENSLAND 4350                  T: 0401 472 020                  E: chris@cp-architect.com.au                  ABN: 53 353 160 484</p>	
<p><b>DRAWN</b> JS  <b>APPROVED</b> CCP</p>	
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<p>CONTRACT No.</p>	<p>SIZE: <b>A3</b></p>
<p>PROJECT No.                  CP2118_L</p>	<p>SHEET <b>2 of 11</b></p>
<p>ISSUE:                  DD A010</p>	<p>ISSUE:                  P4</p>

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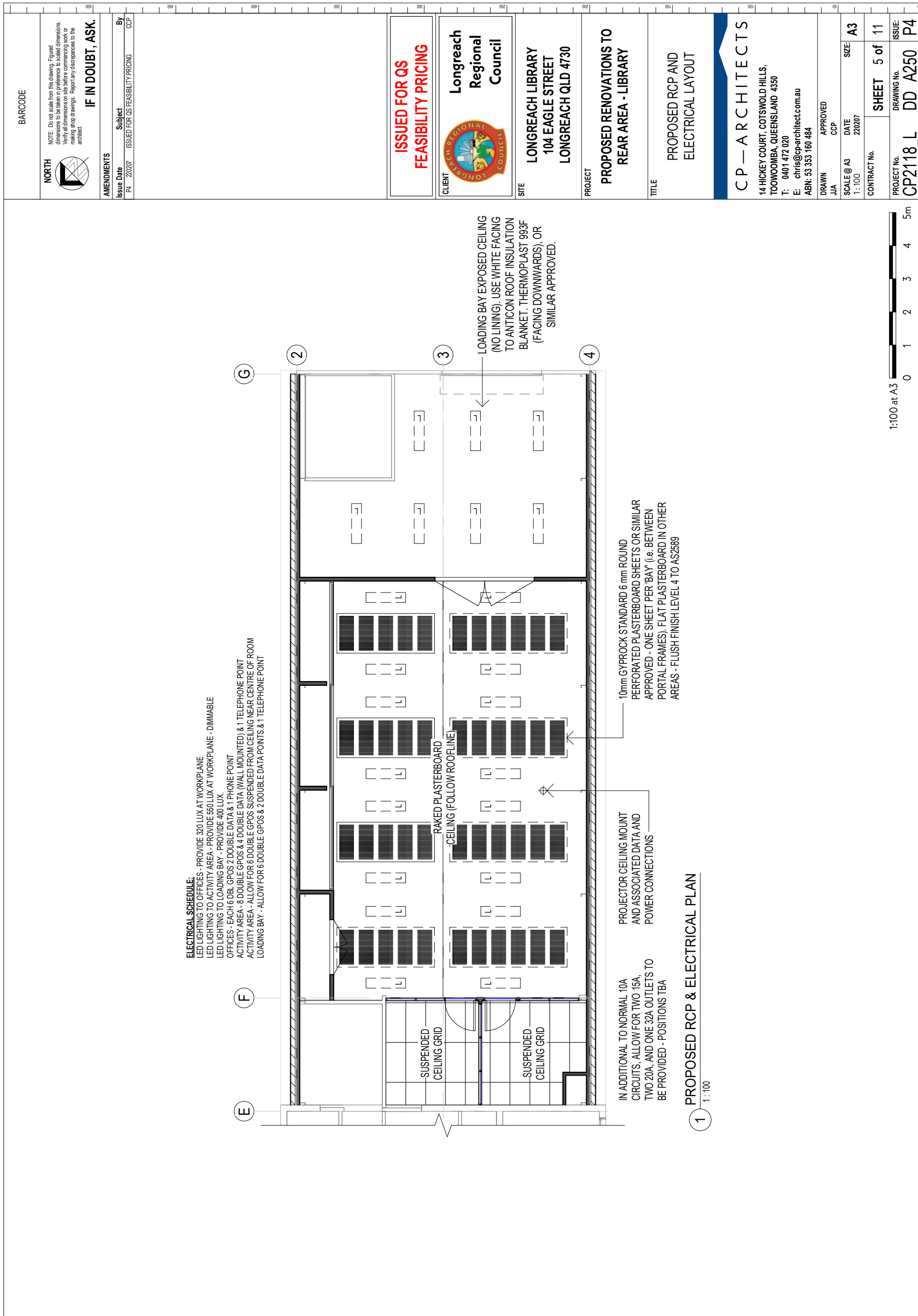


<p>NOTE: Do not scale from this drawing. Figure dimensions to be taken in preference to scaled dimensions. Verify all dimensions on site before commencing work or finalising shop drawings. Report any discrepancies to the architect.</p> <p><b>IF IN DOUBT, ASK.</b></p>	
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<p><b>ISSUED FOR QS FEASIBILITY PRICING</b></p>	
<p>CLIENT: Longreach Regional Council</p>	
<p>SITE: LONGREACH LIBRARY 104 EAGLE STREET LONGREACH QLD 4730</p>	
<p>PROJECT: PROPOSED RENOVATIONS TO REAR AREA - LIBRARY</p>	
<p>TITLE: PLAN LAYOUT - PROPOSED</p>	
<p>CP - ARCHITECTS 14 HICKEY COURT, COTSWOLD HILLS, TOOWOOMBA, QUEENSLAND 4350 T: 0401 472 020 E: chris@cparchitect.com.au ABN: 53 353 160 484</p>	
<p>DRAWN: JS, JJA</p> <p>SCALE @ A3: 1:100</p> <p>DATE: 22/02/23</p>	<p>APPROVED: CCP</p> <p>SIZE: A3</p> <p>SHEET 3 of 11</p>
<p>PROJECT No: CP2118_L DD A100</p> <p>ISSUE: P4</p>	



BARCODE		NOTE: Do not scale from this drawing. Figure dimensions to be taken in preference to scaled dimensions. Verify all dimensions on site before commencing work or making shop drawings. Report any discrepancies to the architect.	
AMENDMENTS		<b>IF IN DOUBT, ASK.</b>	
Issue Date	Subject	By	
P4 - 22/02/20	ISSUED FOR QS FEASIBILITY PRICING	CCP	
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<p style="text-align: center;"><b>SITE</b></p> <p style="text-align: center;"><b>LONGREACH LIBRARY</b> <b>104 EAGLE STREET</b> <b>LONGREACH QLD 4730</b></p>		<p style="text-align: center;"><b>PROJECT</b></p> <p style="text-align: center;"><b>PROPOSED RENOVATIONS TO REAR AREA - LIBRARY</b></p>	
<p style="text-align: center;"><b>TITLE</b></p> <p style="text-align: center;"><b>TYPICAL SECTION</b></p>		<p style="text-align: center;"><b>CP - ARCHITECTS</b></p> <p style="text-align: center;">14 HICKEY COURT, COTSWOLD HILLS, TOOWOOMBA, QUEENSLAND 4350 T: 0401 472 020 E: chris@cparchitect.com.au ABN: 53 353 160 484</p>	
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Author	CCP	1:50	22/02/20
CONTRACT No.	SHEET	4 of	11
PROJECT No.	DRAWING No.	CP2118_L	DD A150
	ISSUE:		P4

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BARCODE



**NORTH**  
 NOTE: Do not scale from this drawing. Figure dimensions to be taken in preference to scaled dimensions. Verify all dimensions on site before commencing work or making shop drawings. Report any discrepancies to the architect.  
**IF IN DOUBT, ASK.**

**AMENDMENTS**

Issue Date	Subject	By
P4 - 22/02/07	ISSUED FOR QS FEASIBILITY PRICING	CCP

**ISSUED FOR QS FEASIBILITY PRICING**



**Longreach Regional Council**

**SITE**  
 LONGREACH LIBRARY  
 104 EAGLE STREET  
 LONGREACH QLD 4730

**PROJECT**

**PROPOSED RENOVATIONS TO REAR AREA - LIBRARY**

**TITLE**

**PROPOSED RCP AND ELECTRICAL LAYOUT**

**CP - ARCHITECTS**

14 HICKEY COURT, COTSWOLD HILLS,  
 TOOWOOMBA, QUEENSLAND 4350  
 T: 0401 472 020  
 E: chris@cparchitect.com.au  
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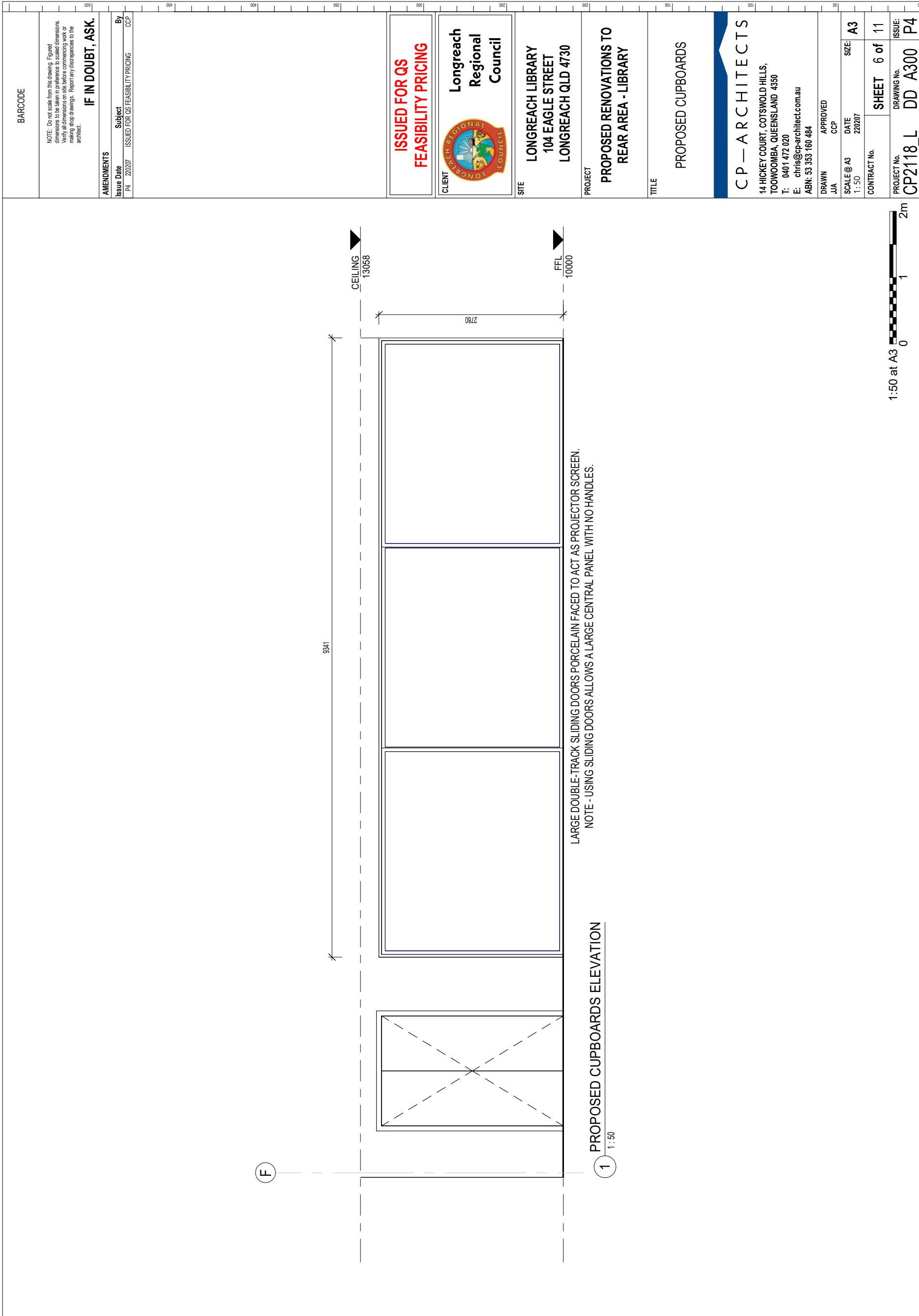
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 JJA CCP

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**CONTRACT No.** SHEET 5 of 11

**PROJECT No.** DRAWING No. **ISSUE:**  
 CP2118\_L DD A250 P4

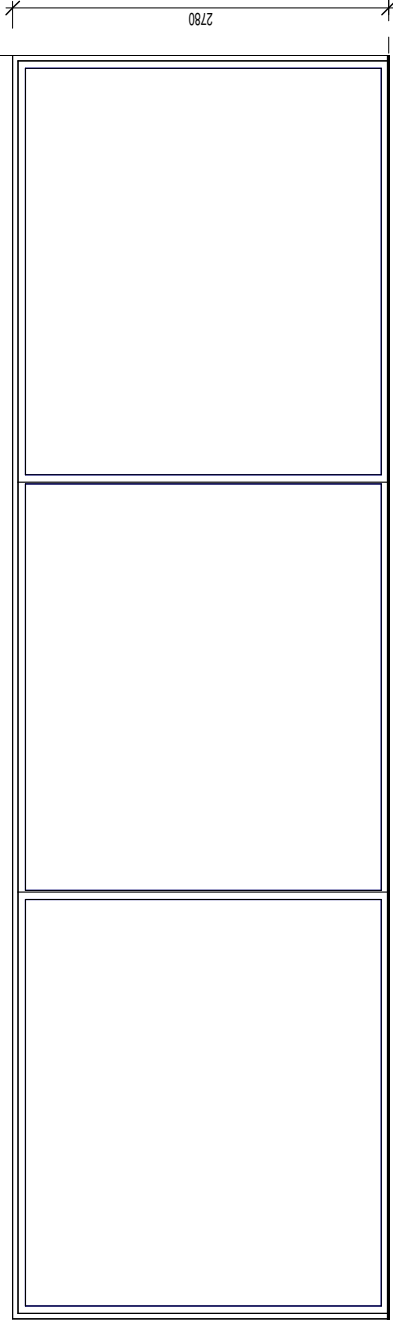




F

9841

CEILING  
13058



2780

FFL  
10000

LARGE DOUBLE-TRACK SLIDING DOORS PORCELAIN FACED TO ACT AS PROJECTOR SCREEN.  
NOTE - USING SLIDING DOORS ALLOWS A LARGE CENTRAL PANEL WITH NO HANDLES.

1 1:50  
PROPOSED CUPBOARDS ELEVATION

1:50 at A3 0 1 2m

BARCODE

NOTE: Do not scale from this drawing. Figure dimensions to be taken in preference to scaled dimensions. Verify all dimensions on site before commencing work or making shop drawings. Report any discrepancies to the architect.

IF IN DOUBT, ASK.

AMENDMENTS

Issue Date	Subject	By
P4 22/02/20	ISSUED FOR QS FEASIBILITY PRICING	CCP

ISSUED FOR QS  
FEASIBILITY PRICING



CLIENT  
Longreach  
Regional  
Council

SITE  
LONGREACH LIBRARY  
104 EAGLE STREET  
LONGREACH QLD 4730

PROJECT  
PROPOSED RENOVATIONS TO  
REAR AREA - LIBRARY

TITLE  
PROPOSED CUPBOARDS

CP — ARCHITECTS

14 HICKEY COURT, COTSWOLD HILLS,  
TOOWOOMBA, QUEENSLAND 4350  
T: 0401 472 020  
E: chris@cp-architect.com.au  
ABN: 53 353 160 484

DRAWN JJA  
APPROVED CCP

SCALE @ A3 1:50  
DATE 22/02/20

CONTRACT No. SHEET 6 of 11

PROJECT No. DRAWING No. ISSUE:  
CP2118\_L DD A300 P4

BARCODE	NOTE: Do not scale from this drawing. Figure dimensions to be taken in preference to scaled dimensions. Verify all dimensions on site before commencing work or making any drawings. Report any discrepancies to the architect.	<b>IF IN DOUBT, ASK.</b>	AMENDMENTS Issue Date: P4 - 22/02/27 Subject: ISSUED FOR QS FEASIBILITY PRICING By: CCP	<b>ISSUED FOR QS FEASIBILITY PRICING</b>	CLIENT  <b>Longreach Regional Council</b>	SITE <b>LONGREACH LIBRARY 104 EAGLE STREET LONGREACH QLD 4730</b>	PROJECT <b>PROPOSED RENOVATIONS TO REAR AREA - LIBRARY</b>	TITLE <b>GENERAL DOOR &amp; THRESHOLD DETAILS</b>	<b>CP - ARCHITECTS</b> 14 HICKEY COURT, COTSWOLD HILLS, TOOWOOMBA, QUEENSLAND 4350 T: 0401 472 020 E: chris@cparchitect.com.au ABN: 53 353 160 484	DRAWN: JS APPROVED: CCP SCALE @ A3: As Indicated DATE: 22/02/27 SIZE: A3	CONTRACT No. <b>SHEET 7 of 11</b>	PROJECT No. <b>DRAWING No. CP2118_L DD A726</b> ISSUE: <b>P4</b>
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**DOORS TO BE OPENABLE WITH A FORCE NO GREATER THAN 20N**  
DOOR CLOSERS - ENSURE THESE ARE COMPLIANT WITH AS1428.1:2009 BY ADJUSTING PRESSURE.  
NOTE:  
ANY LEVER HANDLES CHOSEN FOR DOORS TO MEET DISABILITY CODE - IF SUBSTITUTION PROPOSED ENSURE CLEARANCE BETWEEN HANDLE AND BACK PLATE OR DOOR FACE SHALL BE NOT LESS THAN 35mm AND NOT MORE THAN 45mm - SUPPLIER OF SUBSTITUTION TO CONFIRM IN WRITING IF HANDLE SATISFIES CODE. PREFERRED HANDLE HEIGHTS 1000mm ABOVE FLOOR  
ALL NEW DOORS TO HAVE **FREE HANDLE ACCESS** FROM INSIDE THE ROOM WITH LEVER HANDLES THAT ONLY REQUIRE A SINGLE DOWNWARD ACTION TO OPEN, UNLESS NOTED OTHERWISE.  
HARDWARE & LOCKSET ZONE - HANDLE MUST BE BETWEEN 900 & 1100mm ABOVE GROUND LEVEL (IDEALLY AT 1000mm).  
ENSURE DOORS USED HAVE NECESSARY TIMBER BLOCKING OR FRAMING (STRUCTURE) BEHIND WHERE HARDWARE LOCATED FOR SECURE FIXING.  
PROVIDE DOOR STOPS AS REQUIRED AND AS SHOWN ON THE SCHEDULE BUT POSITIONED SO NOT TO STOP DOOR COMPLYING WITH AS1428.1 BY PREVENTING THEM BEING FULLY OPENED TO 90 DEGREES  
ALL ARCHITRAVE AND FINISHING TO DOOR OPENINGS TO MATCH EXISTING IN SIZE AND FINISH, UNLESS NOTED OTHERWISE.  
TIMBER DOORS - SOLID CORE (NO HOLLOW CORE OR CARDBOARD CELLULAR DOORS ALLOWED) - PAINT GRADE FINISH, TIMBER EDGE. PAINT **ALL FOUR EDGES**

CONTRACTOR TO DOUBLE CHECK ALL OPENINGS WHEN SETTING OUT WALL FRAMES TO ENSURE THAT CIRCULATION SPACE DIMENSIONS, COMPLY WITH AS1428.1.  
DIMENSIONS SHOWN ARE MINIMUM REQUIREMENTS TO **INSIDE FACE OF FINISHES** (NOT DIMENSIONS TO STRUCTURE) AND ANY PROJECTION SUCH AS ARCHITRAVES OR WIDE SKIRTING BOARDS. DO NOT PLACE EQUIPMENT WITHIN THESE ZONES.  
NOTE: THIS EXAMPLE IS FOR A 'FRONT ON' ENTRY TO THE DOOR ONLY - REFER TO DWG A729 AND AS1428.1 FOR OTHER APPROACHES  
CLEAR CIRCULATION SPACE AT DOORWAYS SHOWN DASHED

NOTE: PAINT COLOURS FOR NEW DOORS TO BE SELECTED BY CLIENT. BUILDER & CLIENT TO NOTE DURING SELECTION THE REQUIREMENT FOR LUMINANCE CONTRAST AT DOORWAYS AND OPENINGS TO SATISFY AS1428.1:2009. IN SUMMARY:  
**13.1 Luminance contrast**  
All doorways shall have a minimum luminance contrast of 30% provided between—  
(a) door leaf and door jamb;  
(b) door leaf and adjacent wall;  
(c) architrave and wall;  
(d) door leaf and architrave; or  
(e) door jamb and adjacent wall.  
The minimum width of the area of luminance contrast shall be 50 mm.  
IF IN DOUBT - CONSULT WITH ARCHITECT

**1 DOOR - GENERAL NOTES & REQUIREMENTS**  
NOT TO SCALE

DOOR HARDWARE - SEE SCHEDULE

DOOR CLOSER ZONE - WHERE SPECIFIED

INSTALL KICKPLATES BOTH SIDES IF SPECIFIED

**D1**

**3 DOOR TYPES.**  
NOT TO SCALE

**2 DOOR CLEARANCES TO AS1428.1 - TYPICAL**  
NOT TO SCALE

DOOR HARDWARE - SEE SCHEDULE

GLASS VIEWING PANEL (GRADE A SAFETY GLASS)

DOOR CLOSER ZONE - WHERE SPECIFIED

INSTALL KICKPLATES BOTH SIDES IF SPECIFIED

**D2**

FRONT ON APPROACH

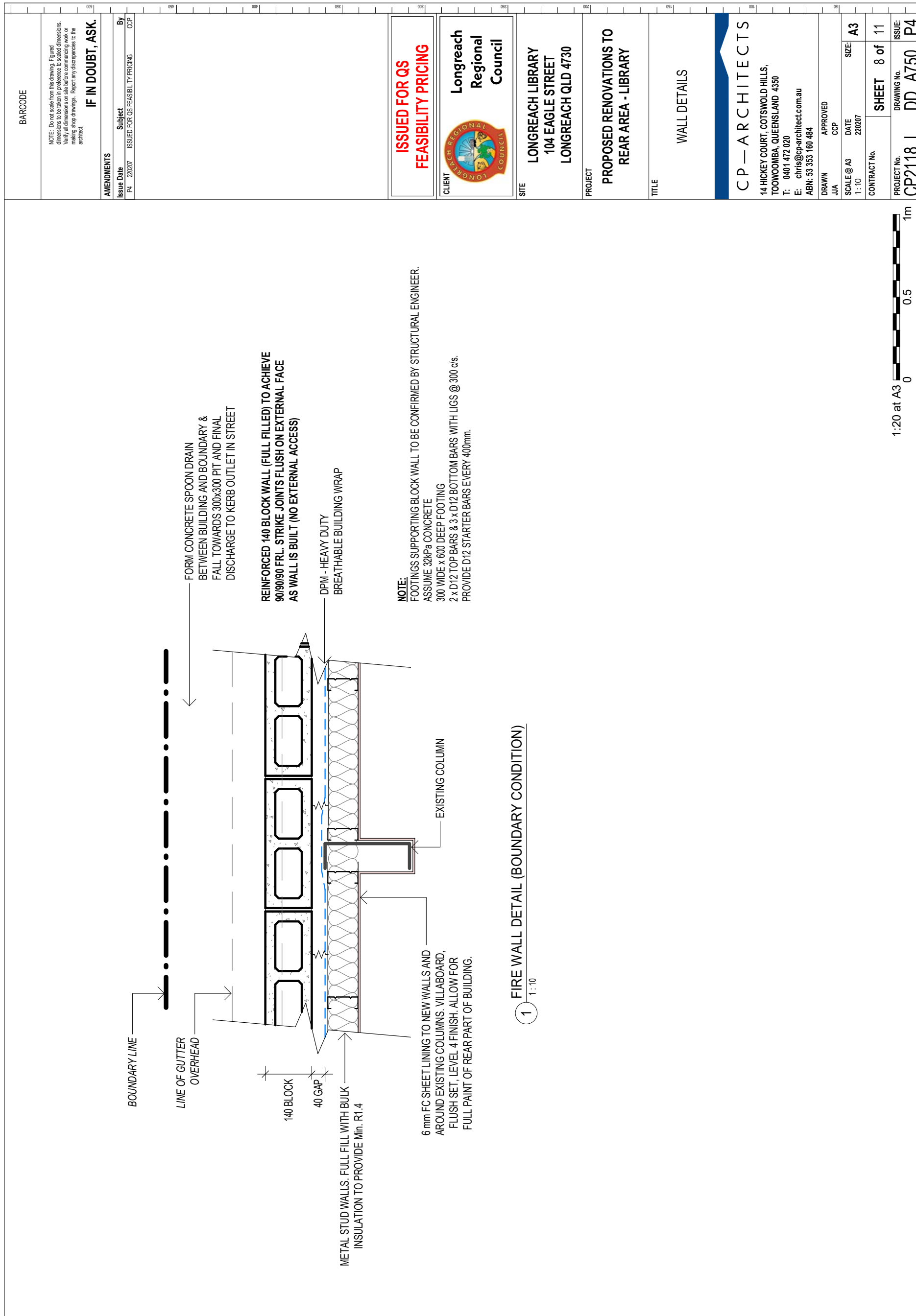
MEASURED TO THIS FACE OF DOOR

DOOR CLEARANCES TO AS1428.1

MEASURED TO CLEAR OPENING

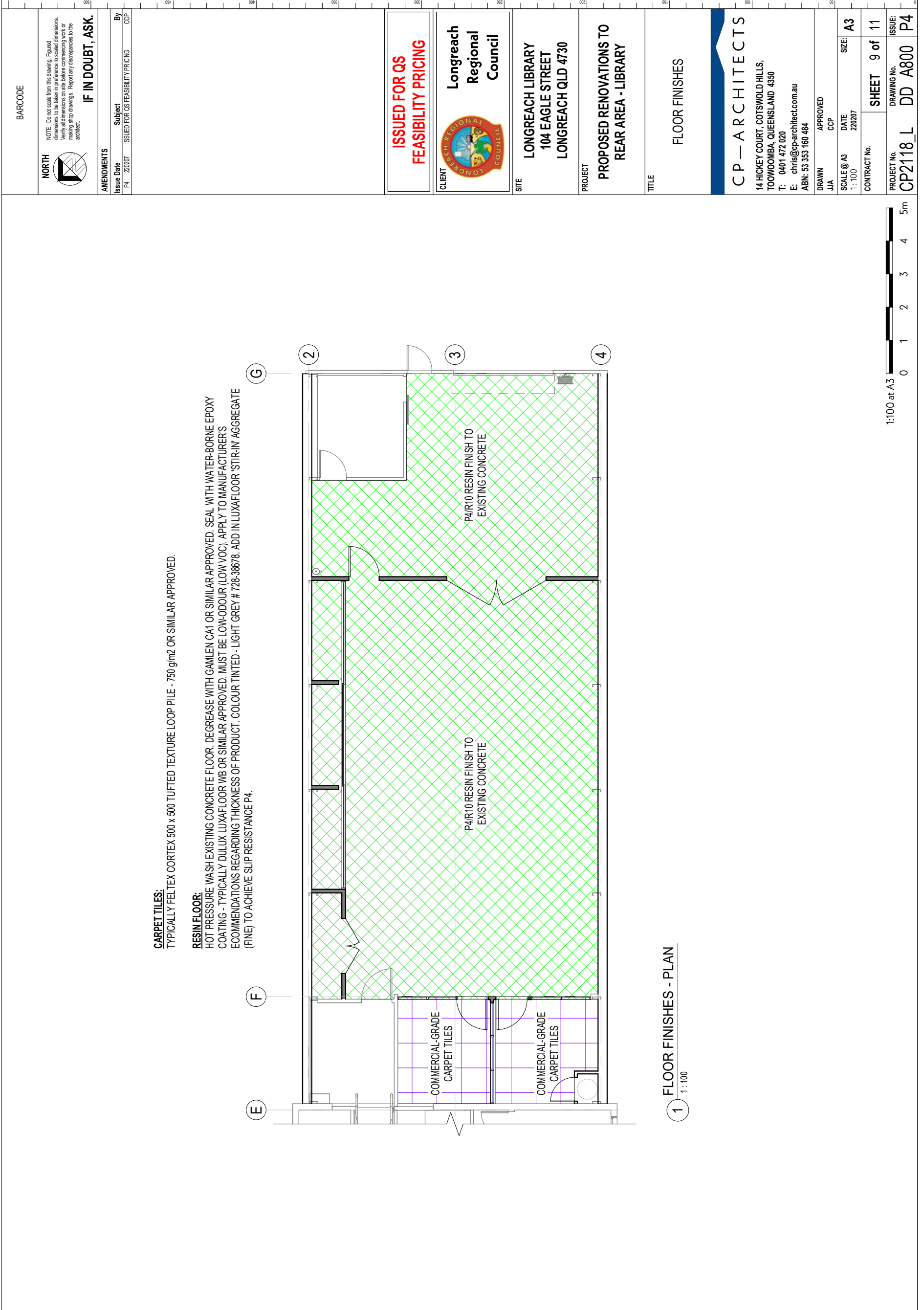
FRONT ON APPROACH



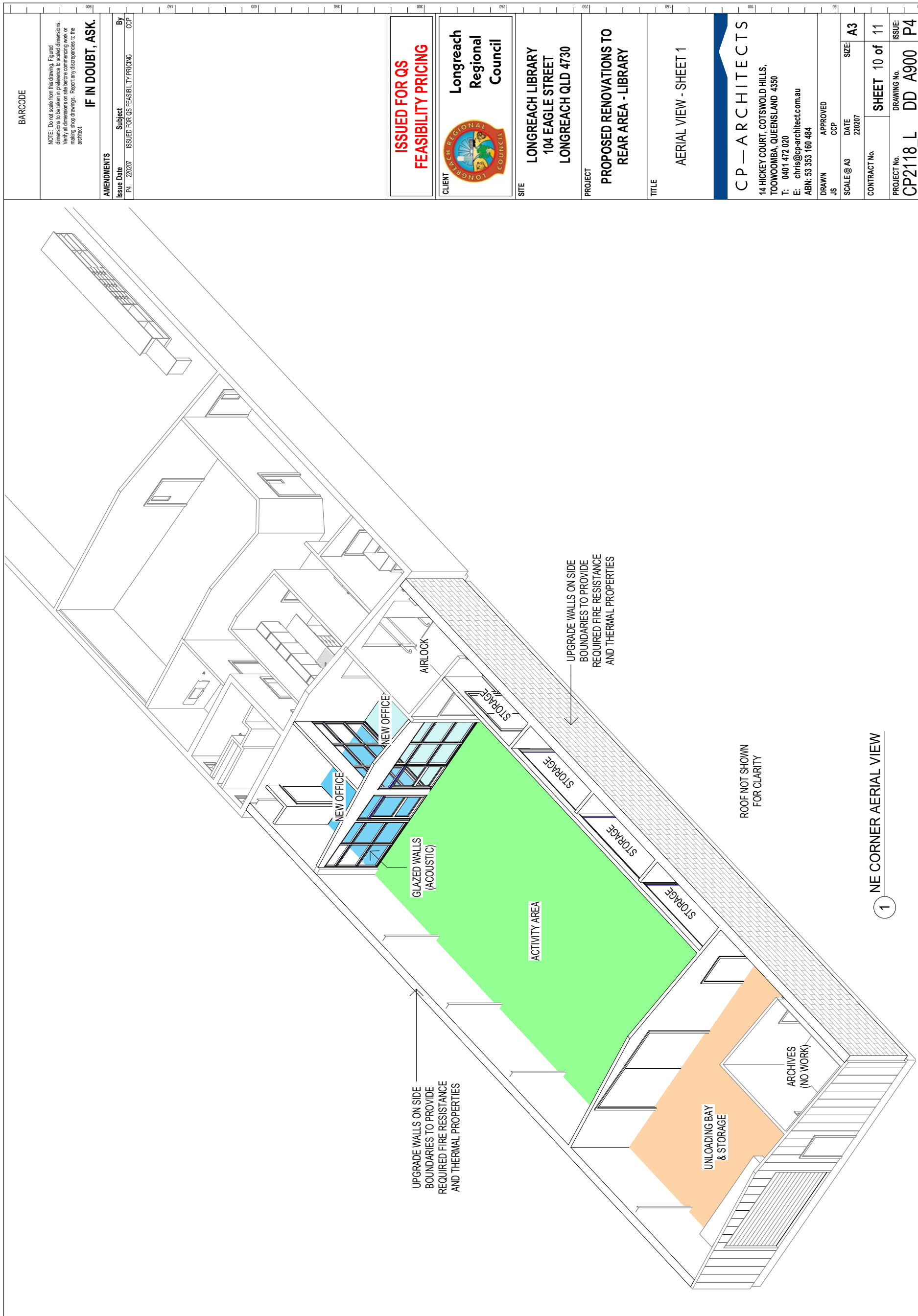


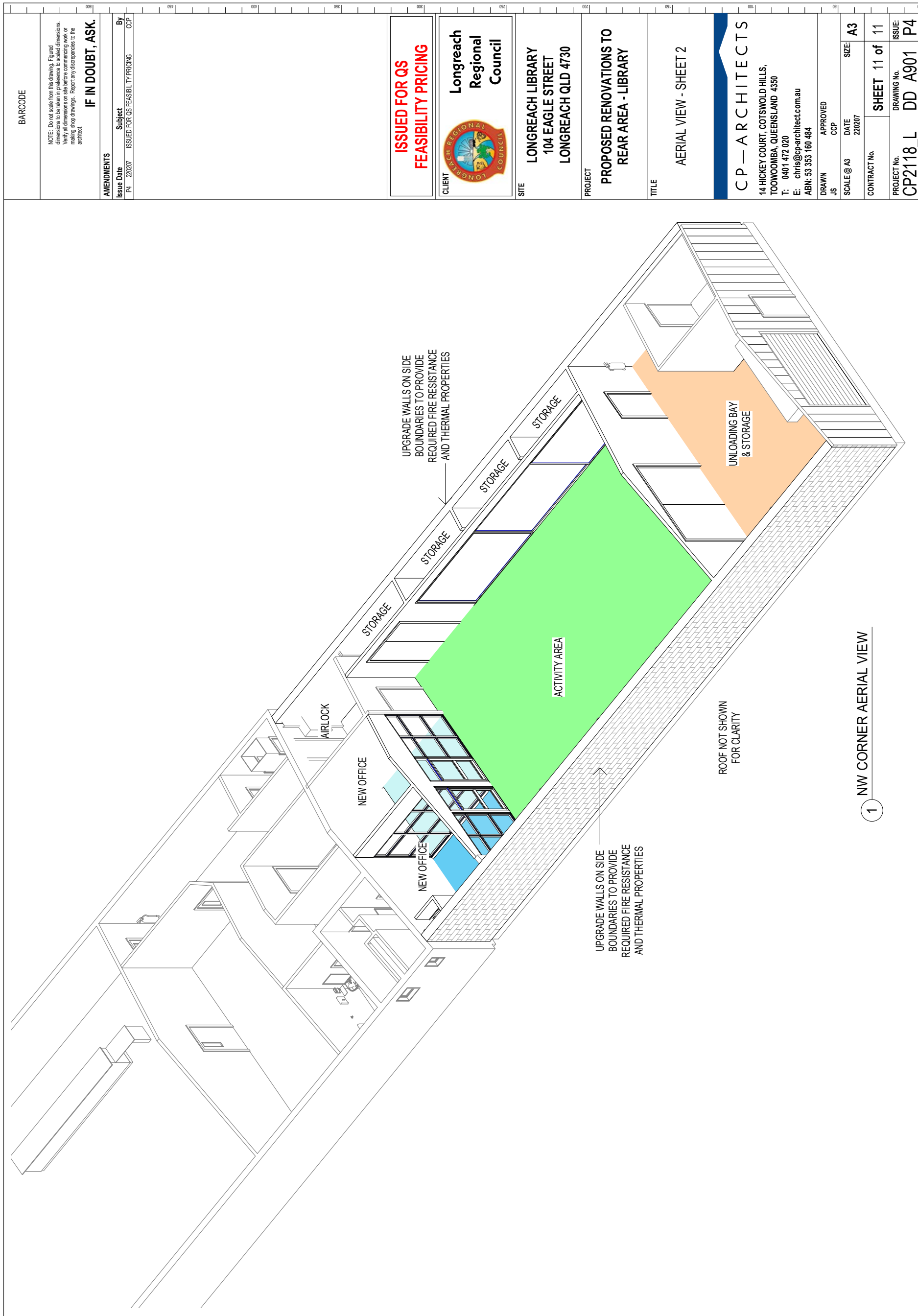
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BARCODE	
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<b>IF IN DOUBT, ASK.</b>	
AMENDMENTS	By
Issue Date	Subject
P4 - 22/02/20	ISSUED FOR QS FEASIBILITY PRICING
CP	
<b>ISSUED FOR QS FEASIBILITY PRICING</b>	
<p><b>Longreach Regional Council</b></p>	
SITE	
LONGREACH LIBRARY 104 EAGLE STREET LONGREACH QLD 4730	
PROJECT	
PROPOSED RENOVATIONS TO REAR AREA - LIBRARY	
TITLE	
WALL DETAILS	
<b>CP - ARCHITECTS</b>	
14 HICKEY COURT, COTSWOLD HILLS, TOOWOOMBA, QUEENSLAND 4350	
T: 0401 472 020	
E: chris@cp-architect.com.au	
ABN: 53 353 160 484	
DRAWN	APPROVED
JJA	CCP
SCALE @ A3	DATE
1:10	22/02/20
CONTRACT No.	SIZE: A3
	SHEET 8 of 11
PROJECT No.	DRAWING No.
CP2118_L	DD A750
	ISSUE: P4




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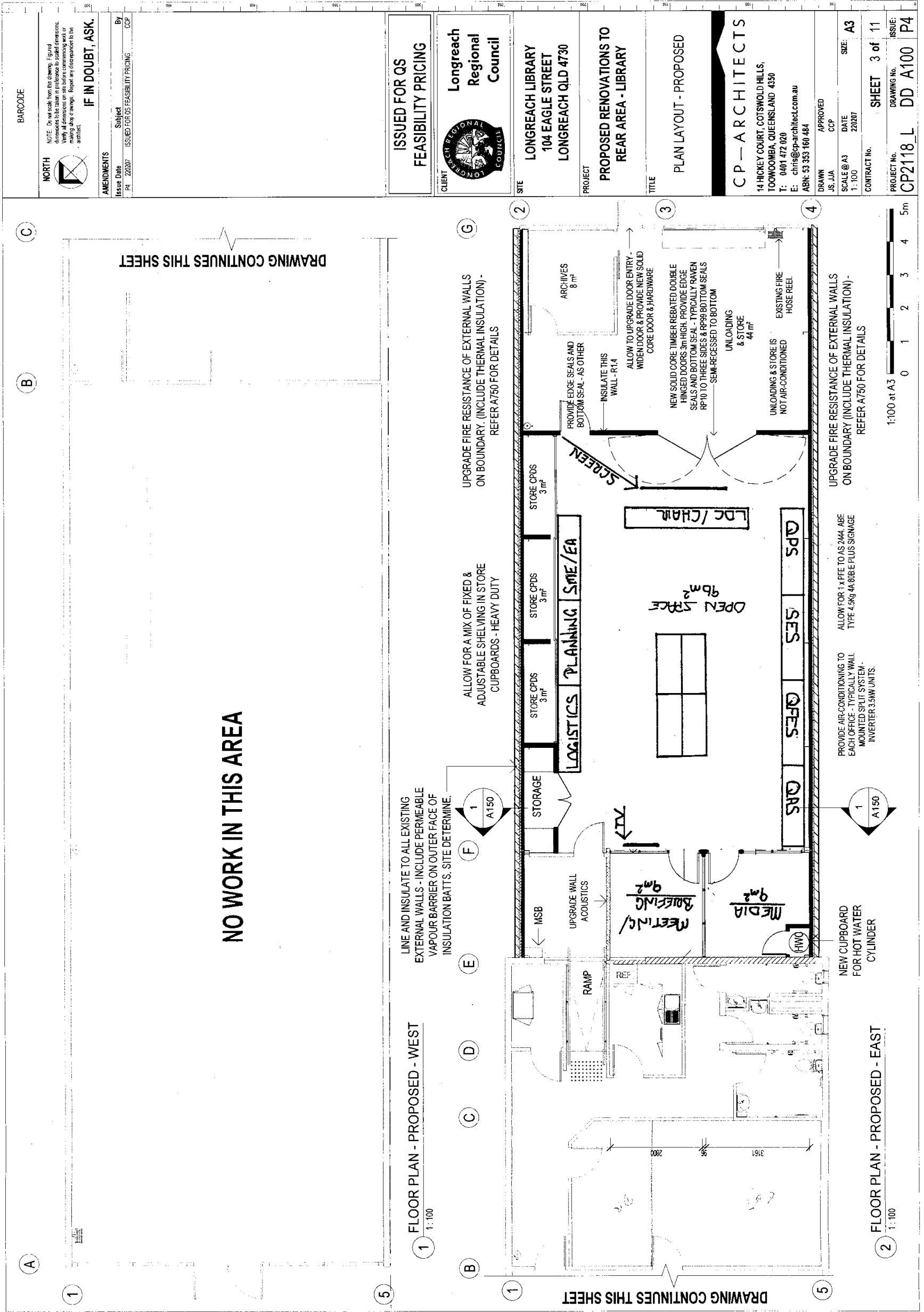




1 NW CORNER AERIAL VIEW

BARCODE  NOTE: Do not scale from this drawing. Figure dimensions to be taken in preference to scaled dimensions. Verify all dimensions on site before commencing work or making shop drawings. Report any discrepancies to the architect.  <b>IF IN DOUBT, ASK.</b>		AMENDMENTS Issue Date: P4 - 22/02/20 Subject: ISSUED FOR QS FEASIBILITY PRICING By: CCP		<b>ISSUED FOR QS FEASIBILITY PRICING</b>  CLIENT  Longreach Regional Council		SITE LONGREACH LIBRARY 104 EAGLE STREET LONGREACH QLD 4730		PROJECT PROPOSED RENOVATIONS TO REAR AREA - LIBRARY		TITLE AERIAL VIEW - SHEET 2		CP - ARCHITECTS 14 HICKEY COURT, COTSWOLD HILLS, TOOWOOMBA, QUEENSLAND 4350 T: 0401 472 020 E: chris@cparchitect.com.au ABN: 53 353 160 484		DRAWN: JS APPROVED: CCP SCALE @ A3 DATE: 22/02/20 SIZE: A3		CONTRACT No. SHEET 11 of 11		PROJECT No. DRAWING No. CP2118_L DD A901 P4	
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NOTE: On all scale from this drawing, if ground dimensions to be taken in preference to scaled dimensions, verify all dimensions on site before commencing work or amend this drawing. Report any discrepancies to the architect.

**IF IN DOUBT, ASK.**

**AMENDMENTS**

Issue Date	Subject	By
P4 22/02/2023	ISSUED FOR QS FEASIBILITY PRICING	CCP

**ISSUED FOR QS FEASIBILITY PRICING**

**CLIENT**  
Longreach Regional Council

**SITE**  
LONGREACH LIBRARY  
104 EAGLE STREET  
LONGREACH QLD 4730

**PROJECT**  
PROPOSED RENOVATIONS TO REAR AREA - LIBRARY

**TITLE**  
PLAN LAYOUT - PROPOSED

**CP-ARCHITECTS**  
14 HICKEY COURT, COTSWOLD HILLS,  
TOOWOOMBA, QUEENSLAND 4330  
T: 0401 472 020  
E: chris@cp-architect.com.au  
ABN: 53 353 160 484

**DRAWN** APPROVED  
J.S. JUA CCP

**SCALE @ A3** DATE SIZE  
1:100 22/02/2023 A3

**CONTRACT No.** SHEET 3 of 11  
**PROJECT No.** DRAWING No. CP2118\_L DD A100  
**ISSUE:** P4

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.8 - October 2022 Community Forum Actions Update**

**11.7 Ergon Energy - Corella Lane Access**

Consideration of a request from Ergon Energy to seal part of Corella Lane in Longreach.

**Council Action**

Partner  
 Deliver

**Applicable Legislation**

*Local Government Act 2009*  
*Local Government Regulation 2012*

**Policy Considerations**

01-03 Asset and Services Management Policy  
 01-16 Project Decision Policy  
 05-08 Construction of Driveways Policy

**Corporate and Operational Plan Considerations**

FINANCIAL SERVICES: ASSET MANAGEMENT			
Link to Corporate Plan	Activity	Key Performance Indicators	Operational Targets
4.2.1	Plan for Whole of Life Costing when making decisions on new or enhanced community facilities and implementing Asset Management Plans.	Undertake review of all asset and service plans with a focus on improving maintenance data.	30 June 2023

INFRASTRUCTURE: CIVIL CONSTRUCTION/MAINTENANCE OPS - TOWN STREETS			
Link to Corporate Plan	Activity	Key Performance Indicators	Operational Targets
4.2.1 4.2.2	Identify, schedule and implement improvements to Town Streets.	Work through the short, medium and long term recommendations as per Transport Plan and Streetscape Policy.	All risk areas are identified and prioritised for rectification within the allocated budget for the financial year.

**Budget Considerations**

To be considered as part of 2023-24 Budget deliberations.

**Previous Council Resolutions related to this Matter**

Nil.

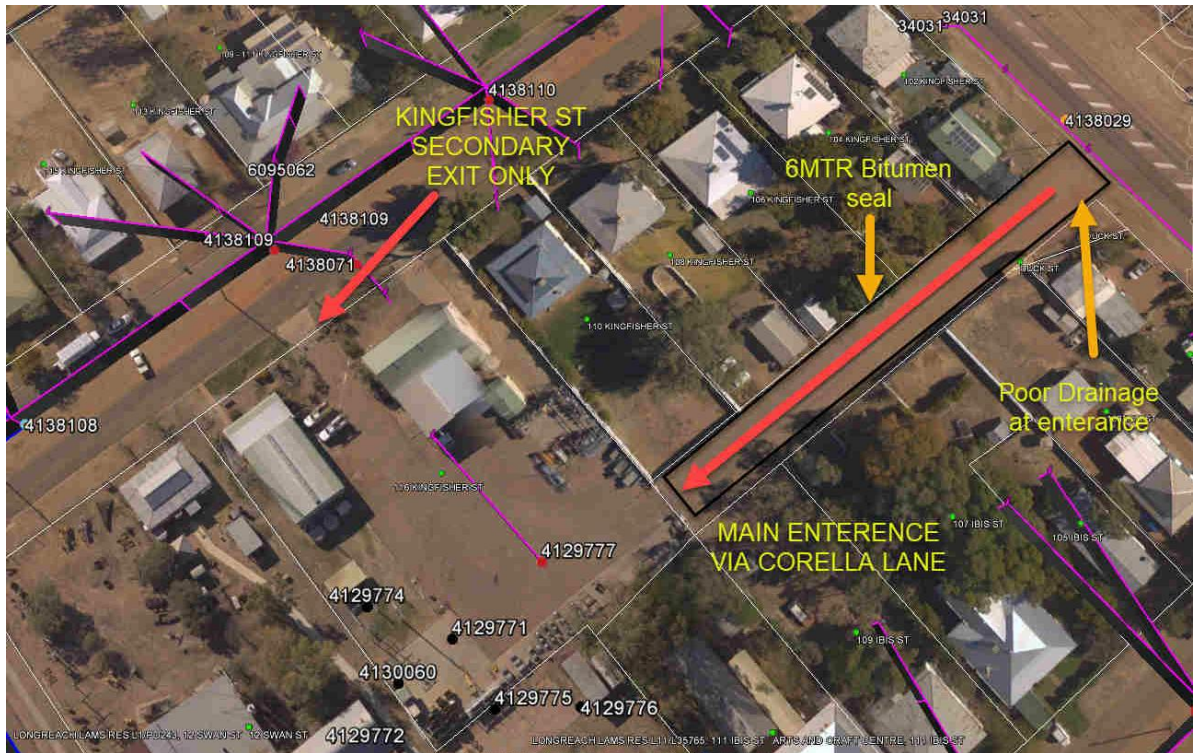
**Officer Comment**

**Responsible Officer/s:** *Brett Walsh, Chief Executive Officer*

**Background:**

The Chief Executive Officer is in receipt of a request from Ashley Schultz, of Ergon Energy, for Council to apply a 6 metre bitumen seal to Corella Lane between the Landsborough Highway and the Ergon Energy Depot boundary; with a concrete driveway (crossover) on the Landsborough Highway.

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.8 - October 2022 Community Forum Actions Update**



Mr Schultz offers the following comments in support of his request:

- Dust reduction in back lane for neighbours and improved drainage when wet;
- Safest entry for Heavy Rigid (HR) vehicles to enter property as Kingfisher St is a school zone;
- Vehicles have to stop on Kingfisher St to unlock gate prior to entry; and,
- A security gate with remote access is installed on Corella Lane for long heavy vehicles. Front gate is for emergency situations only.

**Issue:**

Applying a seal to this section of Corella Lane would amount to an increase in service levels, and incur a whole-of-life cost. Council considers its service levels as part of its annual budget deliberations, and it is recommended that this matter be considered as part of deliberations for the 2023-24 Budget.

As part of the deliberations, whole-of-life costs will be considered, as well as alignment with short, medium, and long term recommendations as per Council's Transport Plan and associated policies.

**Risk Management Factors:**

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Possible  
Consequence: Minor  
Rating: Medium (6/25)

Risk has been calculated based on proceeding as recommended.

**Environmental Management Factors:**

Nil.

**Other Comments:**

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.8 - October 2022 Community Forum Actions Update**

Mr Schultz has also requested remediation of access to the Ergon Energy Pole Yard at the corner of Galah and Sunbird Streets in Longreach; which will be considered against Council’s operational maintenance schedule.

**Recommendation:**

*That Council consider the request to apply a 6 metre seal to part of Corella Lane as part of its 2023-24 Budget deliberations.*

**11.8 October 2022 Community Forum Actions Update**

Consideration of updates on the Community Forum actions from the forums held throughout October 2022.

**Council Action**

Deliver

**Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012*

**Policy Considerations**

Nil

**Corporate and Operational Plan Considerations**

GOVERNANCE: GOVERNANCE SERVICES			
Link to Corporate Plan	Activity	Key Performance Indicators	Operational Targets
4.1.2	Coordinate regular liaison with the community through the delivery of community engagement activities.	Community forums held in each community across the region. Implementation of community engagement policy and plan.	March /October Adopted policy and deliver Community Engagement Plan actions within agreed timeframes

**Budget Considerations**

As per approved 2022/23 budget.

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

**Responsible Officer:** *Brett Walsh, Chief Executive Officer*

**Background:**

A report was presented to the November 2022 Council meeting providing an update on the community forums which were held throughout October 2022 in Yaraka, Isisford, Ilfracombe and Longreach. As part of the forum update, there was a list of community forum actions which were captured from each of the meetings.

**Issue:**

A request was made by Council at the time the report was presented on the forums which was for the Chief Executive Officer to provide an update back to Council on the status of each action at the February 2023 Council meeting.



**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.8 - October 2022 Community Forum Actions Update**

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**Risk Management Factors:**

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Rare  
Consequence: Insignificant  
Rating: Low (1/25)

Low risk, informational report only.

**Environmental Management Factors:**

Nil

**Other Comments:**

Nil

**Appendices**

1. October 2022 - Forum Action\_Public Feb 23 Update.pdf [↓](#)

***Recommendation:***

*That Council receives the October 2022 Community Forum action list update, as presented.*



FORUM ACTIONS – OCTOBER 2022

Community	Category	Action	Department	Status
Longreach	Roads	Unsigned culverts along the Thomson Development Road shoulders - Additional education may be undertaken with drivers through feedback to Main Roads.  Culverts along the Thomson River Road - Council to discuss with Main Road that directly after the shoulders have been graded, culverts become invisible to drivers and is a safety risk.	Infrastructure	Closed
Longreach	Storm Water	Consider Storm Water Drainage issue near the Skate Park	Infrastructure	In progress
Longreach	Roads	Consider some gravel roads being graded with a more pronounced crown formation to aid drainage. Also consider surfacing issues where motorists cross the Darr through the first paddock across from the Arrilalah Reserve Toobrack area.	Infrastructure	In progress
Longreach	Rural Lands	Consider intervention where smart-weed has taken hold in the river near the Arrilalah crossing.	Corporate	Pending
Longreach	Footpaths	Consider measures to assist with mowing footpaths for the elderly. Consider promoting awareness of resident's responsibilities. Finalise the garden competition currently in development.	Communities	Closed
Longreach	Facilities	Consider interventions for burr coming up in the Cemetery.	Communities	Closed
Longreach	Cultural	Is the Historic Society able to access the interviews undertaken through the Oral History Project? Also willing to collaborate with Council.	Communities	Closed
Longreach	Roads	Consider works to improve culverts at the bottom end of Emu Street and end of Cassowary/Duck Street.	Infrastructure	Closed
Longreach	Parking	Civic Centre parking is difficult when events are on - can Council consider options?	Infrastructure	In progress
Longreach	Roads	Caravan parking signage - Can Council put some signage up as people are coming in from the East (for all directions)?	Infrastructure	Closed

## FORUM ACTIONS – OCTOBER 2022

Community	Category	Action	Department	Status
Longreach	Local Laws	Would Council consider working with the Vet to consider partnership to reduce the cost of de-sexing etc?	Corporate	Pending
Yaraka	Roads	All wet weather truck turnaround - put forward in the 2023/24 budget consideration	Infrastructure	Pending <i>Budget Required</i>
Yaraka	Roads	Consider efficacy of flood damage road inspection, signage, and repairs.	Infrastructure	Closed
Yaraka	Roads	Consider timeframe for the Tullundilly Crossing repairs - detour is often washed out and not crossable, alternate roads are in poor condition.  Can the detour have pipes installed so that it can be crossable after the creek runs?	Infrastructure	In progress
Yaraka	Roads	Consider road signage and property signage - Glenloch Road	Infrastructure	In progress
Yaraka	Roads	Consider whether road condition reports could state that the road is closed at the actual Barcoo River as often times there is nothing wrong with the 50k of dirt road.	Infrastructure	Closed
Yaraka	Flood	Consider flood gauge readings, flood monitoring cameras, and potential benefit to the mail service.	Infrastructure	Pending <i>Budget Required</i>
Yaraka	Housing	Investigate the possibility of short term accommodation for temporary rural staff/contract	Communities	Pending <i>Budget Required</i>
Yaraka	Airports	Consider positioning of the solar lights at the airport, currently sitting on the edge of a gully.	Infrastructure	Closed
Yaraka	Facilities	Consider installing a change table at the town hall.	Communities	Closed
Yaraka	Rural Lands	Organise flyer on Parthenium plants to send to Isisford and email out to all contacts .	Corporate	Closed
Yaraka	Roads	A request for 50m of seal to access the IOR Fuel Depot	Infrastructure	Pending <i>Budget Required</i>

Community	Category	Action	Department	Status
Yaraka	Roads	A request for an all wet weather road to the Kiama Park loading ramp to be added to the future wish list, red gravel to be laid from entrance to ramp. (i.e. camp draft event)	Infrastructure	Pending <i>Budget Required</i>
Yaraka	Facilities	An issue with the gutter on main building and water is running out on the racetrack and not into the tanks.	Communities	Completed
Yaraka	Facilities	Raised an issue with holes in the tennis court surface.	Communities	Pending <i>Budget Required</i>
Isisford	Facilities	Consider having the bowling green refurbished as the same time as the tennis court.	Communities	Pending <i>Budget Required</i>
Isisford	Facilities	Racecourse Toilets - a number of issues raised in relation to a footpath, septic system and drainage pit all to be included in the Master Plan development.	Communities	Pending <i>Budget Required</i>
Isisford	Airports	Question was raised regarding cleaning up of the old aerodrome fence and clearing out the kangaroos.	Infrastructure	In progress
Isisford	Other	Query about enforcement of camping along the Barcoo where 'no camping signage's' has been installed? Mayor to talk to the Longreach Inspector to see if the local police can enforce during daily drive around.	Governance	In progress
Isisford	Facilities	New Isisford toilet block - missing screens which 2 will be ordered to cover the hand basins and the end men's toilet and also there will be covered toilet roll holders installed. Lighting being another issue, there is a dark area.	Communities	In progress
Isisford	Roads	Consider expediting flood damage repairs to the side of the Ilfracombe-Isisford Road.	Infrastructure	In Progress
Isisford	Roads	Consider connection of tanks in Yaraka so that water can be used for road works.	Infrastructure	In Progress
Isisford	Roads	Consider grading of Barcoo River Camping Area and parts of the town common, including for fire breaks.	Infrastructure	In Progress
Isisford	Roads	Consider re-sheet from Little Wild Horse Creek to Ruthven Road T Junction.	Infrastructure	In Progress

Community	Category	Action	Department	Status
Isisford	Roads	Consider installation of slow down signage on the Blackall-Isisford Road where the grid was replaced.	Infrastructure	Closed
Ilfracombe	Facilities	Ilfracombe Tennis Courts - a meeting to be scheduled with the IDPA to outline what needs to be done to formally demonstrate viable usage.	Communities	Pending <i>Budget Required</i>
Ilfracombe	Other	Consider the few occasions when branch office is unattended and requirements for alternative options.	Governance	In progress
Ilfracombe	Waste	During extended rain events preventing access to refuse tip. Council to consider arranging a skip bin off the sealed road.	Infrastructure	In progress
Ilfracombe	Roads	Report to be brought to November Council meeting re: Baileys Road.	Infrastructure	Closed
Ilfracombe	Other	Continue to adjust and monitor wash down bay solution.	Infrastructure	Closed
Ilfracombe	Footpaths	Consider additional footpaths in Ilfracombe as requested.	Infrastructure	Closed
Ilfracombe	Facilities	Consider repairs to the Pedestrian Gate at the Rec Centre.	Communities	Closed
Ilfracombe	Roads	Continue to advocate for a better road condition on the Muttaborra to Bowen Downs road.	Infrastructure	Closed

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.9 - Workplace Health & Safety Update Report - January 2023**

**11.9 Workplace Health & Safety Update Report - January 2023**

This report provides a summary of Council's health and safety performance as at 31 January 2023, highlighting issues, risks and opportunities impacting on employee health and safety in the workplace.

**Council Action**

Recognise

**Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012*

*Workplace Health and Safety Act 2011*

*Workplace Health and Safety Regulations 2011*

**Policy Considerations**

Workplace Health and Safety Policy No 10.2

**Corporate and Operational Plan Considerations**

GOVERNANCE: WORKPLACE HEALTH AND SAFETY			
Link to Corporate Plan	Activity	Key Performance Indicators	Operational Targets
4.3.1	Provide a safety management system that minimises the risk to all people and property.	Successful implementation of the identified KPI's in the Longreach Regional Council Safety Management System 2021-22.	90% of KPI's achieved and completed by 30 June 2022

**Budget Considerations**

Operational Expenses YTD for Workplace Health and Safety are within current budget parameters.

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

**Responsible Officer/s:** *Grace Jones, Human Resources & Workplace Health & Safety Manager*

**Background:**

The HR/WHS Manager provides a monthly update report, which provides a summary of Council's health and safety performance.

**Issue:**

**Workplace Health and Safety Reporting – Period Ending 31 January 2023**

In total, 9 incidents were reported in the month, 4 of the incidents reported resulted in personal injuries. Of the injuries for the reporting period, 3 required medical treatment after initial first aid and 1 was considered a report only. The leading cause of personal injuries continues to be sprains and strains, followed by trips and falls.

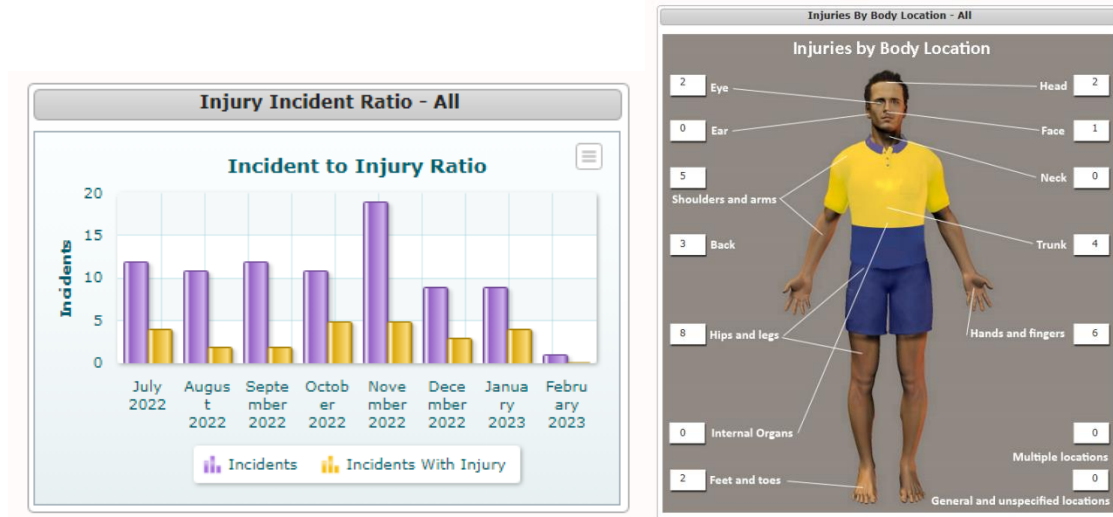
Of the 9 incidents reported five were property damage, 2 of which resulted in glass damage from rocks impacting vehicle screens/windows. The other three incidents included:

- Whilst a plant operator was turning a vehicle towing a trailer, the trailer has impacted a bollard, which resulted in damage to the trailer guard and displacement of the bollard.

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.9 - Workplace Health & Safety Update Report - January 2023**

- The rear tailgate of a tipper truck was damaged due to the latch not being adequately secured in its appropriate position prior to commencing tipping operations.
- A Council vehicle was keyed by a member of the public while it was parked at a residential address overnight.

The below graphs depicts the Incident to Injury Ratio and Location of injuries for all incidents reported YTD.



**WHS Updates/Consultation**

- In November 2022, the WHS Team participated in a third party surveillance audit against ISO45001. This audit covered both Council Safety Management System and Quality Assurance System and how they apply to Council Civil Construction and Maintenance Operations. The audit report noted 3 minor non-conformances and 4 observations. (Refer to attached CACS Site Summary Report)
- The findings and recommendations from both the CACS and LGW Audits have been placed into an audit action plan which outlines how council will rectify the non-conformances and work towards implanting the recommendations where opportunities for improvement (OFI) have been highlighted. Many of the OFI will be address through Council Safety Management System – Strategy Plan for 2022-2023 and the future year. The Audit Action Plan is developed to ensure Council can adequately manage and maintain requirements to both standards in the required timeframes.

**Risk Management Factors:**

This matter has been assessed using Council’s Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Possible  
 Consequence: Minor  
 Rating: M6

Risk assessments continue to be applied to find suitable controls for hazards in the workplace.

**Environmental Management Factors:**

Nil

**Other Comments:**

Nil

**Appendices**




# 11. CHIEF EXECUTIVE OFFICER'S REPORT

## 11.9 - Workplace Health & Safety Update Report - January 2023

1. 2022-11-14 - CACS Site Summary Report.msg ↓
2. 2022-12-05 - OIR and LGW - LRC Final Audit Report.msg ↓

### **Recommendation:**

*That Council receives the Workplace Health & Safety Update Report for the period ending 31 January 2023.*

	<b>Compliance Australia</b> certification services	<b>Site Summary Report</b>	PO Box 1519 Carindale QLD 4152 Tel 1300 79 49 63 admin@cacs.net.au
<b>Company Name:</b>	Longreach Regional Council		
<b>Address:</b>	96a Eagle Street, Longreach, QLD, 4730 Kite Street Longreach QLD 4730 1 Devon Street Ilfracombe QLD 4727 20 St Mary Street Isisford QLD 4731		
<b>Attention:</b>	Chloe Thomason - Rehabilitation / Return to Work Coordinator / Quality Assurance Morgan Bell - Workplace Health and Safety Advisor		
<b>Date:</b>	9 November 2022 To 11 November 2022		
Dear Morgan and Chloe,			
It is important to note that this assessment was conducted by sampling the activities related to the audit standard(s) and scope of approval. Absence of a finding against a particular requirement of the assessment standard(s) or area of the company assessed does not necessarily mean that none exist.			
It is a requirement that if your business varies from the scope of certification as detailed within this report, for example staff numbers substantially change or site numbers alter then these issues need to be notified to CACS immediately whereby we will assess these changes and notify you of any alterations to your certification timings or scope and or CACS auditor.			
Additionally, please be advised that any changes to CACS regulations and or processes will be notified on our web site. You will be notified either by post or e-mail when these changes occur.			
We look forward to meeting with you again and seeing the changes that will have been implemented. If you require any additional information, please do not hesitate to contact our office.			
<b>SUMMARY OF FINDINGS:</b>			
1.	Audit Result Recommendations	<i>Continued certification.</i>	
2.	Use of Logos as Per Requirements	<i>Discussed with Longreach Regional Council.</i>	
3.	Change in surveillance Audit Program	<i>No change to the recommended audit frequency – 12 Monthly.</i>	
4.	Confidence in the internal audit program	<i>Improvement required.</i>	
5.	Change to CACS Risk Rating	<i>Scope clarification modification undertaken.</i>	
6.	NCRs Raised	<i>OH&amp;S 03 minor NCR and 04 Observations. Quality 02 minor NCR and 02 Observations.</i>	
7.	Date for NCR Closeout	<i>Prior to the subsequent audit.</i>	
8.	Additional Comments	<i>Site visit is to occur at the recertification audit.</i>	
9.	Client acknowledges next audit plan	<i>Client acknowledges the next audit plan.</i>	
			
Yours sincerely, Clayton Lawrence Compliance Australia Certification Services			
			 www.jas-anz.org/register
<small>CACS, its affiliates, subsidiaries &amp; their respective officers, employees or agents are, individually &amp; collectively, referred to in this report assumes no responsibility &amp; shall not be liable to any person for any loss, damage or expense caused by reliance on the information or advice in this document or howsoever provided, unless that person has signed a contract with the relevant CACS entity for the provision of this information or advice and in that case any responsibility or liability is exclusively on the terms and conditions set out in that contract.</small>			
<small>Page 1 of 6 Effective 22/03/2020 – Rev B –A T 06 Approved by Managing Director Control of this document is done electronically via head office and is the responsibility of the Managing Director and when printed is to be treated as uncontrolled.</small>			



## A. Audit Review Parameters

<b>Applicable Standards</b>	<b>ISO 9001:2015</b>	<b>ISO 45001:2018</b>		
<b>Scope of Certification</b>	<p>Longreach Regional Councils quality and OH&amp;S system includes: Limited development activities, road construction, road maintenance and bridge maintenance works on Federal and State controlled road networks. Design activities are outsourced to registered design providers.</p> <p>The provision of design for traffic management plan and traffic guidance schemes for roadwork sites are outsourced. However, Longreach Regional Council provides traffic management including the setting up of road signage and devices on roads, as well as the operational control around roadwork sites and other road sites.</p>			
<b>ANZSIC Codes</b>	<p>The system excludes depot and workshops; fleet management. 4121; 6619</p>			

As well as Compliance Australian Certification Services own requirements as agreed to by the client within the certification agreement and contract.

### Deficiencies Detected:

Improvements / deficiencies detected during this audit are summarized below within annexure C; these are classified either as observations, major / Minor NCRs and will be clarified within the final report to be issued within 14 day of this assessment.

### Next Audit / Plan:

An audit plan detailing client on site activities, staff and documentation to be reviewed during the next audit has been discussed, documented, acknowledged and accepted by the client representative. Also it is acknowledged by the client representative that if any circumstances change, either by the client or CACS, either party shall contact the other and discuss how the change in circumstances may potentially impact of the agreed to audit plan.

### Execution of this assessment/Scope

This management system compliance audit was carried out in accordance with Compliance Australia Certification Services procedures for conducting Management System Audits, under the auspices of JAS-ANZ, from which Compliance Australia Certification Services has been granted accreditation for. The Scope of the audit was to review the management system as applied by the organisation to ensure that the organisation is compliant within the company's operations as required by the relevant standard. The audit was also carried out in accordance with Compliance Australia Certification Services procedures for conducting Management System audits.

### Confidentiality

Information seen or recorded during the audit, including actual the results of the audit, will not be disclosed to other parties without the agreement of the company undergoing the audit. The audit report, including any associated non-compliances, may be seen by JAS-ANZ during their periodic audits of CACS. However, they are covered by the same pledge of confidentiality.

### Disclaimer

This report has been prepared by Compliance Australia Certification Services Pty Ltd for the purpose of determining the standard implementation of the organisations management systems to the relevant standard at the nominated sites. Due to the sampling nature of auditing, some deficiencies may exist that were not detected at the time of the audit. Contents of this report are intended only for use in determining whether the organisation meets the above standards. Whilst every effort has been made to ensure the accuracy of this report, Compliance Australia Certification Services Pty Ltd will not be held responsible, and extends no warranties as to the suitability of such information or for the consequences of its use. Likewise, Compliance Australia Certification Services Pty Ltd nor the auditor will be held responsible for actions taken by third parties as a result of information contained in this report.

### Logo Use

The correct use of JAS-ANZ accreditation symbol and CACS Logos was discussed and reemphasised with the client. A review of the use of both the JAS-ANZ accreditation symbol and CACS Logos confirmed the correct and proper use of Logos for both marketing and administrative preposes was being adhered to.

### Compliance Statement

The assessment was conducted by sampling the activities related to the audit standard(s) and scope of approval. Absence of a finding against a particular requirement of the assessment standard(s) or area of the company assessed does not necessarily mean that none exist. The Assessment Details contains a brief description on how the audit was conducted for review of various elements of the quality system.

### Complaints and Disputes

The contents of this report will be discussed with the company at the time of assessment. Any disagreement with findings from the assessment, complaints or feedback in regards to the assessment process can be referred to the Certification Manager CACS.

## B. Nonconformity Register

### Deficiencies Detected During Current Review

#### Important Note!

All finding MUST be actioned via the certified organisations own internal Improvement / NCR process.

- **Major NCRs** MUST be actioned with 3 months of the issue being raised.
- **Minor NCRs** MUST be actioned prior to the next surveillance Audit.
- **NCRs** MUST be actioned prior to Certification / Recertification.
- **Observations** to be considered - may be escalated during coming assessment

#### Quality Component

00 Major NCR      02 Minor NCRs      02 Observations      00 Non-Conformance –  
Only relevant to initial / recertification Audit      00 Area of Concern –  
Only relevant to initial / recertification Audit

#### OH&S Component

00 Major NCR      03 Minor NCRs      04 Observations      XX Non-Conformance –  
Only relevant to initial / recertification Audit      XX Area of Concern –  
Only relevant to initial / recertification Audit

Standard Reference	Details	Finding Type - Number	Finding Classification
<b>Quality</b>			
9001 9.2 Internal audit	This Minor NCR has been carried forward from the previous Minor NCR #02 as that this has been partially completed as instructions provided that the internal audit against the Standard is programmed for June 2023.  The previous minor NCR detailed.  Although internal audits are being conducted in accordance with the current internal audit program against the project deliverables (civil projects), internal audit has not been carried out to demonstrate conformance to the quality Internal Standard (Ref. 9.2.1 a.2).	Minor NCR 01	Minor: This issue will need to be rectified prior to the next surveillance audit. Failure to rectify this issue may generate a Major NCR. This issue should be processed via the companies own internal NCR process.
9001 7.5.3 Control of documented information	Document control for the access and retrieval of project related files at the archive room was not apparent. For example, yet not limited to, the process and documentation for archive retrieval such as an Archive register was not available.	Minor NCR 02	Minor: This issue will need to be rectified prior to the next surveillance audit. Failure to rectify this issue may generate a Major NCR. This issue should be processed via the companies own internal NCR process.
9001 7.2 Competence	This Observation has been carried forward from the previous Observation #01 as that endorsement of the training plan has yet to be carried out.  The previous Observation detailed that 2020-21 period did not have a training plan however, the FY21 training plan is in draft and is yet to be endorsed. This will be critically in the subsequent audit.	Observation 01	Observation: This issue, while not "non conformant", requires review prior to the next audit and is to be recorded via the company's internal NCR process to prevent becoming a Minor NCR.
9001 8.4 Control of Externally provided processes and services	On the review of the pre-qualified suppliers list (Doc#447500) National Mobile Camps could not be found.	Observation 02	Observation: This issue, while not "non conformant", requires review prior to the next audit and is to be recorded via the company's internal NCR process to prevent becoming a Minor NCR.
<b>OH&amp;S</b>			
45001 7.5.3 Control of documented information	Document control for the access and retrieval of project related files at the archive room was not apparent. For example, yet not limited to, the process and documentation for archive retrieval such as an Archive register was not available.	Minor NCR 01	Minor: This issue will need to be rectified prior to the next surveillance audit. Failure to rectify this issue may generate a Major NCR. This issue should be processed via the companies own internal NCR process.
45001 9.2 Internal audit	The internal audit is scheduled to be conducted based on the risk and many has been scheduled in January 2022. However, from January to date, there has been no internal audit held yet and no planned proposal to be held for the year.	Minor NCR 02	Minor: This issue will need to be rectified prior to the next surveillance audit. Failure to rectify this issue may generate a Major NCR. This issue should be processed via the companies own internal NCR process.



Standard Reference	Details	Finding Type - Number	Finding Classification
45001 8.2 Emergency preparedness and response	The last fire evacuation drill was held dated 21 Oct 2021 which is beyond 12 months as planned as well as the legislation.	Minor NCR 03	Minor: This issue will need to be rectified prior to the next surveillance audit. Failure to rectify this issue may generate a Major NCR. This issue should be processed via the companies own internal NCR process.
45001 7.2 Competence	This Observation has been carried forward from the previous Observation #01 as that endorsement of the training plan has yet to be carried out.  The previous Observation detailed that 2020-21 period did not have a training plan however, the FY21 training plan is in draft and is yet to be endorsed. This will be critically in the subsequent audit.	Observation 01	Minor: This issue will need to be rectified prior to the next surveillance audit. Failure to rectify this issue may generate a Major NCR. This issue should be processed via the companies own internal NCR process.
45001 10.2 Nonconformity and corrective action	While investigation has been completed leading to corrective actions on accidents/incidents/near misses etc. some were found these were not recorded. For example., Incident # 344, 299 etc.,  The process for the nonconformance including the incident/accident/near miss has been reviewed and there are still pending actions for completion or closure. This appears to be decided or confirmed yet.	Observation 02	Observation: This issue, while not "non conformant", requires review prior to the next audit and is to be recorded via the company's internal NCR process to prevent becoming a Minor NCR.
45001 8.1 Operational planning and control	The review of the process shows that all SWMS are still under review for endorsement. This will be verified during the next audit.	Observation 03	Observation: This issue, while not "non conformant", requires review prior to the next audit and is to be recorded via the company's internal NCR process to prevent becoming a Minor NCR.
45001 8.1.4 Procurement	The Procurement Management Directive has yet to take into account the requirement of OH&S considerations for contractors and outsourcing.  Refer to MD-01-01-01 Procurement Management Directive	Observation 04	Observation: This issue, while not "non conformant", requires review prior to the next audit and is to be recorded via the company's internal NCR process to prevent becoming a Minor NCR.



## C. Audit Results Classification

### Surveillance / Scope Expansion Assessments

#### Major Non-Conformity - Major NCR

The absence of, or the failure to implement & maintain, one or more management system elements, or a situation which, on the basis of available evidence:

- would raise significant doubt as to the capability of the system to achieve the policy and objectives of the organisation and satisfy legal and regulatory requirements, and
- Additionally, for:
  - QMS, would raise significant doubt as to the quality of what the organisation is supplying
  - OHS, would raise concerns as to the ability for the system to maintain a safe working environment
  - EMS, would raise concerns for the maintenance of an environmental system sufficient to prevent environmental harm.

**Note:** A Major Non-Conformity necessitates the need for the client to address and closeout the issue raised in a period not exceeding a maximum of three months and to respond on the proposed actions to be taken within 1 month.

#### Minor Non-Conformity – Minor NCR

A finding, indicative of a weakness in the system, a process, records or in the management of a particular activity.

Or a situation which, if left without corrective action or attention by the organisation, would raise significant doubt as to the future capability of the Management System to:

- QMS, could inhibit the quality of what the organisation is supplying
- OHS, could inhibit the ability of the system to maintain a safe working environment
- EMS, could inhibit the ability of the system to maintain an environmental system sufficient to prevent environmental harm.

**Note:** A number of Minor Non-Conformities raised against the same provision of the assessment standard or the organisation's Management System can effectively demonstrate a breakdown of the system and can therefore result in a Major Non-Conformity.

#### Observation - OBS

Finding warranting attention by the organisation although not necessarily requiring remedial action. CACS reserves the right to follow-up these findings at subsequent visits.

**Important:** It would be expected that all the above improvements would be processed via the company's own internal improvement system (internal NCR) these internal NCRs will form part of the review process.

### Stage 1 Assessment including Management System Certification Upgrades e.g. ISO 9001:2015 and ISO 14001:2015 Audits only

#### Area of Concern - AC

The potential absence of, or the potential failure to implement & maintain, one or more management system elements, or a situation which, on the basis of available evidence may become an identifiable issue at a

- stage 2 Audit or
- upgrade assessment, for example a new standard such as ISO 9001:2015 or ISO 14001:2015.

**Note:** These Areas of concern must be rectified prior to a positive certification recommendation can be made, additionally areas of concern are reviewed either at a stage 2 audit or follow-up report.

### Stage 2 Certification Assessment and Recertification Assessment

#### Non-Conformance - NC

The absence of, or the failure to implement & maintain, one or more management system elements, or a situation which, on the basis of available evidence:

- would raise significant doubt as to the capability of the system to achieve the policy and objectives of the organisation and satisfy legal and regulatory requirements,
- Additionally, for:
  - QMS, would raise significant doubt as to the quality of what the organisation is supplying
  - OHS, would raise concerns as to the ability for the system to maintain a safe working environment
  - EMS, would raise concerns for the maintenance of an environmental system sufficient to prevent environmental harm.

**Note:** A Non-Conformity necessitates the need for the client to address and closeout the issue raised prior to a certification / recertification recommendation being made.

#### Observation - OBS

Finding warranting attention by the organisation although not necessarily requiring remedial action. CACS reserves the right to follow-up these findings at subsequent visits.

**Important:** It would be expected that all the above improvements would be processed via the company's own internal improvement system (internal NCR) these internal NCRs will form part of the review process.



## D. General Information

### 1. GENERAL

- 1.1 These Conditions are applicable to the legal relationship between CACS Compliance Australia Certification Services Pty Ltd ("the Company") and each person who signs an Application for Registration ("the Client").
- 1.2 These Conditions, the Proposal, the Application and, where applicable, the Codes of Practice referred to below and Regulations governing the use of a mark together contain the entire agreement ("the Contract") between the Client and the Company with respect to the subject matter hereof. No variation to the Contract shall be valid unless it is in writing and signed by or on behalf of the Client and the Company.
- 1.3 Where a Certificate is issued to the Client, the Company shall carry out its services in accordance with the Code of Practice in force from time to time ("the Code of Practice") of the accredited affiliate of the Company which is designated to issue such Certificate ("the Certification Body"). The Code of Practice shall be deemed to be incorporated in these Conditions, and so that (except as set out below) references in the Code of Practice to a particular Certification Body shall include references to the Company. The Company shall supply to the Client a copy of the Code of Practice in force as at the date of commencement of the Contract.
- 1.4 The Client acknowledges that, in entering into the Contract, it does not rely on any representation, warranty or other provision except as expressly provided in the Contract. Any conditions or stipulations included in the Client's standard form documents which are inconsistent with, or which purport to modify or add to, the Conditions shall have no effect unless expressly accepted in writing by the Company.

### 2. SERVICES

- 2.1 These Conditions cover as applicable the following:
  - (a) Quality, environmental, safety, health & other management system certification in accordance with international / national sds;
  - (b) Product / service certification in accordance with non-mandatory normative documents, specifications or technical regulations;
  - (c) Second party audits, pre-assessments, social accountability, training courses in quality management and other related activities.
- 2.2 For the services described under Clause 2.1 (a), the Company shall first assess the relevant management systems. In order to do so it shall inform the Client of the expected date of commencement of the assessment visits together with an indication of a provisional timetable for completion of the assessment program. However, time for commencement and duration of the assessment visits are not of the essence & the Company shall not be bound to complete the assessment program within the provisional timetable, but will use all reasonable endeavors to keep the Client informed from time to time about progress on the assessment program.
- 2.3 The services described in Clauses 2.1(b) & (c) may require the Company also provides some of the services described under Clause 2.1 (a).
- 2.4 A product / service certification scheme under Clause 2.1(b) and (c) may involve a combination of the following operations:
  - (a) Initial type sample testing;
  - (b) Initial manufacturing process assessment;
  - (c) Periodic testing of production and / or retail samples;
  - (d) Periodic surveillance of manufacturing process;
  - (e) Random product inspection; and
  - (f) Other operations considered adequate for the scheme involved.
- 2.5 On completion of an assessment program under Clause 2.2 or the operations under Clause 2.3 or 2.4, the Company will prepare and submit to the Client a Report indicating whether or not a recommendation to issue a Certificate is to be made. Such recommendation is not binding on the Certification Body and the decision to issue a Certificate is at the sole discretion of the Certification Body. Copyright in the Report shall be and remain the property of the Company, but the Client shall be entitled to make copies for its internal purposes only.
- 2.6 Nothing contained in the Reports of the Company or Certificates of the Certification Body shall be deemed to imply or mean that the Company or Certification Body conducts any quality assurance and quality control programme for the Client to whom the Report or Certificate is issued.
- 2.7 Certification, suspension, withdrawal or cancellation of a Certificate shall be in accordance with the applicable Codes of Practice.

### 3. OBLIGATIONS OF THE CLIENT

- 3.1 The Client shall ensure that all necessary product samples, access, assistance, information and facilities are made available to the Company when required, including the assistance of properly briefed and authorised personnel of the Client. The Client shall in addition provide the Company free of charge suitable space for conducting meetings.
- 3.2 In order to allow the Company to comply with the applicable health and safety legislation, the Client shall provide the Company with all available information regarding known or potential hazards likely to be encountered by the Company personnel during their visits. The Company shall ensure that whilst on the Client's premises, its personnel comply with all health and safety regulations of the Client.
- 3.3 The Client may only reproduce or publish extracts of any Report of the Company if the name of the Company does not appear in any way or the Client has obtained the prior written authorisation of the Company. The Client shall not publicise details of the way in which the Company performs, conducts or executes its operations.

### 4. FEES AND PAYMENT

- 4.1 The fees quoted to the Client cover all stages leading to completion of the assessment program or operations and the submission of the Report referred to in Clause 2.5 and of the periodic surveillances to be carried out by the Company for the maintenance of the Certificate. As fees are based on the charge rate applicable at the time of submitting a Proposal, the Company reserves the right to increase charges during the registration period. The Company may also increase its charges if the Client's instructions are found subsequently to be not in accordance with the initial details supplied or used for the purpose of obtaining a fee quotation. Clients will be notified of any increase in fees.
- 4.2 Additional fees shall be charged for operations that are not included in the agreed proposal and for surveillance and verification audits required due to non-conformances being identified. These will include costs resulting from:
  - (a) Repeats of any part, or all, of the assessment program or operations due to the registration procedures and rules not being met;
  - (b) Additional work due to suspension, withdrawal and / or reinstatement of a Certificate;
  - (c) Reassessment due to changes in the management system or products; or
  - (d) Compliance with any subpoena for documents or testimony relating to work performed by the Company.
- 4.3 Additional fees will be payable at the Company's charging rates in force from time to time in respect of rush orders, cancellation or rescheduling of services or any partial or full repeats of the assessment program or operations which are required as set out in the Codes of Practice.
- 4.4 A copy of the Company's prevailing charging rates is available on request from the Company.
- 4.5 All costs associated with the cancelled or postponed activities that were incurred by CACS prior to receipt of your cancellation or request for postponement, as well as any applicable re-booking fees will be on-charged in full. An **additional** cancellation fee applies as follows:
 

More than 2 weeks in advance:	no charges
Less than 2 weeks, More than 3 working days in advance:	25 % of audit fees
Less than 3 working days, more than 1 working day in advance:	50 % of audit fees
1 working day (24hrs) in advance:	100 % of audit fees
- 4.6 Unless otherwise stated all fees quoted are exclusive of traveling and subsistence costs (which will be charged to the Client at cost). All fees and additional charges are exclusive of any applicable Value Added Tax, Sales Tax or similar tax in the country concerned.
- 4.7 Following submission of the Report to the Client, the Company shall issue an invoice to the Client. Invoices for additional and further work will be issued on completion of the relevant task. Unless advance payment has been agreed upon, all invoices are payable within 30 days of the date of each invoice.
- 4.8 Any use by the Client of any Report or Certificate or the information contained therein is conditional upon the timely payment of all fees and charges. In addition to the remedies set out in the Codes of Practice, the Company reserves the right to cease or suspend all work and / or cause the withdrawal of any Certificate for a Client who fails duly to pay an invoice.
- 4.9 All invoices not timely paid shall bear late payment charges at ruling 90 days bank bill rates + 3%. The Client shall pay all costs of collection, including legal fees.

### 5. ARCHIVAL STORAGE

- 5.1 The Company shall retain in its archive for the period required by an accreditation body or by law in the country of the Certification Body all materials relating to the assessment program and surveillance program relating to that Certificate.
- 5.2 At the end of the archive period, the Company shall transfer, retain or dispose of the materials at its discretion, unless instructed otherwise by the Client. Fees for carrying out such instructions will be invoiced to the Client.

### 6. TERMINATION

- 6.1 Unless otherwise agreed in writing, the Client shall be entitled to terminate the Contract at any time by giving not less than thirty days' notice in writing to the Company. If the Client terminates the Contract (other than by reason of default by the Company in its obligations), the Company shall be entitled to charge the Client reasonable fees at its prevailing rates and expenses in respect of work carried out by it for the Client prior to termination and, in the case of certification, for any fees or expenses incurred in terminating the certification.
- 6.2 The Company shall be entitled, at any time prior to the issue of A Certificate, to terminate the Contract by giving not less than Thirty days' notice in writing to the Client. If the Company Terminates the Contract (other than by reason of default by the Client in its obligations), the Company shall reimburse to the Client any sums paid by the Client to the Company less any Administration fees and any expenses incurred by the Company under the Contract, but the Company shall not be Liable to make any other reimbursement or pay any other Compensation to the Client.

### 7. FORCE MAJEURE

- If the Company is prevented by reason of any cause whatsoever outside the Company's control from performing or completing any service for which a Contract has been made, the Client will pay to the Company
- (a) The amount of all abortive expenditures actually made or incurred;
  - (b) a proportion of the agreed fees equal to the proportion (if any) of the service actually carried out;
- And the Company shall be relieved of all responsibility whatsoever for the partial or total non-performance of the required services.

### 8. LIMITATION OF LIABILITY AND INDEMNITY

- 8.1 The Company undertakes to exercise due care and skill in the performance of its services and accepts responsibility only in cases of proven negligence.
- 8.2 The Company shall have no liability to the Client arising out of or in connection with the Contract and its performance by reason of any representation or the breach of any express or implied condition, warranty or other term of any duty at common law or under any statute for any indirect, special or consequential loss of the Client (including loss of profits), and the total liability of the Company to the Client in respect of any other loss shall be limited, in respect of any one event or series of connected events, to an amount equal to the fees paid to the Company under the Contract (excluding any applicable tax thereon).
- 8.3 The Company shall be discharged from all liability to the Client for all claims for loss, damage or expense unless suit is brought within one year after the date of the performance by the Company of the service which gives rise to the claim or in the event of any alleged non-performance within one year of the date when such service should have been completed.
- 8.4 The Company is neither an insurer nor a guarantor and disclaims all liability in such capacity. Clients seeking a guarantee against loss or damage should obtain appropriate insurance.
- 8.5 The Client acknowledges that the Company does not, either by entering into the Contract or by performing the services rendered, assume, abridge or undertake to discharge any duty of the Client to any other person.
- 8.6 The Client shall guarantee, hold harmless and indemnify the Company and its officers, employees, agents or subcontractors against all claims made by any third party for loss, damage or expense of whatsoever nature including reasonable legal expenses and howsoever arising relating to the performance, purported performance or non-performance of any services to the extent that the aggregate of any such claims relating to any one service exceed the limit mentioned in Clause 8.



**Longreach Regional Council**

# **Self Insurance Audit – Report**

**(Audit of LGW Member Councils for the  
2022 LGW Self Insurance Licence  
Renewal)**

**National Self Insurer OHS Audit Tool**

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September 2022

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### Project Details

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QRMC Secondary Auditor:	Chris Simmonds (Peer Reviewer)
Document Author:	Paul Sage
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Where indicated in the audit methodology that the audit was conducted on a sample basis, the following must be noted: whilst audit criteria/sites sampled were assessed against relevant legislative and best practice requirements, the audit should not be considered an in depth audit of all systems/sites. Where non-compliances are indicated, the lateral implications of these should be tested across those areas of the organisational operations not included in the audit sample. Compliance indicated in a specific area of the organisational operations does not necessarily denote compliance in areas not sampled during the audit.

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# 1. Executive Summary

## 1.1 Background

The LGW Scheme provides self-insured workers compensation for 65 member Councils throughout Queensland. As a self-insurer, it is required to undergo audits in accordance with criteria defined in the National Self-insurer Occupational Health and Safety Audit Tool (NAT OHS audit tool) for their LGW licence renewal.

Longreach Regional Council was selected, within the sample of six auditee member councils, as a representative member Council for the 2022 LGW Self Insurance Licence Renewal.

The audit found that whilst effective management of Workplace Health and Safety was demonstrated, there were gaps in documentation with the Health and Safety team currently going through a process of reviewing and updating the Safety Management System.

The audit process established that Longreach Regional Council addressed the mandatory requirements within Elements 1, 2, 4 and 5 and achieved a score of 70.3% for Element 3.

## 1.2 Summary of Findings

In total, 11 Non-conformances and 31 Opportunities for Improvement have been raised with Recommendations provided. These are detailed within Section 7 *Findings and Recommendations*.

A sample of the positive aspects identified during the audit includes:

- The evidence of a positive Safety Culture across all workers and managers interviewed during the audit;
- The preparation for, and response to the audit by LRC, with effective access to WHS records;
- The implementation of Skytrust;
- The consideration of literacy issues within WHS forms;
- The Workplace Health and Safety Management System Plan 2022-2023 includes detailed reporting of the progress toward the plan's objectives, targets and KPIs;
- WHS Inductions for workers with employee inductions repeated on a 3 yearly basis;
- Council's 2020-21 Annual Report includes good consideration of WHS;
- The effective management of Safety Data Sheets; and
- The Longreach Depot Workshop housekeeping and the use of the Smartwasher to reduce environment and health risks.

### 1.3 The Key Recommendations

Table 2: *Non-Conformances and Recommendations* below sets out a summary of the Recommendations to assist with addressing Non-conformances and Opportunities for Improvement identified during the audit. Detail of findings across the audit is provided in Section 7 *Findings and Recommendations*.

Non-Conformances	Recommendation
NC- 1. Whilst most documents sighted were within their review date, there were gaps where documents had not yet been developed or did not reflect current Council requirements.	Develop WHS documentation as identified in this report including: <ul style="list-style-type: none"> <li>• WHS Consultation Procedure</li> <li>• WHS Document and Records Management</li> <li>• WHS Risk Management Procedure</li> <li>• WHS Hazard Inspection Procedure</li> </ul>
NC- 2. Water Treatment Plant – Coagulant rack fall from height risks with guarding removed and cover removed on platform. (Photo 1 & 2) and Depot – Fall risks at Exclusion containers platform (Photo 5).	Ensure controls are implemented to manage the fall from heights risk in line with AS 1657 Fixed Platforms, Walkways, Stairways & Ladders and the Qld Managing the risk of falls at workplaces Code of Practice (2021).
NC- 3. Water Treatment Plant – Generator, step to platform not compliant, generator located on a trailer / temporary base, engineering controls haven't been considered to reduce noise risks. (Photo 3) (It was stated that there are plans to remove the trailer and place the generator on a concrete slab).	Assess the risks associated with the generator and ensure controls are implemented.
NC- 4. Water Treatment plant – no signage in pump room noise zone (Photo 4) It was stated that the room is noisy when pumps activated).	Assess the noise risks and implement control measure in line with the hierarchy of controls.
NC- 5. Workshop – Bench grinder located in walkway (Photo 7).	Assess the risks of having the grinder where it is currently located and either implement suitable controls or barriers or move the grinder to a suitable location.
NC- 6. Sewage Treatment Plant – Drowning risks / sewage signage not visible at front of ponds and no flotation devices at the ponds. (After the site visit, it was stated that signage was displayed at the far side of the ponds) (Photo 8).	Erect signage and flotation devices at the front (roadside) of the ponds.
NC- 7. Parks and Gardens – Poor Housekeeping in Shed (Photo 9).	Improve the housekeeping and review the hazard inspection processes.
NC- 8. The requirements for Safety in Design to provide information to effectively manage design control within Council is not documented, with limited evidence to support the application of Safety in Design sighted.	Review the Design Control Procedure to ensure it documents the requirements of WHS Act (s) 22 and (s) 295 and the Queensland Safe design of structures Code of Practice (2021) and ensure these requirements are implemented where required.
NC- 9. The racking audit at the workshop is not current (Photo 6).	Ensure racking audits are undertaken and measures put in place to ensure Safe Working Limits of racks are monitored.
NC- 10. Fire and Evacuation Plans sighted across the sites were not displayed and had not been reviewed in the last 12 months in line with the	Ensure all Fire and Evacuation Plans are reviewed annually and that the template includes the date of

## 11.9 - Workplace Health & Safety Update Report - January 2023 --Appendix 2

### Longreach Regional Council: Self Insurance Audit Report – September 2022

Non-Conformances	Recommendation
Queensland Building Fire Safety Regulations requirements.	review on the cover page. Locate Fire and Evacuation Plans at the entrance to each building.
NC- 11. An assessment of first aid requirements has not been document in accordance with the Queensland First Aid in the Workplace Code of Practice (2021).	Document a first aid risk assessment.
Opportunities for Improvement	
OFI 1. Review the WHS Staff Induction and the WHS Contractor Induction presentations and ensure the WHS Policy Statements align with Council's approved WHS Policy.	
OFI 2. Document a Legislative Change Procedure or potentially include a legislative change flowchart within a Document Control Procedure.	
OFI 3. At next review of the Workplace Health and Safety Management System Plan 2022-2023 consider including an incident performance indicator.	
OFI 4. Consider developing and implementing Due Diligence Action Plans for Directors.	
OFI 5. Progress the finalisation of the draft Training & Professional Development Management Directive.	
OFI 6. Progress the roll out of the formal VOC process.	
OFI 7. Review the use of the term "Officer" for all position titles as it could be misleading in respect of the WHS legislative meaning of Officer.	
OFI 8. Progress the review and development of the TNA.	
OFI 9. Review the Incident Reporting Take 5, Incident Reporting & Recording Procedure and WHS Incident Investigation Procedure to include Skytrust requirements and to better reflect Council's current requirements.	
OFI 10. Progress the development of an internal safety management system audit program and undertake planned internal audits against the requirements of the NAT.	
OFI 11. Progress the review of SafePlan SOPs.	
OFI 12. Document the requirements for the safe use of ladders across Council with specific reference to the Old Code of Practice Managing the risk of falls at workplaces (2021), Section 9 (See Photo 10).	
OFI 13. Review the Hazard, Risk and Opportunities Register and ensure planned regular oversight at Director level.	
OFI 14. Review the management of High Risk Construction Work and the use of SWMS and develop a process to ensure the SWMS are reviewed where changes to the task or job are undertaken. This could include linking daily pre starts to the specific SWMS for the task.	
OFI 15. Undertake a risk assessment of the end to end burial process and ensure the requirements for managing the risks of the excavation and burial processes are undertaken in accordance with legislative requirements. See <a href="#">Guide for the Funeral industry</a> .	
OFI 16. Progress the finalisation of the Risk Management Policy and Risk Management Framework and ensure inclusion of the requirements to manage WHS risk.	
OFI 17. Document the requirements for managing change that may impact on WHS potentially within the WHS Risk management Procedure (Refer also Refer NC- 1).	
OFI 18. Include a specific section for WHS within the Tender Evaluation Template.	
OFI 19. Review the Contractor Control Procedure to include how Contractor monitoring is to be undertaken across the various types of contracts and develop a Contractor monitoring schedule including the Longreach Landfill site to ensure Contractor WHS performance is monitored and recorded.	

Opportunities for Improvement
OFI 20. Document the requirements for verifying that purchased goods meet H&S requirements before they are put into operational use and ensure they are applied.
OFI 21. Review the Waste Management Plan and include consideration of WHS requirements.
OFI 22. Develop an overarching Asbestos Management Procedure.
OFI 23. Consider repositioning the Using Hazardous Chemicals SWMS as a Council wide procedure.
OFI 24. Document the requirements for Permits to Work across Council.
OFI 25. Document the procedures required to manage plant.
OFI 26. Position the Take 5 – Isolation Tagging and Lockout as a procedure (refer also OFI 24).
OFI 27. Review traffic risks at sites with vehicular traffic and develop Traffic Management or Vehicle Movement Plans. Update the Depot Traffic Master Plan.
OFI 28. Consider training a Council worker as a Fire Safety Advisor or alternatively appoint an external agency to undertake this role. See <a href="https://www.qfes.qld.gov.au/sites/default/files/2021-05/FireSafetyAdvisor.pdf">https://www.qfes.qld.gov.au/sites/default/files/2021-05/FireSafetyAdvisor.pdf</a>
OFI 29. Document the requirements for Workplace Environment Monitoring.
OFI 30. Develop a WHS Audit Procedure in accordance with the requirements of Element 4.5.1 and ensure audits are carried out.
OFI 31. Progress the finalisation of the Management Review minutes and ensure recommendations generate actions to improve performance and that these are implemented.

Table 1: Non-Conformances / Opportunities for Improvement and Recommendations

## 2. Background

The Local Government Workcare (LGW) Scheme has 65 Local Government Council members across Queensland. The LGW Scheme is subject to the requirements of the legislatively required self-insurance auditing with a sample selected for the licence renewal audit process.

Longreach Regional Council was selected within the sample of six auditee member councils, as a representative member Council to be audited for the 2022 LGW Self Insurance Licence Renewal.

## 3. Purpose

Workplace Health and Safety Queensland has mandated that self-insurance audits will be undertaken using the National Self-Insurance OHS Audit Tool (NAT) with the findings to be evaluated against the criteria detailed in the *Queensland Self-insurance guidance – WHS performance reporting arrangements*.

The purpose of this health and safety audit was to determine the current level of compliance with the audit criteria of the NAT. The audit provides a current assessment of Council's WHSMS and a series of recommendations.

## 4. Scope

The scope of the audit extended across a sample of Longreach Regional Council's operations and reflected the breadth of the NAT with a WHS Management System review and site verification process undertaken.

This process included field verification inspections and interviews / discussions with Executive/Senior Management, Operational Level Management, 'point-of-risk' personnel, as well as the review of on-site records.

## 5. Methodology

This audit was conducted against the five (5) elements of the NAT, with Element 1 – WHS Commitment and Policy, Element 2 – Planning, Element 4 – Measurement and Evaluation and Element 5 – Management Review based on a conformance / non-conformance format. Element 3 – Implementation is scored using a weighted format.

The audit was conducted in four stages:

1. Development of a plan to achieve the scope of the audit, providing for review of a selected sample of operations and consideration of specific high-risk activities.
2. Document review, consisting of a desktop analysis of the existing WHSMS documentation.
3. Validation of the relevancy and effectiveness of the current WHSMS through interviews with senior management and operational personnel, and review of on-site operational processes. This was undertaken in Longreach from 26 to 30 October 2022 with sites visited including:
  - Longreach Water Treatment Plant;
  - Longreach Sewage Treatment Plant;
  - Longreach Cemetery;
  - Longreach Depot and Workshop;
  - Longreach landfill site;
  - Interviews with the Road Crew (with rain preventing access to the Cramsie-Muttaborra road job on the day).
4. Development of an Audit Report detailing the National Self-Insurance OHS Audit tool requirements, the current level of compliance with requirements and proposed actions to address any deficiencies or shortcomings.

## 6. Findings Summary

Detailed findings and recommendations are provided in Section 7 *Findings and Recommendations*.

For the purposes of this audit:

- a 'Non-conformance' is when results achieved do not fulfil the specified requirements of the audit criterion. This may be caused by the absence or inadequate implementation of a system or part of a system, documented systems or procedures not being followed or a minor or isolated lapse in a system or procedure. (these are presented as a Non-conformance), and
- an Opportunity for Improvement, is offered when a system deficiency is of a minor nature that, in the auditor's opinion, does not warrant the issue of a Non-conformance, and
- a Recommendation is also offered for consideration to assist with addressing both Non-conformances and Opportunities for Improvement.

In assessing organisational performance against the NAT, Elements 1, 2, 4 and 5 are scored as conforming or non-conforming, and for Element 3 each sub section is provided a weighted score. Overall scoring of Element 3 is required to be at least 70% of the maximum available score to consider the management system adequate.

The audit of the representative sample of Longreach Regional Council's operations identified that Council meets the requirements of Elements 1, Element 2, Element 4 and Element 5 of the National Self-Insurance OHS Audit criteria.

In relation to Element 3 the overall percentage achieved by Longreach Regional Council for this audit based on a sample of operations was 70.3%. Figure 1 depicts the scores for each element.

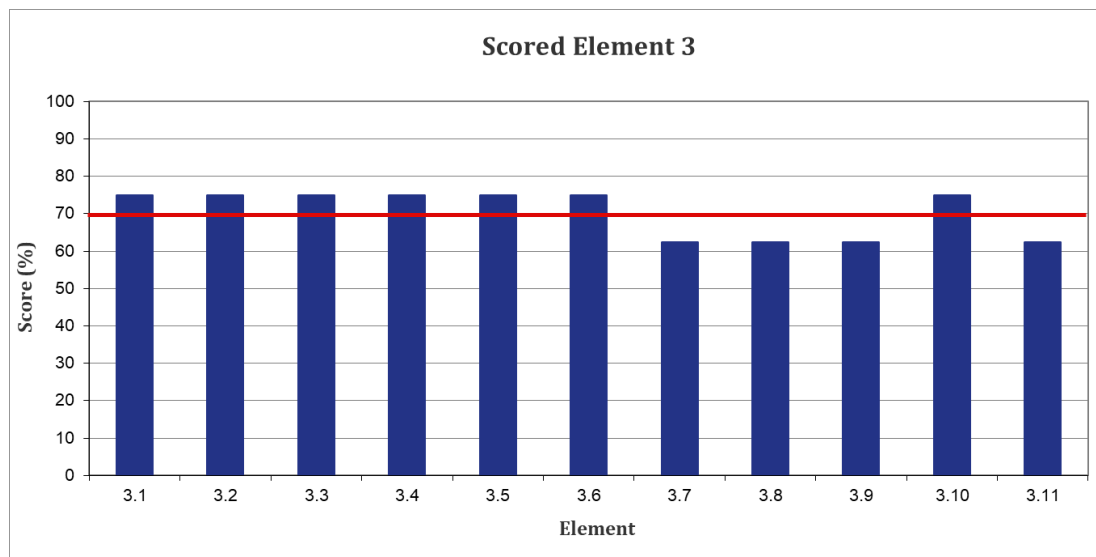








Figure 1: Element 3 Scoring Graph

## 7. Findings and Recommendations

Legend:





-  Conforms to requirements of NAT
-  Partially conforms to the requirements of NAT
-  Does not conform to the requirements of NAT

- NC** Non-conformance
- OFI** Opportunity for Improvement





NAT Requirement (summary)		Status: Evidence and Comments		NC / OFI
<b>Element 1: WHS Commitment and Policy</b>				
<b>Audit Outcome: Conformant</b>				
1.1.1	WHS Policy documented, endorsed and covering the required content		<ul style="list-style-type: none"> <li>The Longreach Regional Council (LRC) WHS Policy (Dated 28/01/2021) includes the required content. It is endorsed by the CEO with a signed version sighted, dated 01/09/2022.</li> </ul>	
1.1.2	Policy available to other parties including suppliers, contractors and visitors		<ul style="list-style-type: none"> <li>The WHS Policy Statements contained in the WHS Staff Induction and the WHS Contractor Induction (Presentations undated) whilst similar in intent, differ from the WHS Policy as signed by the CEO. It was stated that with the recent commencement of the CEO, the induction is due to be updated imminently.</li> <li>Sighted the correct WHS Policy on notice boards at sites visited.</li> </ul>	<b>OFI 1.</b> Review the WHS Staff Induction and the WHS Contractor Induction presentations and ensure the WHS Policy Statements align with Council's approved WHS Policy.
1.1.3	Policy maintained and periodically reviewed		<ul style="list-style-type: none"> <li>The policy has a review date with the next review in January 2023.</li> </ul>	



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NAT Requirement (summary)		Status: Evidence and Comments		NC / OFI
<p><b>Element 2: Planning</b></p> <p><b>Audit Outcome: Conforming</b></p>				
2.1.1	Regulatory framework monitored		<ul style="list-style-type: none"> <li>The Safety Team receive changes to legislation and safety alerts and save these within the online records system, with email updates to staff incorporating a concise version of the information.</li> <li>Evidence of safety alerts containing legislative updates was sighted from Workplace Safety Australia.</li> <li>Updates are circulated to the WHS Committee and combined ELT Management meetings for consideration.</li> </ul>	
2.1.2	All documents compliant with regulatory framework		<ul style="list-style-type: none"> <li>System documents sighted in the LRC eDRMS (MagIQ) were generally reflective of legislative requirements.</li> </ul>	
2.1.3	Personnel have ready access to regulatory framework		<ul style="list-style-type: none"> <li>All admin based staff have access to the SMS. Staff without access obtain access via their supervisors or WHS staff.</li> <li>Sighted the LRC-SMS – showing a listing of relevant legislation, codes of practice and Australian Standards.</li> </ul>	
2.1.4	Required licences etc. in place		<ul style="list-style-type: none"> <li>A Verification of Competency (VOC) Directive (Dated 25/08/2022) sets out the requirements for workers who operate plant as part of their position with Council.</li> <li>It was stated that the formal VOC process is currently a works in progress, with evidence of acknowledgement of SOPs by operators sighted including an assessment component, as an interim measure.</li> <li>Evidence of a training booking system sighted.</li> </ul>	Refer OFI 6

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NAT Requirement (summary)		Status: Evidence and Comments	NC / OFI
2.1.5	Documentation is reviewed when regulatory framework changes	 <ul style="list-style-type: none"> <li>As discussed in Q2.1.1, a process for managing changes to legislation is in place.</li> <li>Evidence of review of documents was sighted across Council.</li> <li>Sighted WHS Committee agenda and minutes that includes item 6.2 – Relevant Legislation Amendments.</li> <li>Whilst the legislative change process is well managed, it is not documented, to include actions and responsibilities.</li> </ul>	<p><b>OFI 2.</b> Document a Legislative Change Procedure or potentially include a legislative change flowchart within a Document Control Procedure.</p>
2.2.1	Appropriate Health and safety objectives and targets consistent with the WHS Policy are documented and appropriate	 <ul style="list-style-type: none"> <li>The Workplace Health and Safety Management System Plan 2022-2023 sets objectives and targets for Longreach Regional Council that are consistent with Council's Health and Safety policy, Health and Safety Legislation, self-insurance requirements and analysis of past health and safety performance.</li> <li>The plan contains three strategic objectives with five operational objectives.</li> </ul>	
2.2.2	Health and safety objectives and targets have been assigned to all functions and levels	 <ul style="list-style-type: none"> <li>The Workplace Health and Safety Management System Plan 2022-2023 includes the required responsibilities, with evidence of actions emanating from the objectives included within Skytrust as operational activities.</li> </ul>	
2.2.3	Leading and lagging performance indicators are consistent with objectives and targets	 <ul style="list-style-type: none"> <li>The Workplace Health and Safety Management System Plan 2022-2023 includes Key Performance Indicators for both strategic and operational targets that include both lead and lag indicators.</li> <li>It was stated that Skytrust is currently being used on a 2 year trial basis, with a report on the review of the Skytrust system sighted.</li> <li>Whilst a high level review of incidents is undertaken within the Council with evidence sighted, the Workplace Health and Safety Management System Plan 2022-2023 does not include consideration of incidents as a performance indicator.</li> </ul>	<p><b>OFI 3.</b> At next review of the Workplace Health and Safety Management System Plan 2022-2023 consider including an incident performance indicator.</p>






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NAT Requirement (summary)	Status: Evidence and Comments	NC / OFI
2.3.1 An appropriate health and safety management plan is documented to achieve the Health and safety objectives and targets	<input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li>As discussed in O2.2.1, the Workplace Health and Safety Management System Plan 2022-2023 includes objectives, targets and KPIs.</li> </ul>	
2.3.2 Progress toward Health and safety management plan objectives and targets are monitored and actioned	<input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li>The Workplace Health and Safety Management System (WHSMS) Annual Performance Report (Dated 30/06/2022) includes detailed reporting of the progress toward the plan's objectives and targets and KPIs. It was stated that this report will be transitioning to the new system of reporting with a focus on worker actions.</li> </ul>	
2.3.3 Health and safety management plan is regularly reviewed and kept up to date	<input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li>The Workplace Health and Safety Management System Plan 2022-2023 was endorsed by the Safety Committee (6th June 2022) and Combined Executive Leadership Team and Management Group (8th June 2022) and will be reviewed annually.</li> </ul>	
Element 3: Implementation		
3.1 Structure and responsibility – Resources		
3.1.1 Financial and physical resources are allocated and reviewed	<input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li>Managers and workers interviewed cited examples of financial and physical resources allocated to WHS.</li> <li>A monthly report to Council (Dated March 2022) includes consideration of resources.</li> </ul>	
3.1.2 There are sufficient qualified and competent persons to implement the management system	<input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li>WHS Staffing includes a Human Resources and Workplace Health and Safety Manager, with a WHS Advisor and a temporary WHS Advisor and WHS Admin Officer.</li> </ul>	

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NAT Requirement (summary)		Status: Evidence and Comments		NC / OFI
3.2 Structure and responsibility – Responsibility and accountability				
3.2.1 Senior management understand and demonstrate fulfilment of H&S obligations	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> <li>Whilst Directors were generally aware of their WHS obligations, it would be beneficial for them to complete a Due Diligence Action Plan to specifically record their compliance with Due Diligence requirements as required by the WHS Act (s) 27.5.</li> <li>ELT have been trained in the use of Skytrust that includes incident management.</li> </ul>	<ul style="list-style-type: none"> <li>The Human Resources and Workplace Health &amp; Safety Manager has overall H&amp;S responsibility and reports on performance.</li> </ul>	<b>OFI 4.</b> Consider developing and implementing Due Diligence Action Plans for Directors.
3.2.2 A member of senior management or the board has overall H&S responsibility and reports on performance	<input checked="" type="checkbox"/>			
3.2.3 Health and safety responsibilities and authorities are defined, documented and communicated	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> <li>Position Descriptions (PD) sighted include Workplace Health and Safety Obligations, including: 'All employees have a legal obligation to comply with regulatory requirements and LRC– SMS incorporating WH&amp;S policies, procedures and work instructions.'</li> <li>Council Directives include a section: 'Accountability, Roles And Responsibilities.'</li> <li>Management PDs sighted include the required higher order WHS responsibilities.</li> </ul>		
3.2.4 Contractor responsibilities and accountabilities are defined, documented and communicated to contractor(s) and their workers	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> <li>The Contractor Control Procedure (Dated 30/06/2020) sets out the broad contractor management requirements.</li> <li>An effective online WHS Contractor Induction includes detail of contractor responsibilities and accountabilities and includes a comprehensive assessment component, with evidence sighted.</li> <li>Contractor responsibilities are included in the scope of works and contracts for all projects.</li> <li>Sighted the evidence of Contractor responsibilities and accountabilities documented for the LRC</li> </ul>		




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NAT Requirement (summary)	Status: Evidence and Comments	NC / OFI
	Childcare Renovation and Expansion Project including: <ul style="list-style-type: none"> <li>- Request for Tender – Longreach Childcare Renovation and Expansion (03/2021)</li> <li>- Tender Response Package – Longreach Childcare Renovation and Expansion (03/2021)</li> <li>- Childcare Expansion Project Contract AS2124 (16/09/2021)</li> </ul>	
3.2.5 Workers are held accountable for their WHS performance as per their defined responsibilities	 <p>It was stated that HR deal with disciplinary matters with WHS team providing evidence with examples cited during the audit.</p>	
3.3 Structure and responsibility – Training and competency		
3.3.1 Procedures are in place to identify H&S training needs for employees, contractors, labour hire employees or visitors	 <ul style="list-style-type: none"> <li>• The Training &amp; Professional Development Management Directive (Draft) describes five separate priority training categories.</li> <li>• A 2022-23 Available Training Calendar (Excel Spreadsheet) sets out the training for the year.</li> </ul>	<b>OFI 5.</b> Progress the finalisation of the draft Training & Professional Development Management Directive.
3.3.2 The organisation consults with employees to identify their training needs	 <ul style="list-style-type: none"> <li>• Annual appraisals include consideration of training with examples sighted.</li> <li>• Workers interviewed confirmed they can request additional training or re-training.</li> <li>• A Training Needs by Position spreadsheet sighted maps the training needs to position titles across LRC.</li> </ul>	
3.3.3 Training plan(s) based on training needs are documented and implemented	 <ul style="list-style-type: none"> <li>• As discussed in Q3.2.1 a Training Matrix sighted sets out the required training for all LRC staff.</li> <li>• WHS Training is provided either on-line or in a face-to-face format.</li> </ul>	
3.3.4 Workers are trained to perform their work safely, and their	 <ul style="list-style-type: none"> <li>• As discussed in Q2.1.4 a Verification of Competency (VOC) Directive sets out the requirements for workers who operate plant as part of their position with</li> </ul>	<b>OFI 6.</b> Progress the roll out of the formal VOC process.

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NAT Requirement (summary)	Status: Evidence and Comments	NC / OFI
understanding of that training verified	Council, with evidence of acknowledgement of SOPs by operators sighted including an assessment component. <ul style="list-style-type: none"> <li>The WHS Adviser undertakes spot checks of work on sites with evidence of reports sighted.</li> </ul>	
3.3.5 An appropriate induction program is in place for all workers, including management	<input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li>An Induction Requirement Check, Information Paper (Dated 22/07/2020) provides information on what WHS induction requirements Council staff should consider when engaging staff and contractors.</li> <li>This is supported by a Site Induction Checklist and Induction Presentations with assessment questions.</li> <li>Corporate online WHS Inductions are undertaken prior to commencement and are repeated on a 3 yearly basis for employees.</li> </ul>	
3.3.6 Training and assessment is delivered by competent persons	<input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li>Formal training is provided by competent persons and is developed by RTOs with appropriately Cert IV in Training and Assessing qualified personnel.</li> <li>Internal training is delivered by competent persons.</li> </ul>	
3.3.7 The H&S requirements of tasks are identified, considered in recruitment and placement, and tasks are allocated according to capability and level of training	<input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li>It was stated that WHS requirements of tasks are considered within PDs and interview processes with pre employment checks reviewing these processes.</li> <li>Pre employment medicals declare restrictions by incumbents.</li> </ul>	
3.3.8 Management has received H&S training appropriate to their responsibilities	<input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li>The Training Matrix sighted indicates four ELT members having undertaken formal WHS Due Diligence Training since 2018 as well as additional management training.</li> <li>As discussed in Q3.2.1 ELT have been trained in the use of Skytrust that includes incident management.</li> </ul>	
3.3.9 Those representing the employer and the workers on H&S matters have received appropriate training	<input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li>Sighted evidence of HSR training dated within the Skills Matrix that indicates that 24 HSRs have been trained in the last 3 years.</li> </ul>	

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NAT Requirement (summary)		Status: Evidence and Comments	NC / OFI
3.3.10 Refresher training (as identified by the training needs) is provided to all workers		<ul style="list-style-type: none"> <li>As discussed in Q3.3.5 corporate online WHS Inductions are repeated on a 3 yearly basis for employees.</li> <li>A standard set of Take 5s (previously Monthly Action Plans – MAPS) is undertaken on an annual basis. Sighted evidence of completed take 5s. This was part of Officer Actions and is currently under review for efficacy and applicability.</li> <li>The use of the term 'Officer' within the Officer Actions refers to all Council employees and could be misleading in respect of the WHS legislative meaning of Officer.</li> </ul>	<p><b>OFI 7.</b> Review the use of the term "Officer" for all position titles as it could be misleading in respect of the WHS legislative meaning of Officer.</p>
3.3.11 The training program is reviewed regularly, and also when there are changes in the workplace that impact H&S		<ul style="list-style-type: none"> <li>A Training Needs by Position spreadsheet maps the training needs to position titles across LRC with the ELT having identified that a Training Needs Analysis is under review.</li> <li>Three internal audits have resulted in a review of training including:                             <ul style="list-style-type: none"> <li>2021-10 – Internal Surveillance – Confined Space</li> <li>2022-02 – Internal Surveillance – Noise Management</li> <li>2021-06 – Internal Surveillance – Plant &amp; Equipment</li> </ul> </li> </ul>	<p><b>OFI 8.</b> Progress the review and development of the TNA.</p>
3.4 Consultation, communication and reporting – Consultation			
3.4.1 Documented procedures outline worker consultation in: <ul style="list-style-type: none"> <li>a) health and safety matters</li> <li>b) health and safety issues, and</li> <li>c) proposed changes to the work environment, processes, practices or purchasing decisions impacting on H&amp;S</li> </ul>		<ul style="list-style-type: none"> <li>An Introduction of Change Flowchart (undated) sighted as an outline for consultation for the introduction of new templates and procedures.</li> <li>The Workplace Health and Safety Committee Constitution and Charter (Dated 10/03/2021) includes a paragraph on consultation and contains requirements for worker consultation.</li> </ul>	<p>Refer NC- 1</p>

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NAT Requirement (summary)	Status: Evidence and Comments	NC / OFI
<p>3.4.2 The organisation has:</p> <ul style="list-style-type: none"> <li>a) consulted to determine number of worker representatives</li> <li>b) allowed workers to select these</li> <li>c) communicated consultative arrangements and details of representatives to workers</li> </ul>	<p style="text-align: center;"><input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> <li>• It was stated that workshops regarding key WHS issues are held with workers with evidence of a workshop dated May 2022 sighted.</li> <li>• It was stated that Townhall meetings are held quarterly with all ELT and staff.</li> <li>• Whilst an outdated WHS Consultation Procedure was sighted during the audit, presumably from SafePlan, it however, does not fully document Council's processes for managing WHS consultation.</li> </ul>	
<p>3.4.3 Those who represent workers:</p> <ul style="list-style-type: none"> <li>a) are provided appropriate time and resources</li> <li>b) meet regularly with the management about H&amp;S</li> </ul>	<p style="text-align: center;"><input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> <li>• The WHS Staff induction presentation details the requirements for nominating and electing HSRs, with the evidence of HSR nominations and elections sighted.</li> <li>• Evidence of consultation was sighted within minutes of WHS meetings, notice boards and pre-starts undertaken during the audit.</li> </ul>	
<p>3.4.4 Workers or representatives are involved in development, implementation and review of procedures for the identification, assessment and control of risks</p>	<p style="text-align: center;"><input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> <li>• The WHS Committee Constitution and Charter includes HSR roles on the WHS committee.</li> <li>• A Health &amp; Safety Representative Powers and Functions form details HSR roles and responsibilities with HSRs interviewed during the audit confirming this.</li> </ul>	
	<ul style="list-style-type: none"> <li>• A WHS Committee reports include review of documents within a standing agenda item 6.4, 'Reviewed Documents to be Endorsed' with evidence of minutes sighted.</li> <li>• Sighted evidence of worker involvement in risk assessments.</li> <li>• SWMS were updated and consulted with workers at with evidence of consultation sighted.</li> </ul>	






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NAT Requirement (summary)		Status: Evidence and Comments		NC / OFI
3.5 Consultation, communication and reporting – Communication				
3.5.1	H&S policy and other relevant information is communicated to all workers, considering language and literacy	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> <li>Literacy of workers is considered, with a specific prestart form developed for a worker with literacy issues with completed pre starts sighted.</li> <li>Staff were assisted in the completion of forms with completed templates given as examples to assist.</li> </ul>	
3.5.2	Progress on the resolution of H&S disputes is regularly communicated to workers	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> <li>A WHS Issue Resolution Flowchart (Dated 10/03/2021) sets out the steps for the reporting and management of WHS issues.</li> <li>HR are involved in WHS issues where relevant with examples cited during the audit.</li> </ul>	
3.5.3	Procedures for external communication of H&S issues are documented	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> <li>The Incident Reporting Take 5 (Dated August 2019) includes provision for reporting notifiable incidents to the Regulator.</li> <li>The Administrative Action Complaint Management Directive (Dated 24/10/2019) outlines the process to be followed when dealing with an Administrative Action Complaint.</li> <li>A Complaints (Administrative Action) Policy (Dated 15/10/2020) details the processes to manage complaints.</li> </ul>	
3.5.4	There is a documented external H&S complaints procedure	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> <li>As discussed in Q 3.5.3 the Administrative Action Complaint Management Directive and Complaints (Administrative Action) Policy detail the processes for managing complaints.</li> <li>The Council website contains a Complaints Management page at <a href="https://www.longreach.qld.gov.au/complaints">https://www.longreach.qld.gov.au/complaints</a></li> <li>Customer Services manage a call log that includes escalations to WHS with examples cited during the audit.</li> </ul>	

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NAT Requirement (summary)		Status: Evidence and Comments		NC / OFI
3.6 Consultation, communication and reporting – Reporting				
3.6.1	Workplace incidents, hazards, etc. are reported and recorded in accordance with relevant procedures	⚠	<ul style="list-style-type: none"> <li>The Incident Reporting Take 5, provides information on the requirements surrounding the reporting of incidents in the workplace.</li> <li>An Incident Reporting &amp; Recording Procedure (Dated 23/03/2018) provides the LRC methods for the reporting and recording all incidents, work caused injuries, illnesses and dangerous events in the workplace.</li> <li>A WHS Incident Investigation Procedure (Dated 30/4/2016) provides guidelines and information on the investigation of incidents. The procedure, as a previous 'SafePlan' document is to be reviewed and redeveloped to better reflect Council's requirements.</li> <li>Sighted examples of incidents recorded within Skytrust.</li> <li>As the documents above pre-date the implementation of Skytrust, and they do not fully reflect current Council requirements.</li> </ul>	<p><b>OFI 9.</b> Review the Incident Reporting Take 5, Incident Reporting &amp; Recording Procedure and WHS Incident Investigation Procedure to include Skytrust requirements and to better reflect Council's current requirements.</p>
3.6.2	Incidents are notified to the authorities where required within the stipulated timeframes	✅	<ul style="list-style-type: none"> <li>As discussed in Q3.5.3 the Incident Reporting Take 5 includes provision for reporting notifiable incidents to the Regulator.</li> <li>Examples were cited of the reporting of incidents to WHSQ.</li> <li>ELT and Supervisors have undertaken Incident Management training.</li> </ul>	
3.6.3	H&S inspections, testing and monitoring (inc. corrective action) are produced and forwarded to management and worker representatives	✅	<ul style="list-style-type: none"> <li>The Workplace Health and Safety Management System Plan 2022-2023 includes a KPI: '90% completion of hazard inspections as scheduled.'</li> <li>Sighted evidence of Skytrust inspection reports.</li> <li>The Workplace Health and Safety Management System (WHMS) Annual Performance Report (Dated 30/06/2022) includes reporting on Hazard Inspections.</li> </ul>	

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NAT Requirement (summary)		Status: Evidence and Comments		NC / OFI
			as undertaken in Skytrust. The report shows a target of 90% completion of Hazard Inspections as outlined in the Hazard Inspection Matrix with performance for the financial year average 75.58%. It was stated that this was due to the recent adoption of Skytrust in April 2022.	
3.6.4	Regular, timely reports on H&S performance (inc. reports against H&S objectives, targets and management plans) are produced and distributed		<ul style="list-style-type: none"> <li>As discussed in Q2.3.2 the Workplace Health and Safety Management System (WHSMS) Annual Performance Report includes detailed reporting on WHS performance.</li> </ul>	
3.6.5	H&S Management System audit/review reports are produced and distributed		<ul style="list-style-type: none"> <li>The Workplace Health and Safety Management System Plan 2022-2023 includes an objective: <b>'Develop an internal safety management system audit program with operational targets for completion by 30/06/2023.'</b></li> <li>The Workplace Health and Safety Management System (WHSMS) Annual Performance Report includes discussion of 4 separate audits:                             <ul style="list-style-type: none"> <li>- 2021-08 – Internal Audit Summary Report – Longreach Construction</li> <li>- 2021-10 – Internal Surveillance – Confined Space –</li> <li>- 2022-02 – Internal Surveillance – Noise Management</li> <li>- 2021-06 – Internal Surveillance – Plant &amp; Equipment</li> </ul> </li> </ul>	<b>OFI 10.</b> Progress the development of an internal safety management system audit program and undertake planned internal audits against the requirements of the NAT.
3.6.6	Annual reports (or equivalent) include H&S performance		<ul style="list-style-type: none"> <li>Councils 2020-21 Annual Report includes consideration of Workplace Health and Safety performance within its value: 'A Safe and Healthy Work Environment' and considers performance within, 'Assessment of Corporate and Operational Plan' on page 20.</li> </ul>	

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NAT Requirement (summary)		Status: Evidence and Comments		NC / OFI
<b>3.7 Documentation</b>				
3.7.1	H&S policy, plans and procedures are documented in a planned and organised manner	!	<ul style="list-style-type: none"> <li>As discussed in Q2.1.3 Management and Workers have access to WHS Documentation via MagiQ.</li> </ul>	Refer NC- 1
3.7.2	Specific instructions and safe work procedures have been developed as appropriate	!	<ul style="list-style-type: none"> <li>Evidence of Safe Operating Procedures, SWMS and JSAs was sighted during the audit.</li> <li>It was stated that a review process is underway to review previous SafePlan SOPs still in use.</li> </ul>	<b>OFI 11.</b> Progress the review of SafePlan SOPs.
<b>3.8 Document and data control</b>				
3.8.1	A system exists for creating, modifying, approving, communicating and updating H&S documents and data (inc. the removal of obsolete documents)	!	<ul style="list-style-type: none"> <li>Whilst a Records Management Policy (dated 10/11/2020) and MagiQ User Guide (Dated June 2014) exist, there is no specific WHS document setting out the system for creating, modifying, approving, communicating and updating H&amp;S documents.</li> <li>A document review schedule was sighted that includes a tracking sheet to monitor the status of documents across Council.</li> <li>As discussed in Q3.4.1, an Introduction of Change Flowchart outlines the consultation for the introduction of new templates and procedures.</li> </ul>	Refer NC- 1
3.8.2	H&S documents and data appropriately managed	!	<ul style="list-style-type: none"> <li>An LRC-SMS Document Review Schedule (Excel spreadsheet) is maintained to track the status of documents and includes a review schedule.</li> <li>Whilst most documents sighted were within their review date, there were gaps where documents had not yet been developed or did not reflect current Council requirements.</li> </ul>	<p>NC- 1. Whilst most documents sighted were within their review date, there were gaps where documents had not yet been developed or did not reflect current Council requirements.</p> <p>Recommendation: Develop WHS documentation as identified in this report including:</p> <ul style="list-style-type: none"> <li>- WHS Consultation Procedure</li> <li>- WHS Document and Records Management</li> <li>- WHS Risk Management Procedure</li> <li>- WHS Hazard Inspection Procedure</li> </ul>



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NAT Requirement (summary)		Status: Evidence and Comments	NC / OFI
3.8.3	H&S documents and data are readily accessible	<ul style="list-style-type: none"> <li>As discussed in O3.7.1, Management and Workers have access to WHS Documentation via MagIQ with hardcopy documents available where necessary.</li> </ul>	
3.8.4	H&S documents and data are regularly reviewed for effectiveness, suitability and currency	<ul style="list-style-type: none"> <li>The Workplace Health and Safety Management System Plan 2022-2023 includes an objective of: <b>'Update Councils current safety management system in line with NAT self- insurer and ISO 45001 requirements.' With a timeframe of 30 June 2023.</b></li> <li>The LRC-SMS Document Review Schedule includes a review schedule.</li> </ul>	Refer NC- 1
3.9 Health and safety risk management program			
3.9.1	Risk Management methodology is appropriate and documented in accordance with the hierarchy of controls and legal requirements	<ul style="list-style-type: none"> <li>A WHS Risk Management Procedure (Dated 30/03/2017) sets out the LRC requirements to manage WHS risks. The procedure does not fully reflect the current LRC processes.</li> <li>A WHS Risk Assessment Template (Doc ID 113650, under Review) applies a risk matrix that differs from the WHS Risk Management Procedure. It was stated that the risk methodology in older templates differ from the newly adopted methodology adopted in Council from Skytrust in April 2022 and that the new methodology is to be applied going forward.</li> <li>Evidence of the application of the hierarchy of controls both within documentation and applied in practice was sighted during the audit.</li> </ul>	Refer NC- 1
3.9.2	The organisation has identified the hazards (inc. public safety hazards) associated with its activities, assessed the risks and implemented suitable control measures	<ul style="list-style-type: none"> <li>Hazards are reported in Skytrust with evidence sighted.</li> <li>Whilst evidence of the hazard identification and risk assessment process was sighted across areas, visited, the following was noted (See also Appendix 1 Photos):                             <ul style="list-style-type: none"> <li>Water Treatment Plant – Coagulant rack fall from height risks with guarding removed and cover removed on platform. (Photo 1 &amp; 2)</li> </ul> </li> </ul>	<p>NC- 2. Water Treatment Plant – Coagulant rack fall from height risks with guarding removed and cover removed on platform. (Photo 1 &amp; 2) and Depot – Fall risks at Exclusion containers platform (Photo 5).</p> <p>Recommendation: Ensure controls are implemented to manage the fall from heights risk in line with AS 1657 Fixed Platforms, Walkways, Stairways &amp; Ladders and the Old</p>

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NAT Requirement (summary)	Status: Evidence and Comments	NC / OFI
	<ul style="list-style-type: none"> <li>- Water Treatment Plant – Generator, step to platform not compliant, generator located on a trailer / temporary base, engineering controls haven't been considered to reduce noise risks (Photo 3)</li> <li>- Water Treatment plant – no noise signage in the pump room noise zone (Photo 4)</li> <li>- Depot – Fall risks at Exclusion containers platform (Photo 5)</li> <li>- Workshop – Bench grinder in walkway (Photo 7)</li> <li>- Sewage Treatment Plant – Drowning risk / sewage signage not visible at front of ponds and no flotation devices at ponds (Photo 8)</li> <li>- Parks and Gardens – Poor Housekeeping in Shed (Photo 9)</li> <li>• Ladders were observed stored in the Depot Workshop. Whilst the unsafe use of ladders was not observed during the audit, no evidence of a documented procedure to manage the use of ladders was sighted.</li> </ul>	<p>Managing the risk of falls at workplaces Code of Practice (2021).</p> <p>NC- 3. Water Treatment Plant – Generator, step to platform not compliant, generator located on a trailer / temporary base, engineering controls haven't been considered to reduce noise risks. (Photo 3) (It was stated that there are plans to remove the trailer and place the generator on a concrete slab).</p> <p>Recommendation: Assess the risks associated with the generator and ensure controls are implemented.</p> <p>NC- 4. Water Treatment plant – no signage in pump room noise zone (Photo 4) It was stated that the room is noisy when pumps activated).</p> <p>Recommendation: Assess the noise risks and implement control measure in line with the hierarchy of controls.</p> <p>NC- 5. Workshop – Bench grinder located in walkway (Photo 7).</p> <p>Recommendation: Assess the risks of having the grinder where it is currently located and either implement suitable controls or barriers or move the grinder to a suitable location.</p> <p>NC- 6. Sewage Treatment Plant – Drowning risks / sewage signage not visible at front of ponds and no flotation devices at the ponds. (After the site visit, it was stated that signage was displayed at the far side of the ponds) (Photo 8).</p> <p>Recommendation: Erect signage and flotation devices at the front (roadside) of the ponds.</p> <p>NC- 7. Parks and Gardens – Poor Housekeeping in Shed (Photo 9).</p>

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NAT Requirement (summary)	Status	Evidence and Comments	NC / OFI
3.9.3 The risk management process is undertaken by persons competent in the use of the organisation's methodology		<ul style="list-style-type: none"> <li>A Take 5 Risk Assessment is undertaken as part of the refresher training process with evidence of completed take 5s sighted.</li> <li>Evidence of Risk Management training undertaken between 2018 and 2021 sighted.</li> </ul>	<p><b>Recommendation:</b> Improve the housekeeping and review the hazard inspection processes.</p> <p><b>OFI 12.</b> Document the requirements for the safe use of ladders across Council with specific reference to the Old Code of Practice Managing the risk of falls at workplaces (2021), Section 9 (See Photo 10).</p>
3.9.4 Identified hazards, risk assessments and risk control plans are documented		<ul style="list-style-type: none"> <li>A Hazard, Risk and Opportunity Register (Undated-Excel Spreadsheet) includes 143 hazards and risks. It was evident during the audit that the risk register is not reviewed at Directorate level as a means of identifying risks and reviewing the controls in place.</li> <li>A Risk Management Policy (Draft for consultation) does not include discussion of WHS Risk or WHS legislation.</li> <li>A Risk Management Framework (Draft for consultation) states: 'Council prioritises the health and safety of all employees, contractors, visitors and members of the public over all else and maintains a strong Safety Culture. Due to its importance, Council has a number of policies and management directives that deal specifically with WHS. While WHS forms a part of the Risk Management Framework, due to its importance Council has a number of policies and management directives that deal specifically with WHS that will work in tandem with the Risk Management Framework.'</li> <li>Sighted Job Management Plan, Road Maintenance Performance Contract (RMPC) 2021-2022 Contract No: CN -16659 Project Numbers: 1922544, 1922684 &amp; 1904880 (Dated 04/06/2021) includes, 'The use of</li> </ul>	<p><b>OFI 13.</b> Review the Hazard, Risk and Opportunities Register and ensure planned regular oversight at Director level.</p> <p><b>OFI 14.</b> Review the management of High Risk Construction Work and the use of SWMS and develop a process to ensure the SWMS are reviewed where changes to the task or job are undertaken. This could include linking daily pre starts to the specific SWMS for the task.</p> <p><b>OFI 15.</b> Undertake a risk assessment of the end to end burial process and ensure the requirements for managing the risks of the excavation and burial processes are undertaken in accordance with legislative requirements. See <a href="#">Guide for the Funeral Industry</a>.</p> <p><b>OFI 16.</b> Progress the finalisation of the Risk Management Policy and Risk Management Framework and ensure inclusion of the requirements to manage WHS risk.</p>

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NAT Requirement (summary)	Status: Evidence and Comments	NC / OFI
<p>3.9.5 Risk assessment is appropriately conducted in consultation with workers taking into consideration</p> <ul style="list-style-type: none"> <li>a) legal requirements</li> <li>b) available information</li> <li>c) records of incident data</li> <li>d) the potential for emergency situations</li> </ul>	<p>SWMSS will be monitored on site by the Workplace Health &amp; Safety Advisor. Evidence of the WHSA Site Inspection Summary Report sighted.</p> <ul style="list-style-type: none"> <li>• Within Projects, Roads, Parks &amp; Gardens (Cemeteries,) and the WTP, the development and application of SWMS for High-Risk Construction Work, was generally compliant, with SWMS sighted signed by workers but not necessarily reviewed for each task or activity.</li> <li>• Within cemeteries, the excavation process is a shared duty as a contractor undertakes the excavation with LRC managing the grave site and burial process. The contractor SWMS sighted only included the actual excavation and not the management of the open grave including the risk of collapse after excavation and during the burial process.</li> <li>• A LRC Funeral Operation Management Directive and Cemetery Operation and Management Policy (Both dated 23/09/2020) provide guidelines on managing burials. Neither document includes WHS considerations.</li> </ul>	
<p>3.9.6 Risk control measures are prioritised in accordance with level of risk</p>	<p>Evidence of consultation within the development of SWMS and risk assessments was sighted during the audit.</p> <ul style="list-style-type: none"> <li>• SWMS sighted included discussion of legislative requirements, relevant information and emergency requirements.</li> <li>• Sighted evidence of risk assessments across Council.</li> </ul>	
	<ul style="list-style-type: none"> <li>• It was confirmed during interviews that higher level risks are addressed as a priority. It was verified that controls were in place for the higher-consequence risk exposures.</li> <li>• The Hierarchy of Controls is included in inductions and risk assessments.</li> </ul>	






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NAT Requirement (summary)		Status: Evidence and Comments		NC / OFI
3.9.7	Risk management methodology and procedures are regularly reviewed and revised to ensure relevance, adequacy and compliance		<ul style="list-style-type: none"> <li>As discuss in O3.9.1 the WHS Risk Management Procedure (Dated 30/03/2017) does not fully reflect the current LRC processes and has not been reviewed in over 5 years. It was stated that the risk methodology in older templates differ from the newly adopted methodology adopted in Council from Skytrust in April 2022 and that the new methodology is to be applied going forward.</li> </ul>	Refer NC- 1
3.9.8	A monitoring program is in place for identifying and managing change that may impact on H&S		<ul style="list-style-type: none"> <li>The Appendix A – Introduction of Change Notification &amp; Consultation Process (Undated) includes the first step as: 'Where Council identifies through internal/external audits, incident reporting, gap identification workshops or want to introduce new templates and procedures the following steps will be taken.'</li> <li>The Risk Management Framework includes consideration of change on page 4.</li> </ul>	OFI 17. Document the requirements for managing change that may impact on WHS potentially within the WHS Risk management Procedure (Refer also Refer NC- 1).
3.10 Hazard identification, risk assessment and control of risks				
3.10.1	Required access controls are identified and implemented		<ul style="list-style-type: none"> <li>Given the level of access security risk at Council, adequate access controls were sighted during the audit, with doors to staff areas controlled as required.</li> </ul>	
3.10.2	H&S requirements are identified, evaluated and incorporated into purchasing specifications for services		<ul style="list-style-type: none"> <li>A Procurement Management Directive (Dated 05/11/2021) and a Procurement Policy (Dated 21/10/2021) establish the requirements, accountability and responsibilities for adhering to the procurement requirements.</li> <li>A Flowchart – WHS Requirements for Projects (undated) includes the steps and requirements for managing projects.</li> <li>Sighted Request for Tender specification for the Longreach Childcare Expansion Project (Dated 31/10/2021) that includes consideration of WHS.</li> </ul>	

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NAT Requirement (summary)	Status: Evidence and Comments	NC / OFI
<p>3.10.3 H&amp;S requirements are assessed in the selection of contractors and labour hire employees</p>	<ul style="list-style-type: none"> <li>Evidence of a prequalification panel for goods and services sighted with a 12 month refresher requirement.</li> <li>Sighted tender specification response for the Isisford WTP Supply and Installation of UV System (Dated September 2022) that includes WHS provisions.</li> <li>A Recruitment Management Directive (Date 10/01/2019) sets out the requirements for the assessment in the selection of employees.</li> <li>The Contractor Control Procedure includes discussion of Contractor Specifications, Tender Evaluation and Contractor Management.</li> <li>Sighted the Response Schedule – Rayners Crane &amp; Plant Hire (Date 29/07/2021) that includes a detailed assessment of the Contractor's WHS compliance on pages 8-11.</li> <li>The Tender Evaluation Template sighted includes a section 'Methodology,' that does not specifically include a requirement for WHS to be evaluated. A completed example sighted includes consideration of WHS within this methodology section.</li> </ul>	<p><b>OFI 18.</b> Include a specific section for WHS within the Tender Evaluation Template.</p>
<p>3.10.4 Contractor H&amp;S performance is monitored and reviewed to ensure compliance</p>	<p></p> <ul style="list-style-type: none"> <li>The Contractor Control Procedure includes: 'Ongoing monitoring of contractors' WHS performance is essential to ensure that the safety of all workplace participants is maintained. Council is obliged to undertake adequate monitoring and supervision of contractors under the WHS Act 2011 and Regulation 2011' however, the procedure does not specify how the monitoring is to be undertaken.</li> <li>Project Managers undertake prestart meetings with contractors that are not necessarily minuted.</li> <li>The management of the Longreach landfill site is managed by a contractor (Proterra). Whilst the Contractor was managing WHS effectively with evidence sighted during the audit, the monitoring of</li> </ul>	<p><b>OFI 19.</b> Review the Contractor Control Procedure to include how Contractor monitoring is to be undertaken across the various types of contracts and develop a Contractor monitoring schedule including the Longreach Landfill site to ensure Contractor WHS performance is monitored and recorded.</p>






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NAT Requirement (summary)		Status: Evidence and Comments	NC / OFI
3.10.5	H&S requirements are determined prior to purchase and communicated to suppliers of goods	 <p>the Contractor's WHS performance by LRC is not recorded.</p> <ul style="list-style-type: none"> <li>Evidence of a prequalification panel for goods and services sighted with a 12 month refresher requirement.</li> <li>A Procedure Manual and Guide – Stores (undated) includes a specific section; 'WH&amp;S – Purchasing &amp; Suppliers Controls Procedure.' It was stated that the Procedure Manual and Guide is under review.</li> </ul>	
3.10.6	Procedures are established and implemented for verifying that purchased goods meet H&S requirements before they are put into operational use	 <ul style="list-style-type: none"> <li>New plant purchased by LRC is assessed via the workshop with a Plant Assessor Report for a John Deere Grader (Dated 12/08/2022) sighted</li> <li>The Procedure Manual and Guide – Stores does not include specific requirements for verifying that purchased goods meet H&amp;S requirements before they are put into operational use. It was stated that stores do not check that goods meet H&amp;S requirements when receiving and that this is up to the end user. Evidence of these checks was not sighted during the audit.</li> </ul>	<p><b>OFI 20.</b> Document the requirements for verifying that purchased goods meet H&amp;S requirements before they are put into operational use and ensure they are applied.</p>
3.10.7	Hazard identification, risk assessment and the development of control measures are undertaken during the design and modification processes for plant, products, buildings or processes	 <ul style="list-style-type: none"> <li>Whilst an outdated Design Control Procedure (Dated 30/04/2015) was sighted during the audit, presumably from SafePlan, Council's processes for managing Safety in Design in accordance with the requirements of the WHS Act (s) 22 and 295 and the Queensland Safe design of structures Code of Practice (2021) are not fully documented with limited evidence to support the application of Safety in Design sighted.</li> <li>Sighted RFT Part 1 Invitation, Information &amp; Conditions of Tender for Recall of Longreach Childcare Renovation and Expansion (Previous LRC032021) (Dated 31/10/2021) that includes a section on page 62: 'Workplace Health And Safety Requirements &amp; Safety In Design.' However, this section is generic and does not constitute a design report in accordance with the requirements of the WHS Act (s) 295.</li> </ul>	<p><b>NC- 8.</b> The requirements for Safety in Design to provide information to effectively manage design control within Council is not documented, with limited evidence to support the application of Safety in Design sighted.</p> <p><b>Recommendation:</b> Review the Design Control Procedure to ensure it documents the requirements of WHS Act (s) 22 and (s) 295 and the Queensland Safe design of structures Code of Practice (2021) and ensure these requirements are implemented where required.</p>



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NAT Requirement (summary)		Status: Evidence and Comments		NC / OFI
			<ul style="list-style-type: none"> <li>The same document on page 100 includes: 'Upon request and where applicable, provide the Superintendent and Principal with the Designers' written safety report on hazards associated with the particular building design (where not typical of known hazards associated with designs for similar structures)';</li> <li>Whilst the Isisford WTP – Supply and installation of UV System Specification (Dated September 2022) includes consideration of Safety in Design (SID) in paragraph 5.2.6, no safety SID report was sighted during the audit.</li> </ul>	
3.10.8	Competent persons verify that designs and modifications meet H&S requirements	!	<ul style="list-style-type: none"> <li>Whilst documentation sighted implied that SID reports would be verified by a professional engineer (RPEO), there was limited evidence to support this in practice.</li> </ul>	Refer NC- 8
3.10.9	Disposal procedures minimise risk of personal injury and illness	!	<ul style="list-style-type: none"> <li>The Waste Management Plan (Dated 08/02/17) sets out Council's approach to the waste management services of Longreach, Ilfracombe, Isisford and Yaraka which include waste collection and landfill management. The plan has limited discussion of WHS requirements.</li> <li>The LRC Asbestos Register (dated Aug 2019) includes details of the Asbestos inspections undertaken across LRC together with the corresponding reports and Asbestos Management Plans.</li> <li>It was stated that the management of Asbestos Containing Material with LRC is outsourced to Contractors, with licenced Asbestos contractors removing asbestos from the landfill site.</li> <li>A range of disposal procedures were sighted at the Longreach Landfill Site.</li> <li>The Take 5 – Sharps and Skin Penetrating Injuries (Dated 30/06/2020) includes consideration of Safe disposal of needles and syringes in Appendix 4.</li> </ul>	<p><b>OFI 21.</b> Review the Waste Management Plan and include consideration of WHS requirements.</p> <p><b>OFI 22.</b> Develop an overarching Asbestos Management Procedure.</p>







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NAT Requirement (summary)		Status: Evidence and Comments		NC / OFI
3.10.10	Facilities and amenities comply with regulatory requirements		<ul style="list-style-type: none"> <li>Facilities sighted across Council appeared, in general, adequate.</li> </ul>	
3.10.11	Procedures are documented for the safe handling, transfer, inventory management and transport of hazardous chemicals		<ul style="list-style-type: none"> <li>The Procedure Manual and Guide – Stores includes: 'The relevant Manager or Supervisor MUST give permission to purchase any hazardous substance / dangerous good and complete the relevant checklist. A risk assessment should be conducted by the Supervisor and / or WHSA on a hazardous substance / dangerous good prior to purchase (if a new product).</li> <li>The Using Hazardous Chemicals SWMS (Dated 25/08/2020) includes broad requirements for managing hazardous chemicals.</li> </ul>	<b>OFI 23.</b> Consider repositioning the Using Hazardous Chemicals SWMS as a Council wide procedure.
3.10.12	Hazardous chemicals information is readily accessible		<ul style="list-style-type: none"> <li>Council utilises Chemwatch to manage hazardous chemical information including the recording of chemical risk assessments and Safety Data Sheets (SDS).</li> <li>SDS sighted across the audit in hard copy format were neatly filed and within date with chemical risks assessment sighted in SDS folders.</li> </ul>	
3.10.13	Hazardous chemicals are safely stored in accordance with legislative requirements		<ul style="list-style-type: none"> <li>The management of Hazardous Chemicals across sites audited was of generally a high standard with workers demonstrating knowledge of legislative requirements.</li> </ul>	
3.10.14	'Permit to Work' procedures are available for use when required		<ul style="list-style-type: none"> <li>A Confined Space Safety Procedure (Dated 30/04/2019) includes; 'A confined space 'Entry Permit' is essential – entering a confined space without the authority of a permit is prohibited.'</li> <li>Sighted evidence of the management of Confined Space Entry including Isisford WTP Confined Space Risk Assessment, Confined Space Entry Permit (Dated 30/07/2020)</li> <li>Sighted a Safety Advice Working Near Live Services (Ergon) (Dated 26/05/2020).</li> </ul>	<b>OFI 24.</b> Document the requirements for Permits to Work across Council.





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NAT Requirement (summary)	Status	Evidence and Comments	NC / OFI
<p>3.10.15 PPE is appropriate, used, maintained, and training or instruction provided</p>		<ul style="list-style-type: none"> <li>Whilst evidence of Permits to Work was sighted, the overarching process requirements is not documented.</li> <li>Across Council lock out tag stations with keys and locks were sighted with persons interviewed confirming the use thereof, however there was limited evidence to support the application of a Permit to Work or Lock Out / Tag Out Process.</li> </ul>	
<p>3.10.16 Plant and equipment is maintained to ensure safe operational use and records kept on inspections, maintenance, repair and alteration</p>		<ul style="list-style-type: none"> <li>The Uniform and Personal Protective Equipment Directive (Dated -7/11/2019) includes a requirement: <b>'Where PPE is issued, it is the accountable supervisor's responsibility to ensure that the PPE complies with relevant Australian Standards and that the workplace participant is appropriately trained in the use, maintenance and storage of the equipment.'</b> In the same document it includes a responsibility: <b>'Workplace Health and Safety – Providing training on how to use and wear PPE, as well as instructions on how to obtain new PPE if necessary.'</b></li> <li>The Take 5 – PPE Management (Dated 01/2019) includes a requirement that PPE is to be used in accordance with instructions to ensure an adequate level of protection is gained.</li> <li>Workers interviewed verified that replacement PPE was readily accessible.</li> </ul>	<p><b>OFI 25.</b> Document the procedures required to manage plant.</p>

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NAT Requirement (summary)		Status: Evidence and Comments		NC / OFI
3.10.17	Procedures are in place for unsafe plant / equipment to be identified and quarantined / withdrawn		<ul style="list-style-type: none"> <li>A Take 5 – Isolation Tagging and Lockout (Dated 16/05/2022) provides minimum guidelines to effectively isolate, tag and lockout electrical or mechanical equipment and services with evidence of tags being used sighted.</li> </ul>	<b>OFI 26.</b> Position the Take 5 – Isolation Tagging and Lockout as a procedure (refer also OFI 24).
3.10.18	Controls are implemented to ensure safety of persons (including public) during plant / equipment maintenance		<ul style="list-style-type: none"> <li>The Take 5 – Isolation Tagging and Lockout includes requirements for maintenance and repairs.</li> <li>Sighted the process for maintaining plant at the Workshop and including the use of isolation controls.</li> </ul>	Refer OFI 24
3.10.19	Plant and equipment is verified as safe before returning to service		<ul style="list-style-type: none"> <li>Evidence of the application of equipment maintenance safety processes, including handback requirements, was provided during the audit.</li> </ul>	Refer OFI 24
3.10.20	Safety signs comply with regulatory requirements		<ul style="list-style-type: none"> <li>Safety signage is included within the hazard inspection processes across Council and signage in general, appeared adequate.</li> </ul>	
3.10.21	Procedures are implemented to ensure that materials are transported, handled and stored in a safe manner		<ul style="list-style-type: none"> <li>The Hazard Risk and Opportunities Register includes Traffic Management as a risk with controls listed.</li> <li>With regard to traffic management, the following was noted:                             <ul style="list-style-type: none"> <li>A Depot Traffic Master Plan (Dated 2013) shows a plan layout of the Depot with 'A Triple' and 'Sem 1' turning paths.</li> <li>There is no documented Traffic Management Plan or Vehicle Movement Plan for the Longreach Landfill site where there are risks of interactions between public vehicles, plant and pedestrians.</li> </ul> </li> <li>A racking audit at the workshop racks was last undertaken in 2019 (Photo 6).</li> </ul>	<p><b>NC - 9.</b> The racking audit at the workshop is not current (Photo 6).</p> <p><b>Recommendation:</b> Ensure racking audits are undertaken and measures put in place to ensure Safe Working Limits of racks are monitored.</p> <p><b>OFI 27.</b> Review traffic risks at sites with vehicular traffic and develop Traffic Management or Vehicle Movement Plans. Update the Depot Traffic Master Plan.</p>
3.10.22	Workers are supervised in accordance with capabilities and risk level, to ensure safe		<ul style="list-style-type: none"> <li>Whilst there is no specific 'Supervision' document, the management system, procedures include supervisory requirements.</li> </ul>	

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NAT Requirement (summary)		Status: Evidence and Comments	NC / OFI
performance of task and compliance with instructions		<ul style="list-style-type: none"> <li>It was also identified that new starters were provided more direct supervision with a buddy system detailed in most areas.</li> </ul>	
3.10.23 Processes are in place to ensure safety of workers at workplaces not under the control of the organisation		<ul style="list-style-type: none"> <li>A Safe Operating Procedure – Isolated Workers and Lone Works (Dated 27/10/2020) provides information on what WHS requirements Council staff should consider when working alone.</li> <li>The Hazard, Risk and Opportunity Register includes: <b>'Ensuring staff have planned travel arrangements and in/ Check in times.'</b> And <b>'Provision of a Navman Satellite Device and instructions for use for emergency.'</b></li> <li>Working from Home Controls are managed via a Working remotely assessment that is valid for 12 months. Sighted spreadsheet detailing work from home applications and assessments.</li> <li>Council vehicles are fitted with Navman emergency devices with satellite phones available where required and mobile signal boosters used.</li> </ul>	
3.10.24 Customer-supplied goods and services are subject to hazard identification, risk assessment and the development of control measures prior to use		<ul style="list-style-type: none"> <li>Whilst the requirement for the management of customer-supplied goods and services is not documented, across the sites audited, there were minimal examples of customer supplied goods.</li> </ul>	
3.10.25 Substances in containers and transfer systems are identified and clearly labelled		<ul style="list-style-type: none"> <li>Substances in containers and transfer systems sighted were identified and clearly labelled.</li> </ul>	
3.11 Emergency preparedness and response			
3.11.1 Potential emergency situations have been identified and a compliant emergency plan is		<ul style="list-style-type: none"> <li>Sighted Emergency Procedure – Depot and Emergency Procedure – Childcare Centre (Dated 12/05/2021) that provide guidelines and information</li> </ul>	<p>NC- 10. Fire and Evacuation Plans sighted across the sites were not displayed and had not been reviewed in the last 12</p>



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NAT Requirement (summary)		Status: Evidence and Comments		NC / OFI
developed and regularly reviewed	on emergency preparedness management within the LRC to assist staff when dealing with a range of emergency situations. <ul style="list-style-type: none"> <li>The evacuation diagrams sighted across the sites visited had been reviewed and revised within the last 5 years.</li> <li>Fire and Evacuation Plans sighted across the sites were not displayed and had not been reviewed in the last 12 months in line with the Queensland Building Fire Safety Regulations requirements.</li> </ul>		months in line with the Queensland Building Fire Safety Regulations requirements. <b>Recommendation:</b> Ensure all Fire and Evacuation Plans are reviewed annually and that the template includes the date of review on the cover page. Locate Fire and Evacuation Plans at the entrance to each building.	
3.11.2 Responsibility for control of emergency situations is allocated and communicated to all workers	<ul style="list-style-type: none"> <li>Provision of emergency contacts in the event of an emergency is available at Council sites.</li> <li>Both the corporate and site inductions include the responsibility for control of emergency situations.</li> </ul>	!	Refer NC- 10	
3.11.3 Appropriate emergency plan training and practice is provided appropriate to allocated responsibilities	<ul style="list-style-type: none"> <li>The Skills Matrix sighted indicates that fire warden training was last undertaken in June 2019.</li> <li>Evidence of annual evacuation practice drills was sighted during the audit.</li> <li>A Take 5 – Fire and Evacuation Safety is undertaken with all staff with evidence of complete training sighted.</li> </ul>	!	<b>OFI 28:</b> Consider training a Council worker as a Fire Safety Advisor or alternatively appoint an external agency to undertake this role. See <a href="https://www.qfes.qld.gov.au/sites/default/files/2021-05/FireSafetyAdvisor.pdf">https://www.qfes.qld.gov.au/sites/default/files/2021-05/FireSafetyAdvisor.pdf</a>	
3.11.4 Suitability, location and accessibility of emergency equipment is periodically assessed by competent persons	<ul style="list-style-type: none"> <li>Sites visited had the correct type and location of the emergency equipment that had been serviced at the correct intervals.</li> <li>Hazard inspections sighted include emergency equipment.</li> </ul>	✓		
3.11.5 Emergency and fire protection equipment, exit signs and alarm systems are inspected, tested and maintained	<ul style="list-style-type: none"> <li>Alarms and equipment are tested with evidence of system condition reports sighted.</li> </ul>	✓		
3.11.6 Processes are in place to inform emergency authorities of relevant on-site hazards	<ul style="list-style-type: none"> <li>Sighted Hazard Chemical Manifest Registers for the WTP (Dated 29/04/2022) and Depot (Dated 01/11/2019).</li> </ul>	✓		

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NAT Requirement (summary)		Status: Evidence and Comments		NC / OFI
when attending an emergency				
3.11.7	First aid requirements are assessed and a first aid program in place	⚠️	<ul style="list-style-type: none"> <li>A Take 5 – First Aid Management (Dated 12/2019) provides minimum guidelines on first aid within the workplace.</li> <li>All LRC vehicles have a first aid kit and fire extinguisher.</li> <li>Every LRC facility has first aid kit.</li> <li>A register of First Aid kit checks sighted.</li> <li>It was stated that a review of first aiders is currently being undertaken with email evidence sighted to support this.</li> <li>An assessment of First Aid requirements has not been documented in accordance with the Queensland First Aid in the Workplace Code of Practice (2021).</li> </ul>	<p>NC- 11. An assessment of first aid requirements has not been documented in accordance with the Queensland First Aid in the Workplace Code of Practice (2021).</p> <p>Recommendation: Document a first aid risk assessment.</p>
3.11.8	Procedures are in place to assist workers exposed to critical incidents	✅	<ul style="list-style-type: none"> <li>Council has an Employee Assistance Provider system in place.</li> </ul>	

### Audit Score

Element 3 is scored using a weighting system. The overall percentage required by the regulators to consider the management system adequate is 70% in Element 3.

Elements under heading 3	Weighting	Score (max. 4) *	Total Score (weighting x score)
3.1 Structure and responsibility – resources	3	3	9
3.2 Structure and responsibility – responsibility	8	3	24
3.3 Structure and responsibility – training and competency	8	3	24
3.4 Consultation, communication and reporting – consultation	5	3	15
3.5 Consultation, communication and reporting – communication	4	3	12
3.6 Consultation, communication and reporting – reporting	5	3	15
3.7 Documentation	3	2.5	7.5
3.8 Documentation and data control	4	2.5	10
3.9 Hazard identification, risk assessment and control of risks – general	12	2.5	30
3.10 Hazard identification, risk assessment and control of risks – specific	12	3	36
3.11 Emergency preparedness and response	8	2.5	20
<b>Total score (maximum available 288)</b>	<b>72</b>	<b>-</b>	<b>202.5</b>





A minimum achievement of 70 percent of the available score is required in order to meet a minimum acceptable standard.

Percentage achieved
70.3 %





\* Explanation of Score Options

Score	Outcome achieved
0	The criteria have not been considered.
0.5	Strategy/controls or management plans are under development.
1	Strategy/controls or management plans have been developed but not implemented.
1.5	Strategy/controls or management plans have been developed and partially implemented in all relevant areas.
2	Strategy/controls or management plans have been developed and implemented in all relevant areas.
2.5	Strategy/controls or management plans have been developed, implemented in all relevant areas and evaluated for effectiveness.
3	Strategy/controls or management plans have been developed, implemented in all relevant areas and evaluated for effectiveness against organisational goals.
3.5	Strategy/controls or management plans have been developed, implemented in all relevant areas, evaluated for effectiveness and resultant actions are achieving organisational goals.
4	Strategy/controls or management plans have been developed, implemented in all relevant areas, evaluated and reviewed for effectiveness, is achieving organisational goals and by using industry, interstate or international benchmark comparisons, is trending to 'best in class'.





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NAT Requirement (summary)		Status	Evidence and Comments	NC / OFI
<p><b>Element 4: Measurement and Evaluation</b></p> <p><b>Audit Outcome: Conformant</b></p>				
4.1.1	H&S inspection, testing & monitoring is in place and includes corrective action processes		<ul style="list-style-type: none"> <li>Site Inspections are undertaken by the WHS Advisor with reports sighted.</li> <li>A system of hazard Inspections has been developed within Skytrust with evidence of the schedule and completed inspections sighted. Prior to the implementation of Skytrust, Hazard inspections were recorded manually.</li> <li>Skytrust includes a system of alerts for corrective actions emanating from inspections with reports sighted.</li> <li>Whilst Hazard inspections are undertaken, the requirements have not been documented in a procedure that includes schedules covering all locations (including mobile and temporary) and hazards, and which require that persons are assigned responsibility for ensuring that corrective actions are implemented.</li> </ul>	Refer NC- 1
4.1.2	Inspections seek input from involved workers who undertake the tasks being inspected		<ul style="list-style-type: none"> <li>HSRs are allocated inspections in Skytrust with facility owners undertaking key inspections.</li> </ul>	
4.1.3	Engineering controls, including safety devices, are regularly inspected and tested to ensure their integrity		<ul style="list-style-type: none"> <li>Guarding is included in inspections as a specific element with evidence of completed sighted.</li> <li>RCD inspections and electrical testing and tagging was up to date across the sites audited.</li> </ul>	
4.1.4	Monitoring of the workplace environment (general and personal) is conducted and recorded		<ul style="list-style-type: none"> <li>As discussed in Q3.10.16 An Inspection and Testing Schedule sets out the equipment and inspection and testing intervals including pre employment testing, air quality testing and noise monitoring.</li> <li>Sighted the following:</li> </ul>	<b>OFI 29.</b> Document the requirements for Workplace Environment Monitoring.




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NAT Requirement (summary)	Status	Evidence and Comments	NC / OFI
		<ul style="list-style-type: none"> <li>- Occupational Noise Survey Report, by Field Health Safety Environment (Dated May 2020)</li> <li>- Respirable Dust Report by Queensland Occupational Hygiene Sciences Pty Ltd (Dated November 2021)</li> <li>- Atmospheric Contaminant Survey by Field Health Safety Environment (Dated May/August 2020)</li> <li>• Whilst evidence of monitoring was sighted there is no documented procedures for Workplace Environment Monitoring.</li> </ul>	
4.1.5 H&S inspection, measuring and test equipment is appropriately calibrated, maintained and stored		<ul style="list-style-type: none"> <li>• Sighted Breathalyser Calibration Records, with the next calibrations due in December 2022.</li> </ul>	
4.2.1 Health surveillance for workers exposed to specific hazards is identified, with monitoring undertaken, recorded, reported and actioned		<ul style="list-style-type: none"> <li>• The Recruitment Management Directive includes requirements for pre employment medicals.</li> <li>• The Immunisation Directive (Dated 10/01/2019) provides guidelines to workplace participants on vaccine preventable diseases and to ensure all at risk workplace participants are provided adequate vaccinations as a precaution whilst undertaking at risk duties relevant to their role.</li> </ul>	
4.3.1 Procedures are in place for investigating and implementing corrective action following injuries, illnesses, incidents and H&S systems failures		<ul style="list-style-type: none"> <li>• As discussed in Q3 6.1, the WHS Incident Investigation Procedure (Dated 30/4/2016) provides guidelines and information for the investigation of incidents.</li> <li>• Incidents are recorded and managed in Skytrust with evidence sighted.</li> </ul>	Refer OFI 9
4.3.2 Investigations are undertaken by competent persons (as per the procedure), to identify causal factors, review identified hazards, and recommend corrective actions		<ul style="list-style-type: none"> <li>• The WHS Advisors have both undertaken ICAM training.</li> <li>• Skytrust training is undertaken with responsible staff using 'skylearn' guides.</li> </ul>	

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NAT Requirement (summary)	Status	Evidence and Comments	NC / OFI
<p>4.3.3 Corrective actions are implemented in consultation with affected workers, in a timely manner, and assessed for effectiveness</p>		<ul style="list-style-type: none"> <li>Incidents recorded in Skytrust with corrective actions assigned and escalated and tracked via weekly summary report with examples of reports sighted.</li> </ul>	
<p>4.4.1 Health and safety records are effectively and appropriately managed</p>		<ul style="list-style-type: none"> <li>As discussed in Q3.8.1, a Records Management Policy covers all LRC records and does not specifically include WHS record management requirements.</li> <li>Records were provided in a timely manner during the audit, evidencing the effective management of HSW records.</li> </ul>	<p>Refer NC- 1</p>
<p>4.5.1 H&amp;S management system audit program verifies effectiveness and takes into consideration the H&amp;S risks and previous audit results</p>		<ul style="list-style-type: none"> <li>Whilst evidence of internal audits undertaken by the WHS Advisor was sighted in Skytrust, there is no documented WHS audit procedure including what audit standard is to be used, where when and how audits will be conducted and who will undertake them.</li> </ul>	<p><b>OFI 30.</b> Develop a WHS Audit Procedure in accordance with the requirements of Element 4.5.1 and ensure auditors are carried out.</p>
<p>4.5.2 Scheduled audits are performed to verify that workplace activities comply with H&amp;S procedures, and procedures are effectively implemented and maintained across the organisation</p>		<ul style="list-style-type: none"> <li>As discussed in Q3.6.5 The Workplace Health and Safety Management System (WHSMS) Annual Performance Report includes discussion of 4 separate audits:                             <ul style="list-style-type: none"> <li>- 2021-08 – Internal Audit Summary Report – Longreach Construction.</li> <li>- 2021-10 – Internal Surveillance – Confined Space –</li> <li>- 2022-02 – Internal Surveillance – Noise Management</li> <li>- 2021-06 – Internal Surveillance – Plant &amp; Equipment</li> </ul> </li> <li>Sighted Site Summary Report ISO 9001:2015 &amp; ISO 45001:2018 Compliance Australia (Dated September 2021) with a scope, 'The design, auditing and provision of a traffic management plan and traffic guidance schemes for roadwork sites, traffic management including the setting up of road signage and devices on roads, as well as the operational control around roadwork sites and other road sites.' The report included 2 Minor NCRs and 6 Observations.</li> </ul>	<p>Refer OFI 30</p>

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NAT Requirement (summary)		Status	Evidence and Comments	NC / OFI
4.5.3	Deficiencies highlighted by the audits are prioritised and progress monitored to ensure corrective action is implemented		<ul style="list-style-type: none"> <li>Sighted evidence of Corrective Actions tracked in Skytrust with escalations to responsible managers.</li> </ul>	
<b>Element 5: Management Review</b>				
<b>Audit Outcome: Conformant</b>				
5.1.1	H&S management system review program ensures suitability and effectiveness of the system, includes senior management involvement, and considers: <ul style="list-style-type: none"> <li>a) audit results</li> <li>b) objectives, targets and performance indicators</li> <li>c) changing circumstances, and</li> <li>d) opportunities for continuous improvements</li> </ul>		<ul style="list-style-type: none"> <li>The Management Review Procedure (Dated 10/03/2021) provides guidelines for how management will review Council's Safety Management System and other Workplace Health &amp; Safety related matters and sets out how each Committee across Council meets the Management Review requirements of each sub element of ISO 45001 on an ongoing basis including:                             <ul style="list-style-type: none"> <li>- Council Meeting</li> <li>- Safety Committee Meeting</li> <li>- Executive Leadership Team Meeting</li> <li>- Combined ELT/MG Meeting</li> </ul> </li> <li>Whilst the procedure allows for the requirements of each sub element of ISO 45001 to be reviewed on an ongoing basis, Management Review Minutes (Dated 14/07/2022) were sighted including a review in a single meeting.</li> </ul>	
5.1.2	Recommendations from reviews generate actions to improve performance and these are implemented		<ul style="list-style-type: none"> <li>It was stated that Management Review minutes (Dated 14/07/2022) were still in draft and had not yet been finalised. The meeting intent was to ask senior leaders various questions relating to the performance of safety for the 2021-2022 financial years as part of Council's commitment to LGW's mutual risk obligations.</li> </ul>	<b>OFI 31.</b> Progress the finalisation of the Management Review minutes and ensure recommendations generate actions to improve performance and that these are implemented.



Appendix 1: Photos



Photo 1: Water Treatment Plant – Coagulant rack guarding



Photo 2: Water Treatment Plant – Coagulant rack platform



Photo 3: Water Treatment Plant – Generator



Photo 4: Water Treatment Plant – no noise signage in pump room



Photo 5: Depot - Fall risks at Exclusion containers



Photo 6: Workshop – Racking audit not current.

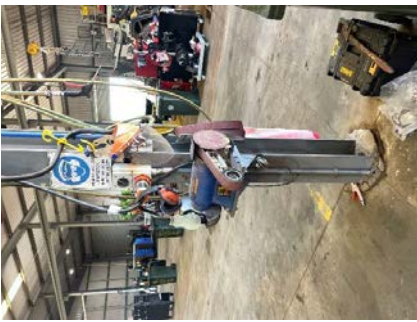


Photo 7: Workshop – Pedestal grinder / polisher in walkway no barriers or demarcation



Photo 8: Sewage Treatment Plant – Signage not visible at front of ponds and no flotation devices



Photo 9: Parks & Gardens Workshop – Poor Housekeeping



Photo 10: Depot – Ladders

## Appendix 2: Full Detail of Regulatory Requirements

### Element 1: Health and Safety Policy

#### 1.1. Policy

- 1.1.1. *Senior management in consultation with all employees and/or their representatives shall define and document its policy for, and commitment to, health and safety. The policy shall be endorsed and supported by the most senior management within the organisation – eg the Chief Executive Officer or Managing Director. The health and safety policy shall be developed consistent with relevant legislative requirements and include a commitment to:*
  - a) *the risk management process and ensure consistency with the nature of workplace activities and scale of health and safety risks*
  - b) *comply with relevant health and safety legislation and other requirements placed upon the organisation or to which the organisation subscribes*
  - c) *establish measurable objectives and targets for health and safety to ensure continuous improvement aimed at elimination of work-related illness and injury*
  - d) *the provision of appropriate health and safety training to all employees*
  - e) *the consultation process to ensure all employees are included in the decision making where there is an impact on workplace health and safety*
  - f) *the dissemination of health and safety information to all employees, contractors, labour hire employees and visitors to the workplace*
  - g) *effective implementation of the health and safety policy.*
- 1.1.2. *The health and safety policy is available to other interested parties, including regulatory authorities, suppliers, contractors, and those visiting the workplace.*
- 1.1.3. *The health and safety policy is maintained and reviewed periodically to ensure it remains relevant and appropriate to the organisation's health and safety risks.*

### Element 2: Planning

#### 2.1 Legal requirements and practical guidance

- 2.1.1 *The organisation identifies and monitors the content of all health and safety legislation, standards, codes of practice, agreements and guidelines relevant to its operation.*
- 2.1.2 *The organisation's procedures, work instructions and work practices reflect the requirements of current health and safety legislation, standards, codes of practice, agreements and guidelines.*
- 2.1.3 *Relevant personnel in the organisation are advised of, and have ready*

access to, current relevant health and safety legislation, standards, codes of practice, agreements and guidelines.

- 2.1.4 The organisation and/or individual satisfies legal requirements to undertake specific activities, perform work or operate equipment including any:
- a) licence
  - b) certificate of competency
  - c) notification
  - d) registration
  - e) approval or exemption
  - f) other relevant requirements.
- 2.1.5 Changes to health and safety legislation, standards, codes of practice, agreements and guidelines generate a review of existing procedures.

### 2.2 Objectives and targets

- 2.2.1 Health and safety objectives and targets consistent with the organisation's health and safety policy are documented, are appropriate to the organisation's activities and consider:
- a) legal requirements
  - b) standards, codes and guidelines
  - c) health and safety hazards and risks
  - d) past health and safety performance (as defined by the organisation's system requirements)
  - e) technological developments
  - f) leadership and worker participation.
- 2.2.2 Specific health and safety objectives and measurable targets have been assigned to all relevant functions and levels within the organisation.
- 2.2.3 The organisation sets health and safety performance indicators that are consistent with its objectives and targets.

### 2.3 Health and safety management plans

- 2.3.1 In addition to defining the means by which the organisation will achieve its objectives and targets, the health and safety management plan(s):
- a) responds to legal requirements
  - b) is based on an analysis of information relevant to the nature of the organisation's activities, processes, products or services
  - c) takes account of identified hazards and health and safety management systems failures
  - d) aims to eliminate or reduce workplace illness and injury
  - e) defines the organisation's priorities
  - f) sets timeframes
  - g) allocates responsibility for achieving objectives and targets to relevant functional levels
  - h) states how the plan will be monitored.
- 2.3.2 The organisation monitors its progress towards meeting the objectives and targets set in the health and safety management plan and takes

*corrective actions to ensure progress is maintained.*

- 2.3.3 *The organisation shall ensure health and safety management plans are kept up-to-date by reviewing the plan(s):*
- a) *on a regular basis*
  - b) *when there are changes to the organisation's activities, processes, products or services.*

### Element 3: Implementation

- 3.1 *Structure and responsibility – Resources*
- 3.1.1 *Financial and physical resources have been identified, allocated and are periodically reviewed, to enable the effective implementation and improvement of the organisation's health and safety management system.*
  - 3.1.2 *There are sufficient qualified and competent persons to implement the organisation's health and safety management system as identified through a documented review.*
- 3.2 *Structure and responsibility – Responsibility and accountability*
- 3.2.1 *Senior management understand the organisation's legal obligations for health and safety and can demonstrate how they fulfil them.*
  - 3.2.2 *A member(s) of senior management or the board of directors has been allocated overall responsibility for the health and safety management system and reports to that group on its performance.*
  - 3.2.3 *The specific health and safety responsibilities (including legislative obligations), authority to act and reporting relationships in the organisation have been defined, documented and communicated.*
  - 3.2.4 *Where contractors are utilised in the organisation, the health and safety responsibilities and accountabilities of the organisation and the contractor(s) have been clearly defined, allocated and communicated within the organisation and to the contractor(s) and their workers.*
  - 3.2.5 *Workers are held accountable for health and safety performance in accordance with their defined responsibilities.*
- 3.3 *Structure and responsibility – Training and competency*
- 3.3.1 *The organisation has a procedure for identifying and defining the health and safety training needs of employees, contractors, labour hire employees or visitors, where relevant.*
  - 3.3.2 *The organisation consults with employees to identify their training needs in relation to performing their work activities safely.*
  - 3.3.3 *A documented training plan(s) based on training needs shall be developed and implemented.*
  - 3.3.4 *The organisation trains workers (as appropriate) to perform their work*

safely, and verifies their understanding of that training.

- 3.3.5 The organisation has an induction program for all workers including management, which is based on their likely risk exposure, and provides relevant instruction in the organisation's health and safety policy and procedures.
  - 3.3.6 Training and assessment is delivered by competent persons with appropriate knowledge, skills and experience.
  - 3.3.7 The health and safety requirements of tasks are identified, applied to the recruitment and placement of workers, and tasks are allocated according to their capability and level of training.
  - 3.3.8 Management has received training in health and safety management principles and practices appropriate to their role and responsibilities within the organisation, and the relevant health and safety legislation.
  - 3.3.9 Those representing the employer and the workers on health and safety matters, including representatives on consultative committee(s), receive appropriate training to enable them to undertake their representative roles effectively.
  - 3.3.10 Refresher training (as identified by the training needs) is provided to all workers to enable them to perform their tasks safely.
  - 3.3.11 The training program is reviewed on a regular basis, and when there are changes in the workplace that impact on the health and safety of workers, to ensure that the skills and competencies of workers remain relevant.
- 3.4 Consultation, communication and reporting – Consultation
- 3.4.1 There are procedures agreed to by workers outlining their involvement and consultation in:
    - a) health and safety matters
    - b) health and safety issues
    - c) any proposed changes to the work environment, processes, practices or purchasing decisions that impact on their health and safety.
  - 3.4.2 The organisation has:
    - a) in consultation with workers, determined the number of worker representatives required to effectively represent all work groups
    - b) made arrangements to allow the workers to select those who will represent them on health and safety matters consistent with legislative requirements
    - c) communicated the consultative arrangements to workers, including names of their worker and employer representatives for health and safety matters.
  - 3.4.3 Those who represent workers on health and safety matters:
    - a) are provided time and resources to effectively undertake this role
    - b) meet regularly with management about health and safety issues and the minutes of their meetings are available to all workers.

- 3.4.4 *Workers or their representatives are involved in the development, implementation and review of procedures for the identification of hazards and the assessment and control of risks.*
- 3.5 *Consultation, communication and reporting – Communication*
  - 3.5.1 *The organisation's health and safety policy and other relevant information on health and safety are communicated to all workers, and consider language and standards of literacy.*
  - 3.5.2 *The organisation regularly communicates to workers about the progress towards the resolution of health and safety disputes.*
  - 3.5.3 *There are procedures for the exchange of relevant health and safety information with external parties, including customers, suppliers, contractors and relevant public authorities.*
  - 3.5.4 *There is a procedure that encompasses health and safety issues for dealing with formal and informal complaints received from external parties.*
- 3.6 *Consultation, communication and reporting – Reporting*
  - 3.6.1 *Workplace injuries and illnesses, incidents and health and safety hazards, dangerous occurrences and system failures, are reported and recorded in accordance with relevant procedures.*
  - 3.6.2 *Where there is a legislative requirement, injuries, illnesses, incidents and dangerous occurrences are notified to the appropriate authorities within the stipulated timeframes.*
  - 3.6.3 *Reports on health and safety inspections, testing and monitoring, including recommendations for corrective action, are produced and forwarded to senior management and worker representative(s) as appropriate.*
  - 3.6.4 *Regular, timely reports on health and safety performance, including reports against health and safety objectives, targets and management plans are produced and distributed within the organisation.*
  - 3.6.5 *Reports of audits and reviews of the health and safety management system are produced and distributed within the organisation.*
  - 3.6.6 *The organisation's annual report or an equivalent document includes information about health and safety performance.*
- 3.7 *Documentation*
  - 3.7.1 *The organisation's health and safety policy, plans and procedures are documented in a planned and organised manner.*
  - 3.7.2 *Specific instructions and safe work procedures associated with particular products, processes, projects or sites have been developed where appropriate.*
- 3.8 *Document and data control*

- 3.8.1 *The organisation has a system for creating, modifying and approving health and safety documents and data, and notifying relevant persons of any changes. Obsolete documents and data are identified and retained (where required) for legal and/or knowledge preservation purposes and are removed from all points to prevent unintended use.*
- 3.8.2 *Documents and data critical to health and safety shall be clearly identifiable, duly authorised prior to issue, kept legible and include their issue status.*
- 3.8.3 *The organisation provides workers with ready access to relevant health and safety documents and data and advises them of its availability.*
- 3.8.4 *Documents and data are regularly reviewed by competent persons to ensure their effectiveness, suitability and the currency of the information.*
- 3.9 *Health and safety risk management program*
  - 3.9.1 *The organisation documents its methodology to reduce health and safety risks through hazard identification, risk assessment and development of risk control measures in accordance with the hierarchy of controls and legal requirements.*
  - 3.9.2 *The organisation has identified the hazards, including public safety hazards that are associated with its activities, processes, products or services; assessed the risks involved; and implemented suitable control measures in accordance with the organisation's methodology.*
  - 3.9.3 *The hazard identification, risk assessment and risk control process is undertaken by persons competent in the use of the organisation's methodology.*
  - 3.9.4 *The organisation documents all identified hazards, risk assessments and risk control plans.*
  - 3.9.5 *Risks of identified hazards are assessed in consultation with workers having regard to the likelihood and consequence of injury, illness or incidents occurring, taking into consideration:*
    - a) *legal requirements*
    - b) *evaluation of available information*
    - c) *records of incidents, illness and disease*
    - d) *the potential for emergency situations.*
  - 3.9.6 *The level of risk is assessed and used to prioritise the implementation of risk control measures.*
  - 3.9.7 *Risk management methodology and its associated procedures shall be reviewed and revised where necessary to ensure relevance, adequacy and compliance with health and safety management system requirements.*
  - 3.9.8 *The organisation has a program for identifying and managing change that may impact on health and safety.*
- 3.10 *Hazard identification, risk assessment and control of risks*



- 3.10.1 The organisation determines those areas where access controls are required and ensures effective controls are implemented and maintained.
- 3.10.2 Health and safety requirements are identified, evaluated and incorporated into all purchasing specifications for services.
- 3.10.3 The ability to meet health and safety requirements is assessed in the selection of contractors and labour hire employees.
- 3.10.4 Contractor health and safety performance is monitored and reviewed to ensure continued adherence to the organisation's health and safety requirements or specifications.
- 3.10.5 The organisation determines its health and safety requirements prior to the purchase of goods, and communicates those specifications to the supplier.
- 3.10.6 Procedures shall be established and implemented for verifying that purchased goods meet health and safety requirements and any discrepancies identified are addressed before the goods are put into operational use.
- 3.10.7 Hazard identification, risk assessment and the development of control measures are undertaken during the design stage of plant, products, buildings or processes, or when the design is modified.
- 3.10.8 Competent persons verify that designs and modifications meet specified health and safety requirements.
- 3.10.9 There are procedures to ensure that materials and substances are disposed of in a manner that minimises risk of personal injury and illness.
- 3.10.10 Facilities and amenities in the workplace conform, as a minimum, to relevant legislation, standards and codes of practice.
- 3.10.11 The organisation has a program for the safe use, handling, transfer, inventory management and transport of hazardous chemicals.
- 3.10.12 Comprehensive health and safety information on all hazardous chemicals is readily accessible.
- 3.10.13 The organisation ensures that hazardous chemicals are stored safely and in accordance with legislative requirements.
- 3.10.14 The organisation has permit to work procedures for use when required.
- 3.10.15 Where personal protective equipment is required, it is appropriate for the task, its provision is accompanied by suitable training or instruction, and it is used correctly and maintained in a serviceable condition.
- 3.10.16 Plant and equipment is maintained to ensure safe operational use and a record is kept which includes (but is not limited to) relevant details of inspections, maintenance, repair and alteration of plant.
- 3.10.17 There is a procedure for unsafe plant and equipment to be identified and quarantined or withdrawn from service.
- 3.10.18 Controls are implemented to ensure the safety of persons (including

- members of the public) while plant and equipment is in the process of being cleaned, serviced, repaired or altered.
- 3.10.19 Competent persons verify that plant and equipment is safe before being returned to service after repair or alteration.
- 3.10.20 Safety signs, including regulatory, hazard, emergency information and fire signs, meet relevant standards and codes of practice, and are displayed in accordance with legal and organisational requirements.
- 3.10.21 There are procedures to ensure that materials are transported, handled and stored in a safe manner.
- 3.10.22 Workers are supervised according to their capabilities and the degree of risk of the task they are undertaking, to ensure that tasks are performed safely and work instructions and procedures are followed.
- 3.10.23 The organisation has a program to effectively manage the safety of its workers when working at workplaces not under the control of the organisation.
- 3.10.24 Customer-supplied goods and services used in the organisation's work processes are subject to hazard identification, risk assessment and control prior to use.
- 3.10.25 All substances in containers and transfer systems are identified and clearly labelled to avoid inadvertent or inappropriate use.
- 3.11 Emergency preparedness and response
- 3.11.1 Potential emergency situations have been identified and an emergency plan is:
- developed for the organisation and its workplaces
  - in accordance with legislative requirements
  - regularly reviewed.
- 3.11.2 The organisation has allocated overall responsibility for control of emergency situations to specified individuals and communicated this information to all workers.
- 3.11.3 Workers receive training and practice in the emergency plan appropriate to their allocated emergency response responsibilities.
- 3.11.4 Competent persons have periodically assessed the suitability, location and accessibility of emergency equipment, including where changes to layout, equipment or process have occurred.
- 3.11.5 Emergency and fire protection equipment, exit signs and alarm systems are inspected, tested and maintained at regular intervals.
- 3.11.6 The organisation has a system in place to ensure emergency authorities are informed of relevant hazards on-site (including hazardous chemicals) when attending an emergency.
- 3.11.7 The organisation has assessed its first aid requirements and the first aid program is in place.
- 3.11.8 The organisation has a procedure(s) to assist workers who are exposed

to critical incidents at work.

### Element 4: Measurement and Evaluation

#### 4.1 Monitoring and measurement – General

- 4.1.1 *There is a health and safety inspection, testing and monitoring program that incorporates timely and effective corrective action processes.*
- 4.1.2 *Inspections seek input and involvement from the workers who are required to undertake the tasks being inspected.*
- 4.1.3 *Engineering controls, including safety devices, are regularly inspected and tested (where appropriate) to ensure their integrity.*
- 4.1.4 *Monitoring of the workplace environment (general and personal) is conducted where appropriate and records of the results are maintained.*
- 4.1.5 *Inspection, measuring and test equipment related to health and safety monitoring is appropriately identified, calibrated, maintained and stored.*

#### 4.2 Monitoring and measurement – Health surveillance

- 4.2.1 *The organisation has identified those situations where workers' health surveillance should occur and has procedures to conduct this surveillance. The health of workers exposed to specific hazards is monitored, recorded, reported and action is taken to address any adverse effects.*

#### 4.3 Incident investigation and corrective action

- 4.3.1 *There are procedures (incorporating appropriate methodologies) for investigating and implementing corrective action following injuries, illnesses, incidents and other system failures impacting on health and safety.*
- 4.3.2 *Investigations shall:*
  - a) *be undertaken by a competent person(s) in accordance with the organisation's procedure*
  - b) *identify the factor(s) that led to the injury, illness, incident or other system failure*
  - c) *review the identified hazards, assessed risks and effectiveness of the control measures*
  - d) *recommend appropriate control measures and corrective actions.*
- 4.3.3 *Corrective actions are:*
  - a) *determined in consultation with affected workers*
  - b) *implemented in a timely manner*
  - c) *assessed for their effectiveness by assigned personnel.*

#### 4.4 Records and records management

- 4.4.1 *The organisation has a program for management of health and safety records including:*

- a) *identification and traceability*
- b) *collection, indexing and filing*
- c) *access and confidentiality*
- d) *retention and maintenance*
- e) *protection against damage, deterioration or loss*
- f) *retrieval*
- g) *disposal.*

#### 4.5 *Health and safety management system audits*

- 4.5.1 *There is a health and safety management system audit program to verify the effectiveness of the organisation's health and safety management system. The audit program takes into consideration health and safety risks and the results of previous audits.*
- 4.5.2 *The organisation ensures that scheduled audits are performed to verify that:*
  - a) *workplace activities comply with health and safety procedures*
  - b) *procedures are properly implemented and maintained*
  - c) *procedures are effectively implemented across the organisation.*
- 4.5.3 *Deficiencies highlighted by the audits are prioritised and progress monitored to ensure corrective action is implemented.*

#### Element 5: Management Review

- 5.1.1 *The organisation has a health and safety management system review program to ensure the continuing suitability and effectiveness of the system. The review program is undertaken with senior management and officer involvement, and takes into account:*
  - a) *health and safety management systems audit results*
  - b) *objectives, targets and performance indicators*
  - c) *changing circumstances*
  - d) *opportunities for continuous improvements.*
- 5.1.2 *Recommendations arising from health and safety management system reviews generate actions to improve performance and those actions are implemented.*

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.10 - Information Report - Governance**

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**11.10 Information Report - Governance**

This report provides an update on a range of activities that have occurred during the month of January 2023 for the Governance Department.

**Council Action**

Deliver

**Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012*

**Policy Considerations**

Nil

**Corporate and Operational Plan Considerations**

Strategy area: 3.2 Our Economy and 3.4 Governance

**Budget Considerations**

Nil

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

**Responsible Officer:** *Brett Walsh, Chief Executive Officer*

**Background:**

Officers are requested to provide an information update to Council on a monthly basis to outline achievements, challenges and statistical information for the various functional areas in Council.

**Issue:**

**Chief Executive Officer Update**

Following is a summary of activities undertaken for the period to 10 February 2023:

**Strategic Leadership**

- Monitor the by-election process to elect a new Councillor for the by-election on 11 February 2023
- Attend funeral service for Vaughan Johnson OAM
- Attend CEOs of the West (COWS) meeting
- Attend monthly RAPAD Board meeting

**Operational Management**

- Review tenders for the sale of Lot 151
- Attend Plant Committee meeting to review tenders for plant replacement for 2023
- Review tenders for the sale of the Ilfracombe Post Office
- Attend Australia Day events in Longreach and Ilfracombe and host the Australia Day Ambassadors
- Review grant funding projects to determine achievement of milestones and to reallocate funding where necessary
- Visit and inspect the Longreach Powerhouse Museum with the Tourism Officer
- Review the draft Longreach Regional Council Housing Strategy
- Sign a MOU with RESQ for continued use of a shed at the Longreach Showground
- Review the Longreach Sewerage Treatment Plant report

## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.10 - Information Report - Governance

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#### Workforce Capability

- Further enterprise bargaining negotiations
- Advertise key management positions

#### Stakeholder Engagement

- Attend LGAQ update
- Approve the first monthly community newsletter to be sent to households
- Approve the temporary use of the Yaraka railway building by Australia Post contractor
- Interview with ABC Radio on my appointment to CEO
- Meet with a community member regarding childcare hours
- Attend the masterplan community engagement session at the Longreach Showground
- Meet with Desert Channels Qld regarding a memorial structure at Iningai Park
- Meet with the Longreach Archival Group regarding the Centenary Garden and the works needed to complete this project
- Attend QFES Australia Day Awards
- Meet with Outback Pioneers regarding a potential development in Eagle Street
- Meet with Ergon Energy regarding road access issues to their two depots
- Meet with Department of Transport and Main Roads regarding Ilfracombe-Aramac Road closure issues
- Meet with visiting Qld Police Service representatives to discuss key issues
- Meet with University of Qld representatives regarding the Vice Chancellor's roadshow visit in May 2023
- Meet with Opera Qld representatives regarding the Festival of Outback Opera in May 2023
- Meet with Qld Reconstruction Authority representatives regarding flood damage works, recovery and resilience funding and the current rain event
- Meet with RESQ representatives regarding the proposed new Indigenous Skills and Employment Program
- Meet with indigenous representatives regarding Cultural Agility training

#### Quality, Risk and Compliance

- Monitor rainfall, river rises and road conditions over the continuing rain event

#### Economic/Consumer Spending Data

##### Spendmapp

December data is available from Spendmapp. At the time of writing, January data had not been released. For the month of December 2022:

Resident Local Spend was \$7.0M. This is a 10.56% increase from the same time last year.

Visitor Local Spend was \$2.6M. This is a 4.57% increase from the same time last year.

Total Local Spend was \$9.6M. This is a 8.85% increase from the same time last year.

Resident Escape Spend was \$6.8M. This is a 15.68% increase from the same time last year.

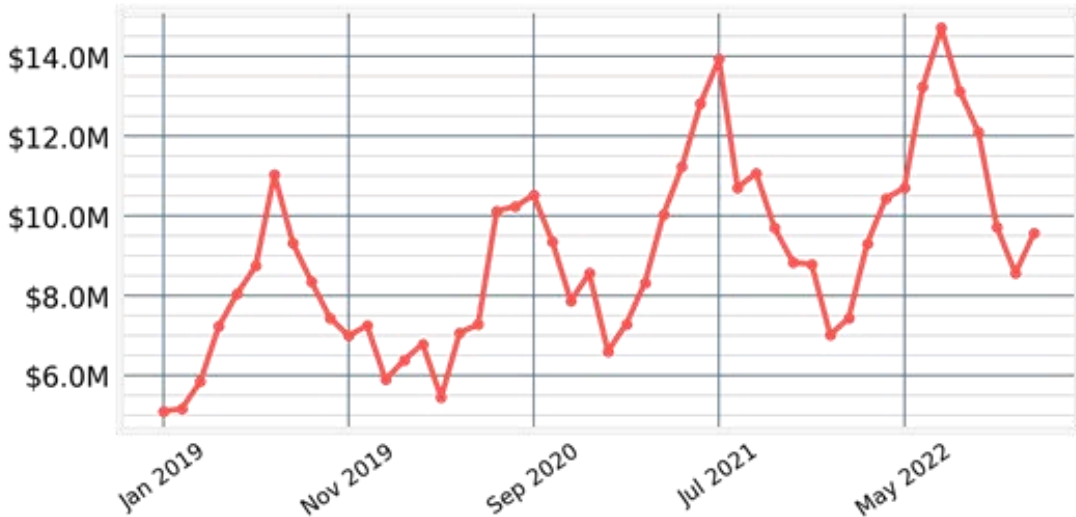
Resident Online Spend was \$3.7M. This is a 7.51% increase from the same time last year.

Our strengthening Resident Local Spend indicates sound consumer confidence among locals, who are spending more, at a rate higher than inflation. The 15.68 % increase in Resident Escape Spend means local goods and service providers are losing market share to non-local businesses.

##### Total Local Spend

The total amount spent with merchants within the Longreach Regional Council LGA.

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.10 - Information Report - Governance**



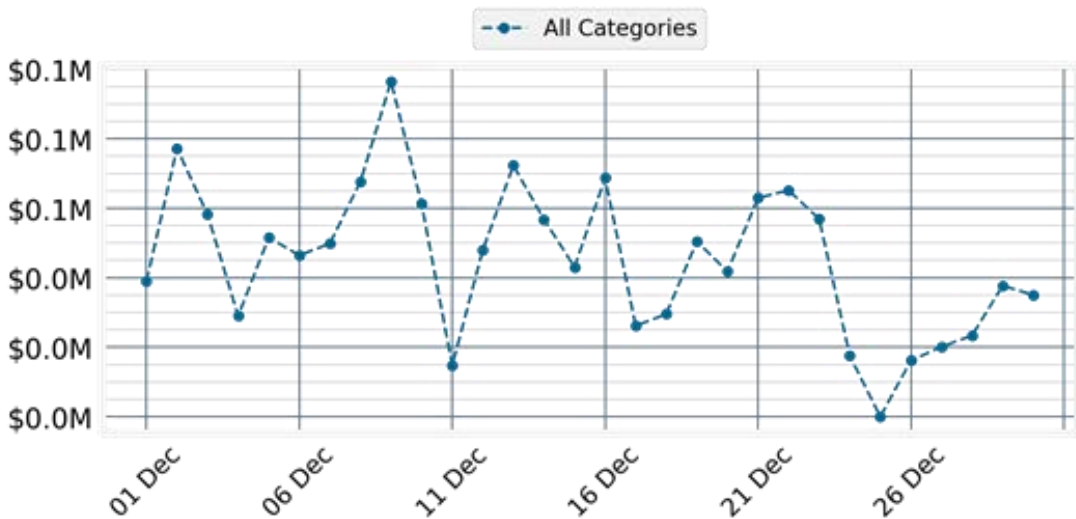
The Top 3 Suburbs by Resident Escape Spend for June 2022

Resident Escape Spend by destination Suburbs (i.e. where the spending goes to).

- Emerald: \$460k
- Rockhampton: \$280k
- Toowoomba: \$180k

Night Time Economy for June 2022

The biggest spending night of the month of December 2022 was Friday 9 December which coincides with the Lions Christmas Street Party in Longreach.



Resident Internal Escape Spend

This metric refers to residents in one locality and the amount they spend outside the locality, but within the LGA.

- Longreach: \$878k
- Ilfracombe: \$4.838m
- Isisford/Yaraka: \$1.321m

These figures give some indication of the degree to which these communities are reliant on the other communities within our region for their consumer goods.

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.10 - Information Report - Governance**

**Tourism Update**

**Longreach Explore Centre (Visitor Information):**

We have had a steady amount of visitors to our region during January which has been following the trend of the last 5 years, showing that more travellers are willing to put up with the heat to forgo the busy season or take advantage of the 2 for 1 Qld Rail Deal.

	December 2022	January 2023
Phone Calls Received	45	86
Emails Received	9	28
Over the Counter Enquires	142	236
<b>Total Enquiries</b>	<b>196</b>	<b>196</b>

The Explore Centre has processed \$7,690.00 in sales on behalf of local operators for this month

**Longreach Explore Centre (Visitor Information) Statistics (financial year) 2022-2023:**

Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023
5089	3813	2955	1678	1223	142	236					
<b>July 2021– June 2022</b>					<b>December 2022</b>			<b>2022 – 2023 YTD</b>			
<b>24,882</b>					<b>236</b>			<b>15136</b>			

**Longreach Regional Council Approved Camping Areas (financial year) 2022-2023:**

Location	December 2022 Campers	2022 -2023 YTD Campers
<b>Apex Park</b>	21	6043
<b>Emergency Camping Passes</b>	0	0
<b>Barcoo Weir/Oma Waterhole</b>	0	646
<b>Yaraka</b>	0	N/A

**Longreach Powerhouse and Historical Museum Statistics (financial year) 2022-2023:**

Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023
924	713	569	230	0	0	2					



**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.10 - Information Report - Governance**

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**Human Resources**  
**Staffing Levels 31 December 2022**

<b>Longreach Based FTE</b>	<b>Operational</b>	<b>Admin/ Supervisors</b>	<b>Contract</b>	<b>Total</b>
Full Time	53	37	8	98
Permanent Part Time	1	3		4
Contracted Staff (Consultants)				0
<b>Total Permanent Employees</b>	<b>54</b>	<b>40</b>	<b>8</b>	<b>102</b>
Temporary Full Time	2	4	1	7
Temporary Part Time				0
Apprentices - Trades	1			1
Traineeships				0
Casual Staff	1	1		2
<b>Total Temporary Employees</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>10</b>
<b>Total Current Employees FTE</b>	<b>58</b>	<b>45</b>	<b>9</b>	<b>111</b>
Current Vacant Positions	9	5	5	19

<b>Ilfracombe Based FTE</b>	<b>Operational</b>	<b>Admin/ Supervisors</b>	<b>Contract</b>	<b>Total</b>
Full Time	14	5		19
Permanent Part Time	0		1	1
Contracted Staff (Consultants)				0
<b>Total Permanent Employees</b>	<b>14</b>	<b>5</b>	<b>1</b>	<b>20</b>
Temporary Full Time				0
Temporary Part Time				0
Apprentices - Trades				0
Traineeships			1	1
Casual Staff	2			2
<b>Total Temporary Employees</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>3</b>
<b>Total Current Employees FTE</b>	<b>16</b>	<b>5</b>	<b>2</b>	<b>23</b>
Current Vacant Positions	5			5

<b>Isisford Based FTE</b>	<b>Operational</b>	<b>Admin/ Supervisors</b>	<b>Contract</b>	<b>Total</b>
Full Time	10	5		15
Permanent Part Time		1		1
Contracted Staff (Consultants)				0
<b>Total Permanent Employees</b>	<b>10</b>	<b>6</b>	<b>0</b>	<b>16</b>
Temporary Full Time	1			1
Temporary Part Time				0
Apprentices - Trades				0
Traineeships				0
Casual Staff	1			1
<b>Total Temporary Employees</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Total Current Employees FTE</b>	<b>12</b>	<b>6</b>	<b>0</b>	<b>18</b>
Current Vacant Positions	2			2

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.10 - Information Report - Governance**

<b>Yaraka Based FTE</b>	<b>Operational</b>	<b>Admin/ Supervisors</b>	<b>Contract</b>	<b>Total</b>
Full Time				0
Permanent Part Time	1			1
Contracted Staff (Consultants)				0
<b>Total Permanent Employees</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
Temporary Full Time				<b>0</b>
Temporary Part Time				<b>0</b>
Apprentices - Trades				<b>0</b>
Traineeships				<b>0</b>
Casual Staff	0			<b>0</b>
<b>Total Temporary Employees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Current Employees FTE</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
Current Vacant Positions				<b>0</b>

<b>ALL Employees FTE</b>	<b>Operational</b>	<b>Admin/ Supervisors</b>	<b>Contract</b>	<b>Total</b>	<b>Last Month</b>	<b>44742</b>
Full Time	77	47	8	132	134	138
Permanent Part Time	2	4	1	7	7	8
Contracted Staff (Consultants)	0	0	0	0	0	0
<b>Total Permanent Employees</b>	<b>79</b>	<b>51</b>	<b>9</b>	<b>139</b>	<b>141</b>	<b>146</b>
Temporary Full Time	3	4	1	<b>8</b>	<b>8</b>	<b>5</b>
Temporary Part Time	0	0	0	<b>0</b>	<b>0</b>	<b>0</b>
Apprentices - Trades	1	0	0	<b>1</b>	<b>2</b>	<b>3</b>
Traineeships	0	0	1	<b>1</b>	<b>1</b>	<b>1</b>
Casual Staff	3	1	0	<b>4</b>	<b>4</b>	<b>5</b>
<b>Total Temporary Employees</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>14</b>	<b>15</b>	<b>14</b>
<b>Total Current Employees FTE</b>	<b>86</b>	<b>56</b>	<b>11</b>	<b>153</b>	<b>156</b>	<b>160</b>
Current Vacant Positions	16	5	5	<b>26</b>	<b>25</b>	<b>17</b>
<b>Complement FTE</b>				<b>179</b>	<b>181</b>	<b>177</b>

**Risk Management Factors:**

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Rare  
 Consequence: Insignificant  
 Rating: Low (1/25)

Low risk, informational report only.

**Environmental Management Factors:**

Nil

**Other Comments:**

Nil

**Recommendation:**

*That Council receives the Governance information report, as presented.*

12. FINANCIAL SERVICES REPORT

12.1 Monthly Financial Statements

Consideration of the financial statements for the period ending 31 January 2023:

**CFO report for the month January 2023**

**Financial overview**

Overall, Council continues to maintain costs within budget. Most programs are operating within expectations. Expenditure on capital projects, while still below budget, has increased over the last month. The cost of materials and services in a high inflationary environment remains the key risk to the budget and the impacts are being monitored. Uncertainty also remains with the final impact of EBA negotiations on budgeted salary and wages.

The 13-month forecast indicates that if costs and net capital expenditure are controlled, Council will be able to maintain a total cash balance of at least \$21 million at year end.

**Financial performance**

<b>Statement of financial performance</b>	<b>YTD Actual \$'000</b>	<b>YTD Budget \$'000</b>	<b>Last YTD \$'000</b>	<b>Full year budget \$'000</b>
Total revenue	22,890	25,171	27,389	52,699
Total expenses	28,140	31,328	24,138	52,717
<b>Net surplus or (deficit)</b>	<b>(5,250)</b>	<b>(6,156)</b>	<b>3,252</b>	<b>(18)</b>

Council’s financial performance to the end of January has been close to expectations in most respects with the main variances to budget caused by:

<b>Item</b>	<b>Income</b>	<b>Expenditure</b>	<b>Net result</b>
2021 flood damage	(\$901k)	(\$1,398k)	\$497k
Capital grant income	(\$2,137k)	-	(\$2,137k)
Other programs	\$757k	(\$1,789)	\$2,546k
<b>Net</b>	<b>(\$2,281k)</b>	<b>(\$3,187k)</b>	<b>\$906k</b>

The gap between actuals and budget has improved for the flood damage as the impact of wet weather diminishes. Capital grant income is behind budget due to the timing of capital project delivery to budget.


Overall expenses are below budget. Employee expenses remain low to budget but are partly offset by higher materials and services expenses as contractors are used to fill some positions while vacancies remain.

Depreciation is lower to budget due to the timing on new assets being added to the register.

The Year to Date net deficit of \$5.2 million is better than the budgeted YTD deficit of \$6.2 million.

**Program performance**

As illustrated in the attached program report, most programs are performing within expectations. Childcare is running above budget due to room capacity and vacant positions.

<b>Program</b>	<b>Net result</b>		
	<b>Budget YTD</b>	<b>Budget YTD</b>	<b>Budget full year</b>
Child Care	54	43	73 

## 12.1 - Monthly Financial Statements --Appendix 1

Unfavourable variances to expenses have been recognised in the programs below. Most variances are expected to be timing differences between budget and actuals and controlled to end up within budget by the end of the year. The Rates variance is due to writing off a debt and will be a permanent budget variance.

Program	Expenses	
	YTD	Budget YTD
Depot and airstrips	(218)	(198)
2020 NDRA event	(1,102)	(1,000)
Development services	(125)	(111)
Showgrounds and sporting facilities	(505)	(430)
Cemeteries	(257)	(181)
Swimming pools	(642)	(571)
Rates	(245)	(74)

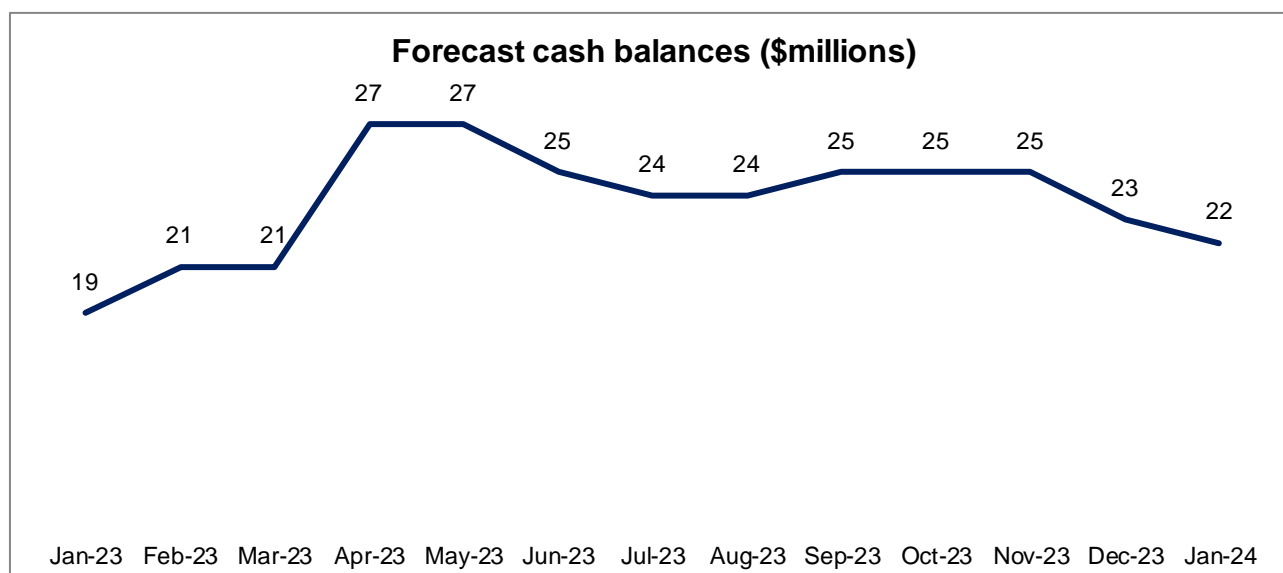
### Cash

Statement of cash flows	YTD Actual	Full year budget
	\$'000	\$'000
Net cash inflow/(outflow) from operating activities	(9,923)	(1,924)
Net cash inflow/(outflow) from investing activities	(3,067)	(7,551)
Net cash outflows from financing activities	(2,244)	(1,244)
<b>Net cash inflow/(outflow)</b>	<b>(15,234)</b>	<b>(10,719)</b>
Opening cash balance	34,074	34,074
<b>Closing cash balance</b>	<b>18,840</b>	<b>23,355</b>

At the end of January, Council had a cash balance of \$18.9 million, including \$16.2 million of unrestricted cash. The unrestricted cash balance is sufficient to cover 4.2 months of cash expenses.

Council has recorded a net cash outflow of \$15.2 million for the YTD. There is a timing difference between some project expenditure and grant receipts at the end of each month that contributes to this.

Council's 13-month forecast shows that Council will maintain sufficient cash in the short term. Total cash is has fallen to \$18.8M however this is due to a delay in the significant payment from Transport of Main Roads which has been delayed but will be paid in February for the completion of the Cramsie-Muttaburra Road. Cash forecast to be at \$21.0 million in February and March before the receipt of the FAG prepayment in April 2023.



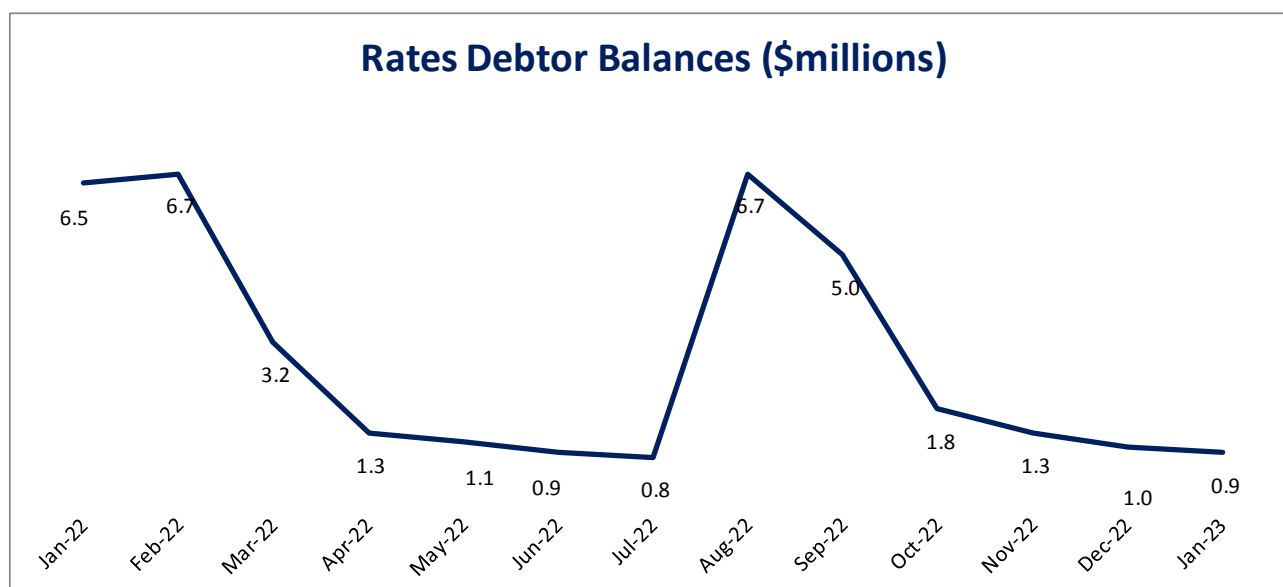
## 12.1 - Monthly Financial Statements --Appendix 1

### Financial position

Statement of financial position	YTD Actual \$'000	Actual June 2022 \$'000	Full year budget \$'000
<b>Total assets</b>	<b>378,276</b>	<b>391,345</b>	<b>385,190</b>
<b>Total liabilities</b>	<b>25,405</b>	<b>33,309</b>	<b>27,172</b>
<b>Net community assets</b>	<b>352,870</b>	<b>358,036</b>	<b>358,018</b>
<b>Community equity</b>			
Asset revaluation reserve	150,151	150,094	150,095
Retained surplus	202,720	207,941	207,923
<b>Total community equity</b>	<b>352,870</b>	<b>358,036</b>	<b>358,018</b>

Council maintains a sound financial position and good working capital with current assets exceeding current liabilities by 4.02 times.

Net unpaid rates balance is \$.9 million (\$6.5 million Jan 2022). The graph below illustrates the movement of debtor balances over the previous 13 months. Improving Council's debt collection processes to improve cash collection remains a focus.



The aging of the outstanding rates is illustrated below. There is \$399k of unpaid rates that are over 1 year old. Council officers are continuing to contact the ratepayers and make payment arrangements, before commencing legal action to recover these debts.

	Current	1 year	2 years	3 years
Outstanding rates	\$534,764	\$232,355	\$120,510	\$49,063
Number of assessments	166	72	40	19
	#		\$'000	
Rural	26		42	
Residential	248		676	
Commercial	23		218	

The property, plant and equipment balance remains low but is beginning to increase as project expenditure increases. Capital list to be tabled at briefing session.

Liabilities mainly comprise QTC loan balances as illustrated below.

## 12.1 - Monthly Financial Statements --Appendix 1

Loan	Rate	Expiry date	Book value	Market value	Unrealised gain/(loss)
Saleyard land purchase	2.950%	15/12/2026	295	291	4
Water project 15/16	2.939%	15/06/2036	556	513	43
Sewer infrastructure	6.565%	15/09/2026	582	612	(30)
ACC land purchase	5.244%	15/03/2032	597	629	(32)
Water project	5.282%	15/06/2029	2,814	2,942	(128)
LWDEFS loan 1	3.693%	15/12/2036	10,897	10,497	400
<b>Total borrowings</b>			<b>15,741</b>	<b>15,484</b>	<b>257</b>

### Appendices

1. CFO attachments ↓

### **Recommendation:**

*That Council receives the monthly financial statements for the period ending 31 January 2023, as presented.*

**Financial statements at 31 January 2023**

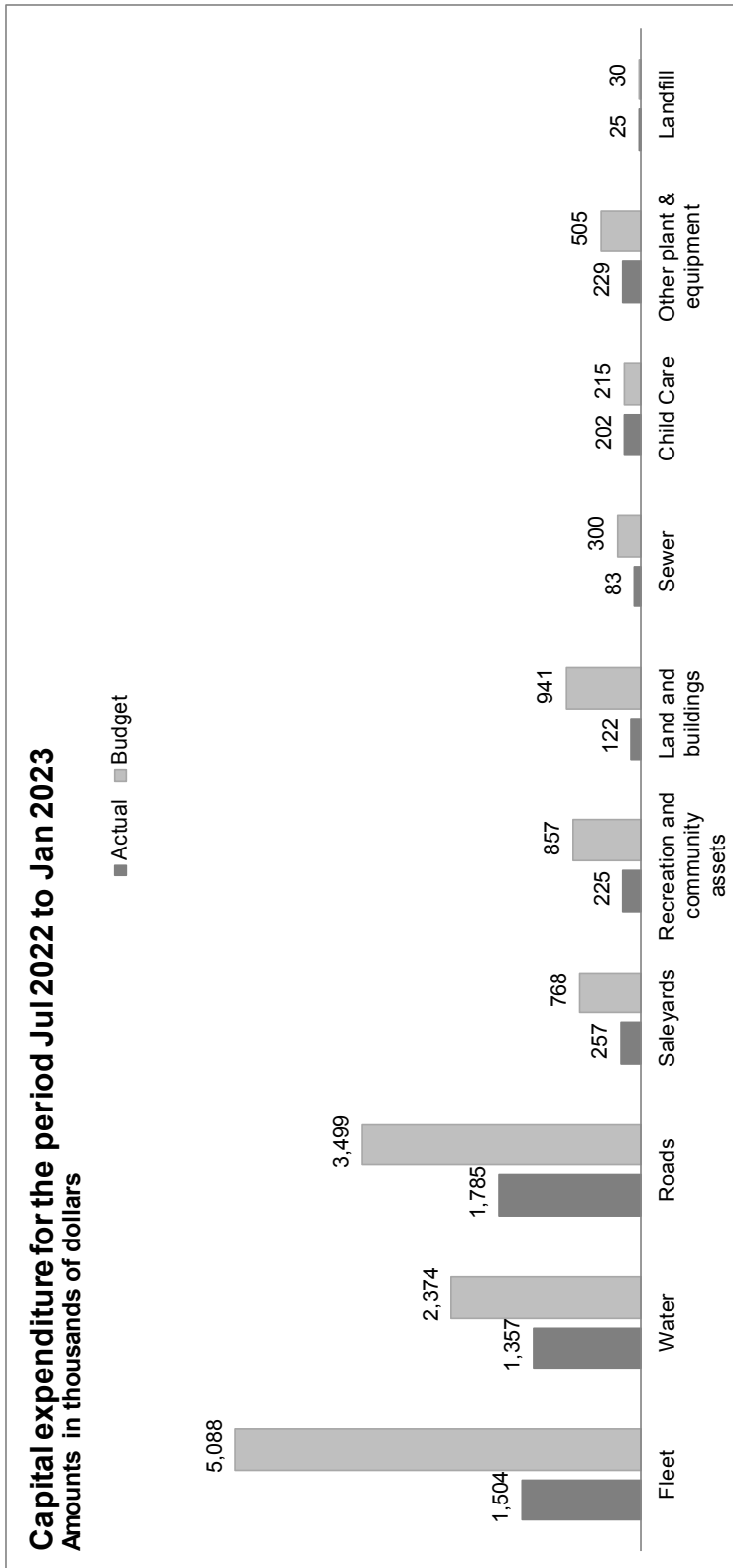
<b>Statement of financial performance</b>	<b>YTD Actual \$'000</b>	<b>YTD Budget \$'000</b>	<b>Last YTD \$'000</b>	<b>Full year budget \$'000</b>
<b>Revenue</b>				
Rates, levies and charges	6,004	5,910	11,284	11,890
Fees and charges	1,182	1,539	1,113	2,638
Recoverable works income	3,864	4,455	3,650	7,626
Other revenue	815	324	588	467
Operating grants, subsidies and contributions	8,989	9,234	8,247	21,844
Capital grants, subsidies and income	1,574	3,711	2,479	7,594
Profit on sale of assets	463	-	29	640
<b>Total revenue</b>	<b>22,890</b>	<b>25,171</b>	<b>27,389</b>	<b>52,699</b>
<b>Expenses</b>				
Employee expenses	8,036	9,587	7,759	16,606
Materials and services	14,907	16,285	11,331	26,758
Finance expenses	437	500	506	858
Depreciation	4,761	4,955	4,541	8,495
Other expenses	-	-	-	-
<b>Total expenses</b>	<b>28,140</b>	<b>31,328</b>	<b>24,138</b>	<b>52,717</b>
<b>Net surplus or (deficit)</b>	<b>(5,250)</b>	<b>(6,156)</b>	<b>3,252</b>	<b>(18)</b>
<b>Operating deficit</b>				
Net surplus/(deficit)	(5,250)	(6,156)	3,252	(18)
less capital grants and income	(2,037)	(3,711)	(2,508)	(8,234)
<b>Operating deficit</b>	<b>(7,287)</b>	<b>(9,867)</b>	<b>744</b>	<b>(8,252)</b>

<b>Statement of financial position</b>	<b>YTD Actual \$'000</b>	<b>Actual June 2022 \$'000</b>	<b>Full year budget \$'000</b>
<b>Current assets</b>			
Cash and cash equivalents	18,840	34,074	23,355
Current trade and other receivables	7,463	5,646	979
Inventories	1,388	1,418	650
<b>Non-current assets</b>			
Trade and other receivables	11,689	11,689	10,460
Property, plant and equipment	338,896	338,518	349,746
Other non-current assets	-	-	-
<b>Total assets</b>	<b>378,276</b>	<b>391,345</b>	<b>385,190</b>
<b>Current liabilities</b>			
Trade and other payables	2,870	8,283	5,395
Current borrowings	1,244	1,241	1,382
Current provisions	2,770	3,027	1,500
<b>Non-current liabilities</b>			
Borrowings	14,497	16,744	15,329
Provisions	4,025	4,014	3,566
<b>Total liabilities</b>	<b>25,405</b>	<b>33,309</b>	<b>27,172</b>
<b>Net community assets</b>	<b>352,870</b>	<b>358,036</b>	<b>358,018</b>
<b>Community equity</b>			
Asset revaluation reserve	150,151	150,094	150,095
Retained surplus	202,720	207,941	207,923
<b>Total community equity</b>	<b>352,870</b>	<b>358,036</b>	<b>358,018</b>

<b>Statement of cash flows</b>	<b>YTD Actual</b>	<b>Full year budget</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Cash flows from operating activities</b>		
Receipts from ratepayers and customers	10,048	23,343
Receipts from grants	6,362	21,955
Payments to employees	(8,282)	(16,746)
Payments to suppliers	(17,613)	(29,750)
Interest paid	(437)	(726)
<b>Net cash inflow/(outflow) from operating activities</b>	<b>(9,923)</b>	<b>(1,924)</b>
<b>Cash flows from Investing activities</b>		
Receipts from capital grants	1,574	7,594
Receipts from sale of assets	572	-
Payments for capital expenditure	(5,212)	(15,145)
<b>Net cash inflow/(outflow) from investing activities</b>	<b>(3,067)</b>	<b>(7,551)</b>
<b>Cash flows from financing activities</b>		
Loan repayments	(2,244)	(1,244)
<b>Net cash outflows from financing activities</b>	<b>(2,244)</b>	<b>(1,244)</b>
<b>Net cash inflow/(outflow)</b>	<b>(15,234)</b>	<b>(10,719)</b>
Opening cash balance	34,074	34,074
<b>Closing cash balance</b>	<b>18,840</b>	<b>23,355</b>

<b>Statement of changes in equity</b>	<b>YTD Actual</b>	<b>Full year budget</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Accumulated surplus</b>		
Opening balance	207,941	207,941
Recognise land sold in prior years	28	-
Net profit or (loss)	(3,406)	(18)
<b>Closing accumulated surplus</b>	<b>204,563</b>	<b>207,923</b>
<b>Asset revaluation reserve</b>		
Opening balance	150,094	150,094
Other comprehensive income	57	-
<b>Closing asset revaluation reserve</b>	<b>150,151</b>	<b>150,094</b>
<b>Total community equity</b>	<b>354,715</b>	<b>358,017</b>





Longreach Regional Council  
 Program Report  
 for the YTD January 2023

Program	Revenue		Expenses		Net result	
	YTD	Budget YTD	YTD	Budget YTD	YTD	Budget full year
<b>Office of the CEO</b>						
Human resources	34	-	(639)	(748)	(605)	(748)
Governance	-	-	(491)	(485)	(491)	(485)
Elected member expenses	-	-	(278)	(317)	(278)	(317)
Disaster management and regional coordination	11	28	(127)	(147)	(115)	(119)
Economic development	-	-	(78)	(104)	(78)	(104)
Tourism, museums and VIC	102	76	(460)	(463)	(359)	(387)
<b>Total Office of the CEO</b>	<b>147</b>	<b>104</b>	<b>(2,073)</b>	<b>(2,264)</b>	<b>(1,926)</b>	<b>(2,161)</b>
<b>Infrastructure Services</b>						
Infrastructure administration	-	-	(302)	(495)	(302)	(495)
Depot and airstrips	-	-	(218)	(198)	(218)	(198)
Roads, streets and stormwater	10	-	(3,674)	(3,586)	(3,664)	(3,586)
2019 NDRA event	52	-	(3)	-	50	-
2020 NDRA event	1,102	1,000	(1,102)	(1,000)	-	-
2021 NDRA event	5,318	6,045	(5,318)	(6,717)	-	(672)
Contract works	3,805	4,417	(3,784)	(4,003)	21	414
Fleet management	227	79	(42)	312	185	391
Sewerage	889	818	(421)	(465)	467	354
Waste management	544	513	(464)	(462)	80	51
Water	1,823	1,629	(1,506)	(1,907)	317	(278)
<b>Total Infrastructure Services</b>	<b>13,770</b>	<b>14,501</b>	<b>(16,835)</b>	<b>(18,521)</b>	<b>(3,064)</b>	<b>(4,019)</b>
						<b>(6,047)</b>

1

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**Notes to the program report**

- 1 - Shared Disaster Management services invoice being prepared.
- 2 - Due to wet weather slashing on airstrips and one off cost to install data system.
- 3 - Flood repairs and contract works behind budget due to wet weather and Christmas shut down.
- 4 - Childcare fees down compared to budget due room capacity and vacant positions.
- 5 - Development services expenses ahead of budget due to one off town planning expenses.
- 6 - Council Housing income down due to sale of council housing.
- 7 - Showgrounds maintenance expenditure ahead of budget with electrical works and beautification.
- 9 - Funeral costs income and expense are above budget for forecast year.
- 10 - Swimming Pools high due to various one off maintenance jobs.
- 11 - Insurance claims have been behind budget.
- 12 - Rates expenses higher due to write offs.
- 13 - Local Laws income from properties for one off baiting program to come in.

## 12. FINANCIAL SERVICES REPORT

### 12.3 - Audit and Risk Committee - Minutes and Recommendations 14 December 2022

#### 12.2 2022/2023 Financial Year - December Quarterly Budget Review Report

Consideration of a budget review for the quarter ending 31 December 2022.

##### **Council Action**

Deliver

##### **Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012 Section 170(3) – a local government may, by resolution, amend the budget for a financial year before the end of the financial year.*

##### **Policy Considerations**

Various Accounting Policies

Long Term Financial Plan

##### **Corporate and Operational Plan Considerations**

Financial Management			
Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets
4.2.2	Council operates efficiently	Council operational and capital expenditure programs are within budget.	<input type="checkbox"/> Monthly performance within budget. <input type="checkbox"/> Asset management plans are updated annually and comprise service level plans.

##### **Budget Considerations**

After the completion of the management reports for the December quarter, management undertook a review of the budget for the remainder of the year. Management took into consideration the financial performance of each program for the first half of the year any known issues that will impact Council's financial results for the 2023 financial year.

The programs are still on track and any over-expenditure will be monitored. However, there is no reason to adjust the budget.

The items which have created the greatest impact have been in the Infrastructure area with projects which had been started but not completed in the 21.22 financial year. A list of the budget adjustments are noted in the following schedule. The Bus shelters have previously been brought to council but in an information session.

**12. FINANCIAL SERVICES REPORT**  
**12.3 - Audit and Risk Committee - Minutes and Recommendations 14 December 2022**

**Budget review**  
**as at 31 December 2022**  
**(amounts in thousands of dollars)**

<b>Description</b>	<b>Inc/(Dec)</b>	<b>Net result impact</b>	<b>Cash impact</b>	<b>PPE impact</b>
<b>Governance</b>				
Materials and Services	40	-40	-40	
<b>Community and Cultural Services</b>				
<i>New budget item - Upgrade Plinth Cemetery</i>				
Capital expenditure	16	0	-16	16
<i>New budget item - Planter Boxes Cemetery</i>				
Capital expenditure	19	0	-19	19
<b>Infrastructure</b>				
<i>W4Q COVID Isisford water treatment plant upgrade</i>				
Capital income	47	47	47	
Capital expenditure	183	0	-183	183
<i>W4Q COVID Ilfracombe water treatment plant automation</i>				
Capital expenditure	66	0	-66	66
<i>W4Q COVID Ilfracombe SP1 Upgrade</i>				
Capital expenditure	48	0	-48	48
<i>Isisford WTP Clarifier</i>				
Capital expenditure	265	0	-265	265
<i>SPS upgrade/SCADA and Electrical</i>				
Capital expenditure	95	0	-95	95
<i>PTIIP Longreach/Ilfracombe L.D.C. stops</i>				
Capital income	75	75	75	
Capital expenditure	150	0	-150	150
<b>Totals</b>		<b>82</b>	<b>-760</b>	<b>842</b>

## 12. FINANCIAL SERVICES REPORT

### 12.3 - Audit and Risk Committee - Minutes and Recommendations 14 December 2022

The adjusted budgeted financial performance is illustrated below.

	Dec		
	Amended Budget	Budget Review	Adjusted Budget
<b>Revenue</b>			
Rates, levies and charges	11,890	0	11,890
Fees and charges	2,638	0	2,638
Recoverable works income	467	0	467
Other revenue	7,626	0	7,626
Operating grants, subsidies and contributions	21,844	0	21,844
Capital grants, subsidies and income	7,594	122	7,716
Profit on sale of assets	640	0	640
<b>Total revenue</b>	<b>52,699</b>	<b>122</b>	<b>52,821</b>
<b>Expenses</b>			
Employee expenses	16,606	0	16,606
Materials and services	26,758	40	26,798
Finance expenses	858	0	858
Depreciation	8,495	0	8,495
<b>Total expenses</b>	<b>52,717</b>	<b>40</b>	<b>52,757</b>
<b>Net Result</b>	<b>-18</b>	<b>82</b>	<b>64</b>

The adjusted budgeted financial position is illustrated below.

	Dec		
	Amended Budget	Budget Review	Adjusted Budget
<b>Assets</b>			
Cash	23,355	-760	22,595
Receivables	11,697	0	11,697
Rates and sundry receivables	0	0	0
Contract assets	0	0	0
Inventories	1,171	0	1,171
Property, plant and equipment	349,746	842	350,588
<b>Total assets</b>	<b>385,969</b>	<b>82</b>	<b>386,051</b>
<b>Liabilities</b>			
Creditors	800	0	800
QTC Loans	16,711	0	16,711
Provisions	5,066	0	5,066
Contract liabilities	5,395	0	5,395
<b>Total liabilities</b>	<b>27,972</b>	<b>0</b>	<b>27,972</b>
<b>Net assets</b>	<b>357,997</b>	<b>82</b>	<b>358,079</b>
<b>Net community assets</b>			
<b>Community equity</b>			
Asset revaluation reserve	150,095	0	150,095
Retained surplus	210,972	0	210,972
Current year surplus/(defecit)	-3,070	82	-2,988
<b>Total community equity</b>	<b>357,997</b>	<b>82</b>	<b>358,079</b>

## 12. FINANCIAL SERVICES REPORT

### 12.3 - Audit and Risk Committee - Minutes and Recommendations 14 December 2022

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#### **Previous Council Resolutions related to this Matter**

*(Res-2022-11-001)*

*Moved Cr Bignell seconded Cr Hatch*

*That pursuant to section 170(3) of the Local Government Regulation 2012, Council adopts the Budget Review, as presented.*

#### **Officer Comment**

**Responsible Officer:** *Nicole Moulds, Finance Manager*

#### **Issue:**

As per budget considerations.

#### **Risk Management Factors:**

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood:        Likely  
Consequence:     Moderate  
Rating:            High 12

Risks associated with failing to approve budget review outcomes.

#### **Environmental Management Factors:**

Nil

#### **Other Comments:**

Nil

#### **Recommendation:**

*That Council receives the December 2022 Budget Review and adopts the amended budget, as presented, pursuant to section 170(3) of the Local Government Regulation 2012.*

### 12.3     **Audit and Risk Committee - Minutes and Recommendations 14 December 2022**

Consideration of the recommendations of the Audit and Risk Committee meeting held on 14 December 2022.

#### **Council Action**

Deliver

#### **Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012 Section 211 – the chief executive officer must present a report about the matters reviewed at the audit committee meeting and the committee's recommendations to the next meeting of the local government.*

#### **Policy Considerations**

Internal Audit Policy No. 1.10

Enterprise Risk Management Policy No. 1.11

Advisory Committee Policy No. 2.31

Audit and Risk Committee Policy No. 2.32



## 12. FINANCIAL SERVICES REPORT

### 12.3 - Audit and Risk Committee - Minutes and Recommendations 14 December 2022

#### Corporate and Operational Plan Considerations

FINANCIAL SERVICES: AUDIT AND RISK MANAGEMENT			
Link to Corporate Plan	Activity	Key Performance Indicators	Operational Targets
4.2.2	Council identifies and manages its risks effectively.	Enterprise Risk Management register is no more than 3 months out of date. At least 2 internal audits have been conducted per year.	<ul style="list-style-type: none"><li>Quarterly reviews of the ERM register are conducted.</li><li>The internal audit plan is reviewed annually and audits conducted bi-annually.</li></ul>

#### Budget Considerations

Nil

#### Previous Council Resolutions related to this Matter

*(Res-2022-11-001)*

*Moved Cr Nunn seconded Cr Bignell*

*That Council receives the minutes of the Audit and Risk Committee meeting held 20 October 2022, as presented.*

**Responsible Officer:** *David Wilson, Chief Financial Officer*

#### Risk Management Factors:

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Possible  
Consequence: Moderate  
Rating: Medium

Poor management of financial and risk matters.

#### Environmental Management Factors:

Not applicable

#### Other Comments:

Not applicable

#### Appendices

1. Unconfirmed Minutes 14.12.22 [↓](#)

#### Recommendations:

*That Council receives the outcomes of the Audit and Risk Committee meeting held 14 December 2022*

# **LONGREACH REGIONAL COUNCIL**



## **Audit and Risk Committee Meeting**

**Wednesday 14 December 2022**

**UNCONFIRMED MINUTES**

**Minutes of the Longreach Regional Council Audit and Risk Committee Meeting  
held on Wednesday 14 December 2022 at the Council Boardroom, 96a Eagle Street, Longreach**

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**1. Opening of Meeting**

The Chair declared the meeting open at 9.02am.

**2. Present**

**Present**

***Committee Members***

Mr Bill Ringrose            Chairperson, External Independent Member  
Cr Trevor Smith            Councillor – Bill Ringrose welcomed Councillor Trevor Smith (due to Councillor Tony Martin resignation.)  
Cr Leonie Nunn            Councillor

***Council Representatives***

Mr Brett Walsh            Chief Executive Officer  
Mr David Wilson           Chief Financial Officer  
Mrs Nicole Moulds        Finance Manager

***Audit Officers***

Mr Tony Walsh            Internal Auditor

**3. Apologies**

Mr Michael Claydon, Queensland Audit Office  
Tim Cronin, External Auditor  
Cr Tony Rayner

**4. Minutes from Previous Meeting**

**4.1 Audit and Risk Committee - Thursday 20 October 2022**

***Recommendation:***

*That the Minutes of the Audit and Risk Committee held on Thursday 20 October 2022, be received.*

*READ*

**5. Business Arising from Minutes**

**6. General Business**

**6.1 Internal Audit Report**

The internal auditor presents his report on the audit of:

- a. Council's remote fuel management systems, and
- b. Council's debtor management systems.

Management concurs with the findings and agrees with the recommendations.

*(Res)*

*Moved Cr Nunn seconded Cr Smith*

*That the Committee receives the internal auditor's report and adds the auditor's recommendations to the audit issues register for management to action.*

*CARRIED*

**6.2 Report on the implementation of audit issues**

The CFO has updated the audit issues register for the Committee's review.

***Recommendation:***

*That the Committee receives the CFO's audit issues register.*

*RECEIVES*

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Int. \_\_\_\_\_

UNCONFIRMED

2

**Minutes of the Longreach Regional Council Audit and Risk Committee Meeting  
held on Wednesday 14 December 2022 at the Council Boardroom, 96a Eagle Street, Longreach**

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**6.3 Risk Management**

The CFO presents to the Committee revised risk policies and framework for the Committee to review and recommend to Council for adoption.

*(Res)*

*Moved Cr Smith seconded Cr Nunn*

*That the Committee recommends to Council that the revised Risk Management Policy and Risk Management Framework be adopted by Council.*

*CARRIED*

**6.4 Risk Committee Policy and Terms of Reference**

The CFO presents to the Committee a revised policy and terms of reference for the Audit and Risk Committee, to review and recommend to Council for adoption.

*(Res)*

*Moved Cr Nunn seconded Cr Smith*

*That the Committee recommends to Council that the revised Audit and Risk Committee Policy and Terms of Reference be adopted by Council.*

*CARRIED*

**6.5 Internal Audit 2023**

The Chief Financial Officer wanted to seek feedback if he could go ahead with the next focus to be Procurement as major focus and small focus be on internal controls as a routine basis. That the committee noted this process and agreed with this plan.

Brett Walsh and Tony Walsh left the meeting at 10.11am.

**6.6 Potential conflict of interest**

The Internal Auditor and Acting CEO have declared a conflict of interest that requires resolution by the Committee.

**Background**

Walsh Accounting has been appointed as Council's internal auditor since February 2016. The appointment was renewed in January 2021 to complete internal audit services until December 2024, after a Request For Quote process was undertaken.

In November 2022, Brett Walsh was appointed as Acting CEO of Longreach Regional Council. Brett Walsh has declared Tony Walsh and Walsh Accounting as related entities.

Tony Walsh of Walsh Accounting has also declared a perceived conflict of interest upon Brett Walsh's appointment as Acting CEO.

Prior to Brett Walsh's appointment, Tony Walsh and Walsh Accounting were instructed to perform an internal audit on Council's remote fuel management and debtor management functions. Upon being notified by Tony Walsh of the perceived conflict of interest, the CFO discussed with the Chairman of the Audit and Risk Committee the approach to take with the internal audit already underway.

It was agreed by both the Chairman and the CFO that the current internal audit should proceed as planned on the basis that the internal audit appointment was made prior to Brett Walsh commencing in the Acting CEO role and the relationship had no bearing on that appointment. The Internal Auditor was to report

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Int. \_\_\_\_\_

UNCONFIRMED

3

**Minutes of the Longreach Regional Council Audit and Risk Committee Meeting  
held on Wednesday 14 December 2022 at the Council Boardroom, 96a Eagle Street, Longreach**

directly to the CFO in terms of managing the project and approving invoices for payment.

**Issue**

Brett Walsh is contracted as the Acting CEO until February 2023, with the appointment potentially to be extended beyond this date. The Committee should decide on how it would like to manage the conflict of interest over the remaining term of the internal audit engagement.

**References**

Longreach Regional Council's Code of Conduct

**Discussion**

Under Council's Code of Conduct (which references the *Public Sector Ethics Act 1994*), all Council **employees, contractors** and volunteers must be familiar with and follow the spirit of the Code of Conduct. The Code of Conduct includes 4 ethics principles to be followed in assessing a conflict of interest.

1. Integrity and impartiality
2. Promoting the public good
3. Commitment to the system of government
4. Accountability and transparency

The key conflicts of interest identified are:

Conflict of interest 1 – the potential or perception that a decision made by the Acting CEO in relation to the engagement of Tony Walsh or Walsh Accounting may be influenced by private interests.

Conflict of interest 2 – the potential or perception that advice provided by Tony Walsh or Walsh Accounting may not be objective, independent and impartial due to the relationship with the Acting CEO.

Conflict of interest 3 – the potential that staff interviewed by Tony Walsh during an internal audit may not provide open and objective advice due to his relationship with the Acting CEO.

The existence of a conflict of interest is not necessarily a problem, as long as it is managed transparently. A proposed management plan for the remaining term of the 4-year audit plan has been attached for the Committee's consideration and endorsement.

*(Res)*

*Moved Cr Nunn seconded Cr Smith*

*That the Committee endorses the conflict of interest management plan however will remove the requirement for Walsh Accounting to appoint another qualified employee from Walsh Accounting to conduct the internal audit activities for Council.*

*CARRIED*

Brett Walsh and Tony Walsh joined the meeting at 10:26 am.

**7. Closure of Meeting**

There being no further business, the meeting was closed at 10:28am

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Int. \_\_\_\_\_

UNCONFIRMED

4

**12.4 Audit and Risk Committee Policy**  
Review of the Audit and Risk Committee Policy

**Council Action**

Deliver

**Applicable Legislation**

*Local Government Act 2009 – s.105*

*Local Government Regulation 2012 – s.208 to 211*

**Policy Considerations**

Nil

**Corporate and Operational Plan Considerations**

Audit and Risk Management – Council identifies and manages its risks effectively

**Budget Considerations**

Nil

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

*Responsible Officer/s: David Wilson, Chief Financial Officer*

**Background:**

The Audit and Risk Committee Policy establishes the Audit and Risk Committee.

**Issue:**

The Audit and Risk Committee policy is due for review. The Audit and Risk Committee have reviewed the attached policy and endorse its adoption by Council.

**Risk Management Factors:**

This matter has been assessed using Council’s Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Possible  
Consequence: Moderate  
Rating: Medium

The risk that ineffective governance may result in moderate financial or reputational loss to Council.

**Environmental Management Factors:**

Not applicable

**Other Comments:**


Not applicable

**Appendices**

1. Audit and Risk Committee Policy [↓](#)
2. Audit and Risk Committee Policy marked up [↓](#)

**Recommendation:**

*Council adopts the Audit and Risk Committee Policy as presented.*

<b>Audit and Risk Committee Policy</b>		 <p><b>Longreach Regional Council</b> <small>Ilfracombe Isisford Longreach Yarraka</small></p>
Policy Number:	2.32	
Policy Category:	Statutory	
Authorised by:		
Date approved:		
Review Date:		

**PURPOSE**

The purpose of this policy is to establish an Audit and Risk Committee.

**OBJECTIVE**

Council recognises the value of an effective Audit and Risk Committee to assist Council in discharging its responsibilities in effective financial management, internal audit and risk management.

**LEGISLATION**

*Local Government Act 2009 – Section 105*  
*Local Government Regulation 2012 – Sections 208 to 211*

**POLICY STATEMENT**

While Longreach Regional Council is not required to establish an audit committee under the *Local Government Act 2009* due to its size, Council recognises the important function that such a committee will provide Council in achieving its strategic goals in a sustainable and responsible manner.

Council’s Audit and Risk Committee is to operate in accordance with the requirements of section 105 of the *Local Government Act 2009*, and sections 208 to 211 of the *Local Government Regulation 2012*.


Council will adopt a Terms of Reference for the Audit and Risk Committee that sets out the purpose and objectives of the Committee and procedures for the business of the Committee.

**RELATED DOCUMENTS**

This policy complements and is to be implemented in conjunction with, but not limited to, other Council policies and directives:

Audit and Risk Committee Terms of Reference

<p>Authorised by resolution as at:</p>  <hr/> <p>Brett Walsh Chief Executive Officer</p>
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<b>Audit and Risk Committee Policy</b>		 <p><b>Longreach Regional Council</b> <small>Hfracombe Istiford Longreach Yaraku</small></p>
Policy Number:	2.32	
Policy Category:	Statutory	
Authorised by:		
Date approved:		
Review Date:		

**PURPOSE**

The purpose of this policy is to establish an Audit and Risk Committee.

**OBJECTIVE**

Council recognises the value of an effective Audit and Risk Committee to assist Council in discharging its responsibilities in effective financial management, internal audit and risk management.

**LEGISLATION**

*Local Government Act 2009 – Section 105*  
*Local Government Regulation 2012 – Sections 208 to 211*

**POLICY STATEMENT**

While Longreach Regional Council is not required to establish an audit committee under the *Local Government Act 2009* due to its size, Council recognises the important function that such a committee will provide Council in achieving its strategic goals in a sustainable and responsible manner.

Council’s Audit and Risk Committee is to operate in accordance with the requirements of section 105 of the *Local Government Act 2009*, and sections 208 to 211 of the *Local Government Regulation 2012*.

Council will adopt a Terms of Reference for the Audit and Risk Committee that sets out the purpose and objectives of the Committee and procedures for the business of the Committee.

**RELATED DOCUMENTS**

This policy complements and is to be implemented in conjunction with, but not limited to, other Council policies and directives:

Audit and Risk Committee Terms of Reference

<p>Authorised by resolution as at:</p>   <hr/> <p>Brett Walsh Chief Executive Officer</p>
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**12. FINANCIAL SERVICES REPORT**  
**12.5 - Review Audit and Risk Committee Terms of Reference**

---

- 12.5 Review Audit and Risk Committee Terms of Reference**  
Review of the Terms of Reference of the Audit and Risk Committee.

**Council Action**  
Deliver

**Applicable Legislation**  
*Local Government Act 2009, s.105*  
*Local Government Regulation 2012, s.208 to 211*

**Policy Considerations**  
Audit and Risk Committee Policy

**Corporate and Operational Plan Considerations**  
Audit and Risk Management – Council identifies and manages its risks effectively.

**Budget Considerations**  
Nil

**Previous Council Resolutions related to this Matter**

**Officer Comment**

**Responsible Officer/s:** *David Wilson, Chief Financial Officer*

**Background:**  
Council's Audit and Risk Committee Policy requires Council to adopt a Terms of Reference that sets out the purpose and objectives of the Committee and procedures for the business of the Committee.

**Issue:**  
The Audit and Risk Committee have conducted a review of its Terms of Reference and endorse the attached Terms to be adopted by Council.

**Risk Management Factors:**  
This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Possible  
Consequence: Moderate  
Rating: Medium

The risk that ineffective governance might result in moderate financial or reputational loss to Council.

**Environmental Management Factors:**  
Not applicable

**Other Comments:**  
Not applicable

**Appendices**  
1. Terms of Reference [↓](#)  
2. Terms of Reference marked up [↓](#)

**Recommendation:**  
*Council adopts the Terms of Reference for the Audit and Risk Committee as presented.*



# Longreach Regional Council

Ilfracombe Isisford Longreach Yaraka

## Terms of Reference Audit & Risk Committee



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### 1.0 Head of Power

This Audit and Risk Committee (Committee) Terms of Reference has been designed to assist Longreach Regional Council (Council) in fulfilling its corporate governance responsibilities and oversight of financial management and reporting responsibilities imposed under the *Local Government Act 2009* (Act), the *Local Government Regulation 2012* (Regulation), and other relevant legislation.

### 2.0 Establishment

The Committee is established in accordance with s.105 of the Act and ss.208-211 of the Regulation.

Pursuant to s.265 of the Regulation, the Committee is an advisory committee to Council and has no decision-making powers. It acts as a source of independent advice to Council and to the Chief Executive Officer (CEO) on governance, risk management, accountability and audit-related matters.

These Terms of Reference set the principles and standards for the Committee and explains the role of the Committee within Council.

### 3.0 Objectives

The objective of the Committee is to advise Council on, and where delegated, determine upon matters outlined in the roles and responsibilities of the Committee. This includes the provision of independent assurance and assistance to Council, the CEO and the Executive Leadership Team (ELT) on Council's risk management, control and compliance framework, and its financial statement responsibilities.

### 4.0 Roles and Responsibilities of the Audit Committee

The role of the Committee is to assist Council and the CEO to discharge their responsibilities imposed under the Act and other relevant legislation, which includes the requirement to monitor and review the:

- Integrity of the financial documents;
- Internal audit function;
- Effectiveness and objectivity of Council's internal and external auditors (Auditors);
- Effectiveness of Council's internal controls;
- Effectiveness of Council's risk management processes; and
- Council's Procurement Policy.

The Committee's roles and responsibilities also include:

#### *Control and Policies*

- Evaluate and monitor the integrity, adequacy and effectiveness of finance, administrative and operating systems, policies and procedures through communication with, and reports from management and Auditors;
- Monitor the standard of corporate governance and ethical considerations;
- Monitor the compliance with statutory, regulatory and policy obligations;
- Review the effective operation of an accounting and financial control and risk environment;
- Review the Internal Audit Plan for the current financial year; and
- Review the progress of the Internal Audit Plan and the implementation of recommendations. With respect to audit recommendations, the internal auditor will follow up each recommendation when the implementation date falls due.

### *Financial Reporting*

- Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and recent professional and regulatory pronouncements, and understand their impact on the financial statements;
- Review proposed asset valuation methodology and the final annual asset valuation report;
- Review with management and the external auditors the results of the audit, including any difficulties encountered;
- Review the annual financial report, and consider whether it is complete, consistent with information known to Committee members, and reflects appropriate accounting principles, standards and regulatory requirements;
- Review with management and the external auditors all matters required to be communicated to the Audit and Risk Committee under generally accepted auditing standards; and
- Review any legal matters which could significantly impact the financial statements.

### *Internal and External Audit*

- Oversee Council's external audit and consider audit findings and management's response to the external auditor's management letter;
- Endorse internal audit plans;
- Review the audit plans of the Auditors and the extent to which planned audit scope can be relied upon to detect weaknesses in internal control, risk, fraud or other illegal acts;
- Review internal audit reports and findings; and
- Review the status of the follow up and the implementation of recommendations made by the Auditors.

### *Risk Management*

- Monitor Council's Enterprise Risk Management (ERM) strategies, policies and procedures;
- Advise on the management of Council's strategic risks. The Committee may identify specific risks for more detailed review and discussion; and
- Seek assurance from those in attendance at meetings and from information presented at meetings that the implementation of the Operational Plan continues to focus on the adequacy and effectiveness of internal controls and the minimisation of risk.

### *Fraud and Corruption Control*

- Review the process of developing and implementing Council's Fraud and Corruption Control Framework and satisfy itself that Council has appropriate processes and systems in place to detect, capture and effectively respond to fraud related information; and
- Review reports on fraud that outline any identified allegations of fraud, the status of any ongoing investigations and any changes to identified fraud related information.

## 5.0 Member Responsibilities

Members of the Committee are expected to understand and observe the legal requirements of the Act and Regulation.

Members are expected to at all times to:

- Act in the best interests of Council;
- Apply good analytical skills, objectivity and judgement;
- Maintain confidentiality of information and documentation considered by the Committee;
- Express opinions constructively and openly, raise issues that relate to the Committee's responsibilities and pursue independent lines of enquiry;
- Contribute the necessary time required to review the agenda papers prior to attending meetings;
- Act and make decisions with an open and enquiring mind from their perspective as a Committee member safeguarding the interests of Council;
- Act independently; and
- Exercise honesty, objectivity and probity and not engage knowingly in acts or activities that have the potential to bring discredit to Council in the discharge of their duties and responsibilities.

### 6.0 Composition

Section 210 of the Regulation specifies that the Committee must:

- a) consist of at least 3 and no more than 6 members; and
- b) must include 2, but no more than 2 councillors appointed by Council; and
- c) at least 1 member who has significant experience and skills in financial matters.

Council will appoint 1 of the Committee members as Chairperson.

Whilst the CEO is not a member of the Committee they may attend meetings of the Committee as required.

### 7.0 Terms of Membership

#### *Councillors*

- Councillor members will be appointed to the Committee for the full Council term unless otherwise removed by a resolution of full Council or acceptance of a resignation.
- In the event of a Councillor resigning their position on the Committee, the full Council will nominate a Councillor to fill the vacant position.

#### *Independent External Member*

- Appointment of an external member will be made via a public advertisement; an evaluation of candidates and a recommendation for appointment put to Council, or as otherwise determined by Council. The external member may not be a Council employee or contractor.
- The external member shall be appointed for a maximum term of four (4) years.
- The external member should have significant experience and skills in financial matters and be conversant with the role of internal audit, ERM principles and the financial and other reporting requirements of local governments.
- The evaluation of the potential external member will be undertaken taking account of the experience of candidates and their likely ability to apply appropriate analytical and strategic management skills.
- Remuneration will be paid to each external member.
- An external member may be re-appointed; however, they must reapply and follow the selection process.

#### *Committee*

- If the Council proposes to remove a member of the Committee, it must give written notice to the member of its intention to do so and provide that member with the opportunity to be heard at a Council meeting which is open to the public, if that member so requests.
- The Chairperson shall be appointed by Council.

### 8.0 Confidentiality

The Committee members are responsible and accountable for maintaining the confidentiality of the information they receive during the conduct of their function.

### 9.0 Quorum

Section 211(2) of the Regulation requires a quorum of at least half the number of members of the Committee and either the Chairperson shall preside or if the Chairperson is absent, the member chosen by the members present as Chairperson for the meeting presides.

### 10.0 Meetings and Reporting

- The dates and times of regular meetings of the Committee will be fixed by the Committee and may be amended from time to time by resolution.
- As an indicative guide the Committee should meet at least quarterly with meetings arranged to coincide with relevant Council deadlines, for example, to coincide with the approval of corporate plans, annual plans and budgets, to coincide with engagement of the external auditors and the finalisation of the financial statements.
- **Additional meetings shall be convened at the discretion of the Chairperson or at the written request of any member of the Committee or Auditors.**
- The Chief Financial Officer shall attend all meetings, except when the Committee chooses to meet in camera. Other members of Council or Council employees may be invited to attend where appropriate at the discretion of the Committee to advise and provide information when required.
- Representatives of the Auditors should be invited to attend all meetings but must attend meetings considering the draft Annual Financial Report and results of the External Audit.
- Due to the confidential nature of information and the high level of independence of internal and external audit, Committee meetings may be closed in accordance with s.275 of the Regulation.
- If considered beneficial by the Chairperson of the Committee, additional meetings may be held with internal or external audit. The Chairperson may decide to hold 1 or both of the following meetings:
  - a) A separate meeting may be held by the Audit Committee and the Auditors with no observers present, and/or
  - b) An executive session may be held by the Chairperson with an independent Committee member and the Auditors.

The Chairperson may hold the meetings when considered appropriate. These meetings would be in addition to the normal Committee meetings.

- Appendix 'A' – Standing Agenda Items.

#### *Administrative Support*

Council shall provide administrative support to the Committee, including the preparation and distribution of the agenda and the taking of minutes.

#### *Access by Committee*

The Committee shall be supplied with information it requires from the CEO or any Council employee delegated by the CEO.

Requests for Council employees and independent experts to attend a Committee meeting to provide information shall be approved by the CEO, CFO or a Director.

The Committee is authorised to obtain independent professional advice where considered necessary, following consultation with the CEO and Council.

#### *Reporting Requirements*

Sections 211(1)(c) and 211(4) of the Regulation require a written report about the matters reviewed at a Committee meeting and the Committee's recommendations about the matters to be presented by the CEO at the next Council meeting for consideration and adoption.

The Auditors may be requested to address Council to provide detailed explanations of the issues reported or raised within the Committee meetings. It is imperative that the independence of audit is not compromised or seen to be compromised.

To maintain this high level of independence, it may be necessary to resolve that the Council meeting be closed (in terms of s.275 of the Regulation) when the Auditors addresses Council.

After the Council meeting, the adopted report is to be circulated to all Committee members.

### 11.0 Relationships

#### *Internal Audit*

The Committee will act as a forum for Internal Audit and oversee its planning, monitoring and reporting processes. This process will form part of the governance process that ensures that Council's Internal Audit function operates effectively, efficiently and economically.

#### *External Audit*

The Committee has no power of direction over External Audit or the manner in which the External Audit is planned or undertaken, but will act as a forum for the consideration of External Audit findings and will ensure that they are balanced with the views of management.

### 12.0 Induction of New Members

New members of the Committee will be provided with induction material to allow the members to familiarise themselves with the organisation and to facilitate their understanding of its principal operations and activities, corporate practices and culture.

New members will receive relevant information and briefings upon their appointment to assist them to understand and meet their responsibilities under this Terms of Reference. Further training may be available if required.

### 13.0 Performance Review and Assessment

The Chairperson of the Committee will initiate a review of the performance of the Committee at least every 2 years.

A Committee self-assessment questionnaire will be used to facilitate this review with appropriate input sought from the CEO, Committee members, the ELT, Internal Audit, and any other relevant stakeholders.

Recommendations for enhancement to the role, operational processes or membership of the Committee, will be provided to Council for adoption.

### 14.0 Conflicts of Interest

Committee members are required to provide written declarations declaring any actual, perceived or potential conflicts of interest that they may have in relation to their responsibilities.

As they arise between meetings, or at the beginning of each Committee meeting, members are required to declare any new or changed actual, perceived or potential conflicts of interest that may apply to specific matters on the meeting agenda.

Where required, the members will be excused from the meeting or from the Committee's consideration of the relevant agenda item(s). Details of actual, perceived or potential conflicts of interest declared by members and action taken will be appropriately recorded.

### 15.0 Professional Indemnity Insurance

Committee members are provided with professional indemnity insurance as part of Council's Broad Form Liability Cover - Qld Local Government Mutual Liability Pool.





## 16.0 Review of the Terms of Reference

This Terms of Reference will be reviewed at least annually. This review will include consultation with the Chairperson and the CEO.

Any substantive changes to the Terms of Reference will be formally adopted by the Council on the recommendation of the Committee.

## 17.0 Legislation Referenced in the Terms of Reference

*Local Government Act 2009*  
*Local Government Regulation 2012*  
*Auditor-General Act 2009*

Appendix A -

STANDING AGENDA ITEMS

Agenda Item	Topic	Speaker / Presenter
1	Welcome and apologies	Chairperson
2	Actual, perceived or potential conflict of interest declarations	Chairperson
3	Confirmation of minutes from previous meeting	Chairperson
4	External Audit Report (if applicable)	External Audit
5	Internal Audit Report (if applicable) and review of Internal Audit Plan	Internal Audit
6	Report on implementation of audit issues	CFO
7	Quarterly key focus item	As per table below
8	Risk management	CFO
9	Policy reviews	CFO
10	General business	Committee
11	Confirm Committee schedule	Chairperson
12	Close	Chairperson

Meeting schedule	Quarterly key focus item	Presenter
October	Review of financial statements and recommendation to sign management letter.	CFO
December	Review of Committee performance.	Chairperson
April	Review of insurance policies and preparation of questionnaires.	CFO
July	Review of accounting position papers and preparation of financial statements.	CFO



# Longreach Regional Council

Ifracombe Isisford Longreach Yaraka

## Terms of Reference Audit & Risk Committee

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### 1.0 Head of Power

This Audit and Risk Committee (**Committee**) Terms of Reference has been designed to assist Longreach Regional Council (**Council**) in fulfilling its corporate governance ~~role-responsibilities~~ and oversight of financial management and reporting responsibilities imposed under the *Local Government Act 2009 (Act)*, the *Local Government Regulation 2012 (Regulation)*, and other relevant legislation.

### 2.0 Establishment

The Committee is established in accordance with s.105 of the Act and ss.208-211 of the Regulation.

Pursuant to s.265 of the Regulation, the Committee is an advisory committee to Council and has no decision-making powers. It acts as a source of independent advice to Council and to the Chief Executive Officer (CEO) on governance, risk management, accountability and audit-related matters.

These Terms of Reference set the principles and standards for the Committee and explains the role of the Committee within Council.

### 3.0 Objectives

The objective of the Committee is to advise Council on, and where delegated, determine upon matters outlined in the roles and responsibilities of the Committee. This includes the provision of independent assurance and assistance to Council, the CEO and the Executive Leadership Team (**ELT**) on Council's risk ~~management~~, control and compliance framework, and its financial statement responsibilities.

### 4.0 Roles and Responsibilities of the Audit Committee

The role of the Committee is to assist Council and the CEO to discharge their responsibilities imposed under the Act and other relevant legislation, which includes the requirement to monitor and review the:

- Integrity of the financial documents;
- ~~I~~Internal ~~A~~audit function;
- Effectiveness and objectivity of Council's ~~I~~internal ~~and external~~ ~~A~~auditors. ~~(Auditors)-and-External Audit;~~
- Effectiveness of Council's internal controls; ~~and~~
- Effectiveness of Council's risk management processes; ~~and-and~~
- Council's Procurement Policy.

The Committee's roles and responsibilities also include:

#### **Control and Policies**

- Evaluate and monitor the integrity, adequacy and effectiveness of finance, administrative and operating systems, policies and procedures through communication with, and reports from management; ~~External and Internal Audit and Auditors;~~
- Monitor the standard of corporate governance and ethical considerations;
- Monitor the compliance with statutory, regulatory and policy obligations;
- Review the effective operation of an accounting and financial control and risk environment;
- Review the Internal Audit Plan for the current financial year; ~~and~~
- Review the progress of the Internal Audit Plan and the implementation of recommendations. With respect to audit recommendations, ~~the~~ ~~I~~internal ~~A~~auditor will follow up each recommendation when the implementation date falls due.

### *Financial Reporting*

- Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and recent professional and regulatory pronouncements, and understand their impact on the financial statements;
- Review proposed asset valuation methodology and the final annual asset valuation report;
- Review with management and the External Auditors the results of the audit, including any difficulties encountered;
- Review the annual financial report, and consider whether it is complete, consistent with information known to Committee members, and reflects appropriate accounting principles, standards and regulatory requirements;
- Review with management and the External Auditors all matters required to be communicated to the Audit and Risk Committee under generally accepted auditing standards; and
- Review any legal matters which could significantly impact the financial statements.

### *Internal and External Audit*

- Oversee Council's External Audit and consider audit findings and management's response to the External Auditor's management letter;
- Endorse Internal Audit plans;
- Review the audit plans of the Internal and External Auditors and the extent to which planned audit scope can be relied upon to detect weaknesses in internal control, risk, fraud or other illegal acts;
- Review Internal Audit reports and findings; and
- Review the status of the follow up and the implementation of recommendations made by the Internal and External Auditors.

### *Risk Management*

- Monitor Council's Enterprise Risk Management (ERM) strategies, policies and procedures;
- Advise on the management of Council's strategic risks. The Committee may identify specific risks for more detailed review and discussion; and
- Seek assurance from those in attendance at meetings and from information presented at meetings that the implementation of the Operational Plan continues to focus on the adequacy and effectiveness of internal controls and the minimisation of risk.

### *Fraud and Corruption Control*

- Review the process of developing and implementing Council's Fraud and Corruption Control Framework and satisfy itself that Council has appropriate processes and systems in place to detect, capture and effectively respond to fraud related information; and
- Review reports on fraud that outline any identified allegations of fraud, the status of any ongoing investigations and any changes to identified fraud related information.

## 5.0 Member Responsibilities

Members of the Committee are expected to understand and observe the legal requirements of the Act and Regulation.

Members are expected to at all times to:

- Act in the best interests of Council;
- Apply good analytical skills, objectivity and judgement;
- Maintain confidentiality of information and documentation considered by the Committee;
- Express opinions constructively and openly, raise issues that relate to the Committee's responsibilities and pursue independent lines of enquiry; and
- Contribute the necessary time required to review the agenda papers prior to attending meetings;
- Act and make decisions with an open and enquiring mind from their perspective as a Committee member safeguarding the interests of Council;
- Act independently; and

- Exercise honesty, objectivity and probity and not engage knowingly in acts or activities that have the potential to bring discredit to Council in the discharge of their duties and responsibilities.

### 6.0 Composition

Section 210 of the Regulation specifies that the Committee must:

- a) ~~consist of at least three (3) and no more than six (6) members; and~~
- b) ~~must include one (1), but no more than two (2) Councillors appointed by Council; and~~
- c) ~~at least 1 member who has significant experience and skills in financial matters.~~

~~The members, taken collectively, will have a broad range of skills and experience relevant to the Committee's responsibilities. At least one (1) member will have significant accounting or related financial management experience with an understanding of accounting and auditing standards in a public sector environment.~~

Council will appoint ~~one (1)~~ of the Committee members as Chairperson.

Whilst the CEO is not a member of the Committee they may attend meetings of the Committee as required.

### 7.0 Terms of Membership

#### Councillors

- Councillor members will be appointed to the Committee for the full Council term unless otherwise removed by a resolution of full Council or acceptance of a resignation.
- In the event of a Councillor resigning their position on the Committee, the full Council will nominate a Councillor to fill the vacant position.

#### Independent External Member

- Appointment of ~~an~~ external member will be made via a public advertisement; an evaluation of candidates and a recommendation for appointment put to Council, or as otherwise determined by Council. ~~The E~~external member may not be a Council employee or contractor.
- ~~The E~~external member shall be appointed for a maximum term of four (4) years.
- ~~The E~~external member should have significant experience and skills in financial matters and be conversant with the role of ~~I~~nternal ~~A~~udit, ERM principles and the financial and other reporting requirements of local governments.
- The evaluation of the potential external member will be undertaken taking account of the experience of candidates and their likely ability to apply appropriate analytical and strategic management skills.
- Remuneration will be paid to each external member.
- An ~~E~~external member may be re-appointed; however, they must reapply and follow the selection process.

#### Committee

- If the Council proposes to remove a member of the Committee, it must give written notice to the member of its intention to do so and provide that member with the opportunity to be heard at a Council meeting which is open to the public, if that member so requests.
- The Chairperson shall be appointed by Council.

### 8.0 Confidentiality

The Committee members are responsible and accountable for maintaining the confidentiality of the information they receive during the conduct of their function.

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### 9.0 Quorum

Section 211(2) of the Regulation requires a quorum of at least half the number of members of the Committee and either the Chairperson shall preside or if the Chairperson is absent, the member chosen by the members present as Chairperson for the meeting presides.

### 10.0 Meetings and Reporting

- The dates and times of regular meetings of the Committee will be fixed by the Committee and may be amended from time to time by resolution.
- As an indicative guide the Committee should meet at least quarterly with meetings arranged to coincide with relevant Council deadlines, for example, to coincide with the approval of corporate plans, annual plans and budgets, to coincide with engagement of the External Auditors and the finalisation of the financial statements.
- Additional meetings shall be convened at the discretion of the Chairperson or at the written request of any member of the Committee, Internal or External Auditor or Auditors.
- The Director of Corporate Services and Head of Finance Chief Financial Officer shall attend all meetings, except when the Committee chooses to meet in camera. Other members of Council or Council employees may be invited to attend where appropriate at the discretion of the Committee to advise and provide information when required.
- Representatives of the Auditors external Auditor and Internal Auditor should be invited to attend all meetings but must attend meetings considering the draft Annual Financial Report and results of the External Audit.
- Due to the confidential nature of information and the high level of independence of Internal and External Audit, Committee meetings may be closed in accordance with s.275 of the Regulation.
- If considered beneficial by the Chairperson of the Committee, additional meetings may be held with Internal or External Audit. The Chairperson may decide to hold one (1) or both of the following meetings:
  - a) A separate meeting may be held by the Audit Committee and the Auditors internal or External Audit with no observers present, and/or
  - b) An executive session may be held by the Chairperson with an independent Committee member and the Auditors internal or External Audit.

The Chairperson may hold the meetings when considered appropriate. These meetings would be in addition to the normal Committee meetings.

- Appendix 'A' – Standing Agenda Items.

#### **Administrative Support**

The Corporate Services Administration Officer Council shall provide administrative support to the Committee, including the preparation and distribution of the agenda and the taking of minutes.

This support shall include:

- Preparation and distribution of the agenda and any attachments and other material to the Committee, the External Auditors and relevant stakeholders prior to the Meetings, in accordance with s.277 of the Regulation.
- Pursuant to s.272 (7) of the Regulation, the Committee is exempted from the requirement to keep minutes of its proceedings as the function of the Committee is to advise or recommend.

#### **Access by Committee**

The Committee shall be supplied with information it requires from the CEO or any Council employee delegated by the CEO.

Requests for Council employees and independent experts to attend a Committee meeting to provide information shall be approved by the CEO, CFO or a Director.

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The Committee is authorised to obtain independent professional advice where considered necessary, following consultation with the CEO and Council.

### *Reporting Requirements*

Sections 211(1)(c) and 211(4) of the Regulation require a written report about the matters reviewed at a Committee meeting and the Committee's recommendations about the matters to be presented by the CEO at the next Council meeting for consideration and adoption.

~~Internal and External Audit~~The Auditors may be requested to address Council to provide detailed explanations of the issues reported or raised within the Committee meetings. It is imperative that the independence of audit is not compromised or seen to be compromised.

To maintain this high level of independence, it may be necessary to resolve that the Council meeting be closed (in terms of s.275 of the Regulation) when ~~Internal or External Audit~~the Auditors addresses Council.

After the Council meeting, the adopted report is to be circulated to all Committee members.

## 11.0 Relationships

### *Internal Audit*

The Committee will act as a forum for Internal Audit and oversee its planning, monitoring and reporting processes. This process will form part of the governance process that ensures that Council's Internal Audit function operates effectively, efficiently and economically.

### *External Audit*

The Committee has no power of direction over External Audit or the manner in which the External Audit is planned or undertaken, but will act as a forum for the consideration of External Audit findings and will ensure that they are balanced with the views of management.

## 12.0 Induction of New Members

New members of the Committee will be provided with induction material to allow the members to familiarise themselves with the organisation and to facilitate their understanding of its principal operations and activities, corporate practices and culture.

New members will receive relevant information and briefings upon their appointment to assist them to understand and meet their responsibilities under this Terms of Reference. Further training may be available if required.

## 13.0 Performance Review and Assessment

The Chairperson of the Committee; will initiate a review of the performance of the Committee at least every ~~two (2)~~2 years.

A Committee self-assessment questionnaire will be used to facilitate this review with appropriate input sought from the CEO, Committee members, the ELT, Internal Audit, ~~the Director of Corporate Services~~, and any other relevant stakeholders.

~~Any need~~Recommendations for enhancements to the role, operational processes or membership of the Committee, will be ~~recommended~~provided to Council for adoption.



### 14.0 Conflicts of Interest

Committee members are required to provide written declarations declaring any actual, perceived or potential conflicts of interest **that** they may have in relation to their responsibilities.

As they arise between meetings, or at the beginning of each Committee meeting, members are required to declare any new or changed actual, perceived or potential conflicts of interest that may apply to specific matters on the meeting agenda.

Where required, the members will be excused from the meeting or from the Committee's consideration of the relevant agenda item(s). Details of actual, perceived or potential conflicts of interest declared by members and action taken will be appropriately recorded.

### 15.0 Professional Indemnity Insurance

Committee members are provided with professional indemnity insurance as part of Council's Broad Form Liability Cover - Qld Local Government Mutual Liability Pool.

### 16.0 Review of the Terms of Reference

This Terms of Reference will be reviewed at least annually. This review will include consultation with the Chairperson and the CEO.

**Any substantive changes to the Terms of Reference will be formally adopted by the Council on the recommendation of the Committee.**

### 17.0 Legislation Referenced in the Terms of Reference

*Local Government Act 2009*  
*Local Government Regulation 2012*  
*Auditor-General Act 2009*

## 12.5 - Review Audit and Risk Committee Terms of Reference --Appendix 2

### Appendix A –

#### STANDING AGENDA ITEMS

Agenda Item	Topic	Speaker / Presenter
1	Welcome and Apologies	Chairperson
2	Actual, Perceived or Potential Conflict of Interest Declarations	Chairperson
3	<u>Confirmation of minutes from previous meeting</u>	<u>Chairperson</u>
4 3	Significant Organisation and System Matters <u>External Audit Report (if applicable)</u>	<u>Director of Corporate Services</u> <u>External Audit</u>
5 4	<u>Enterprise Risk Management Activities Update</u> <u>Internal Audit Report (if applicable) and review of Internal Audit Plan</u>	<u>Director of Corporate Services</u> <u>Internal Audit</u>
6	<u>Report on implementation of audit issues</u>	<u>CFO</u>
7	<u>Quarterly key focus item</u>	<u>As per table below</u>
8 5	<u>Financial Reporting – including YTD budget versus actual</u> <u>Risk management</u>	<u>Head of Finance</u> <u>CFO</u>
9 6	<u>External Auditor Report</u> <u>Policy reviews</u>	<u>External Auditor</u> <u>CFO</u>
7	<u>Internal Audit Overview, Reports &amp; Follow-Up Actions</u>	<u>Internal Auditor</u>
10 8	General Business	Committee
11 9	<u>Confirm Next Audit Committee Meeting</u> <u>Committee schedule</u>	Chairperson
12 10	Close	Chairperson

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Meeting schedule	Quarterly key focus item	Presenter
October	Review of financial statements and recommendation to sign management letter.	CFO
December	Review of Committee performance.	Chairperson
April	Review of insurance policies and preparation of questionnaires.	CFO
July	Review of accounting position papers and preparation of financial statements.	CFO

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**12. FINANCIAL SERVICES REPORT**  
**12.6 - Risk Management Policy**

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**12.6 Risk Management Policy**  
Review of the Risk Management Policy

**Council Action**

Deliver

**Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulations 2012 s.164*

**Policy Considerations**

Not applicable

**Corporate and Operational Plan Considerations**

Audit and Risk Management – Council identifies and manages its risks effectively.

**Budget Considerations**

Nil

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

**Responsible Officer/s:** *David Wilson, Chief Financial Officer*

**Background:**

Risk is the effect of uncertainty on objectives. Recent events have demonstrated that uncertainty can have a significant impact on Council's people, assets, financial sustainability and ability to deliver services to the community. This policy explains how Council integrates risk management in its strategic and operational decision-making to minimise the negative impacts and take advantage of positive opportunities caused by uncertainty.

**Issue:**

The Risk Management Policy has been reviewed and significant changes made to it and Council's Risk Management Framework. The attached policy replaces the previous version.

**Risk Management Factors:**

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Likely  
Consequence: Catastrophic  
Rating: Extreme

Consideration was given to the risk that without effective risk management and governance, Council is more likely to encounter major negative consequences, compromising its ability to achieve its strategic objectives.

**Environmental Management Factors:**

Nil

**Other Comments:**


Nil

**Appendices**

1. Risk Management Policy [↓](#)

**Recommendation:**

*Council adopts the Risk Management Policy as presented.*

<b>Risk Management Policy</b>		 <p><b>Longreach Regional Council</b></p> <p><small>Ilfracombe Isisford Longreach Yarak</small></p>
Policy Number:	1.11	
Policy Category:	Financial	
Authorised by:		
Date approved:		
Review Date:		

## PURPOSE

Risk is the effect of uncertainty on objectives. Recent events have demonstrated that uncertainty can have a significant impact on Longreach Regional Council's (Council) people, assets, financial sustainability and ability to deliver services to the community. This policy explains how Council integrates risk management in its strategic and operational decision-making to minimise the negative impacts and take advantage of positive opportunities caused by uncertainty.

## SCOPE

This policy applies to all Council activities and entities.

## LEGISLATION

*Local Government Act 2009*

*Local Government Regulation 2012*

## RELATED DOCUMENTS

Australian Standard AS/NZS ISO 31000:2018 Risk Management Guidelines

## COMMITMENT TO RISK MANAGEMENT

Council's leadership is committed to developing a culture of effective risk management, ensuring that risk management is integrated into all activities, reducing the negative impacts and taking advantage of the opportunities caused by uncertainty.

To demonstrate this commitment it will:

- customise a risk management framework to suit Council's circumstances,
- ensure that necessary resources are allocated to managing risk,
- assign authority, responsibility and accountability at appropriate levels within Council.

## THE RISK MANAGEMENT FRAMEWORK

This policy is a key part of Council's Risk Management Framework (Framework). The Framework is how Council integrates risk management into everything that it does, from strategic planning and policy development through to its day-to-day operations.

Council will maintain a Framework that is customised to Council's circumstances and that follows the principles of ISO 31000:2018. The Framework will describe how risk management will be:

- integrated into Council's purpose, governance, leadership, strategy, objectives and operations,
- designed to ensure that risk management is understood by everyone, relevant and structured for Council,
- implemented so that risk management is a part of all activities and decision-making throughout Council,
- evaluated periodically to measure its effectiveness against objectives, and
- continually improved and adapted to changing circumstances.

Authorised by resolution as at:

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Brett Walsh  
Chief Executive Officer

**12. FINANCIAL SERVICES REPORT**  
**12.7 - Risk Management Framework**

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**12.7 Risk Management Framework**

Review and update of Council's Risk Management Framework.

**Council Action**

Deliver

**Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulations 2012*

**Policy Considerations**

Risk Management Policy

**Corporate and Operational Plan Considerations**

Audit and Risk Management – Council identifies and manages its risks effectively.

**Budget Considerations**

Nil

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

*Responsible Officer/s: David Wilson, Chief Financial Officer*

**Background:**

Risk is the effect of uncertainty on objectives. Recent events have demonstrated that uncertainty can have a significant impact on Longreach Regional Council's (Council) people, assets, financial sustainability and ability to deliver services to the community. This policy explains how Council integrates risk management in its strategic and operational decision-making to minimise the negative impacts and take advantage of positive opportunities caused by uncertainty.

**Issue:**

The Risk Management Framework has been reviewed and significant changes made.

- 1) It has been created as a stand-alone document,
- 2) It has been written to make the framework more relatable to Council,
- 3) It incorporates Council's risk appetite to clearly communicate Council's expectations and tolerances to risks.

The document partially replaces some components from the previous Risk Management Policy.

**Risk Management Factors:**

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Likely  
Consequence: Catastrophic  
Rating: Extreme

Consideration was given to the risk that without effective risk management and governance, Council may experience negative impacts on its ability to achieve its strategic goals.

**Environmental Management Factors:**

Not applicable



**12. FINANCIAL SERVICES REPORT**  
**12.7 - Risk Management Framework**

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**Other Comments:**


Nil

**Appendices**

1. Risk Management Framework [↓](#)

***Recommendation:***

*Council adopts the Risk Management Framework as presented.*

<b>Risk Management Framework and Risk Appetite</b>		 <p><b>Longreach Regional Council</b> <small>Ilfracombe Isisford Longreach Yarak</small></p>
Policy Number:		
Policy Category:	Finance	
Authorised by:		
Date approved:		
Review Date:		

**PURPOSE**

Risk is the effect of uncertainty on objectives. Recent events have demonstrated that uncertainty can have a significant impact on Longreach Regional Council's (Council) people, assets, financial sustainability and ability to deliver services to the community.

The Risk Management Framework describes how risk management will be:

- integrated into Council's purpose, governance, leadership, strategy, objectives and operations,
- designed to ensure that risk management is understood by everyone, relevant and structured for Council,
- implemented so that risk management is a part of all activities and decision-making throughout Council,
- evaluated periodically to measure its effectiveness against objectives, and
- continually improved and adapted to changing circumstances.

**SCOPE**

This framework applies to all Council activities and entities.

**LEGISLATION**

*Local Government Act 2009*

*Local Government Regulation 2012*

**RELATED DOCUMENTS**

Risk Management Policy

Risk Management Processes and Reporting Management Directive

**RELATIONSHIP BETWEEN RISK MANAGEMENT FRAMEWORK AND WORKPLACE HEALTH AND SAFETY (WHS)**

Council prioritises the health and safety of all employees, contractors, visitors and members of the public over all else and maintains a strong Safety Culture. While WHS forms a part of the Risk Management Framework, due to its importance Council has a number of policies and management directives that deal specifically with WHS that will work in tandem with the Risk Management Framework.

### **INTEGRATION INTO COUNCIL'S PURPOSE, GOVERNANCE, LEADERSHIP, STRATEGY, OBJECTIVES AND OPERATIONS**

The Risk Management Process described in this framework will be applied to all levels of planning and decision-making.

#### **Councillors**

In their governance role, Councillors will review the risk assessments made by the Chief Executive Officer (CEO) and Executive Leadership Team (ELT) in the development of the Corporate Plan, Operational Plan, budget, policies and recommendations to Council.

#### **CEO and ELT**

The CEO and ELT will make regular assessments of Council's strategic risks when developing Council's Corporate Plan, Operational Plan and budget. After making assessments of the strategic risks using the risk management process, the impact of each risk will be compared to the risk appetite established by Council. The CEO and ELT will take the necessary steps to ensure that rectify any risks that exceed Council's risk appetite.

The CEO and ELT will review the risk assessments made by Managers and Supervisors in the development of their operational plans, project plans and budget submissions.

#### **Managers and Supervisors**

Managers and Supervisors will make regular assessments of the operational risks when developing their operational plans, project plans and budget submissions. The risk assessments will include any risks to safety, the successful completion of projects on time and on budget and the successful delivery of services to the community.

#### **Employees**

Employees will identify, manage and communicate risks associated with their workplace activities. These risk assessments will include any risks to safety, council assets and the successful completion of their workplace activities.

### **DESIGN**

The Risk Management Framework will be designed to ensure it is easily understood and implemented throughout Council.

#### **Context**

The environment in which Council operates needs to be understood by everyone so that all risk assessments are aligned. Understanding the environment includes:

- Understanding how external factors create a risk to Council,
- Knowing how much risk Councillors are prepared to accept,
- Everyone should understand Council's strategy and objectives and how what they do contributes,
- How information flows throughout Council.

**Responsibilities**

Role	Risk Management Framework Responsibilities
Council	<ul style="list-style-type: none"> <li>• Approve the Risk Management Policy and Risk Management Framework</li> <li>• Set the Risk Appetite for Council</li> </ul>
Audit and Risk Committee	<ul style="list-style-type: none"> <li>• Review and endorse the Risk Management Policy and Risk Management Framework for Council approval</li> <li>• Review and define the Risk Appetite for Council approval</li> <li>• Review Council's Risk Register and escalate any critical risks</li> </ul>
Chief Executive Officer	<ul style="list-style-type: none"> <li>• Promote a positive risk culture throughout Council</li> <li>• Assign authority, responsibility and accountability to appropriate levels within Council for risk management</li> <li>• Ensure that necessary resources are allocated to manage risk</li> <li>• Ensure that the Risk Management Policy and Risk Management Framework are implemented</li> <li>• Ensure that risks are adequately considered when setting Council's Corporate and Operational Plans</li> </ul>
Executive Leadership Team members	<p>Within their Directorates:</p> <ul style="list-style-type: none"> <li>• Promote a positive risk culture</li> <li>• Implement the Risk Management Policy and Risk Management Framework</li> <li>• Assign authority, responsibility and accountability to appropriate levels</li> <li>• Report regularly on risks and maintain a risk register</li> </ul>
Managers and Supervisors	<p>Within their teams:</p> <ul style="list-style-type: none"> <li>• Manage the implementation and integration of good risk management processes</li> <li>• Ensure their teams are trained in their risk management responsibilities</li> <li>• Report regularly on risks and maintain a risk register</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Identify, manage and communicate risks associated with their workplace activities</li> </ul>

Chief Financial Officer	<ul style="list-style-type: none"> <li>• Facilitate the development and monitoring of Council’s risk profile</li> <li>• Prepare reports to the Audit and Risk Committee on Council’s risk profile, emerging risks and other relevant material matters that may arise from time to time</li> <li>• Review and continually improve Council’s Risk Management Framework</li> </ul>
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**Resources**

The risk management function will be resourced by:

- Providing training to all Council employees in risk management according to their responsibilities,
- Creating and maintain adequate risk management information systems to maintain a functional risk register,
- Providing employees with the processes, methods and tools to identify, communicate and manage risks.

**IMPLEMENTATION**

The implementation of the Risk Management Framework is described in the Risk Management Processes and Reporting Management Directive.

**EVALUATION**

The Risk Management Framework will be reviewed and assessed quarterly by the Audit and Risk Committee. The framework will be measured by the Committee against its purpose, implementation plan and expected behaviours to determine whether it remains suitable to support achieving Council’s objectives.

**IMPROVEMENT**

The Framework will be regularly monitored and adapted to address external and internal changes so that it continues to add value to Council.

The CEO and ELT will review the Framework on a monthly basis to ensure that it remains effective and that it is being implemented throughout Council. All employees are encouraged to highlight any gaps or improvements to the Framework to the CEO. The CEO will assign responsibility to implement any changes to the appropriate person.

**RISK APPETITE STATEMENT**

The Risk Appetite Statement (RAS) documents Council’s risk categories, the risk appetite that Council has for each category and what Council will and won’t tolerate for each category. It communicates how much risk Council is willing to tolerate in achieving its strategic objectives.

Council has defined an overall risk appetite rating for each risk category. The risk appetite ratings are:

**Risk Appetite Ratings**

<b>Rating</b>	<b>Description</b>
Minimal	Preference for safe options that are very low risk and only have potential for limited reward.
Cautious	Preference for safe options that have a low degree of risk and have some potential for reward.
Open	Willing to consider all potential options and choose the one most likely to result in successful delivery, while also providing an acceptable level of reward and value for money.
Risk positive	Will consider options offering higher business rewards despite elevated levels of inherent risk.

**Risk Appetite Statement**

Risk Category	Context	Risk Appetite Rating	Risk Tolerance Levels	
			Council will tolerate	Council will not tolerate
<b>Financial</b>	Council recognises that there are financial risks inherent in delivering a wide range of services and capital projects, particularly in a remote area.	Cautious	<ul style="list-style-type: none"> <li>Unfavourable budget variations of 5% in operating and capital budgets overall and 10% in individual programs and projects.</li> <li>Minor unforeseen and unavoidable cost variations in capital projects within the contingency allocated to each project.</li> <li>Calculated financial risks to deliver infrastructure or improve service delivery.</li> <li>Minor cost impacts due to the implementation of weighted scoring in procurement to benefit local competent suppliers.</li> <li>Minor losses, or capital outlays, attributable to new processes or innovation to improve services to meet community needs.</li> </ul>	<ul style="list-style-type: none"> <li>Financial activities and/or investment practices that contravene legislated or policy requirements.</li> <li>Failure to maintain or implement effective systems, processes and controls which adequately protect Council's financial position and performance.</li> <li>Fraudulent or corrupt financial transactions.</li> <li>Actions that have a significant negative impact on long-term financial sustainability.</li> <li>Available cash falling below target.</li> <li>A three-year average net deficit.</li> </ul>
	Council has a cautious appetite for variation in financial performance as long-term financial sustainability is not threatened.		<ul style="list-style-type: none"> <li>Initiatives that promote a safe, inclusive and high performing culture.</li> <li>Minor, unforeseen incidents or injuries that arise from time to time while undertaking normal activities.</li> <li>Minor staff grievances that can be dealt with through normal internal mechanisms.</li> <li>Minor staff morale and grievances due to change within Council that leads to more innovative, efficient and effective</li> </ul>	<ul style="list-style-type: none"> <li>Actions or behaviours that are deliberate and willingly contravene Council's policies and procedures.</li> <li>Actions that do not align with Council's core values.</li> <li>Practices that knowingly compromise staff wellbeing and workplace or community safety (including discrimination, bullying or harassment).</li> <li>Unsafe infrastructure and work</li> </ul>
<b>People and safety</b>	Council supports a culture that puts the safety and wellbeing of its people above all else.	Minimal		
	Council has minimal appetite for work practices, actions or inactions that compromise the wellbeing and safety of people including			

Risk Category	Context	Risk Appetite Rating	Risk Tolerance Levels	
			Council will tolerate	Council will not tolerate
	staff, contractors, volunteers and community.		outcomes.	<ul style="list-style-type: none"> <li>environments.</li> <li>Activities that result in reasonably foreseeable and preventable fatalities, harm, serious injuries or illnesses.</li> </ul>
<b>Service delivery</b>	<p>Council delivers a range of community services, events and facilities that contribute to the community.</p> <p>Council is <b>open</b> to creativity and innovation and is willing to take some level of risk to deliver efficiencies, enhance capabilities and provide excellent service to the community.</p> <p>Council is <b>open</b> to taking moderate risk to enhance service delivery.</p>	Open	<ul style="list-style-type: none"> <li>Unforeseen interruptions of up to 2 days to critical business functions from uncontrollable events.</li> <li>Unforeseen interruptions of up to 7 days to less critical business functions from uncontrollable events.</li> <li>Moderate reputational impact from community complaints relating to service quality or new initiatives.</li> <li>Moderate impacts to service delivery due to implementation of new technology, innovation initiatives or projects.</li> </ul>	<ul style="list-style-type: none"> <li>Failure to significantly meet service commitments and community expectations.</li> <li>Failure to develop plans to respond to a disruption and ensure the continuity of critical business functions.</li> </ul>
<b>Assets and infrastructure</b>	Council is committed to continuous improvement in order to provide excellent and cost effective	Open	<ul style="list-style-type: none"> <li>Moderate financial and reputational impacts arising from the implementation of new and innovative technologies.</li> <li>Moderate impacts leading to short-term disruption to the community due to implementation of projects provided the</li> </ul>	<ul style="list-style-type: none"> <li>Failure to develop plans to respond to a disruption and ensure the continuity of operational infrastructure.</li> <li>Significant foreseeable variations in project costs within Council's control.</li> </ul>



Risk Category	Context	Risk Appetite Rating	Risk Tolerance Levels	
			Council will tolerate	Council will not tolerate
	<p>infrastructure services that provide a benefit to the community.</p> <p>Council is <b>open</b> to taking moderate levels of risk to enhance the region's assets and infrastructure.</p>	Rating	<p>community has been informed.</p> <ul style="list-style-type: none"> <li>Moderate short-term financial impact on capital costs of projects where there are demonstrated long-term sustainable gains.</li> <li>Unforeseen interruptions of up to 2 days to critical infrastructure from uncontrollable events, except in the case of natural disasters.</li> <li>Minor unforeseen and unavoidable cost variations in capital projects within the contingency allocated to each project.</li> </ul>	<ul style="list-style-type: none"> <li>Failure of third-party contractors to provide services within budget and agreed timeframes.</li> <li>Non-completion of a significant or grant funded project within the scheduled completion period.</li> <li>Asset failure significantly earlier than the projected lifespan of the asset.</li> </ul>
<p><b>Information Technology</b></p>	<p>Council's aim is to protect its assets contained within its ICT systems and services.</p> <p>Council has a <b>cautious</b> approach to safeguarding its ICT systems from both internal and external threats, misuse, modification and damage.</p>	<p>Cyber security – Cautious</p>	<p><b>Cyber Security</b></p> <ul style="list-style-type: none"> <li>Some cyber threats which if they were successful would have a minor impact on Council's business because they do not compromise the integrity, confidentiality or availability of Council's information or assets.</li> <li>Timely remediation of identified cyber security control weaknesses.</li> </ul>	<p><b>Cyber Security</b></p> <ul style="list-style-type: none"> <li>Cyber security threats that could have been prevented through the application of technical and behavioural controls.</li> <li>An unprepared response in the event of an external cyber attack.</li> <li>Significant threats to assets arising from external malicious attacks.</li> <li>Misuse, inappropriate distribution or loss of sensitive or confidential information due to the actions of staff.</li> <li>Council will not pay ransoms to retrieve data.</li> </ul>

Risk Category	Context	Risk Appetite Rating	Risk Tolerance Levels	
			Council will tolerate	Council will not tolerate
	Council has an open appetite for risks associated with adopting new technology and innovation.	Systems and services - Open	<p><b>ICT Systems and Services</b></p> <ul style="list-style-type: none"> <li>Scheduled outages that are agreed to by business owners and regarded as normal business activities.</li> <li>Implementation on new technologies that create new opportunities for business improvement and innovation of systems which could also involve some minor to moderate risk.</li> </ul>	<p><b>ICT Systems and Services</b></p> <ul style="list-style-type: none"> <li>Prolonged unplanned outages of critical systems and services.</li> <li>Data loss due to inappropriate data management processes.</li> <li>Failure to maintain recovery plans and test plans on a regular basis.</li> <li>Failure to maintain systems and services which adequately protect Council's data and information and maintain adequate audit trails.</li> </ul>
<b>Governance, compliance, legal</b>	<p>Council is committed to good governance and meeting and legislated regulatory requirements in a consistent and fair manner.</p> <p>Council has <b>minimal</b> appetite for significant breaches of legal obligations or contractual arrangements that result in fines, or penalties or reputational damage.</p>	Minimal	<ul style="list-style-type: none"> <li>Minor technical breaches that have been considered by Council.</li> <li>Risks which may give rise to isolated complaints that are incidental to normal business activities despite best efforts to avoid or mitigate.</li> <li>Streamlined governance processes subject to effective controls remaining in place.</li> </ul>	<ul style="list-style-type: none"> <li>Corrupt or fraudulent conduct by staff, councillors or contractors.</li> <li>Unreasonable delays when reporting, investigating or correcting any fraudulent, improper, unethical or corrupt conduct.</li> <li>Any instances where Council Officials knowingly break the law, fail to comply with legal obligations or recklessly breach internal policies.</li> <li>Failure to consider expert/professional legal advice.</li> <li>Unauthorised release of confidential information.</li> <li>Any behaviour which gives rise to extensive litigation and indictable offences.</li> </ul>

Risk Category	Context	Risk Appetite Rating	Risk Tolerance Levels	
			Council will tolerate	Council will not tolerate
<b>Reputation</b>	<p>Council recognises the importance of protecting its reputation.</p> <p>Council does however recognise that negative publicity may occur where there is competing priorities and interests in the community.</p> <p>Council has a <b>cautious</b> appetite for significant impacts on Council's reputation.</p>	Cautious	<ul style="list-style-type: none"> <li>Moderate adverse local media and social media scrutiny or a number of complaints relating to action which delivers longer term benefits to the community.</li> <li>Isolated minor incidents, concerns and complaints that can be resolved by management.</li> </ul>	<ul style="list-style-type: none"> <li>Improper, unethical, corrupt, unprofessional behaviour or failure to exercise respect and duty of care in accordance with Council values and policies.</li> <li>Failure to uphold the probity of council decision making.</li> <li>Any failure to avoid or appropriately manage conflicts of interest.</li> <li>Failure to act in a fair, honest, transparent and accountable manner.</li> <li>Decision making that is not open, honest and transparent and reflects the long-term interest of the community.</li> </ul>
	<p>Council recognises the importance of conserving and enhancing our environment and understands that sustainability considerations in council decisions are important.</p> <p>Council has a <b>cautious</b> appetite for environmental impacts arising from</p>		Cautious	<ul style="list-style-type: none"> <li>Environmental impacts offset by other activity resulting in a net environmental benefit.</li> <li>Minor environmental impacts from uncontrollable or unforeseen events or in order to deliver enduring benefits to our community.</li> <li>Minor cost impacts in the selection of products or services that have a significant positive impact on the environment.</li> </ul>
<b>Environmental</b>				

Risk Category	Context	Risk Appetite Rating	Risk Tolerance Levels	
			Council will tolerate	Council will not tolerate
	normal activities, however is open to innovative practices for the betterment of the environment.			

Authorised by resolution as at:

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Brett Walsh  
Chief Executive Officer

## 12. FINANCIAL SERVICES REPORT

### 12.8 - Local Roads and Community Infrastructure - Phase 3 - Project Re-allocation

#### 12.8 Local Roads and Community Infrastructure - Phase 3 - Project Re-allocation

The report seeks direction from Council on the re-allocation of remaining funds for the Local Roads & Community Infrastructure Fund – Phase 3.

#### Council Action

Deliver

#### Applicable Legislation

*Local Government Act 2009*

*Local Government Regulation 2012*

#### Policy Considerations

01-01 Procurement Policy

01-03 Assets and Services Management Policy

01-16 Project Decision Framework Policy

10-01 Quality Assurance Policy

10-02 Workplace Health and Safety Policy

#### Corporate and Operational Plan Considerations

Corporate Plan 2017-2027	
4.1.1	Deliver highest-standard customer services to all communities of the Longreach Region
4.2.1	Maintain, replace and develop new Council infrastructure assets as needed in a fiscally responsible manner
4.2.2	Ensure all Council activities deliver value-for-money for the communities of the Longreach Region
4.2.3	Actively manage the long term financial plan in a fiscally-responsible manner

Link to Corp. Plan	Activity	Key Performance Indicators	Operational Targets
4.2.2	Council operates efficiently.	Council operational and capital expenditure programs are within budget.	<ul style="list-style-type: none"> <li>Monthly performance within budget.</li> <li>Asset management plans are updated annually and comprise service level plans.</li> </ul>
4.2.2 4.4.1	Identify and pursue external funding opportunities and properly assess all major expenditure proposals.	Council maximises opportunities for grant funding. All applications \$50,000 or over are undertaken in accordance with the Project Decision Framework. Grants are managed in accordance with grant guidelines and key milestones are met.	<ul style="list-style-type: none"> <li>All grants applied for have had whole of life costs considered and approved by the Project Decision Group prior to lodgement.</li> <li>Reporting and acquittals are completed in line with the set funding agreement guidelines.</li> </ul>

## 12. FINANCIAL SERVICES REPORT

### 12.8 - Local Roads and Community Infrastructure - Phase 3 - Project Re-allocation

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#### **Budget Considerations**

Council's allocation under Phase 3 of the Local Roads & Community Infrastructure fund is \$2,392,350.

#### **Previous Council Resolutions related to this Matter**

Nil

#### **Officer Comment**

*Responsible Officer/s: David Wilson, Chief Financial Officer*

#### **Background:**

Council received an allocation of \$2,392,350 under Phase 3 of the Local Roads & Community Infrastructure (LRCI) fund being administered by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (the department).

This phase 3 program has a completion deadline of 30 June 2023.

The current approved Works Schedule comprises 14 projects, of these 6 projects are complete and 8 are in various stages of completion and Council officers are confident that these projects will be completed prior to 30 June 2023.

#### **Issue:**

During Quarterly Reporting, the Grants Administration Officer has notified the project managers and relevant directors, that with the current budget forecast, there will be an underspend of \$267,350 by completion of this phase.

The Grants Administration Officer has contacted the Department by phone to ascertain whether any remaining funds could be utilised for new projects, increased scopes of work or otherwise re-allocated for budget over-runs. The advice received is:

- Council may vary the budgets of existing approved projects in accordance with the Local Roads & Community Infrastructure – Phase 3 guidelines
- Council may lodge a Change of Scope variation to increase and/or alter the scope of an approved project in accordance with the Local Roads & Community Infrastructure – Phase 3 guidelines and/or
- Council may seek to nominate new projects, though these projects must be able to be completed by the program deadline of 30 June 2023.

With this information, Council officers have considered the budgets required for existing approved projects, as well as a number of new projects that are either approved by Council, are asset maintenance and repairs or have been raised by community groups. These projects have also been assessed against the LRCI Phase 3 guidelines and, whether the outcomes can be achieved prior to the program deadline.

With this in mind, Council Officers have developed an updated LRCI Phase 3 Works Schedule for review.

By revising the required budgets, and including the proposed projects Council will be required to contribute \$9,150.00 towards the total program, though this is a reduction from the \$15,000.00 that was originally identified to assist with the Longreach Childcare Playground Replacement project.

## 12. FINANCIAL SERVICES REPORT

### 12.8 - Local Roads and Community Infrastructure - Phase 3 - Project Re-allocation

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**Risk Management Factors:**

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Unlikely/Insignificant L2

**Environmental Management Factors:**

Nil

**Other Comments:**

It is key to note that Council officers will not be able to commence construction of any of the varied, or new projects until an approved Works Schedule is received from the department, this can be up to four weeks from time of submission.

**Appendices**

1. REP\_02-2023\_Local Roads and Community Infrastructure - Phase 3\_Proposed Works Schedule.pdf [↓](#)

**Recommendation:**

*That Council:*

1. *receives the Proposed Local Roads & Community Infrastructure – Phase 3 Works Schedule; and*
2. *authorises the Chief Executive Officer to submit the Proposed Work Schedule to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts for approval.*



**Local Roads and Community Infrastructure Program  
Quarterly Report : LONGREACH REGIONAL COUNCIL**

Phase 3

Nominal Funding Allocation:

Quarter:

\$2,392,350.00

	Approved Projects (Project Name in Approved Work Schedule)	Total/Expected Project Cost	Current LRCI Phase 3 Funding Allocation	Proposed LRCI Phase 3 Funding Allocation	Project Status	Project Update / comments (eg community feedback; events or public announcements made regarding the program)
1	Longreach Childcare Playground Replacement	\$ 162,899.05	\$ 150,000.00	\$ 162,000.00	Complete	Increase budget to \$162,000.00 to cover what was a \$15,000 Council Contribution. Project marked as fully completed. Actual costs to date \$160,234.63 with \$2,664.42 committed Total project cost \$162,899.05
2	Yaraka Tree line	\$ 11,333.95	\$ 15,000.00	\$ 11,000.00	Complete	Decrease budget to \$11,000. Project marked as fully completed. Actual costs to date \$11,333.95, no committed costs. Total project cost \$11,333.95
3	Isisford MPC Kiosk Repair	\$ 19,720.00	\$ 25,000.00	\$ 19,500.00	Complete	Decrease budget to \$19,500. Project marked as fully completed. Actual costs to date \$19,720.00, no committed costs. Total project cost \$19,720.00
4	Isisford Park Renovations	\$ 44,930.00	\$ 50,000.00	\$ 44,500.00	Complete	Decrease budget to \$44,500. Project marked as fully completed. Actual costs to date \$44,930.00, no committed costs. Total project cost \$44,930.00
5	Ilfracombe Rec Centre maintenance	\$ 50,497.73	\$ 65,000.00	\$ 50,000.00	Complete	Increase budget to \$50,000 Project marked as fully completed. Actual costs to date \$50,497.73, no committed costs. Total project cost \$50,497.73
6	Showgrounds Landscaping	\$ 90,000.00	\$ 70,000.00	\$ 90,000.00	In Progress	Increase budget to \$90,000 Project marked as in progress. Actual costs to date \$57,928.80 with \$4,086.36 committed. Expected additional costs to completion approx. \$30,000 Total project costs expected \$90,000.00
7	Showgrounds Audio Upgrade	\$ 50,000.00	\$ 45,000.00	\$ 50,000.00	In Progress	Increase budget to \$50,000 Project marked as in progress. Actual costs to date \$0.00 with \$46,465.47 committed. Construction has not commenced, allow 10% contingency. Total project cost approximately \$50,000.00

Approved Projects (Project Name in Approved Work Schedule)	Total/Expected Project Cost	Current LRCI Phase 3 Funding Allocation	Proposed LRCI Phase 3 Funding Allocation	Project Status	Project Update / comments (eg community feedback, events or public announcements made regarding the program)
8 Painting of Civic Centre Auditorium	\$ 70,000.00	\$ 126,850.00	\$ 70,000.00	In Progress	Decrease budget to \$70,000.00 Project marked as in progress. Actual costs to date \$0.00 with \$55,227.27 committed. Expected scope variation to include kitchen and Fairmount Staircase, allow additional \$15,000.00 Total project cost approximately \$70,000.00
9 Edkins Park Ablution Block	\$ 330,000.00	\$ 330,000.00	\$ 330,000.00	In Progress	Retain budget at \$330,000.00 Project marked as in progress. Actual costs to date \$1,200.00 with \$285,538.18 committed. Construction has not commenced, allow ~ 15% contingency. Total project cost approximately \$330,000.00
10 Eagle Street Beautification	\$ 40,000.00	\$ 122,500.00	\$ 40,000.00	In Progress	Decrease budget to \$40,000. Project marked as in progress. Actual costs to date \$0.00, no committed costs. Construction has not commenced. Total project cost advised \$40,000.00
11 Eagle Street between Landsborough Hwy & Pelican Street	\$ 773,119.35	\$ 975,000.00	\$ 775,000.00	In Progress	Decrease budget to \$775,000.00 Project marked as in progress. Actual costs to date \$745,826.02 with \$27,293.33 committed. Total project costs \$773,119.35
12 Isisford Footpaths	\$ 70,000.00	\$ 50,000.00	\$ 70,000.00	Complete	Increase budget to \$70,000.00 Project is complete. Actual costs to date \$52,232.51, no committed costs. Additional works can be completed including Isisford Racecourse access path to Ablutions. Allow additional \$20,000.00 for further works. Total project cost approximately \$70,000.00
13 Isisford Airport Road	\$ 335,000.00	\$ 285,000.00	\$ 335,000.00	In Progress	Increase budget to \$335,000.00 Project is marked in progress. Actual costs to date \$3,441.86, no committed costs. Advised additional culvert works to be completed, original budget expected to be insufficient to complete. Total project cost approximately \$335,000.00
14 Longreach Footpaths	\$ 98,000.00	\$ 98,000.00	\$ 98,000.00	In Progress	No change to budget. Project marked as in progress. Actual costs to date \$89,083.50 with \$1,636.36 committed. Additional siteworks to be completed at School crossing zones to increase pedestrian and child safety. Total project cost approximately \$98,000.00

	Approved Projects (Project Name in Approved Work Schedule)	Total/Expected Project Cost	Current LRCI Phase 3 Funding Allocation	Proposed LRCI Phase 3 Funding Allocation	Project Status	Project Update / comments (eg community feedback, events or public announcements made regarding the program)
15	Longreach Showgrounds Rodeo Arena Surface Replacement	\$ 31,000.00	\$ -	\$ 31,000.00	New	NEW PROJECT Removal of sand and dirt within the Longreach Showgrounds Rodeo Arena, and replacement with new sand to improve user and animal safety during events.
16	Powerhouse Museum - Centenary Garden Beautification	\$ 25,000.00	\$ -	\$ 25,000.00	New	NEW PROJECT New plantings, irrigation, turf, shade structure, seating and path at the "Centenary Garde" at the Longreach Powerhouse.
17	Wool Pavilion Concreting	\$ 120,000.00	\$ -	\$ 120,000.00	New	NEW PROJECT Removal of existing animal pens within the George Hickey Wool Pavilion and installation of concrete slab across the remaining dirt sections of this building.
18	Longreach Library Roof Replacement	\$ 80,000.00	\$ -	\$ 71,350.00	New	NEW PROJECT Remove and replace external roofing of the Longreach Library to eliminate multiple leaks and extend the useful life of this community asset.
	<b>TOTAL</b>	\$ <b>2,401,500</b>		\$ <b>2,392,350</b>		

**13. CORPORATE SERVICES REPORT**  
**13.1 - Information Report - Corporate Services**

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**13. CORPORATE SERVICES REPORT**  
**13.1 Information Report - Corporate Services**

This report provides an update on a range of activities that has occurred during the month of January 2023 for the Corporate Services Department.

**Council Action**

Deliver

**Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012*

**Policy Considerations**

Nil

**Corporate and Operational Plan Considerations**

Corporate Plan Strategy Area: 3.4 Sustainable Natural Resource Management, 4.1: Community Engagement and Customer Service

**Budget Considerations**

As per approved 2022/23 budget.

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

*Responsible Officer/s: Director Corporate Services*

**Background:**

Officers are requested to provide an information update to Council on a monthly basis to outline achievements, challenges and statistical information for the various functional areas in Council.

**Issue:**

**CUSTOMER SERVICE**

**After Hours Message Centre January 2023**

No. Calls Received	No. of Hang Ups	Total
20	64	84

During the month of January 2023 there were 20 after hours calls received. The calls were related into the follow sections of Council:

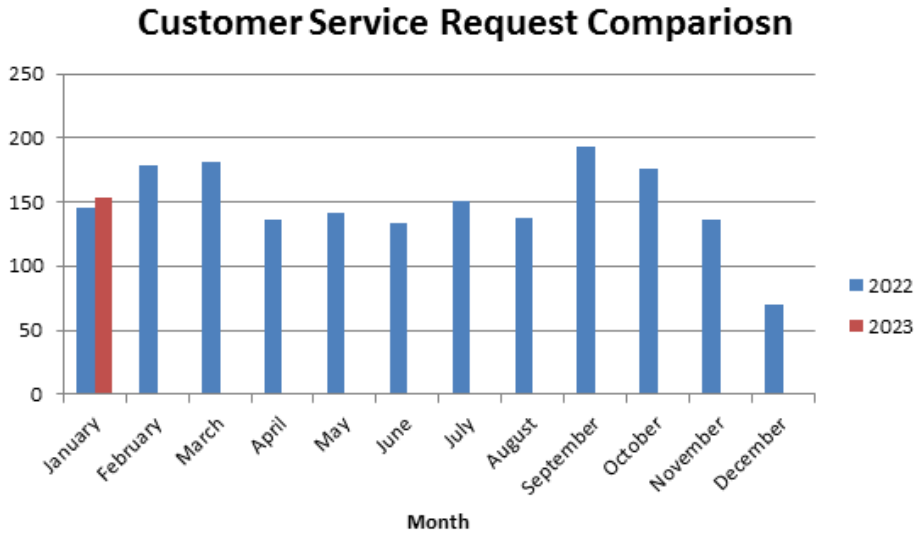
SECTION	NUMBER OF CALLS
Water and Sewerage	2
Waste	1
Local Laws/Animal Management	4
Facilities	2
Funeral/ Undertaker Services	2
Tourism/VIC	1
Parks and Gardens	3
Roads	3
Other	2

**Customer Service Requests**

**13. CORPORATE SERVICES REPORT**  
**13.1 - Information Report - Corporate Services**

A total of **154 Requests** were received for the month of January 2023. Of these requests **107** were **completed** in January 2023.

Table below is a comparison of requests from January 2022 to January 2023.



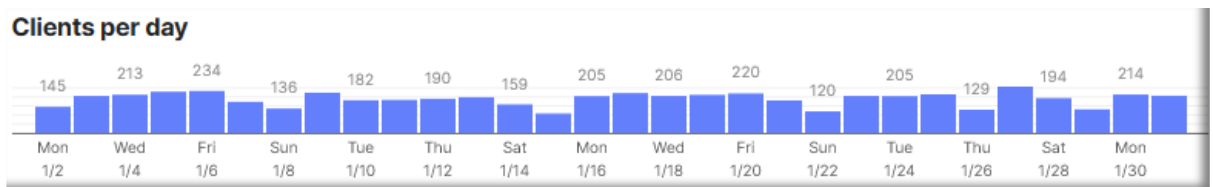
The following Customer Service Requests present in the system as **outstanding, in progress** or **responded to** as at 31 January 2023.

<b>OUTSTANDING</b>	<b>IN PROGRESS</b>	<b>RESPONDED TO</b>	<b>TOTAL</b>
38	8	1	47

**INFORMATION TECHNOLOGY**

**Public Wi-Fi Usage (last 30 days)**

Below is a series of information relating to the council provided public use Wi-Fi network for the last month. The busiest section has shown to be the units at the Longreach Library. The busiest in terms of actual people using the Wi-Fi network was the Merino Bakery. The Wi-Fi network had an average of 190 users per day with 810 unique people over this period, for a total use of 552.99 GB of data downloaded.



**13. CORPORATE SERVICES REPORT**  
**13.1 - Information Report - Corporate Services**

**Top devices**

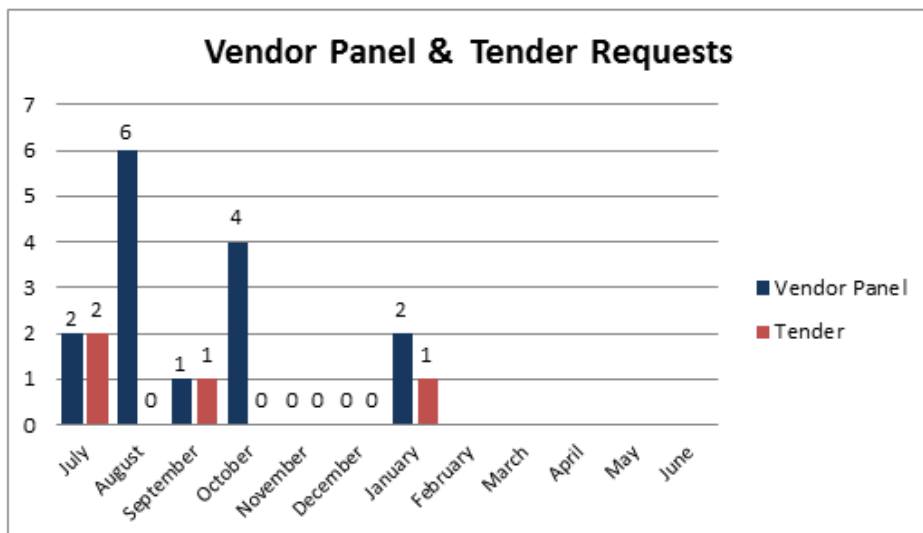
Name	Model	# Clients	Usage ▼	% Usage
Library Meeting Room	MR33	163	241.91 GB	40.39%
Library Entrance	MR36	341	142.6 GB	23.81%
Merino Bakery	MR33	657	70.15 GB	11.71%
Prices Plus	MR33	642	67.65 GB	11.29%
Vinnies	MR33	583	29.36 GB	4.90%
Apex Park	MR74	126	23.41 GB	3.91%
Kinnon	MR33	502	11.64 GB	1.94%
Mercury Business Supplies	MR33	434	6.32 GB	1.06%
VIC AP	MR33	455	5.91 GB	0.99%

**PROCUREMENT**

Purchasing Thresholds for Purchase Orders YTD			
Order Value	Amount	Order Value	Value Invoiced
Under \$100	241	\$10,540.46	\$15,600.80
\$100 - \$5,000	1423	\$1,171,121.82	\$962,816.22
\$5,001 - Under \$15,000	313	\$2,122,891.90	\$1,706,214.00
\$15,000+	148	\$7,570,609.12	\$5,071,514.41
\$200,000+	16	\$7,138,175.73	\$5,879,275.08
<b>Total</b>	<b>2141</b>	<b>\$18,013,339.03</b>	<b>\$13,635,420.51</b>

The table above shows the number of payments made by purchasing threshold outlined in the procurement policy for 2022/23 financial year and the total amount spent in each threshold.

**2022/2023**



**13. CORPORATE SERVICES REPORT**  
**13.1 - Information Report - Corporate Services**

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Total, Q Tender and Vendor Panel requests broken down by work request category for 2022/2023 financial year.

**Invoice Amount Exceeding Order Amount**

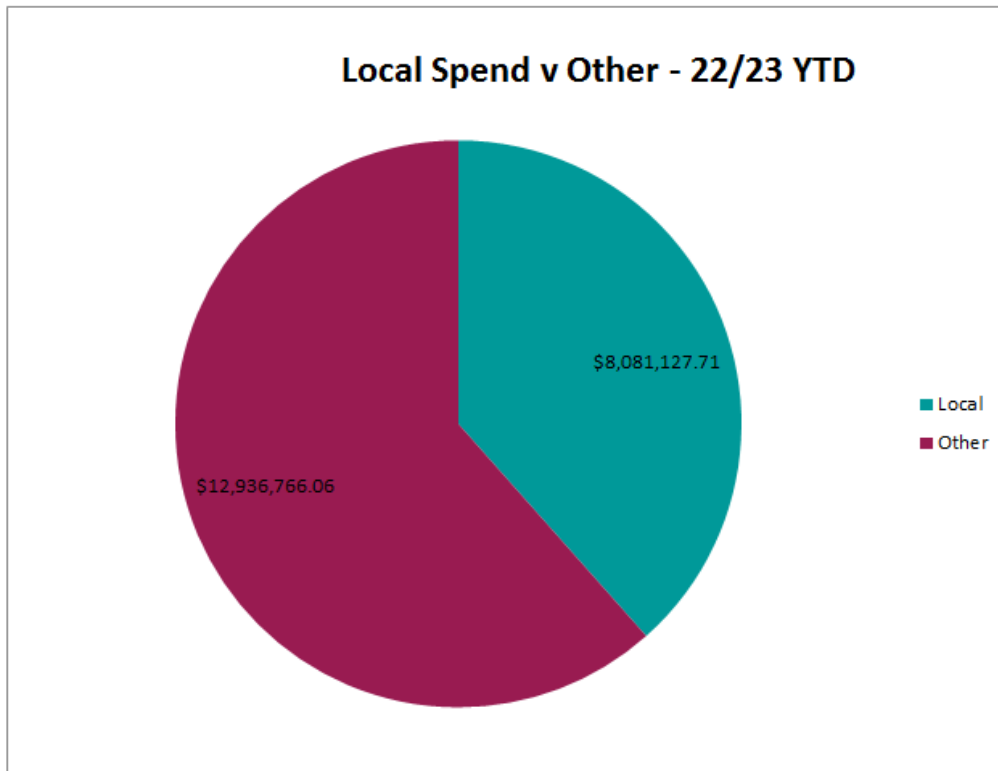
There are currently no Invoice amounts exceeding 10% of the order amount.

The main implications of the invoice amount exceeding the order amount is there is no audit trail to demonstrate an approval process was undertaken for the additional expenditure which is not complying with Councils Procurement Policy.

**Top 25 Suppliers YTD 22/23**

<b>Creditor Name</b>	<b>Invoice Amount</b>
RAYNERS CRANE HIRE PTY LTD AS TTE	\$3,374,561.50
FULTON HOGAN INDUSTRIES PTY LTD	\$1,019,116.24
MOORE CIVIL & PLANT HIRE PTY LTD	\$955,754.49
TROPIC PETROLEUM	\$787,505.54
JT COX CONCRETE & LANDSCAPE PTY LTD	\$736,846.70
CAPRICORN PLUMBING & DRAINAGE PTY LTD	\$648,669.07
GEORGE BOURNE & ASSOCIATES	\$525,518.97
OMA CONTRACTING	\$514,950.00
BORAL CONSTRUCTION MATERIALS GROUP	\$475,346.23
RDO EQUIPMENT PTY LTD	\$467,484.03
LGM QUEENSLAND (Queensland Local Government Mutual)	\$456,103.15
CENTRAL HIGHLANDS AUTO PTY LTD	\$406,867.97
HASTINGS DEERING (AUSTRALIA) L	\$385,800.89
ERGON ENERGY CORPORATION LIMITED	\$380,075.85
TRAILER SALES PTY LTD	\$379,996.53
PROTERRA GROUP	\$277,463.33
WESTERN QUEENSLAND LIVESTOCK EXCHANGE PTY LTD	\$257,393.51
SORT IT WATER TREATMENT SERVICES PTY LTD	\$247,222.95
ABYSS DEMOLITION PTY LTD	\$238,913.00
WIDELAND TRUCKS & EQUIPMENT	\$220,575.70
CIVICA PTY LTD	
LANDMARK PRODUCTS PTY LTD	
PROJECT DELIVERY MANAGERS PTY LTD	
FLEXIHIRE	
LOCAL GOVERNMENT WORKCARE	

**13. CORPORATE SERVICES REPORT**  
**13.1 - Information Report - Corporate Services**



The graph outlined above depicts the spend year to date for 2022/2023 financial year, broken down by local v other expenditure.

The definition of a 'local' in the finance system to generate this report was any businesses that have an address of Longreach, Ilfracombe, Isisford or Yaraka compared to other businesses in the finance system.

**TENDERS AND QUOTES**

Request for Quote/Tender	Number of Businesses Request Sent	Pre-Qualified Panel used or Open Tender?	Responses	Awarded Locally
<b>MAY</b>				
VP306957 - 2022-2023 Stock Route Water Facility Capital Works	20	Pre-Qual Panel	2	Not Yet Awarded
<b>JULY</b>				
VP215234 – Longreach MPC – Resurface Line Marking	78	Pre-Qual Panel	1	No
VP315321 – Ilfracombe Sewer Pump Station Upgrade	225	Pre-Qual Panel	1	No
LRC172022 – Construction of Executive Housing	Open Tender	QTender	1	Yes
LRC162022 – Disposal of 28 St Mary Street, Isisford	Open Tender	QTender	2	No
<b>AUGUST</b>				



**13. CORPORATE SERVICES REPORT**  
**13.1 - Information Report - Corporate Services**

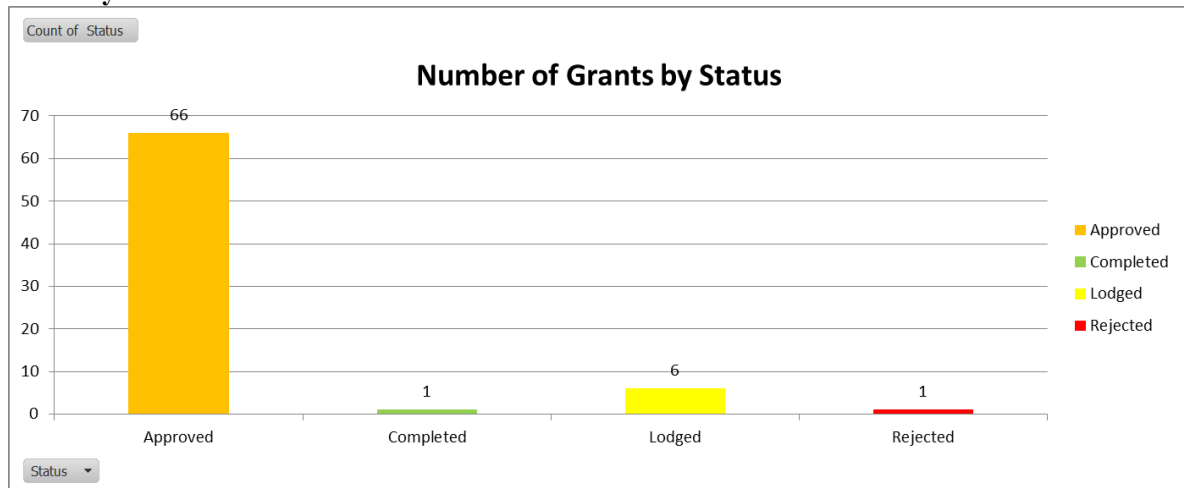
VP310389 – Supply and Delivery Culverts	25	Local Buy Panel	2	Yes
VP315234 – MPC – Resurface Line Marking	78	Local Buy Panel	1	No
VP320619 – Wet Hire Triple Road Train Side Tipplers	9	Pre-Qual Panel	1	Yes
VP320779 – Establishment and Disestablishment Eagle Street, Longreach	54	Local Buy Panel	2	No
LRCQ62022 – Wild Dog Trapping	Open	Advertised and Emailed	1	Yes
LRCQ72022 – Pest Weed Spraying	Open	Advertised and Emailed	2	Yes
VP323798 – Supply only Pre-Coated Aggregate	8	Pre Qualified Panel	1	Yes
VP323808 – Cart, Heat and Spray Bitumen	52	Local Buy Panel	2	No
<b>SEPTEMBER</b>				
VP328669 – Isisford Water Treatment Plant Supply & Install UV System	132	Local Buy Panel	2	No
LRC182022 – Expression of Interest – Sale of the Ilfracombe Post Office	Open EOI	QTender	3	To Proceed to Tender
<b>OCTOBER</b>				
VP330755 – Installation of Concrete Footpath	5	Pre Qualified Panel	1	Yes
VP331854 – Kerbside Collection Services	5	Pre Qualified Panel	1	Yes
VP333185 – Tractor Slashing & Brush Cutting (Wet Hire)	8	Pre Qualified Panel	1	Yes
VP325946 – Regional RCD Testing and Electrical Inspection 2022-2024	3	Pre Qualified Panel	1	Yes
<b>DECEMBER</b>				
RFT VP339333 – Sale of Ilfracombe Post Office Property and Assets (Closed Tender for EOI Respondents only)	3	Closed Tender	Current	Not Yet Awarded
<b>JANUARY</b>				
VP316472 – Supply and Delivery of 9 x Heavy Plant 22-23	103	Local Buy Panels	Current	Not Yet Awarded
VP316474 – Supply and Delivery of 5 x Commercial Plant 22-23	33	Local Buy Panels	Current	Not Yet Awarded

**13. CORPORATE SERVICES REPORT**  
**13.1 - Information Report - Corporate Services**

**GRANTS**

For the purposes of this information paper, any Grant that has been completed in previous Financial Years has been excluded and will not be reported on. The remaining count equates to 74 Grants that continue to be reported on, monitored and managed by the Grants Administration Officer and relevant Project Managers/Departments.

**Grants by status**



- In December 2021, Council officers completed the final acquittal report for the Preparing Australian Communities grant, which assisted in the purchase of three new Variable Message Signboard trailers.
- Council had one application to the Queensland Resilience and Risk Reduction Fund 2021/2022 round denied, Though this same project has been supported in the 2022/2023.

Council officers have lodged grant applications for the following:

Funding Body	Project/Stream/Phase/Round	Subsidy Amount
Department of Transport & Main Roads	School Transport Infrastructure Program Our Lady's Turn Around	\$ 230,000.00
	School Transport Infrastructure Program Longreach State High School Drop-off & Parking Area	\$ 450,000.00
	Walking Local Government Grant Walking Infrastructure Plan	\$ 50,000.00
Queensland Fire & Emergency Services	State Emergency Services Support Replacement Vehicle (Longreach)	\$ 30,000.00
	State Emergency Services Support   Upgrade Storm Damage Trailer Carport	\$ 4,000.00

**13. CORPORATE SERVICES REPORT**  
**13.1 - Information Report - Corporate Services**

**Income Received Year to Date**

The below table shows the income received by Council from various Grant and Funding bodies in the period between 01 July 2022 to 31 December 2022.

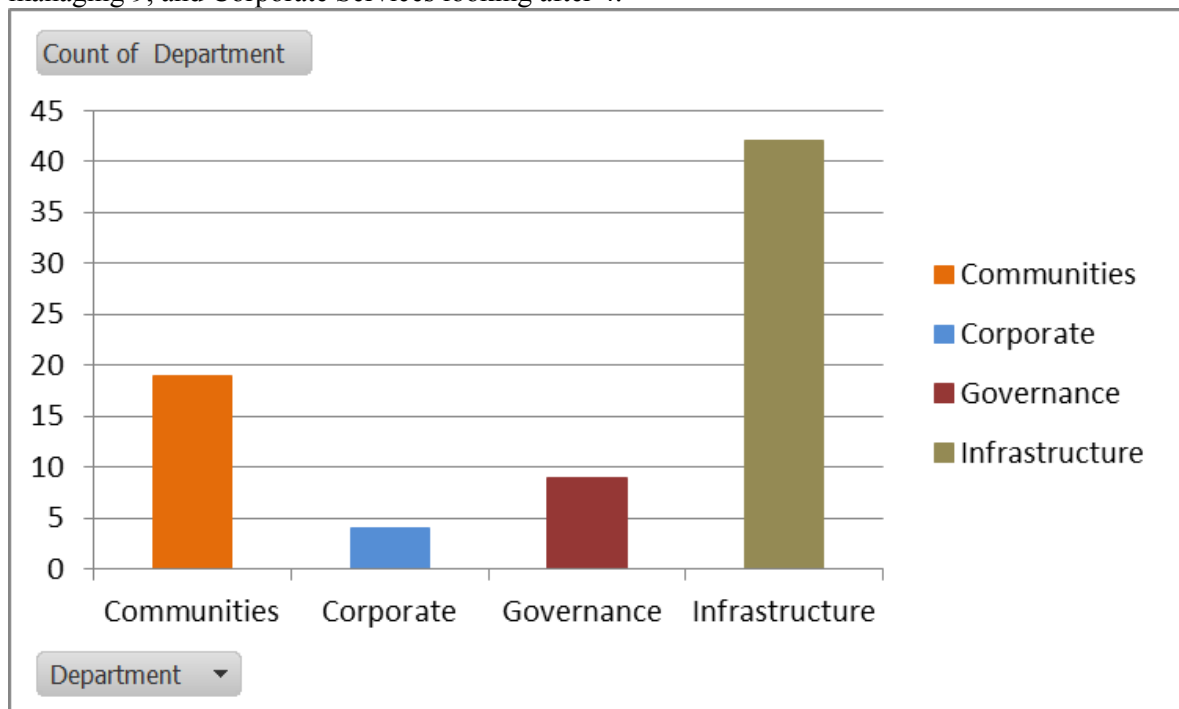
Funding Body	Project/Stream/Phase/Round	Funds received YTD
Department of Education & Training	Queensland Kindergarten Funding Scheme	\$ 13,983.15
Department of Industry, Science & Resources	Building Better Regions Fund   Round 4	\$ 193,045.00
	Preparing Australian Communities	\$ 6,509.00
Department of Infrastructure, Transport, Regional Development, Communications & the Arts	Local Roads & Community Infrastructure Phase 2	\$ 355,466.00
	Local Roads & Community Infrastructure Phase 3	\$ 1,196,175.00
	Roads to Recovery 2019/2024	\$ 122,511.00
Department of State Development Infrastructure, Local Government & Planning	Building our Regions   Round 5	\$ 305,930.00
	Financial Assistance Grant	\$ 1,201,086.00
	Financial Assistance Grant	\$ 417,404.50
Department of Transport & Main Roads	Minor Works Performance Contract CN16460	\$ 1,274,717.94
Department of Transport & Main Roads (cont'd)	Minor Works Performance Contract CN17474	\$ 770,587.18
National Australia Day Council	Australia Day COVID Safe	\$ 17,600.00
Queensland Fire & Emergency Services	State Emergency Services Subsidy 2022/2023	\$ 19,000.00
Queensland Reconstruction Authority	NDRRA - LRC.0017.1920E.REC 20 Events	\$ 2,103,931.07

**13. CORPORATE SERVICES REPORT**  
**13.1 - Information Report - Corporate Services**

	North West QLD Flood Warning Infrastructure	\$ 57,383.45
	Get Ready Queensland 2022/2023	\$ 9,603.00
	Regional Disaster Management Coordinator 2022-2025	\$ 62,250.00
State Library of Queensland	First 5 Forever	\$ 4,607.00
Translink Division- Transport Dept	Long Distance Coach Stops	\$ 37,500.00

**Grants by Council Department**

The below graph shows the spread of Grants by Council department with Infrastructure looking after 42 individual Grants, followed by Communities and Cultural Services with 19, Governance managing 9, and Corporate Services looking after 4.

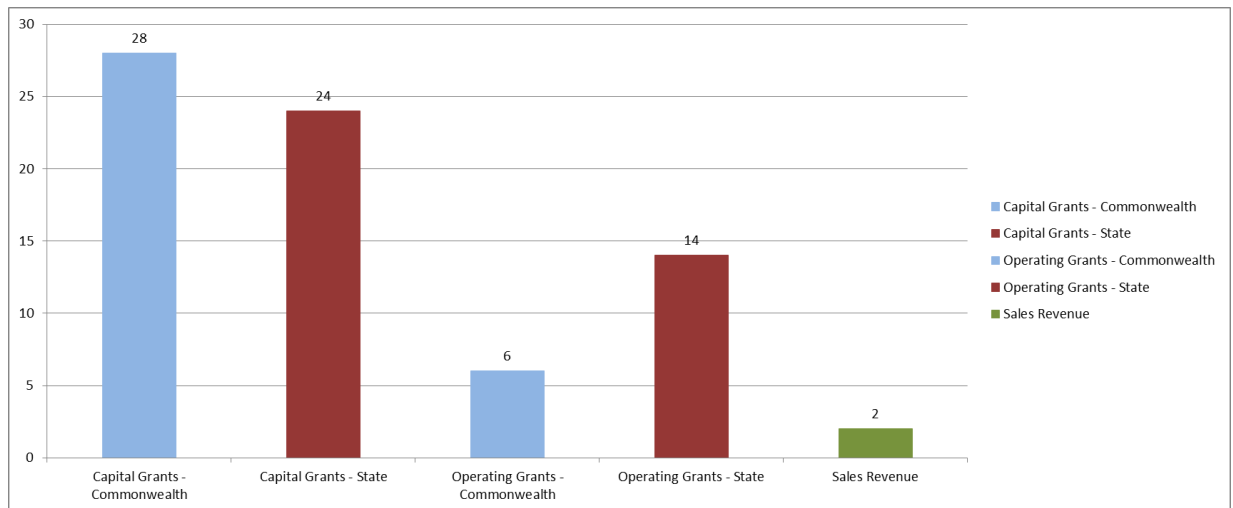


**Grants by Government Level & Type**

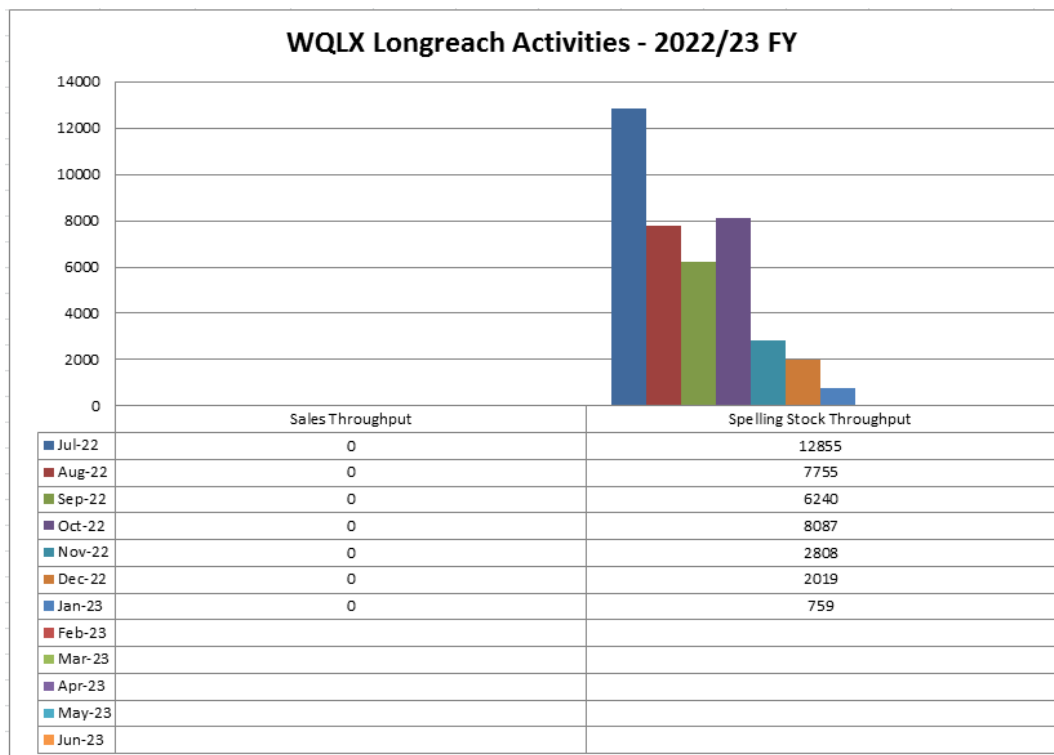
The below table shows the number of grants being supported by both federal and state governments, and is further broken down, by capital expenditure and operational expenditure.

The outlier, in green is Sales Revenue and this is made up of two Department of Transport & Main Roads Minor Works Performance Contracts that Council's Infrastructure Department are delivering.

**13. CORPORATE SERVICES REPORT**  
**13.1 - Information Report - Corporate Services**



**SALEYARDS – Throughput Figures**



**LEASING AND COUNCIL LAND**

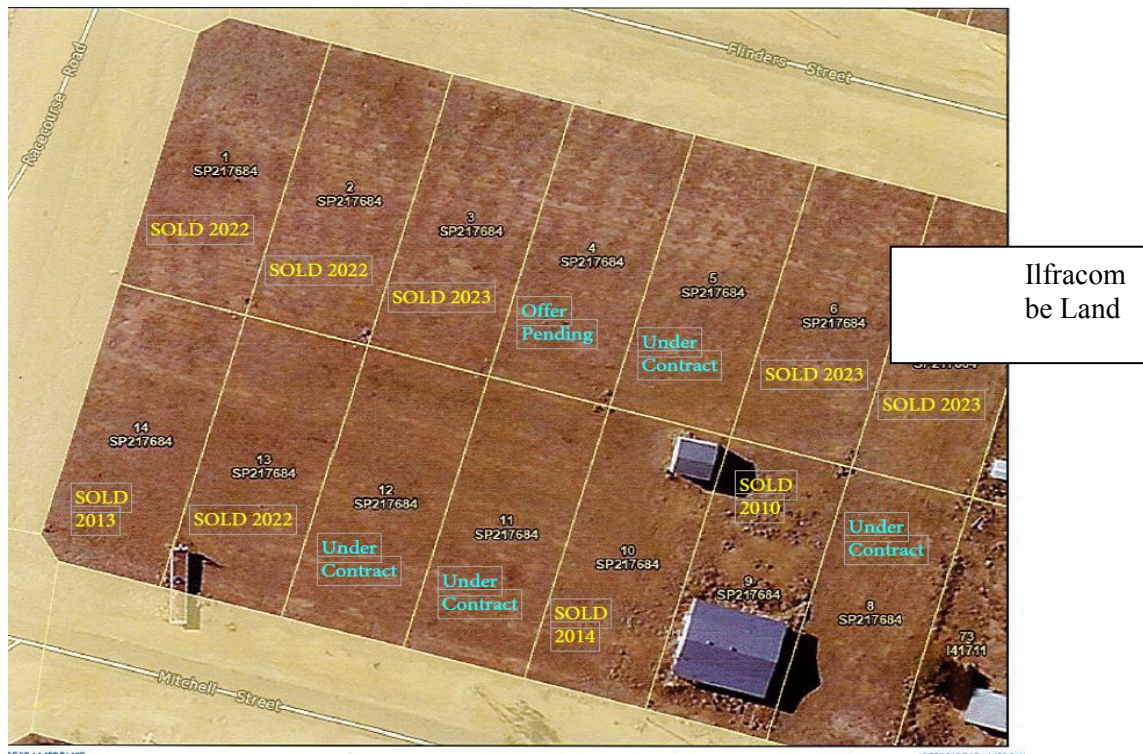
**Sale of Council Land & Assets**

Outlined below are land sales due to be completed during February and March 2023:

Address	Sale Price	Settlement Due Date
73 Mitchell Street, Ilfracombe	\$15,000	20 February 2023
75 Mitchell Street, Ilfracombe	\$15,000	20 February 2023
67 Mitchell Street, Ilfracombe	\$15,000	8 March 2023
72 Flinders Street, Ilfracombe	\$15,000	15 February 2023
74 Flinders Street, Ilfracombe	\$15,000	10 March 2023

### 13. CORPORATE SERVICES REPORT

#### 13.1 - Information Report - Corporate Services



#### REGULATORY SERVICES – Local Laws

Throughout January, Regulatory Services Compliance Officers continued with routine tasks, including town patrols, monitoring illegal water use, overgrown vegetation, feral animal control, pest weed spraying and various animal related non-compliances. All Longreach Regional Council townships are currently on Level 1 Water Restrictions. Sprinkler use is limited to 6:00am-9:00am and 5:00pm-8:00pm daily.

The main points of interest for January were:

1. The total number of animals impounded during January was 15, being 14 dogs and one cat. 10 dogs were impounded for wandering at large in a public place, three dogs were wandering at large at private property, and one dog was surrendered. The cat was also surrendered.
2. Following full recall of all Council-owned cat and dog traps for maintenance and cleaning last month, cat traps have re-commenced hiring as a result of ongoing feral and roaming domestic cat issues.
3. Overgrown and unsightly properties are an increasing issue due to repeated rain events. Officers are patrolling for overgrown vegetation that could present a fire risk, harbour vermin and reptiles, and affect amenity.
4. Work continues on planning for the development of an Animal Management Strategy for Council. The Strategy will provide for operational planning for the Regulatory Services department in 2023, and will be dependant on the progress of other key projects.
5. To end January, the following statistics were determined:
  - Registration renewal rate: ~70.8% (previous registration period ended 15/08/2022)
  - Total dogs registered across Region for 2022/2023 rego period: 597 dogs
  - Dogs with registration expired 15/08/2022, not renewed or updated: 187
  - New registrations for dogs within current rego period (since 15/08/2022): 79 dogs
  - Microchipping rate across Region (details on LRC file): ~77.22% (reduced from last month due to half of new regos in the last month not having PPID details)

**13. CORPORATE SERVICES REPORT**  
**13.1 - Information Report - Corporate Services**

- Total animals impounded YTD 2023: 15. This is more than double the amount of animals impounded in January 2022.
6. Recruitment is ongoing for the vacant Local Laws Officer position, as well as the 12-month Biosecurity Officer position.

<b>Local Laws Tasks Completed – January 2023</b>			
<b>Animals</b>	<b>100</b>	<b>Water</b>	<b>57</b>
Dogs Impounded	14	Watering / Sprinkler Patrols	42
Domestic Cats Impounded	1	Illegal Water Usage – Residential	4
Pound Releases*	12	Illegal Water Usage – Business/Public	2
Animals Euthanased – unclaimed	0	Water Leaks Reported/Observed	1
Animals Euthanased – surrendered	2	Water Exemption Applications/Permits	2
Animals Rehomed via Agency	0	Notices / Fines Issued	6
Feral Cats Trapped and Euthanased	7	<b>Property</b>	<b>158</b>
Dog Attacks / Investigations	2	Town Common Patrols	7
Dogs Involved in Attacks	2	Common Gates Open / Damaged	2
Dog Traps Issued	0	Town Patrols - Longreach	33
Cat Traps Issued	6	Town Patrols - Ilfracombe	15
Wandering Dogs (not impounded)	7	Town Patrols - Isisford	2
Wandering Animals Reported (other than dogs)	0	Town Patrols - Yaraka	1
Wandering Animal Posts on FB (minimum)	31	Camping / Apex Park / River Patrols	10
Barking Dogs Reported	1	Overgrown / Unsightly Reports (initial + follow up) (private + LRC-controlled)	70
Animal Inspections – Extra dogs/cats, adequate housing, insecure enclosure, compliance checks	2	Overgrown / Unsightly Notices Issued (unattended, falling within follow-up timeframes)	18
Assist with Animal Welfare	0	Notices / Fines Issued	0
Notices / Fines Issued	13	<b>Other</b>	<b>39</b>
<b>Vehicles</b>	<b>1</b>	Customer Service Requests	27
Abandoned Vehicles	1	Equipment Maintenance	3
Vehicles Impounded / Processed	0	After Hours Call Out	1
Impounded Vehicle Release	0	Impound Facility Maintenance	7
		Illegal Dumping / Littering	0
		Pest Weed Spraying by LLO	1
* One dog held over into February			<b>Total</b>
			<b>355</b>

## 13. CORPORATE SERVICES REPORT

### 13.1 - Information Report - Corporate Services

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#### Rural Lands

##### Town Commons

There were no applications received for Town Common Agistment during the month.

No pasture assessments have been conducted as new staff require training in this skill.

Ongoing Town Common Issues:

- Poor quality or lack of boundary fences between Landholders and Town Commons, including flood-damaged sections of fencing
- Infrastructure being damaged by vehicles, particularly gates being run over
- Gates being left open, causing a safety issue for the horses being agisted on the Commons
- Illegal dumping of rubbish
- Pest weeds –
- Longreach Common; Jumping Cholla, Parkinsonia, Prickly Acacia, Rubber Vine, Sticky Florestina.
- Ilfracombe Common: Prickly Acacia, Parthenium, Sticky Florestina Parky
- Isisford Common: Rubber Vine, Prickly Acacia, Parthenium, Parkinsonia, Sticky Florestina, Tiger Pear
- Yaraka Common: Parkinsonia

##### Stock Routes & Reserves

During the December 2022 Council meeting, a report was submitted regarding the proposed amendments to the Stock Route Network mapping. The report's recommendation, which was resolved by Council, was to submit a response to the Department of Resources following the invitation for final feedback on the proposed changes. Council currently wishes to retain the historical categorisation of the stock routes until further clarification and commitment is sought from the Department regarding the changes, prior to Council commencing the day-to-day management of the re-categorised stock routes. A response was sent to DoR, and Council is awaiting further advice.

Ongoing Reserve Issues:

- Poor quality or lack of boundary fences between Landholders and Reserves
- Illegal dumping of rubbish
- Pest weeds

##### Permit to Occupy (PTO)

There were 2 PTOs submitted to Council this month.

##### Water Facilities (WF)

No water facility inspections were completed due to prioritised pest weed spraying and wet weather impacts.

##### Pest Weeds

Ongoing Pest Weed Issues:

- Lack of awareness, support and obligations within the Community in regards to Pest Weeds i.e. Parthenium, Cacti
- Continual rains, which will delay/slow down pest weed spraying programs, as well as increase the spread and density of pest weeds
- New and emerging Pest Weeds



**13. CORPORATE SERVICES REPORT**  
**13.1 - Information Report - Corporate Services**

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**Pest Animals**

*Wild Dog / Feral Cat Bounties – Year to Date*

<b>Division</b>	<b>Scalp Bounty - Dog 22/23 YTD</b>	<b>Contract Dog Trapper 22/23 YTD</b>	<b>Scalp Bounty – Cat 22/23 YTD</b>
1	-	4	-
2	3	22	-
3	115	-	1
4	12	-	65
<b>Total</b>	<b>130</b>	<b>26</b>	<b>66</b>

Summary of main tasks / issues completed by 2 x Rural Lands Officers during the month:

- Approximately 30,000 litres of mixed chemical was distributed on pest weeds, mainly Triclopyr and water, with small quantities of Access and Diesel being used.
- 14 specified separate areas were sprayed, covering stock routes, reserves and road corridors.
- Approximately 8,000 kilometres were travelled, searching for and spraying pest weeds.
- 4 Customer Service Requests were received.
- 12 wild dog scalps and 65 feral cat scalps were received from Division 4 (Isisford/Yaraka area)

\* It is difficult to accurately report total tasks completed due to many factors:

- IT issues, resulting in inability to record each plant sprayed and accurate recording of spraying activities on pest weed mapping software.
- Some spraying activities may be across a small area, but many plants sprayed.
- Spraying contractors are not required to log each plant sprayed, only a total number of hours/weeks
- Roadside spraying is conducted over many hundreds of kilometres, often whilst travelling to other tasks.

**Risk Management Factors:**

This matter has been assessed using Council’s Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Rare  
 Consequence: Insignificant  
 Rating: Low (1/25)

Low risk, informational report only.

**Environmental Management Factors:**

Nil

**Other Comments:**

Nil

**Recommendation:**

*That Council receives the Corporate Services information report as presented.*

**14. COMMUNITY AND CULTURAL SERVICES REPORT**  
**14.1 - Community Donations - February 2023**

**14. COMMUNITY AND CULTURAL SERVICES REPORT**

**14.1 Community Donations - February 2023**

Consideration of the Community Donations applications received in February in accordance with the Community Donations Policy No. 11.06.

**Council Action**

Partner  
 Deliver

**Applicable Legislation**

*Local Government Act 2009*  
*Local Government Regulation 2012*

**Policy Considerations**

Community Donations Policy No. 11.06

**Corporate and Operational Plan Considerations**

COMMUNITY AND CULTURAL: COMMUNITY DEVELOPMENT			
Link to Corporate Plan	Activity	Key Performance Indicators	Operational Targets
4.2.2	Provide community sponsorship for various activities.	Administer Mayoral and Community donations along with sponsorships in accordance with the guidelines and budget.	Deliver program within budget allocated by June 2023.

**Budget Considerations**

\$112,000.00 committed and allocated to Community and Mayoral Donations YTD.

Category	Total Budget	Budget Committed (not yet paid)	Budget Remaining	Budget required to meet Community Donations for February 2023	Budget remaining for future applications (Including Mayoral Donations)
Community Donations	\$112,000.00	\$7,519.28	\$60,729.36	\$5,000.00	\$55,729.36

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

**Responsible Officer:** Abby Lewis - Community Development Coordinator

**Background:**

Longreach Regional Council Community Donations program:

- Enhances the community’s resilience, wellbeing, sustainability and liveability
- Contributes to vibrant and engaged communities
- Provides community organisations with financial support to meet identified community need and provides benefit to the broader Longreach region communities
- Achieves Council’s strategic objectives, as identified in the Corporate Plan.

Community Donations (financial and in-kind support) are offered each financial year. Each Community Group is eligible to apply for a maximum of \$5,000 per financial year. All applications will be assessed against eligibility and assessment criteria as stated in this Policy and the Program Guidelines.

**Issue:**

**14. COMMUNITY AND CULTURAL SERVICES REPORT**  
**14.1 - Community Donations - February 2023**

Longreach Regional Council has received one (1) application for Community Donations:

**1. Yaraka Gymkhana Association Inc**

<b>Yaraka Horse and Bike Gymkhana</b>	
<i>Has the Community group applied for funds in the past?</i>	<i>Yes</i>
<i>Has the Community Group applied for funds within the 22/23 Financial Year?</i>	<i>No</i>
<i>Does the Community Group have any outstanding acquittals?</i>	<i>No</i>
<i>Has the event/ project been previously funded by Council?</i>	<i>Yes</i>

The Yaraka Horse and Bike Gymkhana is an annual event that is held each year in July. The event takes place at Kiama Park in Yaraka over 2 days where 200+ competitors and spectators from across the Central West, Channel Country and other surrounding Regions take part in the event. Last year the event was cancelled due to much needed rain in the Yaraka Region. The event offers prizes for competitors, a live band for night time entertainment as well as a bar and auctions. The event attracts more and more people each year as they gain an insight into the skills of both horse and bike riders. The Yaraka Horse and Bike Gymkhana enjoy hosting large events like this as it puts Yaraka on the tourist map.

The total grant recommended of \$5,000.00 financial will go towards the cost of the event's Public Liability Insurance, QLD Ambulance Service's over the course of 2 days, as well as a grader hire to ensure the track is in great condition for competitors.

The application was reviewed by a panel and scored against the criteria of the Longreach Regional Council's Community Donations Assessment Guidelines. The result was to support the Yaraka Horse and Bike Gymkhana to the value of 100%. All supporting documentation was supplied with their application.

<b><i>Grant Requested</i></b>	<b><i>Grant Recommended</i></b>
<b><i>Financial \$5,000.00</i></b>	<b><i>Financial \$5,000.00</i></b>
<b><i>Total \$5,000.00</i></b>	<b><i>Total \$5,000.00</i></b>

***Recommendation:***

*That Council endorses the allocation of funds from the Community Donations Program as contained in the following table, in accordance with the Community Donations Policy No. 11.07;*

<b><i>Organisation/ Name</i></b>	<b><i>Event/Activity</i></b>	<b><i>Grant Requested</i></b>	<b><i>Grant Approved</i></b>	<b><i>Conditions of approval/Payment</i></b>
<i>Yaraka Gymkhana Association Inc</i>	<i>Yaraka Horse and Bike Gymkhana</i>	<i>Financial \$5,000.00</i>	<i>Financial \$5,000.00</i>	<i>Nil</i>
		<i>Total \$5,000.00</i>	<i>Total \$5,000.00</i>	
		<b><i>TOTAL \$5,000.00</i></b>	<b><i>TOTAL \$5,000.00</i></b>	

## 14. COMMUNITY AND CULTURAL SERVICES REPORT

### 14.2 - Regional Arts Development Fund (RADF) Advisory Committee Meeting and Recommendations

#### 14.2 Regional Arts Development Fund (RADF) Advisory Committee Meeting and Recommendations

Consideration of the minutes and recommendations of the Regional Arts Development Fund (RADF) Committee meeting held on Tuesday 31 January 2023.

#### Council Action

Partner  
Deliver

#### Applicable Legislation

*Local Government Act 2009*  
*Local Government Regulation 2012*

#### Policy Considerations

Advisory Committee Policy 2.31

#### Corporate and Operational Plan Considerations

COMMUNITY AND CULTURAL: ARTS AND CULTURE			
Link to Corporate Plan	Activity	Key Performance Indicators	Operational Targets
1.1.7	Deliver the Regional Arts Development Fund.	All Regional Arts Development Fund applications are assessed in accordance with the guidelines	Deliver program within budget allocated by June 2023.

#### Previous Council Resolutions related to this Matter

*Nil*

#### Officer Comment

*Responsible Officer: Abby Lewis, Community Development Coordinator*

#### Background:

The Regional Arts Development Fund (RADF) committee met on Tuesday 31 January 2023 to discuss the following:

1. Confirm the minutes from the previous RADF meeting held on Thursday 06 October 2022;
2. Assess one funding application received from round three of the 22/23 financial year;
3. Updates on the Longreach Water Tower Project;
4. Round four opening and closing dates for 22/23 financial year; and
5. Next RADF Committee Meeting date.

The following recommendations have been made by the committee:

- a) *That the minutes of the Regional Arts Development Fund Committee held on Tuesday 31 January 2023 be received.*
- b) *To support the 'Textile Workshop with Margaret Olive's application to the value of \$4,530.00.*
- c) *That the RADF Committee and Council work closely together on the Longreach Water Tower Project*

## 14. COMMUNITY AND CULTURAL SERVICES REPORT

### 14.2 - Regional Arts Development Fund (RADF) Advisory Committee Meeting and Recommendations

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- d) *That Round Four for the 22/23 financial year be opened on Friday 03 February 2023 and closed on Friday 17 March 2023; Due to the successful increase of RADF funds for the 22/23 FY the Committee opened round four to ensure applicants have sufficient time to complete applications and receive funds for their project. Closure date for RADF Funding Round four will be on Friday 17 March 2023.*
- e) *That the next RADF Committee meeting be determined by the amount of applications received for round four.*

#### **Risk Management Factors:**

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Unlikely  
Consequence: Minor  
Rating: L2

#### **Environmental Management Factors:**

Nil

#### **Other Comments:**

Nil

#### **Appendices**

1. RADF Minutes 31 January 2023.pdf [↓](#)

#### **Recommendation:**

*That Council:*

- a) *receives the Minutes of the Regional Arts Development Fund Committee held on Tuesday 31 January 2023*
- b) *approves the application by Shelia Back for the 'Textile Workshop with Margaret Olive' project to the value of \$4,530*
- c) *keeps the RADF Committee updated with progress on the Longreach Water Tower Project*
- d) *retrospectively endorses the opening of RADF Funding Round Four on Friday 03 February 2023 and*
- e) *advertises the RADF Round Four opening on Council's Facebook, Longreach Leader and the Mayor's column on 4LG.*

# LONGREACH REGIONAL COUNCIL



## Regional Arts Development Fund Committee Meeting

**Tuesday 31 January 2023**

**UNCONFIRMED MINUTES**



## 14.2 - Regional Arts Development Fund (RADF) Advisory Committee Meeting and Recommendations -- Appendix 1

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### **Minutes of the Longreach Regional Council Regional Arts Development Fund Committee Meeting held on Tuesday 31 January 2023 at the Longreach Civic Centre, 96a Eagle Street, Longreach**

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#### **1. Opening of Meeting**

The Chair declared the meeting open at 10:00am

#### **2. Present**

##### **Present**

##### ***Committee Members***

Mrs Rowena Arthur	Chairperson, Longreach
Mrs Sue Pratt	Longreach
Mrs Elizabeth Clarke	Longreach
Mr Bill Parker	Longreach
Cr Leonie Nunn	Deputy Mayor (Zoom)

##### ***Council Representatives***

Miss Abby Lewis	Community Development Coordinator
Miss Stacey Ramsay	Community and Cultural Services Administration

#### **3. Apologies**

##### ***Committee Members***

Mrs Sheila Back	Ilfracombe
Mrs Susan Glasson	Yaraka
Cr Tracy Hatch	Councillor

#### **4. Minutes from Previous Meeting**

##### ***4.1 Regional Arts Development Fund Committee - Thursday 6 October 2022***

##### ***Recommendation:***

That the Minutes of the Regional Arts Development Fund Committee held on Thursday 6 October 2022, be received.

#### **5. General Business**

##### **5.1 Funding Application - Textile Workshop with Margaret Olive**

Applicant Name:	Sheila Back
Category:	Visual Arts, craft and design
Recommendation:	Workshop with Tutor Margaret Olive

That the RADF Committee approves the application by Sheila Back for the Textile Workshop with Margaret Olive to the value of \$4,530.00.



## 14.2 - Regional Arts Development Fund (RADF) Advisory Committee Meeting and Recommendations -- Appendix 1

---

### **Minutes of the Longreach Regional Council Regional Arts Development Fund Committee Meeting held on Tuesday 31 January 2023 at the Longreach Civic Centre, 96a Eagle Street, Longreach**

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Project Description: Three day textile workshop with Margaret Olive who will be travelling to Ilfracombe. The workshop will give woman the opportunity to learn new skills and for social connectivity for those who may not have the opportunity to gain access to tutors.

Project Start Date: 09 March 2023  
Project End Date: 11 March 2023  
Outcome Report Due: 30 April 2023  
Total Project Costs: \$5,880.00  
RADF Grant Requested: \$4,530.00

***Recommendation:***

To support the Textile Workshop with Margaret Olive to the full amount of \$4,530.00.

Mover: Sue Pratt  
Second: Elizabeth Clark

#### **6. Business Arising from Minutes**

During the RADF Committee Meeting there was discussion regarding the original arts project with Griffith University, this being a light display on the Longreach Water Tower. In order to complete this project Council applied for \$40,000.00 of additional funds through RADF for the 22/23 financial year. Due to Community requests it was seen that the Star / Cross replacement located on the top of the Water Tower was a priority over the light display given the significant historical meaning this artwork has for the Community. The committee had concerns around using RADF funds for this project given Council has not received a formal quote for this project and thus allowing enough funds for a fourth round this financial year.

Upon a detailed discussion, the RADF Committee agreed to allocate \$40,000.00 to the Star / Cross art project leaving enough funds available for the additional funding round. Once quotes are obtained the Committee and Council can then work together for the overall project if it is in excess of \$40,000.00.

#### **6.1 RADF Round Four Date**

Round four of the RADF date is for consideration by the RADF Committee.

***Recommendation:***

That:

Round four for 22/23 financial year be opened Friday 03 February 2023 and close Friday 17 March 2023;and

The next RADF Committee meeting date is to be determined, pending applications.

#### **7. Closure of Meeting**

There being no further business, the meeting was closed at 10:39am

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Int. \_\_\_\_\_

UNCONFIRMED

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## 14. COMMUNITY AND CULTURAL SERVICES REPORT

### 14.3 - Exemption Certificate for a Class 10a Shed at 77 Flinders Street, Ilfracombe

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#### 14.3 Exemption Certificate for a Class 10a Shed at 77 Flinders Street, Ilfracombe

Consideration of an application for an Exemption Certificate for construction of a shed, on the basis that the effects of the development are minor or inconsequential.

#### **Assessment Report**

Section 46 of the *Planning Act 2016* enables a local government to give an owner of a premises an exemption certificate, which states a development approval is not required for assessable development.

An exemption certificate is intended to be used as a tool to address the inappropriate categorisation of development while more permanent measures, such as amending Council's Planning Scheme are implemented.

The effect of an exemption certificate is that the development subject to the certificate is still classified as assessable development; however a development approval is not required.

Council, in its role as assessment manager, can give an exemption certificate for assessable development in a very limited number of circumstances (as opposed to the applicant making a development application). In summary, it can be issued when:

- The effects of development would be minor or inconsequential; or
- There is an error in the Planning Scheme, which unintentionally triggers planning approval for a certain development scenario; or
- The particular circumstance upon which planning approval was required for a certain development scenario no longer applies/exists.

The landowners propose to build a 168m<sup>2</sup> shed with a maximum height to the eaves of 4.1m at the rear of their property at 77 Flinders Street, Ilfracombe formally described as Lot 13 on SP159876. Figure 1 identifies the proposed shed location.

The landowners have made an enquiry to Council about the proposed development outlining the shed is to provide a covered area for their personal vehicles, caravan, trailer, buggy, storage of tools and a workshop.

The subject site is in a residential area of Ilfracombe and does not contain any features of local environmental significance or interest. A shed is an ordinary development outcome in town and will not result in unacceptable environmental impacts. The shed will be subject to a building application and will be developed in accordance with conditions set by the building permit (for example, regarding the implementation of erosion and sediment control measures).

Instead of giving a development approval, an exemption certificate is considered appropriate in this instance due to the minor and inconsequential nature of the proposed shed as outlined in this report.

14. COMMUNITY AND CULTURAL SERVICES REPORT  
14.3 - Exemption Certificate for a Class 10a Shed at 77 Flinders Street, Ilfracombe

Figure 1 – Location of proposed shed on the property (not to scale)

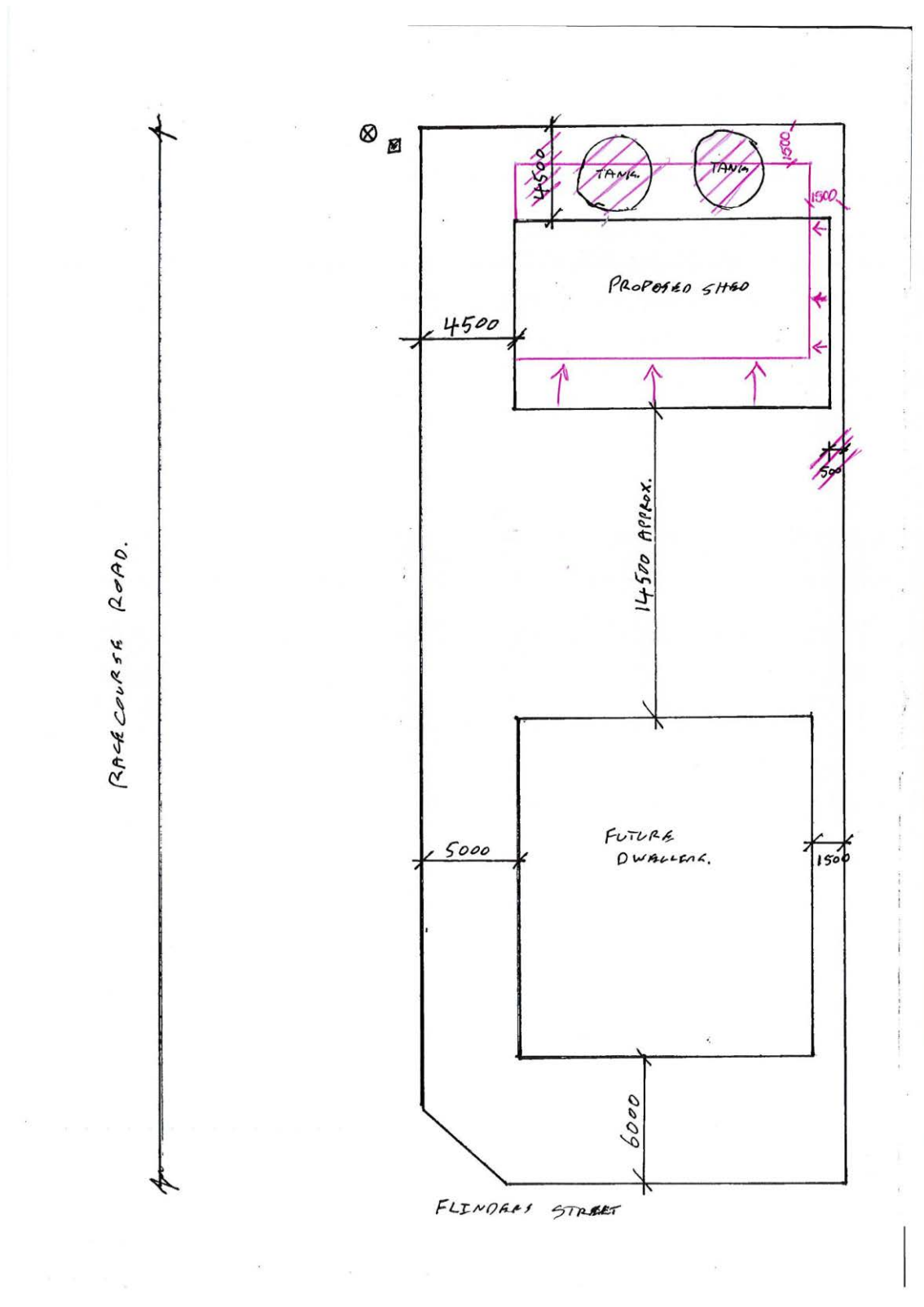


Figure 2 – Locality of Site

**14. COMMUNITY AND CULTURAL SERVICES REPORT**  
**14.3 - Exemption Certificate for a Class 10a Shed at 77 Flinders Street, Ilfracombe**

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## 14. COMMUNITY AND CULTURAL SERVICES REPORT

### 14.3 - Exemption Certificate for a Class 10a Shed at 77 Flinders Street, Ilfracombe

The table below sets out the details of the proposal and relevant Planning Scheme criteria.

<b>Proposal details</b>	
Existing development	<ul style="list-style-type: none"> <li>• Site area = 1008m<sup>2</sup></li> <li>• Dwelling house = nil (Vacant Land)</li> <li>• Existing outbuildings = nil</li> </ul>
Proposal description	<ul style="list-style-type: none"> <li>• Enclosed shed = L 14m x W 12m x H 4.1m</li> <li>• Covered Awning = Nil</li> <li>• <b>Total floor area = 168m<sup>2</sup></b></li> </ul>
<b>Planning Scheme details</b>	
Zone	Township Zone
Planning controls	Maximum total floor area for shed = 120m <sup>2</sup> Maximum eaves height for shed = 3.5m <sup>2</sup>
Type of application required	<ul style="list-style-type: none"> <li>• Development application for carrying out building work assessable against the Planning Scheme</li> <li>• Application would be subject to code assessment</li> </ul>
Assessment benchmark	Performance Outcome 1 of the Township Zone Code: <b>PO1</b> <i>The design and density of development:</i> (a) <i>Contributes to and does not detract from the residential amenity and character of the neighbourhood;</i> (b) <i>Limits impacts on neighbours in terms of privacy, overlooking or overshadowing; and</i> (c) <i>Ensures outbuildings and structures are ancillary to the residential floor area.</i>

The effects of development, in this instance for a 168m<sup>2</sup> shed is deemed minor and inconsequential for the following reasons:

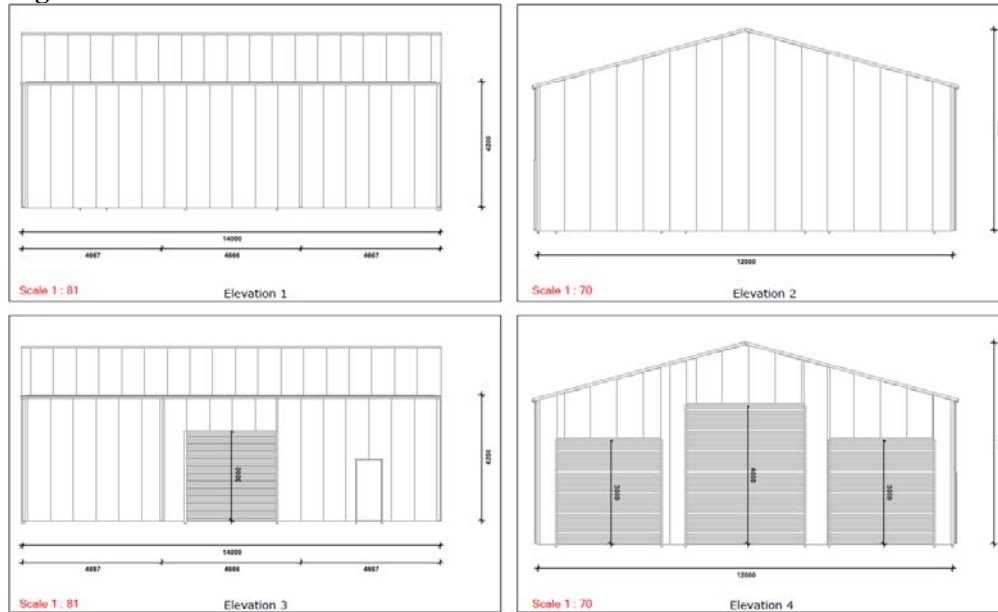
- The shed will be of a similar scale to sheds in the locality and is located a reasonable distance from surrounding development.

<b>Zone</b>	<b>Current planning provisions (total floor area / building height to eaves*)</b>	<b>When Exemption Certificate may be appropriate (total floor area / building height to eaves**)</b>
Low density residential zone	120m <sup>2</sup> / 3.5m	180m <sup>2</sup> / 5.5m, depending on the circumstance
Medium density residential zone	90m <sup>2</sup> / 3m to eaves	180m <sup>2</sup> / 5.5m, depending on the circumstance
Township zone	120m <sup>2</sup> / 3.5m	To be determined on a case-by-case basis
Rural residential zone	160m <sup>2</sup> / 5m to eaves	To be determined on a case-by-case basis

**14. COMMUNITY AND CULTURAL SERVICES REPORT**  
**14.3 - Exemption Certificate for a Class 10a Shed at 77 Flinders Street, Ilfracombe**

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**Figure 3**



- The shed will not detract from the residential amenity and character of the neighbourhood because:
  - Total resulting site cover will be approximately 16.7% of site area. The Queensland Development Code MP1.2 (Design and siting standard for single detached housing – on lots 450m<sup>2</sup> and over), allows for up to 50% site cover for residential development, before approval is required from Council (through a concurrence agency referral as part of a development application for a Development Permit for Building Work assessable under the Building Act); and
  - The proposed shed is consistent with the provisions outlined in the table above (see Figure 3).
  - The shed will be located in the Township zone. The shed will be of a similar scale to sheds in the locality and is located a reasonable distance from surrounding development.
  - It is considered that the shed is of an appropriate scale for the locality and should not have detrimental impacts on adjoining properties.
  
- The location and size of the shed will not cause unreasonable impacts on neighbours in terms of privacy, overlooking or shadowing.
  
- It is the intent of the owners to build a dwelling on the property in the future.

A siting variation approval was issued in February 2019 for a 4.5m setback from the Race Course Road boundary.

***Recommendation:***

*That Council grants an Exemption Certificate, pursuant to Section 46 of the Planning Act 2016, for proposed building work assessable against the Planning Scheme, for a 168m<sup>2</sup> Class 10 Shed at 77 Flinders Street, Ilfracombe (Lot 13 on SP159876).*

## 14. COMMUNITY AND CULTURAL SERVICES REPORT

### 14.4 - Development Permit for Material Change of Use for Central West Hospital and Health Service Extension to Hospital

#### 14.4 Development Permit for Material Change of Use for Central West Hospital and Health Service Extension to Hospital

Consideration of a development application lodged with Council on 20 December 2022 by QBuild Public Works Division for a Development Permit for Material Change of Use for Central West Hospital and Health Service C/- QBuild, Jabiru Street, Longreach.

Description:	Material Change of Use for an Extension to Hospital
Development:	Development Permit DA22/23-005
Applicant:	Central West Hospital and Health Service C/- QBuild
Owner:	Central West Hospital and Health Service
Current Use of Land:	Hospital
Address:	Jabiru Street, Longreach
Real Property Description:	Lot 20 on SP255345
Applicable Planning Scheme:	<i>Longreach Regional Planning Scheme 2015 (v2.1)</i>
Zone:	Community Facilities Zone
Level of Assessment:	Code Assessment

#### **Assessment Report**

The Assessment Report was prepared by Council's Town Planning Consultants, Reel Planning and is listed in the appendices below.

#### **Appendices**

1. Attach A - DA2223-005 - Decision Report.pdf [↓](#)
2. Attachment B - Proposal Plans.pdf [↓](#)

#### ***Recommendation:***

*That Council approves the development application for a Material Change of Use for an Extension to a Hospital at Jabiru Street, Longreach, formally described as Lot 20 on RP255345, subject to the following conditions:*

#### **1.0 PARAMETERS OF APPROVAL**

- 1.1 *The Developer is responsible for ensuring compliance with this development approval and the conditions of the approval by an employee, agent, contractor or invitee of the Developer at all times unless otherwise stated.*
- 1.2 *Where these conditions refer to "Council" in relation to requiring Council to approve or be satisfied as to any matter, or conferring on the Council a function, power or discretion, that role of the Council may be fulfilled in whole or in part by a delegate appointed for that purpose by Council.*
- 1.3 *The cost of all works associated with the development and construction of the development including services, facilities and/or public utility alterations required are met at no cost to the Council or relevant utility provider, unless otherwise stated in a development condition.*
- 1.4 *The developer is required to have repaired any damage to existing infrastructure that may have occurred during any works carried out associated with the development. To the extent the damage is deemed to create a hazard to the community, it must be repaired immediately.*
- 1.5 *All conditions, works, or requirements of this development approval must be undertaken*

## 14. COMMUNITY AND CULTURAL SERVICES REPORT

### 14.4 - Development Permit for Material Change of Use for Central West Hospital and Health Service Extension to Hospital

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*and completed prior to commencement of use and to Council's satisfaction, unless otherwise stated.*

#### 2.0 APPROVED PLANS AND DOCUMENTS

2.1 *The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by the conditions of this permit:*

<i>Plan/Document Name</i>	<i>Plan/Document Number</i>	<i>Issue</i>	<i>Date</i>
<i>Proposed Site Plan</i>	<i>82036/T/10-12</i>	<i>1</i>	<i>9/11/22</i>
<i>Site Plan</i>	<i>82036/T/A10-10</i>	<i>7</i>	<i>21/10/22</i>
<i>Floor Plan – Whole Building</i>	<i>A-21-01</i>	<i>6</i>	<i>17/05/22</i>
<i>Building Elevations</i>	<i>82036/T/A30-00</i>	<i>8</i>	<i>21/10/22</i>

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

#### 3.0 ROOF AND ALLOTMENT DRAINAGE WORKS

3.1 *All roof and allotment drainage must be discharged such that it does not restrict, impair or change the natural flow of runoff water or cause a nuisance to adjoining properties or infrastructure from the pre to the post-development condition.*

3.2 *All stormwater must drain to the lawful point of discharge and must not adversely affect adjoining land or infrastructure in comparison to the pre-development condition by way of blocking, altering or diverting existing stormwater runoff patterns or have the potential to cause damage to other infrastructure.*

#### 4.0 PARKING

4.1 *Provide and maintain a minimum of six (6) car parking spaces on-site. All car parking spaces must be clearly delineated by either line-marking or signage.*

4.2 *Construct and maintain the new car parking area associated with the approved development to a concrete or two coat bitumen seal standard.*

4.3 *Design, construct and maintain all car parking works generally in accordance with the approved plans, Australian Standard AS2890 "Parking Facilities" (Parts 1 to 6) and Manual of Uniform Traffic Control Devices (Queensland).*

#### 7.0 LANDSCAPING

5.1 *Establish and retain landscaping in the area shown in green on Proposed Site Plan, with reference 82036/T/10-12, Issue 1 dated 9 November 2022. The landscaping must predominantly contain species that are endemic to the region due to their low water dependency.*

5.2 *Ensure the landscaped areas are subject to water and maintenance during the establishment phase, and ongoing maintenance and replanting as required.*

#### 6.0 SERVICES



## 14. COMMUNITY AND CULTURAL SERVICES REPORT

### 14.4 - Development Permit for Material Change of Use for Central West Hospital and Health Service Extension to Hospital

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6.1 *The proposed extension must be connected to Council's reticulated water and sewerage networks in accordance with the standards prescribed in Table SC5.1.2.6 (Water and Sewer Standards) of Planning Scheme Policy 1 – Works.*

6.2 *Electricity and telecommunication services must be provided to the proposed extension in accordance with the standards and requirements of the relevant service provider.*

#### **7.0 AMENITY**

7.1 *Undertake the approved development so there is no environmental nuisance or detrimental effect on any surrounding land uses and activities by reason of the emission of noise, odour, vibration, fumes, smoke, vapour, steam, soot, ash, wastewater, waste products, grit, oil or otherwise.*

7.2 *Any proposed outdoor lighting must comply with AS4282 Control of Obtrusive Effects of Outdoor Lighting.*

#### **8.0 EROSION AND SEDIMENT CONTROL**

8.1 *Implement and maintain an Erosion and Sediment Control Plan (ESCP) on-site for the duration of the works, and until such time as all exposed soil areas are permanently stabilised (for example, turfed, hydro mulched, concreted, and landscaped). The ESCP must be available on-site for inspection by Council Officers during the works.*

8.2 *The Erosion and Sediment Control Plan must be prepared in accordance with the Best Practice Erosion and Sediment Control document from the International Erosion Control Association, as updated from time to time.*

#### **9.0 CONSTRUCTION ACTIVITIES**

9.1 *Construction activity and noise must be limited during earthworks and construction of the approved development to the hours of 06:30 to 18:30 Monday to Saturday, with no work to occur on Sundays or public holidays.*

9.2 *The construction of any works must be undertaken in accordance with good engineering practice and workmanship and generally in accordance with the relevant provisions of Planning Scheme Policies No. 1 – Works Planning Scheme policy under Schedule 5 of the Longreach Regional Planning Scheme 2015 (v2.1).*

9.3 *All construction materials, waste, waste skips and machinery must be located and stored or parked within the development site, unless otherwise approved in writing by Council.*

#### **10.0 ASSET MANAGEMENT**

10.1 *Any alteration necessary to electricity, telephone, water mains, sewerage mains, and/or public utility installations resulting from the development or in connection with the development, must be undertaken and completed at no cost to Council.*

#### **ADVISORY NOTES**

- Permits and approvals for building work, plumbing and any other related works should be obtained prior to commencement of the building works authorised by this permit.*
- Lodgement of documentation associated with an application for a development permit for Building work is to include a suitable method of fire separation as per the National*

## 14. COMMUNITY AND CULTURAL SERVICES REPORT

### 14.4 - Development Permit for Material Change of Use for Central West Hospital and Health Service Extension to Hospital

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*Construction Code 2019.*

3. *This approval does not negate the requirement for compliance with all other relevant Local Laws and other statutory requirements. Any provisions contained in this approval relating to the enforcement of any of the conditions shall be in addition to all other rights, powers and privileges that the Council may possess or obtain, and nothing contained in these conditions shall be construed so as to prejudice, affect or otherwise derogate or limit these rights, powers and privileges of the Council.*
4. *General environmental duty under the Environmental Protection Act 1994 prohibits unlawful environmental nuisance caused by noise, aerosols, particles, dust, ash, fumes, light, odour or smoke beyond the boundaries of the development site during all stages of the development including earthworks, construction and operation.*
5. *This development approval does not authorise any activity that may harm Aboriginal cultural heritage. It is advised that under section 23 of the Aboriginal Cultural Heritage Act 2003, a person who carries out an activity must take all reasonable and practicable measures to ensure the activity does not harm Aboriginal cultural heritage (the “cultural heritage duty of care”).*

<p><b>DECISION REPORT FOR GENERAL COUNCIL MEETING 16 FEBRUARY 2023</b></p>
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**DEVELOPMENT APPLICATION – DA22/23-005 – CENTRAL WEST HOSPITAL AND  
HEALTH SERVICE C/- QBUILD – JABIRU STREET, LONGREACH**

**EXECUTIVE SUMMARY**

The Applicant, Central West Hospital and Health Service C/- QBuild, has submitted a development application seeking a Development Permit for a Material Change of Use for an Extension to a Hospital at Jabiru Street, Longreach, formally described as Lot 20 on RP255345 (the subject site).

The development is for an Extension to a Hospital and involves the following:

- Construction of a single storey extension to the existing Allied Health and Administrative building to accommodate:
  - Extension to existing Hospital administration facilities to include staff rooms and board rooms;
  - New renal facility to include consulting rooms, treatment rooms, administration, and supporting areas; and
  - Ancillary works to include an additional six (6) car parking spaces.

Under the *Longreach Regional Planning Scheme 2015* (the Planning Scheme), the subject site is located in the Community Facilities Zone. A Hospital in the Communities Facilities Zone is subject to code assessment. A 'code assessable' development application does not require public notification (i.e. is not subject to third-party appeal rights) and is assessed against a limited set of assessment benchmarks (i.e. criteria) under the Planning Scheme – to the extent the development complies or can be conditioned to comply with the assessment benchmarks, it must be approved.

Based on an assessment of the proposal in accordance with the *Planning Act 2016* for applications requiring code assessment, this decision report recommends approval of the development application, subject to the conditions stated herein.

**1.0 OVERVIEW**

<b>TABLE 1 - OVERVIEW</b>	
<b>PROPERTY DETAILS</b>	
<b>Site address</b>	Jabiru Street, Longreach
<b>RPD</b>	Lot 20 on SP255345
<b>Site Area</b>	3.66 hectares
<b>Landowners</b>	Central West Hospital and Health Service
<b>Existing use of land</b>	Hospital
<b>APPLICATION DETAILS</b>	
<b>Application No.</b>	DA22/23-005
<b>Applicant</b>	Central West Hospital and Health Service C/- QBuild
<b>Application description</b>	Development Application for a Development Permit for a Material Change of Use for an Extension to a Hospital
<b>Decision Due date</b>	10 March 2023

## 14.4 - Development Permit for Material Change of Use for Central West Hospital and Health Service Extension to Hospital --Appendix 1

<b>Proposal</b>	Extension to Hospital
<b>STATUTORY PLANNING DETAILS</b>	
<b>State Planning Policy</b>	<i>State Planning Policy (July 2017)</i>
<b>Mapped SPP matters</b>	Natural Hazards Risk and Resilience <ul style="list-style-type: none"> <li>• Flood hazard area – Local Government flood mapping area</li> </ul> Strategic Airports and Aviation Facilities <ul style="list-style-type: none"> <li>• Obstacle limitation surface area</li> <li>• Lighting area buffer 6km</li> <li>• Wildlife hazard buffer zone</li> </ul>
<b>Regional Plan</b>	Central West Regional Plan (September 2009)
<b>CWRP Designation</b>	Major Rural Activity Centre (Longreach)
<b>Planning Scheme</b>	<i>Longreach Regional Planning Scheme 2015 (v2.1)</i>
<b>Zone</b>	Community Facilities Zone
<b>Overlays</b>	Airport Environ Overlay <ul style="list-style-type: none"> <li>• Buffer Area A</li> </ul>
<b>Category of Assessment</b>	Code Assessment

### 2.0 PROPOSAL BACKGROUND

Application lodged	20 December 2022
Application properly made	19 January 2023
Decision due date under the <i>Planning Act 2016</i>	10 March 2023

### 3.0 SITE AND SURROUNDS DESCRIPTION

The subject site is located at Jabiru Street, Longreach, formally described as Lot 20 on SP255345 (**see Figure 1**). The subject site has an area of 3.66 hectares, is of a regular shape and includes has frontage to Jabiru, Plover and Rosella Streets.

The subject site is currently improved by the Longreach Base Hospital.

The site is adjoined to the:

- North by Rosella Street and predominantly residential dwellings
- South by Plover Street and the highway
- East by Jabiru Street and the Longreach State Highschool
- West by predominantly residential dwellings



Figure 1 – Locality of Subject Site (Queensland Government DAMS)

#### 4.0 DESCRIPTION OF PROPOSAL

The proposed development is for an Extension to an Existing Hospital. More specifically the proposal involves:

- Construction of a single storey extension to the existing Allied Health and Administrative building to accommodate:
  - Extension to existing Hospital administration facilities to include staff rooms and board rooms;
  - New renal facility to include consulting rooms, treatment rooms, administration, and supporting areas; and
  - Ancillary works to include an additional six (6) car parking spaces.

The proposal requires demolition of a shed and internal components to facilitate the extension. The demolition is not assessable under the planning scheme.

14.4 - Development Permit for Material Change of Use for Central West Hospital and Health Service Extension to Hospital --Appendix 1

Figure 2 below, shows the proposed location of the works.

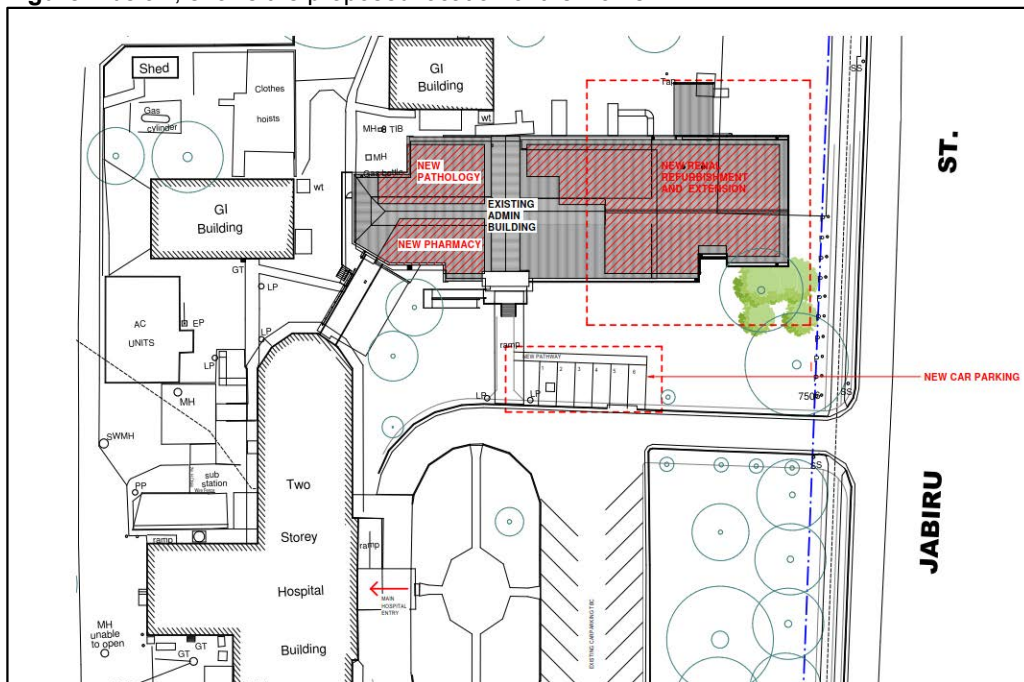
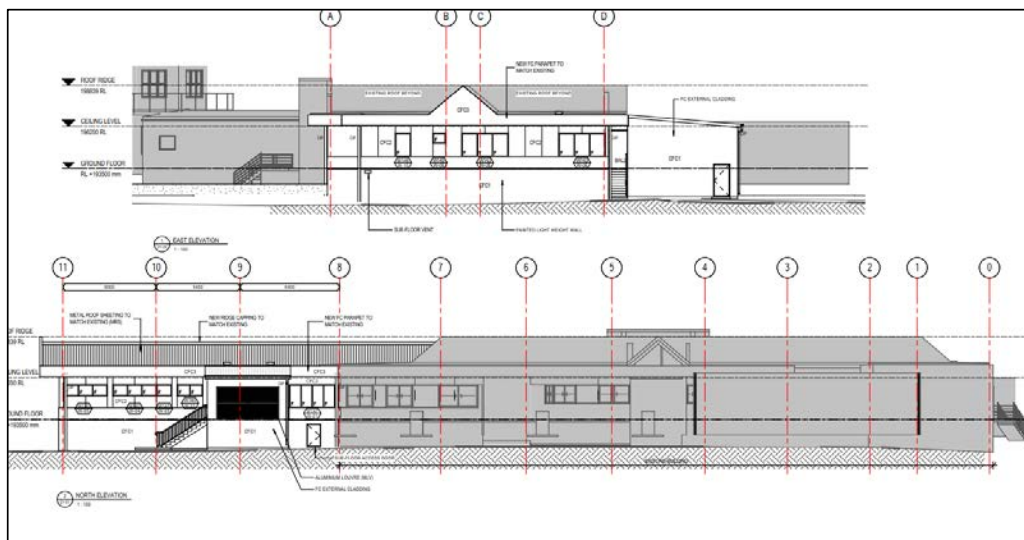


Figure 2 – Location of works (Applicant provided)

The new work will tie into the existing building and be of similar height to the existing building. The proposed extension will utilise materials that are consistent with the existing hospital (see Figure 3).



Proposal plans recommended for approval are included in Attachment A.

## 5.0 PLANNING ASSESSMENT

In accordance with Section 45(3) of the *Planning Act 2016* ('the Planning Act'), Code Assessment is an assessment that must be carried out –

- (a) *against the assessment benchmarks in a categorising instrument for the development; and*
- (b) *having regard to any matters prescribed by regulation for this paragraph.*

In this instance, under Section 45(3)(a) of the Planning Act, the categorising instrument for the development is the *Longreach Regional Planning Scheme 2015 (Version 2.1)* (the Planning Scheme) under which the applicable assessment benchmarks are the following codes:

- Community Facilities Zone Code
- Airport Environs Overlay Code
- Landscape Code
- Works Code.

The *Planning Regulation 2017* (sections 29-31) prescribes additional assessment benchmarks and other general assessment matters, which are addressed as follows:

### The Central West Regional Plan

The regional plan is identified as being appropriately integrated in the Planning Scheme and therefore does not require further assessment. The assessment of the proposal against the Planning Scheme in section 5.1 below also functions as an assessment of the Regional Plan.

### The State Planning Policy

The Planning Scheme reflects an older version of the SPP from July 2014. The current version of the SPP is from July 2017. As listed in Table 1 at the start of this report (overview of planning details), there were mapped assessment benchmarks relating to the airport facilities. We have reviewed the assessment benchmarks relating to this state interest and confirm that the provisions between the 2014 and 2017 SPP are identical.

Therefore, no further assessment is required, as the relevant current state interests are still considered to be appropriately reflected in the Planning Scheme. The assessment of the proposal against the Planning Scheme in section 5.1 below also functions as an assessment of the SPP.

### The Local Government Infrastructure Plan

There are no assessment benchmarks that are directly applicable to the development or subject site.

### Schedules 9 and 10 of the Planning Regulation

The planning application did not trigger assessable development or State agency referral under Schedule 10.

### Approval history / unlawful use of the premises

It is considered that the existing buildings and use onsite where lawfully established.

Common material

All material about the application that Council has received since lodgement has been considered in this report.

The following sections consider the above assessment benchmarks and matters to the extent relevant to the application.

**5.1 LONGREACH REGIONAL PLANNING SCHEME 2015**

**5.1.1**

**proposal as a Material Change of Use**

The proposed development involves a material change of use (MCU) of premises. Under the Planning Act, the definition of material change of use is:

- (a) *the start of a new use of the premises;*
- (b) *the re-establishment on the premises of a use that has been abandoned;*
- (c) *a material increase in the intensity or scale of the use of the premises.*

**5.1.2 Land Use Definition**

Under the Planning Scheme, the proposed use is defined as a Hospital:

**Hospital** means -

*Premises used for medical or surgical care or treatment of patients whether or not residing on the premises. The use may include ancillary accommodation for employees and ancillary activities directly serving the needs of patients and visitors.*

**4.1.3 Assessment of Codes**

**Community Facilities Zone Code**

The site is in the Community Facilities Zone, as shown in blue on the Zone Map for Longreach in **Figure 4**.



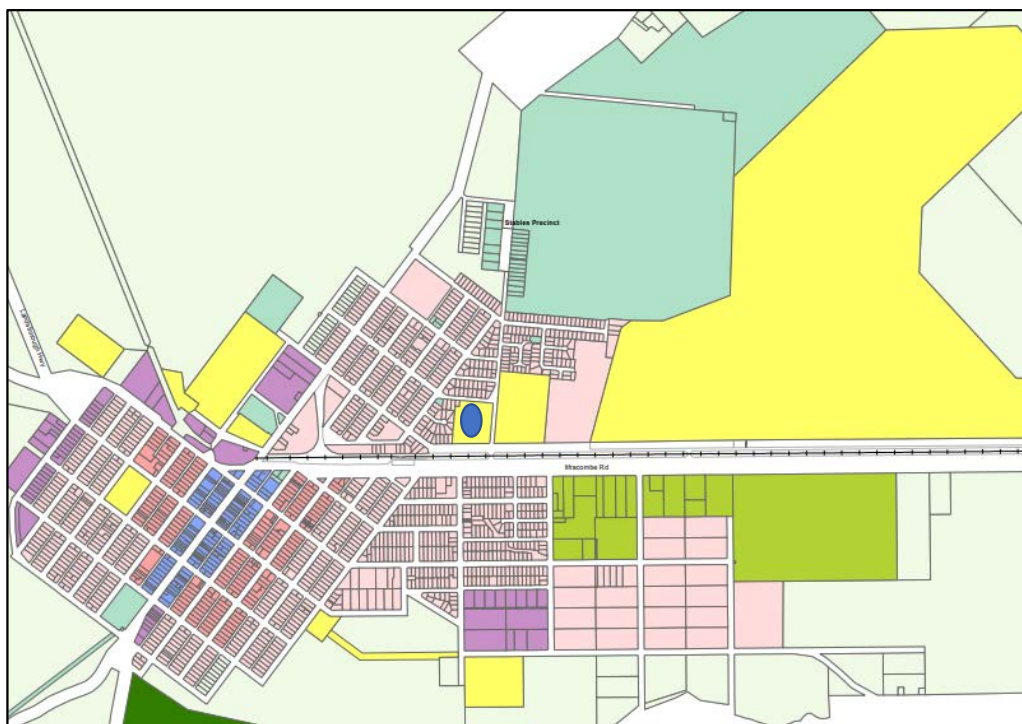


Figure 4 – Zone Map (Source: LRC Planning Scheme 2015)

The proposed development complies, or can otherwise be conditioned to comply, with the Performance Outcomes and, where applicable, the Acceptable Outcomes, of the Communities Facilities Zone Code.

The Communities Facilities Zone provides 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 and schools, transport and telecommunication networks and community infrastructure of an artistic, social or cultural nature. The proposal involves an extension to a hospital which is consistent with the purpose of the code.

The proposed development complies with Community Facilities Zone Code, in particular:

- The extension will tie into the existing building and will be limited to one storey and will not exceed 8.5m in height
- The proposed setback to Jabiru Street ranges from 5.1m to 5.6m and not the required 6m. Whilst the new extension is not setback 6m, the extension will provide for an attractive streetscape and be compatible with the existing hospital.
- The extension will be setback a minimum 3m from any residential zoned land
- The extension includes a wall length that exceeds 15m (17.81), however the wall includes a variation in materials and colours to reduce visual impacts
- The proposal is a community related activity
- The proposal does not prejudice the ongoing operation of the hospital and is unlikely to prejudice future expansions where required
- The proposal is not expected to create impacts for surrounding land uses
- A condition has been included to provide landscaping to Jabiru Street.

#### **Airport Environs Overlay Code**

The proposed development complies, or can otherwise be conditioned to comply, with the Performance Outcomes and, where applicable, the Acceptable Outcomes, of the Airport Environs Overlay Code. In particular:

- the proposed development is not located within 500 metres of the airports non-directional (radio) beacon (NDB);
- the proposed development is limited to one storey and will not impact on flight paths;
- the development is not located within 1,000 metres of the CVOR; and
- the proposed development does not involve the storage of hazardous materials.

#### **Landscape Code**

The purpose of the landscape code is to ensure landscaping in both the private and public domains is designed and constructed to a high standard, provides a strong contribution to the Longreach outback identity, provides amenity appropriate to physical location and social values, and is responsive to the local character, site and climatic conditions and suits the long-term needs of the community.

The proposed development has been conditioned to provide landscaping to the Jabiru Street frontage.

#### **Works Code**

The proposed development complies, or can otherwise be conditioned to comply, with the Performance Outcomes and, where applicable, the Acceptable Outcomes, of the Works Code.

The site subject to the application is already connected to all necessary services. The extension can utilise existing services and the new parking area will be accessed from the existing access and it is therefore concluded that the application can comply with the Works Code.

In summary, this planning assessment has demonstrated compliance between the development and the relevant assessable benchmarks of the Planning Scheme. Recommended conditions of approval reflect the elements of each assessment benchmark to ensure on-going compliance in terms of operation and amenity. No conflict is evident between the proposal and the Planning Scheme.

### **6.0 REFERRALS**

#### **6.1 INTERNAL**

The application was not internally referred as the site has existing access and has access to urban services.

#### **6.2 STATE ASSESSMENT REFERRAL AGENCY**

The application did not trigger referral under the *Planning Regulation 2017*.

## **7.0 INFRASTRUCTURE CHARGES**

It is noted that Council does not charge Adopted Infrastructure Charges for any new development. In turn, an Infrastructure Charges Notice does not form part of this recommendation.

## **8.0 CONCLUSION**

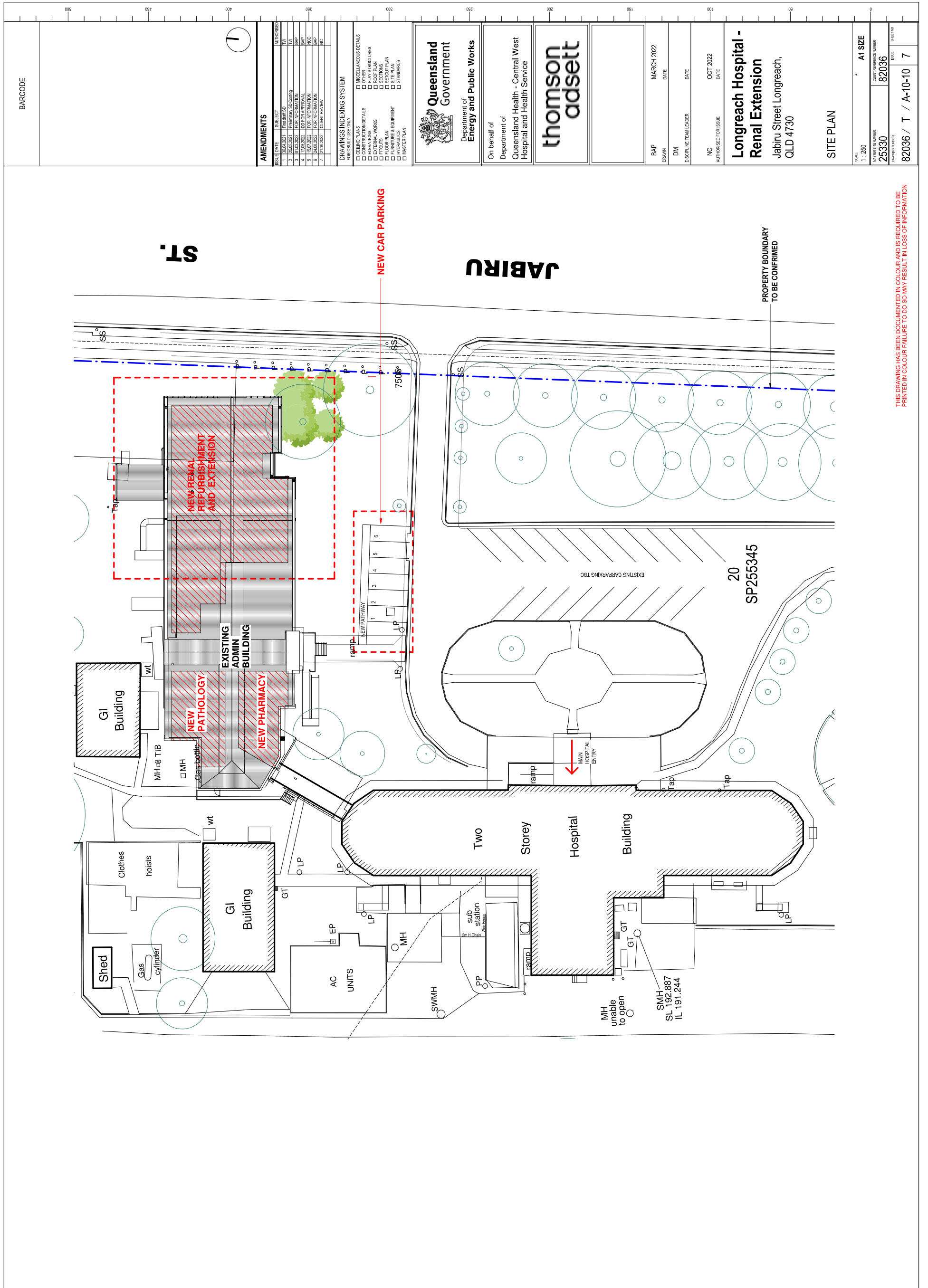
The development application seeking a Development Permit for a Material Change of Use for an Extension to a Hospital at Jabiru Street, Longreach, formally described as Lot 20 on RP255345, is recommended for approval, subject to the conditions outlined in this report. This recommendation is based on an assessment of the proposal in accordance with the Planning Act for applications subject to Code Assessment. The assessment undertaken, which is summarised in this report, demonstrates that the proposal complies with the relevant assessment benchmarks.

In accordance with the requirements for a decision notice under Section 63 of the Planning Act, a notice must be prepared for publication on Council's website stating the reasons for the decision. For this development, the statement of reasons, being the grounds for approval, will feature on the notice as follows:

- The proposed development is a consistent use in the Community Facilities Zone
- The proposed development is of scale and design that is consistent with surrounding development
- The development complies with all applicable assessment benchmarks of the Planning Scheme
- The development does not compromise the relevant elements of the Central West Regional Plan and State Planning Policy.

## **ATTACHMENT B – PROPOSAL PLANS**





BARCODE

**AMENDMENTS**

NO.	DATE	SUBJECT	APPROVED
1	15/03/2022	FOR INFORMATION	TK
2	25/06/2021	FOR INFORMATION	TK
3	10/03/2022	FOR INFORMATION	TK
4	17/02/2022	FOR INFORMATION	TK
5	17/02/2022	FOR INFORMATION	TK
6	18/02/2022	FOR INFORMATION	TK
7	21/10/2022	CLIENT REVIEW	NC

**DRAWINGS INDEXING SYSTEM**

- FOR REVISIONS ONLY
- ARCHITECTURAL DETAILS
  - CONSTRUCTION DETAILS
  - ELEVATIONS
  - EXTERNAL WORKS
  - FLOOR PLAN
  - FURNITURE & EQUIPMENT
  - LANDSCAPE
  - MASTER PLAN
  - MECHANICAL DETAILS
  - OTHER
  - PLAY STRUCTURES
  - ROOF PLAN
  - SITE PLAN
  - SETOUT PLAN
  - SITE PLAN
  - STANDARDS



Department of Energy and Public Works

On behalf of  
Department of  
Queensland Health - Central West  
Hospital and Health Service

**thomson  
adsett**

BAP  
DRAWN  
DATE  
MARCH 2022

DM  
DISCIPLINE TEAM LEADER  
DATE

NC  
AUTHORISED FOR ISSUE  
DATE  
OCT 2022

**Longreach Hospital -  
Renal Extension**  
Jabiru Street Longreach,  
QLD 4730

SITE PLAN

SCALE  
1:250

AT  
A1 SIZE

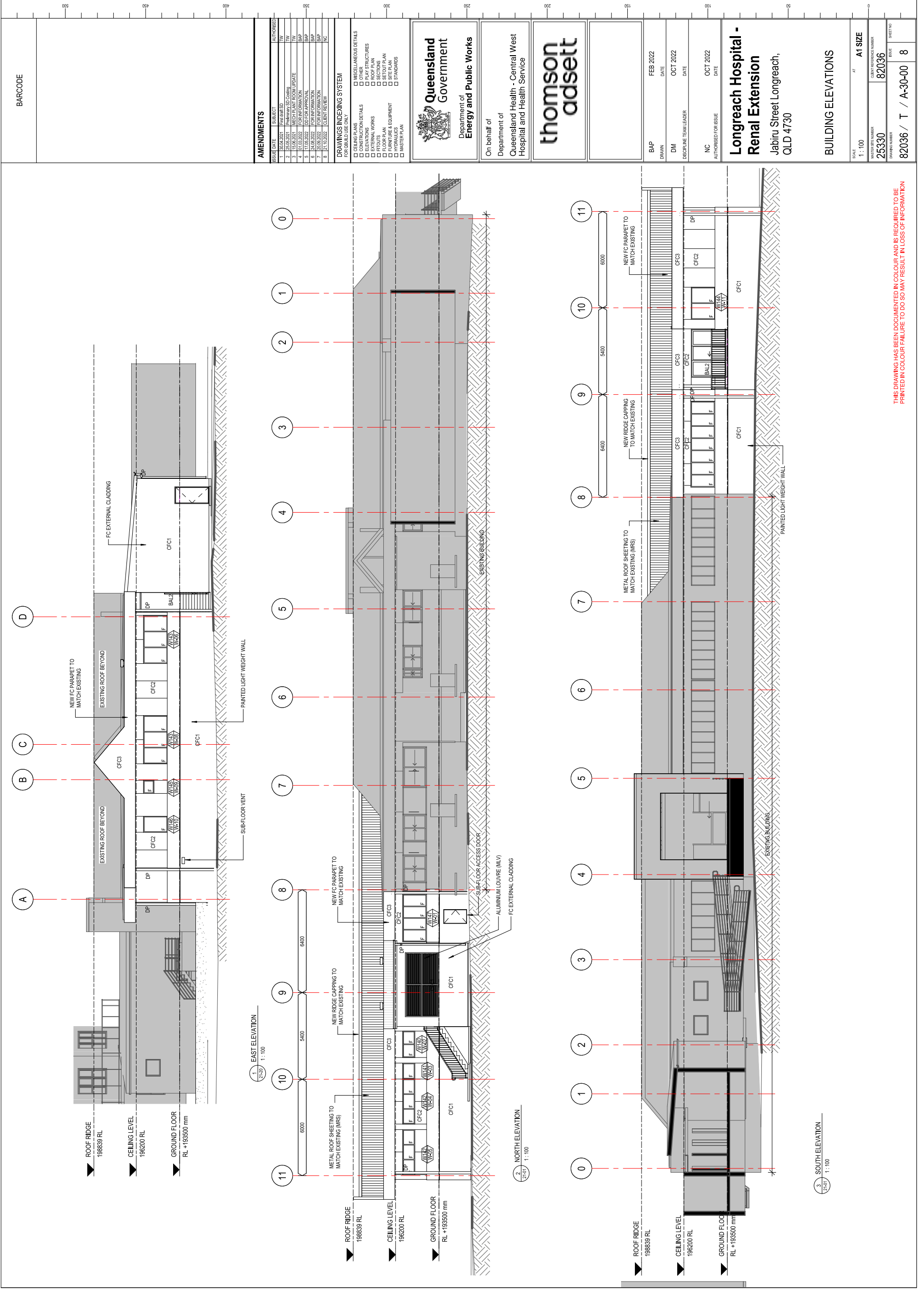
DATE OF DRAWING NUMBER  
25330

DRAWING NUMBER  
82036

DATE  
82036 / T / A-10-10

SHEET NO  
7

THIS DRAWING HAS BEEN DOCUMENTED IN COLOUR AND IS REQUIRED TO BE PRINTED IN COLOUR FAILURE TO DO SO MAY RESULT IN LOSS OF INFORMATION



**Longreach Hospital - Renal Extension**  
 Jabiru Street Longreach, QLD 4730

**BUILDING ELEVATIONS**

SCALE: 1:100  
 A1 SIZE

DRAWING NUMBER: 25330  
 SHEET NUMBER: 82036

DATE: FEB 2022  
 DISCIPLINE TEAM LEADER: DM  
 AUTHORIZED FOR ISSUE: NC

DATE: OCT 2022  
 DATE: OCT 2022

BARCODE

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**14. COMMUNITY AND CULTURAL SERVICES REPORT**  
**14.6 - Information Report - Community & Cultural Services**

**14.5 Queensland Government - Minor Infrastructure Program**

Consideration of a project to be submitted to the Department of Tourism, Innovation and Sports Minor Infrastructure Program.

**Council Action**

Partner  
 Deliver

**Applicable Legislation**

*Local Government Act 2009*  
*Local Government Regulation 2012*

**Policy Considerations**

01-01 Procurement Policy  
 01-03 Asset and Services Management Policy  
 01-11 Enterprise Risk Management Policy  
 01-16 Project Decision Group Policy  
 10-01 Quality Assurance Policy  
 10-02 Workplace Health and Safety Policy

**Corporate and Operational Plan Considerations**

Corporate Plan 2017-2027	
1.1.1	Deliver highest-standard customer services to all communities of the Longreach Region
4.2.1	Maintain, replace and develop new Council infrastructure assets as needed in a fiscally-responsible manner.
4.2.2	Ensure all Council activities deliver value-for-money for the communities of the Longreach Region.
4.2.3	Actively manage the long term financial plan in a fiscally-responsible manner.

CORPORATE: GRANTS			
Link to Corporate Plan	Activity	Key Performance Indicators	Operational Targets
4.2.2 4.4.1	Identify and pursue external funding opportunities and properly assess all major expenditure proposals.	Council maximises opportunities for grant funding. All applications \$50,000 or over are undertaken in accordance with the Project Decision Framework. Grants are managed in accordance with grant guidelines and key milestones are met.	<ul style="list-style-type: none"> <li>All grants applied for have had whole of life costs considered and approved by the Project Decision Group prior to lodgement.</li> <li>Reporting and acquittals are completed in line with the set funding agreement guidelines.</li> </ul>

**Budget Considerations**

The total project budget is \$370,000 which would require a 10% co-contribution of \$37,000 from Council to meet the funding guidelines.

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

**Responsible Officer/s:** Kimberley Dillon, Acting Director of Community & Cultural Service

## 14. COMMUNITY AND CULTURAL SERVICES REPORT

### 14.6 - Information Report - Community & Cultural Services

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#### **Background:**

The Department of Tourism, Innovation and Sports are administering the Minor Infrastructure Program which provides targeted funding to help the sport and active recreation industry deliver new, upgraded and end of life replacement projects and works that demonstrate alignment with the overall program objective.

Council is eligible to apply to this program for projects between \$50,000.00 and \$370,000.00, however, must co-contribute a minimum of 10% of the total project cost. The Minor Infrastructure Program timeline is as follows:

Applications open:	31 January 2023
Applications close:	2 March 2023 (5pm AEST)
Successful project/applicants announced:	May 2023
Projects completed:	December 2024
Project acquitted and reports submitted:	28 February 2025

A project that aligns with the program objectives has been identified, being an upgrade and replacement of end of life surfaces at the Longreach Squash Courts. The Longreach Squash Courts is a Council asset which was built in the early nineties with minimal upgrades undertaken to the facility since being built.

The building appears to be constructed in two parts with one being the main court and viewing area constructed off-ground and the other being the “club room” and bathroom amenities which is constructed at the rear of the building on a concrete slab. The rear club room and toilet section has moved over time, presumably through soil reactivity causing cracks and displacement of the walls in some places. The Longreach Squash Club has attempted to brace some of the rear section to the main building as a short-term solution.

This building was reviewed in a Facilities Management Report that was completed by Simplex group as part of a broader asset condition review. The report has shown that the toilets, club room and fixtures throughout the building are in below-average or poor condition.

The Longreach Squash Club does hold a lease over the premise whereby they are required to undertake general day-to-day maintenance of the facility and Council is responsible for Capital upgrades and replacement of assets. The facility is well utilised in the community with over 40 squash club members and a number of casual users making use of the 24 hour coin access.

#### **Issue:**

Whilst there are many projects that could potentially fit the program objectives, the upgrade to the Longreach Squash club has been prioritised. This is in part because some of the planning and quotes had already been undertaken by the Club in preparation to source grant funding. This means this project is able to be submitted for a Minor Infrastructure Program grant.

The project scope has been developed and includes:

- Demolition and disposal of the rear section of the building.
- Construct new club area as a deck consisting of a canteen, storeroom and disabled toilet.  
Access via glass sliding door to the viewing area.
- Install disabled ramp and stairs to club area.
- Replacement of end-of-life coin operated lighting unit and replace with tap EFTPOS system.
- Renew fencing at the front of the block.
- Renew wall surface of the courts (pending budget).



## 14. COMMUNITY AND CULTURAL SERVICES REPORT

### 14.6 - Information Report - Community & Cultural Services

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Council has sourced an updated quotation from a pre-qualified supplier, which has informed the budget required to complete this project, however, additional quotations or quantity surveyor estimate will be required for the funding application.

#### **Risk Management Factors:**

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Likely  
Consequence: Minor  
Rating: Medium (8/25)

Continued deterioration of the building components will reduce utilisation, reduce playability, and increase the annual operating costs of this building.

#### **Environmental Management Factors:**

Nil

#### **Other Comments:**

Nil

#### **Recommendation:**

*That Council:*

- 1. applies for funding under the Minor Infrastructure Program for redevelopment of the Longreach Squash Courts and*
- 2. agrees to co-contribute the required 10% of the total project costs, estimated at \$37,000, if the grant application is successful.*

## 14.6 Information Report - Community & Cultural Services

This report provides an update on a range of activities that has occurred during the month of January for the Community & Cultural Services Department.

#### **Council Action**

Deliver

#### **Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012*

#### **Policy Considerations**

Nil

#### **Corporate and Operational Plan Considerations**

Corporate Plan Strategy Area: 1.1 Community Services and Cultural Development

#### **Budget Considerations**

As per approved 2022/23 budget

#### **Previous Council Resolutions related to this Matter**

Nil

**14. COMMUNITY AND CULTURAL SERVICES REPORT**  
**14.6 - Information Report - Community & Cultural Services**

**Officer Comment**

*Responsible Officer/s: Community & Cultural Services Officers*

**Background**

Officers are requested to provide an information update to Council on a monthly basis to outline achievements, challenges and statistical information for the various functional areas in Council.

**Issue:**

**LIBRARY SERVICES**

Due to rain, many people have been late to return to Longreach after their holidays. January is always a slower month in the library and provides an opportunity to do a bit of reorganising and processing.

First 5 has resumed and this year the group appears to be mainly babies and young toddlers. We are adapting the programme to suit this audience. It is lovely to see new families attending.

During January consultation sessions were held on a Saturday morning regarding the upcoming upgrades to the Cemetery, Showgrounds and Skate Park. They were well attended and welcomed by many walk-ins.

Towards the end of the month many people have visited as a reprise from our unusually high humidity.

*Library Statistics (financial year)*

	Longreach		Ilfracombe		Isisford	
	January	YTD	January	YTD	January	YTD
Items Borrowed	419	419	21	21	20	20
New Members	12	12	0	0	1	1
Total Members	1549		152		65	

**SWIMMING POOLS**

	Longreach		Ilfracombe		Isisford		Yaraka	
	JAN	YTD	JAN	YTD	JAN	YTD	JAN	YTD
<b>Adults</b>	843	843	87	87	49	49	3	3
<b>Children</b>	608	608	60	60	21	21	6	6

**FUNERAL SERVICES**

<b>CEMETERY DETAILS / FIGURES – January 2023</b>	
<b>FUNERAL TYPE</b>	
Church & Grave Side Funeral	
Church Service Only	
Graveside Funeral	1
Memorial Service	
Cremation	

**14. COMMUNITY AND CULTURAL SERVICES REPORT**  
**14.6 - Information Report - Community & Cultural Services**

Interment of Ashes - Private / Family Only	
Interment of Ashes - Graveside Service	1
Plaques arranged by LRC	2
Undertakers Service Only	1

**DEVELOPMENT SERVICES**

This information report provides a monthly update on the planning services that Council provides to support planning and development activity across the local government area.

**DEVELOPMENT ASSESSMENT**

No new applications have been received by Council since the last monthly report. There are three applications currently under assessment.

An application has been made by Central West Hospital and Health Service C/- QBuild, seeking a Development Permit for a Material Change of Use for an Extension to a Hospital over land at Jabiru Street, Longreach.

The proposal involves an extension to the existing Longreach Hospital. The proposal includes:

- Extension to existing Hospital administration facilities to include staff rooms, board rooms;
- New renal facility to include consulting rooms, treatment rooms, administration, and supporting areas; and
- Six (6) additional car spaces.

The subject site is in the Community Facilities Zone wherein the proposal is categorised as Assessable Development that is subject to Code Assessment.

The application is in the decision stage and will be decided at the General Meeting on 16 February 2023.

1.1	Council reference:	DA22/23-005
	Application:	Development Application for a Development Permit for Material Change of Use for an Extension to a Hospital
	Street address:	Jabiru Street, Longreach
	Property description:	Lot 20 on SP255345
	Day application was made:	20 December 2022
	Category of assessment:	Code Assessment
	Public notification required:	No
	Applicant:	Central West Hospital and Health Service C/- QBuild
	Status:	Decision Stage

An application has been made by Tanya & David Neal C/- Michel Group Services Pty Ltd, seeking a Development Permit for Reconfiguring a Lot (1 lot into 2 lots) over land at Crossmoor Road, Longreach.

**14. COMMUNITY AND CULTURAL SERVICES REPORT**  
**14.6 - Information Report - Community & Cultural Services**

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The proposal involves formalising an existing arrangement by subdividing the existing Mitchell Grass Retreat and a dwelling house that are located on a single lot. Proposed lot 1621 will have an area of 9.54 hectares and contain the existing dwelling house, whilst proposed lot 1622 will have an area of 14.84 hectares and contain Mitchell Grass Retreat.

The subject site is in the Rural Zone and affected by the Flood Hazard Overlay wherein the proposal is categorised as Assessable Development that is subject to Impact Assessment.

Council issued a confirmation notice for the application on 11 January 2022. Council did not issue an information request and the application is now in the public notification stage. Public notification will commence on 13 February 2023 and run to 6 March 2023. During this period, members of the public may make submissions.

1.2	Council reference:	DA22/23-004
	Application:	Development Application for a Development Permit for Reconfiguring a Lot (1 lot into 2 lots)
	Street address:	Crossmoor Road, Longreach
	Property description:	Lot 162 on CP851193
	Day application was made:	9 December 2022
	Category of assessment:	Impact Assessment
	Public notification required:	Yes
	Applicant:	Tanya & David Neal C/- Michel Group Services Pty Ltd
	Status:	Public notification stage

An application has been made by Justin Griffiths C/- Wall Planning & Environmental Consulting, seeking a Development Permit for a Material Change of Use for a Club, Indoor Sport and Recreation, Educational Establishment, and a Multiple Dwelling (4 units) over land at 41 Plover Street, Longreach.

The Club is proposed to be located in the existing buildings adjacent to Sunbird Street. The Club portion of the building is 204m<sup>2</sup>. The Club will include a reception area, social and spectating area, and an ancillary bar/café.

The Indoor Sport and Recreation will also be located in the existing buildings adjacent to Sunbird Street and include a 450 m<sup>2</sup> indoor cricket area.

The Educational Establishment is proposed for RAPAD and Employment Services Queensland (RESQ). RESQ is a provider of employment programs and proposes to utilise the existing 3-bay shed spaces.

The Multiple dwelling will include 4 x 2 Bedroom Units, each with a carport and veranda. The proposed units will have an area of 96m<sup>2</sup>.

The subject site is in the Low Density Residential Zone wherein the proposal is categorised as Assessable Development that is subject to Impact Assessment.



**14. COMMUNITY AND CULTURAL SERVICES REPORT**  
**14.6 - Information Report - Community & Cultural Services**

**2. GENERAL PLANNING SERVICES, ENQUIRIES AND ADVICE**

**2.1 CUSTOMER REQUESTS**

The following customer requests have been received and responded to over the past month:

<b>PLANNING ENQUIRIES</b>			
<b>Date received</b>	<b>Customer Details</b>	<b>Details of Enquiry</b>	<b>Status</b>
25/01/23	Consultant	<p><u>Request</u> Council received a request about potential uses of a State government site that is out for tender.</p> <p><u>Advice</u> The site contains several existing buildings The site is in the Rural zone Under the current Planning Scheme, generally Rural type uses would be anticipated in the Rural zone, however due to its location and existing built form and previous operations it may be suitable for a range of uses For any use other than a Rural type of use, an Impact assessable development application is likely to be required It is suggested prelodgement discussions are held with Council to discuss development options.</p>	Closed
25/01/23	Consultant	<p><u>Request</u> Request about making changes to an existing approval.</p> <p><u>Advice</u> The site has an existing approval for a Low impact industry use Changes to an existing approval should be sort through a change application Dependent on the extent of changes, they may be considered as a minor change The consultant advised they would send formal correspondence with the extent of changes proposed. Once received, Council will be able to determine if a minor change is suitable.</p>	Ongoing
<b>PLANNING AND DEVELOPMENT CERTIFICATES</b>			
<b>Date received</b>	<b>Customer details</b>	<b>Type</b>	<b>Status</b>
Nil			
<b>EXEMPTION CERTIFICATES</b>			
1			In progress
<b>SURVEY PLAN ENDORSEMENT</b>			
Nil			

**14. COMMUNITY AND CULTURAL SERVICES REPORT**  
**14.6 - Information Report - Community & Cultural Services**

**Development Applications Received**

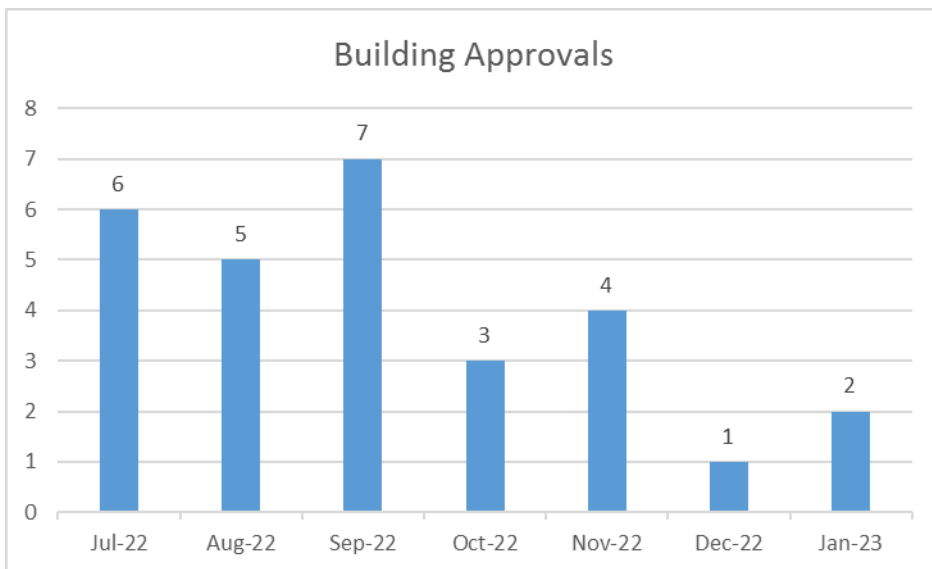
<b>Application Type</b>	<b>January</b>	<b>YTD</b>
Building (Council Certifier)	1	1
Building (Private Certifier)	1	1
Certificate of Classification	0	0
Change of Classification	0	0
Endorsement of Survey Plan	0	0
Exemption Certificate	1	1
Material Change of Use	0	0
Minor Change (MCU)	0	0
Minor Change (Op Works)	0	0
Operational Works	0	0
Plumbing & Drainage	0	0
Reconfiguration of a Lot	0	0
Siting Variation	0	0

**Planning Enquiries**

<b>JAN</b>	<b>YTD</b>
2	2

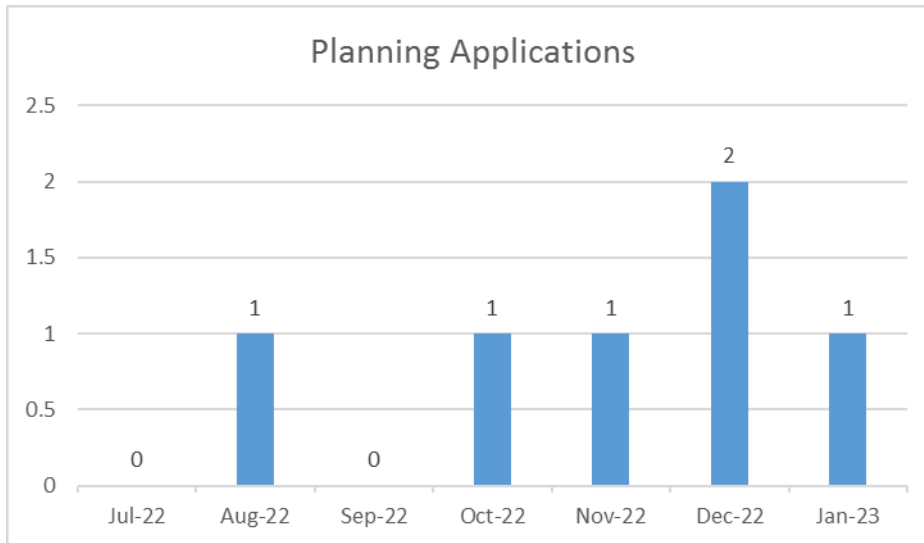
**Building Record Searches/Planning Certificates**

<b>JAN</b>	<b>YTD</b>
0	0



**14. COMMUNITY AND CULTURAL SERVICES REPORT**  
**14.6 - Information Report - Community & Cultural Services**

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**Longreach Regional Council Planning Scheme – Proposed Major Amendment Project**

Reel Planning has been engaged to assist Council to undertake a proposed major amendment to the *Longreach Regional Council Planning Scheme 2015*.

The Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) is presently progressing the State interest review of the proposed planning scheme. This involves DSDILGP coordinating a review of the document by other State Government departments and agencies. Internal comments back to DSDILGP were operationally due by 6 February 2023. DSDILGP review, categorise, if necessary filter and then present the consolidated State comments back to Council. These comments may be in the form of required amendments, revision suggestions or general advice.

In the meantime, Reel Planning has remained in contact with the DSDILGP case officer. No major issues have been raised or identified to date. Informally, the DSDILGP case officer has flagged 13 matters for clarification or review. As at 30 January 2023, Reel Planning have reviewed and responded to each of these. Some minor revisions and typographical corrections to the proposed planning scheme will be required to address five (5) of these. An overview of these matters and responses provided are *attached*.

An updated, revised version of the proposed planning scheme will be prepared (including the 5 matters noted above), for resubmission to the State, once the consolidated feedback from the State interest review process is received by Council.

Once DSDILGP has consulted with the other State Government departments and agencies, and liaised with Council (including via Reel Planning) in relation to any updates or revisions, it prepares a brief and recommendation for the Planning Minister.

The next major formal process step is for the Planning Minister to give Council notice, under Chapter 2, Part 4, section 17.5 of the Minister’s Guidelines and Rules, of:

- the outcome of the State interest review;
- whether Council may proceed to publicly consult the proposed major amendment of the planning scheme;
- the communications strategy that Council must implement when proceeding to public consultation.

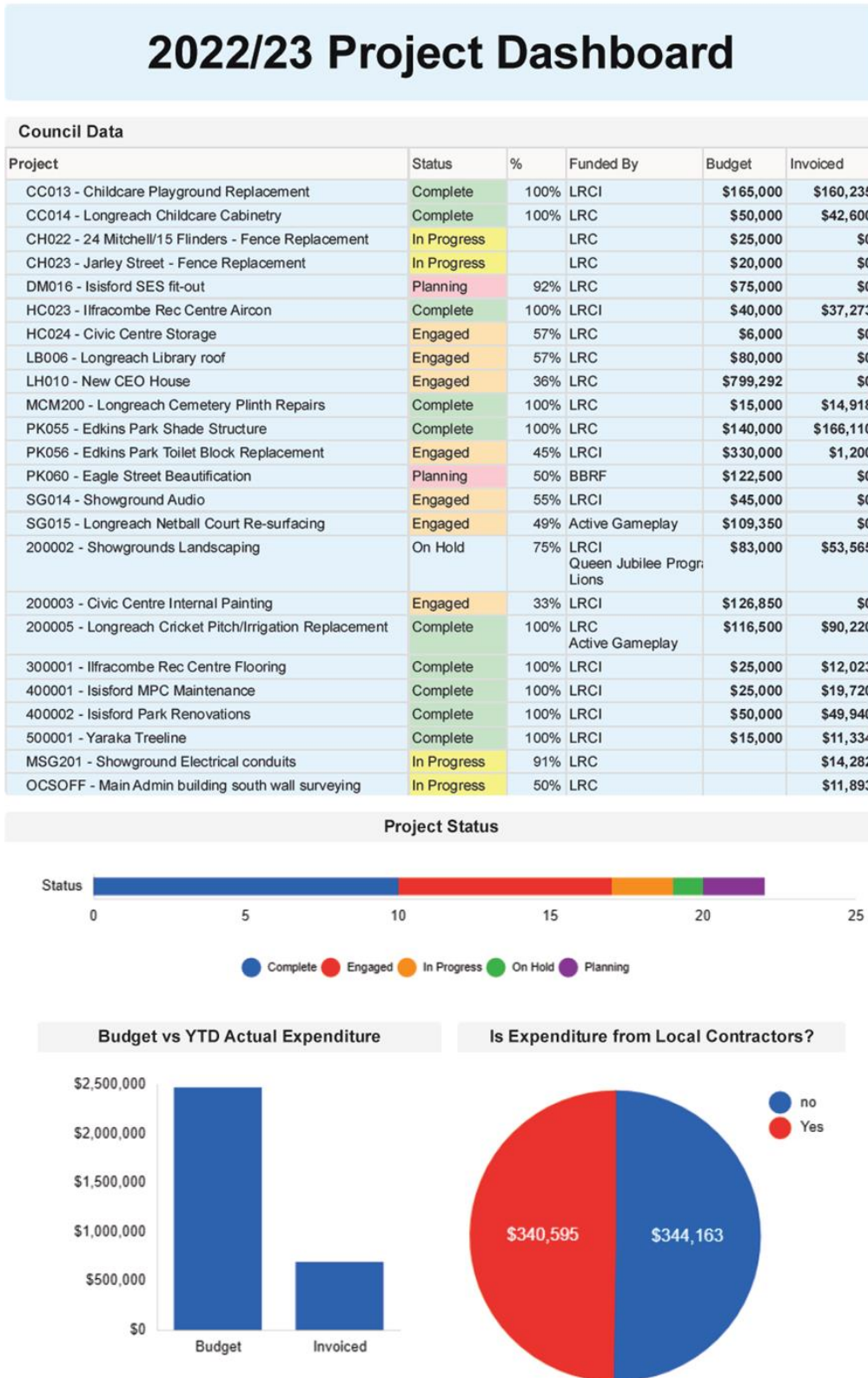


## 14. COMMUNITY AND CULTURAL SERVICES REPORT

### 14.6 - Information Report - Community & Cultural Services

The Planning Minister is able to include conditions in this notice. This notice is generally required to be issued within 60 business days of the proposed major amendment being lodged for State interest review – so in this instance, early April 2023.

#### PROJECT MANAGEMENT



**14. COMMUNITY AND CULTURAL SERVICES REPORT**  
**14.6 - Information Report - Community & Cultural Services**

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**Risk Management Factors:**

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Rare  
Consequence: Insignificant  
Rating: Low (1/25)  
Low risk, informational report only.

**Environmental Management Factors:**

Nil

**Other Comments:**

Nil

**Appendices**

1. 230130 LRC Informal SIR feedback response table.pdf [↓](#)

***Recommendation:***

*That Council receives the Community & Cultural Services information report, as presented.*

Longreach Regional Council Planning Scheme – Proposed Major Amendment No. 2  
**RESPONSES TO INFORMAL SIR FEEDBACK**

30 January 2023

Item	Topic	Response notes
Email of 17 January 2023		
1.	Update display of map O <sub>PSM-03</sub> (MSES)	Revised map prepared and provided by email on 8 January 2023. To be included with revised version of PS MA.
2.	Short-term accommodation (dwelling reuse code) as an assessment benchmark in rural and township zones	Acknowledge that the new Short-term Accommodation (dwelling reuse) Code has only been added to assessment benchmarks for code assessable short-term accommodation in the Medium Density Residential Zone. It has not been similarly included as code assessable assessment benchmark for Township or Rural Zones. Rational: <ul style="list-style-type: none"> <li>Planning scheme has been in effect for some years and is considered to work sufficiently to assess applications for code assessable short-term accommodation in Township and Rural Zones. Township Zone intent in particular is not inconsistent with short-term accommodation use. Maintaining existing provisions provides equality for past and future developers in these zones. No policy reason for change.</li> <li>Residential zones are only used in the planning scheme to differentiate development intent within Longreach itself. Unless short-term accommodation can meet the AOs in new use code, it is unlikely desirable and therefore made impact assessable in the Low Density Residential Zone.</li> </ul> Being for a residential zone, the Medium Density Residential Zone Code, does not otherwise include provisions which contemplate short-term accommodation. In response to interim/short-term/trial (until planning scheme review) response to need for new and improved standard of accommodation offering, reuse of existing buildings within the Medium Density Residential Zone is considered appropriate having regard to the density intent and proximity/walkability to Centre Zone. The most appropriate form of short-term accommodation in this zone is dwelling reuse, rather than new purpose-built development. For this reason, the new use code has been included as an assessment benchmark for

		<p>short-term accommodation in the Medium Density Zone, even though this same approach has not been proposed in other zones.</p> <p>Readability could be improved by updating the formatting of the Low impact industry use in the Industry Zone categories of development and assessment table. It is considered that this can be made as an administrative/formatting revisions without needing to present change to Council as it does not change the intent or effect of the proposed planning scheme.</p> <p><b>To be included in revised version of PS MA</b></p>
<p>3.</p>	<p><i>Low impact industry (chiller boxes); categories of development and assessment table in the industry zone</i></p>	<p>Any references to an administrative definition for “rural lifestyle lots” is outdated and related to an earlier draft of the proposed planning scheme major amendment. When refining the drafting of the major amendment, it was identified that the term was only used in three places in the planning scheme and the parameters around what is meant by a rural lifestyle lot were considered better placed in the provisions where the term was used:</p> <p>6.2.9.2(1)(g) – an overall outcome in the Rural Zone Code</p> <p>Table 7.2.2.3(a) (PO5) – Flood overlay code provision opposed to creation of new lots in areas affected by flooding</p> <p>Table 8.3.1.3(a) (PO6-PO8) – Reconfiguring a lot code parameters for creating such a lot.</p> <p>Rational:</p> <ul style="list-style-type: none"> <li>The planning scheme already included a “Lifestyle lots” heading the Reconfiguring a lot code, which related to the creation of larger residential lots on the fringe of the Low Density Residential Zone. This has been amended as part of the major amendment to include POs for Town Lifestyle Lots (ie. within the LDRZ in the town area of Longreach) and for Rural Lifestyle Lots (which based on the provisions can only occur in the Rural Zone). Making the proposed amendments but keeping them in this location within the planning scheme was to maintain degrees of consistency and familiarity for planning scheme users. Also allowed the two forms of ‘lifestyle lot’ contemplated to be differentiated.</li> <li>The planning scheme is structured so that the zone codes apply to code assessment in conjunction with the RaL Code, so as to provide locational context for assessing an RaL application. For this reason, Rural lifestyle lots are referred to and addressed through a specific overall outcome in the Rural Zone Code.</li> <li>The intention is not to promote or emphasise this type of reconfiguration but to provide scope for it to be approved in appropriate circumstances and within some pre-set parameters, as an option in response to past developer work-arounds (CTSs</li> </ul>
<p>4.</p>	<p><i>Town and rural lifestyle lots: Performance outcomes in the Reconfiguring a lot code</i></p>	

		<p>under prior PS), pre-lodgment discussions and community feedback. Further justification provided in separate response further below. By embedding the term in Rural Zone Code and RaL code, proponent would become aware of opportunity through reading relevant codes and better understanding context and expectations, rather than through it being listed as an admin definition.</p>
<p>5.</p>	<p><i>Self-contained recreational vehicles; Tourist Parks in the rural zone</i></p>	<p>“Self-contained recreational vehicle” is defined as an administrative definition. In Queensland, a vehicle is typically considered to be any type of transport on wheels. For instance, a prime mover is a vehicle, a prime mover with trailer attached is a vehicle and a rigid truck is also a vehicle. The same applies for a motorhome and a car pulling a caravan or campervan. For planning purposes, the concern here is the types of facilities, waste storage capacity and food/water storage capacity the vehicle has. A troop carrier, cargo van or could equally be modified and fitted out in a way that meets the administrative definition.</p> <p>(Eg. <i>Transport Operations (Road Use Management) Act 1995</i> defines “vehicle” as “any type of transport that moves on wheels and a hovercraft but does not include a train or tram”.)</p> <p>Scope of term could be addressed in factsheet or pre-lodgement discussions to support planning scheme if there was confusion. Given that the term is intended to include various forms, the associated risks of not providing further clarity is less than if the intention was to include one form to the exclusion of others.</p>
<p>6.</p>	<p><i>Acceptable outcomes requiring notice to be given to the Chief Executive; short-term accommodation and tourist parks</i></p>	<p>If this AO is considered problematic where included against the PO as shown, the AO could be dropped into a separate row with no corresponding PO (as a stand along assessment benchmark). It was just considered for formatting and drafting consistency that this was the more appropriate location for this AO.</p> <p>The intent behind it is so that Council has some awareness of which locations/buildings are being used for this purpose and as a cross-check of the site context/tenure, given that this type of development is being made accepted development, meaning council will not receive a development application, building certification or other form of notice about the commencement of the use. Council’s interest in being aware that these accepted development uses are occurring, relates primarily to:</p> <ul style="list-style-type: none"> <li>• disaster management/response (having a record of where additional people, in particular non-locals, may be located in the case of an incident/emergency event – eg. an extreme weather event, bushfire/grassfire or other emergency incident);</li> <li>• a flag to consider (and/or discuss with proponent about) consistency with tenure requirements/conditions; and</li> </ul>

<ul style="list-style-type: none"> <li>to inform complaint management/response action.</li> </ul> <p>This particular AO was included after extensive debate by Councillors and ELT on the matter.</p> <p>It is not dissimilar to the type of assessment benchmarked used by State agencies such as DES and DAF for accepted development (eg. WWB works, marine plants, work on heritage places, etc).</p> <p>In addition, the background to the amendments in relation to these uses includes that there is a high likelihood they are already occurring, in which case they would be unlawful because in many zones, short-term accommodation and tourist park are impact assessable. Share economy uses were not contemplated in the existing planning scheme. A balanced approach is being sought after much consultation and debate to lawfully facilitate these uses where and at a scale appropriate and tolerable to the community. The amendments and the notification requirement are considered useful for both developers and Council in terms of demonstrating lawful commencement of the activity and provide a reference point and record in the event potential future enforcement processes are contemplated.</p> <p>In drafting this AO requiring notification, we deliberately did not proposed measures such as Council being kept regularly or repeatedly informed, for instance, of the contact details of a relevant property manager (or some similar provision) which would be more variable and of an operational nature. It has been drafted, so as to be a one-off notification associated with identifying the appropriate and lawful commencement of a use, which is proposed to be given a reduced level of assessment, for reasons such as those noted above. While council may use the notification to establish a record or register of where these uses are occurring, it is expected that any operational follow-up would be undertaken by Council separately. Given the context and culture of the Longreach region, it is unlikely that such a register would contain an extraordinarily large number of entries (premise), so any operational follow up with owners/operators would likely be through standard community and administrative engagement, rather than needing to be through formalised procedures or local laws.</p> <p>The council has already commenced and intends to continue to undertake community engagement/education/awareness activities around land use and planning requirements, including for the uses where it is proposing to reduce assessment levels (eg. factsheets/proponent guides clearly setting out levels of assessment or accepted development requirements).</p> <p>As discussed, with the 10-yrly planning scheme review on the horizon, if having adopted and tested the proposed provisions, Council considers it needs to again revise its policy</p>
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		approach to these uses, that plan-making process will provide an opportunity for such review.
7.	<i>Definitions alignment</i>	<p>Industry uses are not regulated requirements (s9B of <i>Planning Regulation 2017</i>).</p> <p>As the opportunity presented with this amendment process, most use and administrative terms and definitions have been updated to reflect work-for-word the regulated requirements. Any administrative definitions which may not replicate the planning regulations word-for-word are either terms associated with the local government infrastructure planning content of the planning scheme (which has not been subject to review or revision as part of the proposed major amendment) or have otherwise been reviewed and while perhaps word-for-word are considered apply in their existing form to achieved effectively the same outcome as the regulated definition. In the event any such term could be open to being differently interpreted, the regulated definition would prevail anyway.</p>
8.	<i>Minor wording changes</i>	<p>Noted and accepted.</p> <p>To be included in revised version of PS MA</p>
9.	<i>Schedule 6 of the Planning Regulation 2017; Regulation of dwelling houses and dual occupancies in residential areas</i>	<p>Do not consider any revisions/editor's notes required. Sections 5.3.1(2) and 5.3.2(1)(c) of the planning scheme reiterate that this is the case.</p> <p>The planning scheme is typically not the first resource sought out by a proponent wishing to build a dwelling house. Information is typically sought via contact with a builder or through Council's prelodgement services.</p>
<b>Email of 25 January 2023</b>		
10.	<i>Setbacks for commercial chiller boxes in the industry and rural zones.</i>	<p>This matter has been reviewed. Propose to reiterate the amenity requirement from the Industry Zone Code in the Chiller Box Code to require that chiller boxes are set back at least 5m from any boundary adjoining a residential zone.</p> <p>To be included in revised version of PS MA</p> <p>All Industry zoned lots in Longreach area separated from the adjoining residential zone by at least a road or laneway. The flood hazard area is also relevant to development at the Industry/Residential inface on the western side of Longreach.</p> <p>The setback in the Industry Zone is 5 metres from any boundary adjoining a residential zone.</p>
11.	<i>Domestic outbuilding sizes in low and medium density residential zones.</i>	<p>Noted and no change proposed.</p>

		<p>Council has already trialled the increase domestic outbuilding size triggers for planning through the adoption of resolution 2020-11-317, whereby council decided to issue exemption certificates for sheds and domestic outbuildings in the LDR and MDR zones. This topic was also discussed in depth during public workshops through 2022.</p> <p>The proposed amendment provides consistency across zones, for planning intervention in shed building.</p> <p>The MDR lots are large enough throughout Longreach to accommodate domestic outbuildings of this size. In the event a lot does comprise multiple dwellings, then the domestic outbuildings need to be of a scale to support multiple occupants with vehicle and outside storage space.</p> <p>Do not consider this to be a matter of State interest.</p>
12.	<p><i>Justification for introduction of rural lifestyle lots</i></p>	<p>As discussed during our meeting:</p> <ul style="list-style-type: none"> <li>• The current planning scheme is recognised as being quite inflexible in terms of reconfiguring lots and lot size, especially in the Rural and Rural Residential Zones.</li> <li>• Supply (or lack thereof) and demand for larger lots offering opportunities for housing, residential landscape and lifestyle choice is addressed in material previously provided and the primary means of responding is through the inclusion of a new area within the Rural Residential Zone.</li> <li>• There is a large difference between the minimum lot size in the Rural Residential Zone (10ha) and the Rural Zone (5,000ha). The proposed amendment does not include changing the minimum lot sizes in these zones, which constitute acceptable outcomes. So any rural lifestyle lot would be code assessable having regard on a case-by-case basis to justification of higher order code outcomes.</li> <li>• The proposed amendment is not expected to be taken up/relied on regularly or to create large numbers of new lots, but is intended to facilitate an option for those specifically seeking a rural lifestyle on a lot less than 5,000ha. Examples of where such demand may arise include succession/transition for family pastoral operations (where parents may wish to transition out of the operation but remain living proximate or where adult children or other relatives seek to establish a family home nearby the family operation but secure tenure and finance - for instance to establish a dwelling house - in their own right); or someone seeking a lot on which they can undertake an off-grid self-sufficient rural lifestyle which might require a greater land area than 10ha or involve activities that could be incompatible with the amenity of the Rural Residential Zone (eg. animal keeping/grazing/rural-based home-based business) but would be more viable and manageable on a lot smaller than 5,000ha.</li> </ul>



		<ul style="list-style-type: none"> <li>• Providing flexibility in the planning scheme for the creation of such lots, facilitates an additional housing choice option proximate to agricultural operations and could enable succession, staffing, complimentary, value-adding or diversification opportunities in the rural areas of the region.</li> <li>• The size range (20-100ha) provides for a rural lifestyle lot to incorporate adequate scope for separation between any new dwelling and adjoining/nearby agricultural or resources activities.</li> <li>• The region includes no Important Agricultural Areas or Class A or Class B agricultural land (areas of State interest for agriculture and concern regarding fragmentation).</li> <li>• While agriculture is, and is expected to remain, one of the most significant industries for the region and fragmentation of land remains to be generally avoided by Council, the occasional and dispersed creation of a lot between 20 and 100ha is not expected to have a significant impact on either of those objectives.</li> <li>• It is not expected such lots will be created in immediate proximity to Longreach (ie. where the Rural Residential Zone would be the more appropriate location for such housing) because the flood hazard area and bushfire prone area effectively create a buffer around Longreach and such reconfigurations are not supported in such mapped areas.</li> <li>• It is envisaged that development applications received for this kind of reconfiguration would likely come from a motivated applicant who has established a relationship with the property and/or existing owner, rather than a developer seeking to create the lot with the intent to prospectively on-sell on the open market. The provisions deliberately only provide for the creation of a single lot of between 20ha and 100ha.</li> <li>• As discussed, with the 10-yrly planning scheme review on the horizon, if having adopted and tested the proposed provisions, Council considers it needs to again revise its policy approach to such reconfigurations, that plan-making process will provide an opportunity for such review.</li> </ul>
<p><b>Other – as discussed December 2022</b></p>		
<p>13.</p>	<p>References to “hostel” changed to “rooming accommodation” in Centre, Community Facilities, Medium Density Residential and Township zone categories of development and assessment tables.</p>	<p>Drafting oversight when updating reference to regulated use terms.  <b>To be included in revised version of PS MA</b></p>

**15. INFRASTRUCTURE SERVICES REPORT**  
**15.2 - Information Report - Infrastructure Services**

**15. INFRASTRUCTURE SERVICES REPORT**

**15.1 Plant Working Group Recommendations - 16 February 2023**

Council to consider the Recommendations from the Plant Working Group meeting held on 8<sup>th</sup> February 2023.

**Council Action**

Deliver

**Applicable Legislation**

*Local Government Act 2009*

**Policy Considerations**

Working Group Policy No. 2.33

Procurement Policy No. 1.01

**Corporate and Operational Plan Considerations**

INFRASTRUCTURE: PLANT AND EQUIPMENT			
Link to Corporate Plan	Activity	Key Performance Indicators	Operational Targets
4.2.1 4.2.2	Plant renewals.	Renewals to be carried out in accordance with the approved 10 year forecast and meeting optimum replacement guidelines as set out in the Plant Vehicle Management Manual.	Plant budget approved and replacements tendered in accordance with approved plant replacement schedule.

**Budget Considerations**

2021-22 Plant Replacement Programme Budget - \$5,138,968.00

**Previous Council Resolutions related to this Matter**

*Res-2022-01-021*

**Officer Comment**

**Responsible Officer:** Roger Naidoo, Director of Infrastructure Services

**Background:**

The Plant Working Group assesses the specifications for requested purchase/replacement of Plant & Fleet and then assesses any Request for Tenders/Quotations when procuring and replacing Plant & Fleet and makes recommendation to Council.

**Issue:**

Uncertain delivery timeframes of new Plant & Vehicles.

**Risk Management Factors:**

This matter has been assessed using Council's Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Rare  
 Consequence: Minor  
 Rating: L1

**15. INFRASTRUCTURE SERVICES REPORT**  
**15.2 - Information Report - Infrastructure Services**

With the uncertainty of delivery time for Plant and Vehicles, Council will have to hold onto the current Plant and Vehicles for longer. With the strong second-hand market, Council is still likely to get returns on auctioned Plant and Vehicles.

**Environmental Management Factors:**

Plant operations within Council have very little impact on Climate Change by the ongoing usage of fuels, oils and lubricants, spare parts and general construction activities.

Fuels, Oils, Batteries and other waste are disposed of responsibly and in accordance with relevant legislation.

**Other Comments:**

The Plant Working Group held a meeting on Wednesday 8<sup>th</sup> February 2023 to consider the procurement of the following:

1. Procurement of five (5) Toyota Utilities as per Vendor Panel VP316474.

Council received one (1) response from Longreach Toyota. Tender was Compliant.

Tender Response No.	Company	Quote (Ex GST)
	Toyota 4X2 Workmate Single Cab	\$ 36,501.33
	Toyota 4X4 Space Cab	\$71,751.17
	Toyota 4X4 Hilux Dual Cab	\$75,387.45
	Toyota 4X4 Hilux Dual Cab	\$75,420.17
	Toyota 4X4 Hilux Space Cab	\$68,598.89

2. Procurement of one (1) Prime Mover as per Vendor Panel VP316472.

Council received four (4) responses from the following companies. Three (3) Tenders were Compliant.

Tender Response No.	Company	Quote (Ex GST)
	Brown and Hurley Group	\$ 468,860.00
	Wideland Trucks & Equipment	
	WTG Rockhampton	
	RGM Maintenance	

**15. INFRASTRUCTURE SERVICES REPORT**  
**15.2 - Information Report - Infrastructure Services**

3. Procurement of one (1) Single Cab Truck as per Vendor Panel VP316472.

Council received three (3) responses from the following companies. All three Tenders were Compliant.

<b>Tender Response No.</b>	<b>Company</b>	<b>Quote (Ex GST)</b>
	Brown and Hurley Group	\$ 409,372.60
	Wideland Trucks & Equipment	
	WTG Rockhampton	

4. Procurement of one (1) Dual Cab Truck as per Vendor Panel VP316472

Council received one (1) response from the following company. The Tender was Compliant.

<b>Tender Response No.</b>	<b>Company</b>	<b>Quote (Ex GST)</b>
	Central Isuzu	\$ 224,087.06

5. Procurement of one (1) Tractor and Slasher as per Vendor Panel VP316472

Council received two (2) responses from the following company. One Tender was non-compliant.

<b>Tender Response No.</b>	<b>Company</b>	<b>Quote (Ex GST)</b>
	Milne Bros. Truck and Tractors	\$ 124,750.00
	New Holland Construction CNH Industrial Australia Pty Ltd	

6. Procurement of one (1) Tractor and Slasher as per Vendor Panel VP316472

Council received two (2) responses from the following company. One Tender was non-compliant.

<b>Tender Response No.</b>	<b>Company</b>	<b>Quote (Ex GST)</b>
	Milne Bros. Truck and Tractors	\$ 145,600.00
	New Holland Construction CNH Industrial Australia Pty Ltd	

7. Procurement of one (1) Front-end Loader as per Vendor Panel VP316474.

Council received five (5) responses from the following Companies. Three Tenders were non-Compliant.

<b>Tender Response No.</b>	<b>Company</b>	<b>Quote (Ex GST)</b>
	Komatsu Australia Pty Ltd – Option 1	
	Komatsu Australia Pty Ltd – Option 2	\$242,035.00
	Hitachi Construction Machinery (Aus)	
	Terrequeipe - Rockhampton	

**15. INFRASTRUCTURE SERVICES REPORT**  
**15.2 - Information Report - Infrastructure Services**

	Hastings Deering (Australia) Ltd	
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8. Procurement of one (1) Skid Steer as per Vendor Panel VP316472.

Council received four (4) responses from the following companies. All Tenders were Compliant.

Tender Response No.	Company	Quote (Ex GST)
	Milne Bros. Truck and Tractors	\$ 117,540.00
	New Holland Construction CNH Industrial Australia Pty Ltd	
	Hastings Deering (Australia) Ltd	
	RDO Equipment	

9. Procurement of one (1) Low Loader/Float as per Vendor Panel VP316472

Council received two (2) responses from the following companies. Both Tenders were Compliant.

Tender Response No.	Company	Quote (Ex GST)
	Midland Pty Ltd	\$ 262,081.85
	Trailer Sales Pty Ltd	

10. Procurement of one (1) Tandem Bogie Dolly as per Vendor Panel VP316472

Council received two (2) responses from the following companies. Both Tenders were Compliant.

Tender Response No.	Company	Quote (Ex GST)
	Midland Pty Ltd	\$ 61,057.69
	Trailer Sales Pty Ltd	

**Recommendation:**

*That Council endorses the following recommendations made by the Plant Working Group:*

1. *To purchase five Toyota Utilities from Longreach Toyota at a cost of \$ 327,659.01 (excl. GST)*
2. *To purchase one Kenworth Prime Mover from Brown & Hurley at a cost of \$ 468,860.00 (excl. GST)*
3. *To purchase one Kenworth Single Cab Truck from Brown & Hurley at a cost of \$ 409,372.60 (excl. GST)*
4. *To purchase one Isuzu Dual Cab Truck from Central Isuzu at a cost of \$ 224,087.06 (excl. GST)*
5. *To purchase one Kubota Tractor and Slasher from Milne Bros. Truck and Tractor at cost of \$ 124,750.00 (excl. GST)*

**15. INFRASTRUCTURE SERVICES REPORT**  
**15.2 - Information Report - Infrastructure Services**

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6. *To purchase one Kubota Tractor and Slasher from Milne Bros. Truck and Tractor at cost of \$ 145,600.00 (excl. GST)*
7. *To purchase one Case Skidsteer from Milne Bros. Truck and Tractor at cost of \$ 124,750.00 (excl. GST)*
8. *To purchase one Komatsu Front-end Loader from Komatsu Australia Pty Ltd at cost of \$242,035.00 (excl. GST)*
9. *To purchase one Low Loader/Float from Midland Pty Ltd at cost of \$262,081.85 (excl. GST)*
10. *To purchase one Bogie Tandem Dolly from Midland Pty Ltd at cost of \$61,057.69 (excl. GST)*

**15.2 Information Report - Infrastructure Services**

This report provides an update on a range of activities that has occurred during the month of January 2023 for the Infrastructure Department.

**Council Action**

Deliver

**Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012*

**Policy Considerations**

Nil

**Budget Considerations**

As per approved 2022/23 budget.

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

**Responsible Officer/s:** *Roger Naidoo, Director of Infrastructure Services*  
*Guy Goodman, Manager of Operations*  
*Ingrid Miller, Engineering Technical Officer*

**Background:**

Officers are requested to provide an information update to Council on a monthly basis to outline achievements, challenges and statistical information for the various functional areas in Council.

**15. INFRASTRUCTURE SERVICES REPORT**  
**15.2 - Information Report - Infrastructure Services**

**Manager of Operations Update - Current projects underway**

Project		% completed	Budget	Spent to date	Comments
<b>R2R Projects</b>					
Town street reseals (All areas)	10mm PMB reseal	25%	██████████	██████████	Prep work to start in February 2023. Seal scheduled for May 2023.
Longreach – Cassowary Street	Pave & Seal	95%	██████████	██████████	Completed with second seal scheduled in 2023.
Longreach - Kite Street	Pave & Seal	5%	██████████	██████████	Project started in January 2023 – Ergon removed two poles within road corridor.

Project		% completed	Budget	Spent to date	Comments
<b>NDRRA Projects 2021 Event</b>					
Bogewong – Alroy Road	Medium formation grade	15%	██████████	██████████	Project started in January 23.
Withywine - Noonbah Rd	Medium formation grade	25%	██████████	██████████	Project started in November.
Longreach – Silsoe road	Medium formation grade	100%	██████████	██████████	Project stated in August. Completed.
Longreach – Tocal road	Medium formation grade	90%	██████████	██████████	Project started in August.
Morella – Ardno road	Medium formation grade	100%	██████████	██████████	Project started in August. Completed.
Old Winton Rd	Medium formation grade	90%	██████████	██████████	Project started in November.
Amor Downs Rd	Medium formation grade	100%	██████████	██████████	Project started in November. Completed.
Isisford – Bimerah Road	Medium formation grade	35%	██████████	██████████	Project started in December 22.

Project		% completed	Budget	Spent to date	Comments
<b>Road Construction</b>					
Grids all Areas	Renewal	100%	██████████	██████████	Grid replacements identified. Grid installed on Bogewong/Alroy Road. 3 x grids installed on the Morella/Silsoe Road. 1 x grid installed on Back Ck Road. 1 x grid installed on Notus Downs Road.
Ilfracombe Carpark	Pave and seal	98%	██████████	██████████	Project started in September. Earthworks completed. Seal completed in November 2022. Second seal scheduled for May 2023.

Project		% completed	Budget	Spent to date	Comments
<b>MWPC</b>					
Cramsie – Muttaborra road	Pave and seal	100%	██████████	██████████	Project is fully completed, except for the second seal which is scheduled to be completed in March 23.
Longreach – Jundah road	Pave and seal, culvert upgrade	20%	██████████	██████████	Project to start in August, culverts ordered. Concrete works have commenced. Concrete culverts are being delivered to site. Surveying completed. Crews have commenced worked on detours.

**15. INFRASTRUCTURE SERVICES REPORT**  
**15.2 - Information Report - Infrastructure Services**

Project		% completed	Budget	Spent to date	Comments
<b>Town Streets Projects</b>					
Street Maintenance	Pot Hole Patching				Ongoing

Project		% completed	Budget	Spent to date	Comments
<b>RMPC Projects</b>					
Isisford – Emmet road	Gravel Resheet	100%	██████████	██████████	Project is fully completed as at December 2022.
Longreach-Jundah Road	Grid Removal	100%	██████████	██████████	Project is fully completed as at December 2022.
Longreach – Winton Road	Installation of Bollards on second truck stop	100%	██████████	██████████	Project is fully completed as at December 2022/January 2023.

Project		% completed	Budget	Spent to date	Comments
<b>Isisford Weir Upgrade</b>					
Isisford	Weir upgrade	90%	██████████	██████████	Project started in July. Project on hold due to river flow. Additional concrete bench seating for the area has arrived.

Project		% completed	Budget	Spent to date	Comments
<b>LRC13 Projects</b>					
Longreach	Eagle street asphalt overlay	90%	██████████	██████████	Asphalt overlay completed. Line-marking to commence early February with the shared zone area programmed to be completed when contractors are available.
Isisford	Pave and seal airport road.	12%	██████████	██████████	Project started in July. Carting road base in for sub-grade mixing.
Isisford	Install concrete footpath from Golden West Hotel to Saint Catherine Street	100%	██████████	██████████	Completed.
Longreach	Install concrete footpath around State Primary School	100%	██████████	██████████	Contractor has completed works.

Project		% completed	Budget	Spent to date	Comments
<b>TIDS</b>					
Longreach Silsoe Road	10mm PMB reseal	100%	██████████	██████████	Project completed in November 2022.
Morella – Silsoe Road	10 mm PMB reseal	100%	██████████	██████████	Project completed in November 2022.

**Maintenance Graders Locations**

Note – All available maintenance graders will be working on formation grading projects for the 2021 flood damage in conjunction with normal maintenance grading programme.



**15. INFRASTRUCTURE SERVICES REPORT**  
**15.2 - Information Report - Infrastructure Services**

**Engineering Technical Officer Update**  
**Current projects and operational undertakings underway for 2022/2023**

<b>Water &amp; Sewer Projects</b>			
<b>Project</b>	<b>Location</b>	<b>% Completed</b>	<b>Comments</b>
Water Mains Replacement	Isisford	95%	• Works are completed with final inspection in progress.
Water Mains Replacement	Longreach	10%	• Locations for Longreach have been identified with works to commence in early 2023.
SCADA Upgrade (Supervisory Control and Data Acquisition)	All areas	30%	• Revised quote for works at Longreach STP received. Works scheduled to commence in 2023.
Sewer Relining Project	Longreach	5%	• Sewer lines have been identified with works scheduled to commence in 2023.
Smart Water Meter Trial	TBC	5%	• Trial to commence during 2023. Waiting on replacement meters to be supplied.
Isisford WTP - UV Treatment	Isisford	15%	• Consultation with the contractor is underway. Works are scheduled to commence in early 2023.
Refurbishment of Murray, Shannon & Isisford Dam Pumps	Ilfracombe & Isisford	0%	• Refurbishment of pumps and installation of new pipework, floats and cabling is scheduled to commence during the first quarter of 2023.
Upgrade to Murray McMillan Dam Switchboard	Ilfracombe	15%	• Scope of Works and design for the electrical upgrade has been received. Tender process to commence in 2023.
Ilfracombe WTP Valve Automation	Ilfracombe	15%	• Works to commence in 2023. Contractor has conducted site and ordering of equipment is in progress.

<b>Waste Projects</b>			
<b>Project</b>	<b>Location</b>	<b>% Completed</b>	<b>Comments</b>
Land Parcels	Longreach	5%	• Survey Plans lodged with DNRME to extend the Longreach Landfill to the west.

<b>Grants &amp; Funding Projects</b>			
<b>Project</b>	<b>% Completed</b>	<b>Comments</b>	
Passenger Transport Infrastructure Investment Program	15%	<ul style="list-style-type: none"> <li>• Alternate location for the Longreach Bus Stop has been determined and waiting on approval from Translink. Works to commence in 2023.</li> <li>• New bus shelters have arrived.</li> </ul>	
SES Support Grant 2023/2024	-	• Application for replacement SES Vehicle has been submitted. Outcome to be advised in 2023.	
School Transport Infrastructure Program	-	• Applications submitted to improve safety around school zones for projects at Longreach State High School and Our Lady's School.	

**Plant & Fleet**

<b>Project</b>	<b>Task</b>	<b>Comment</b>
Plant Replacement	Plant Procurement and Disposal	<ul style="list-style-type: none"> <li>• Fleet procurement for FY 22/23 is in progress. Still waiting on some plant from last FY due to supply issues.</li> <li>• No new plant has arrived during January 2023.</li> </ul>
Plant Utilisation	Plant Utilisation data from NAVMAN for Prime Movers, Graders	• Plant Utilisation Reports for Prime Movers, Graders, Yellow Plant & Loaders is not available for this meeting due to staff on leave.

**15. INFRASTRUCTURE SERVICES REPORT**  
**15.2 - Information Report - Infrastructure Services**

Project	Task	Comment
	& Loaders	<ul style="list-style-type: none"> <li>Utilisation of plant across some areas remains below target due to staff leave and Christmas closure.</li> </ul>
Workshop Operations	General Update	<ul style="list-style-type: none"> <li>Maintenance and servicing across the fleet is continuing.</li> <li>Staffing levels have reduced due to resignations.</li> </ul>

**Waste Management**

Waste Facilities Update
<p>Longreach Waste Facility</p> <ul style="list-style-type: none"> <li>Education signage for the Scrap metal collection to take place during early 2023.</li> <li>Signage for waste oil disposal has arrived and is to be installed.</li> </ul> <p>Ilfracombe Waste Facility</p> <ul style="list-style-type: none"> <li>Contractor is conducting routine cleaning of the facility.</li> </ul> <p>Isisford Waste Facility</p> <ul style="list-style-type: none"> <li>Contractor conducting twice weekly covering of general waste.</li> <li>Signage for waste oil disposal has arrived and is to be installed.</li> </ul> <p>Yaraka Waste Facility</p> <ul style="list-style-type: none"> <li>Contractor conducting regular covering of general waste.</li> <li>Construction of platform for waste oil tank will be installed in coming weeks.</li> </ul>

**Water & Sewerage**

Water Operations
<p>All Sites - Water Treatment &amp; Network - General Update</p> <ul style="list-style-type: none"> <li>Weir and Dam levels at all sites are shown in Table 1 below.</li> <li>Routine water network maintenance undertaken and Customer Service Requests responded to as required across all sites.</li> </ul> <p>Longreach Water Treatment &amp; Network</p> <ul style="list-style-type: none"> <li>Recent runs in the river have increased workload on WTP Staff to monitor and maintain water quality.</li> </ul> <p>Ilfracombe Water Treatment &amp; Network</p> <ul style="list-style-type: none"> <li>Ilfracombe WTP &amp; RO Plant – operating as normal.</li> </ul> <p>Isisford Water Treatment &amp; Network</p> <ul style="list-style-type: none"> <li>Isisford WTP – operating as normal.</li> <li>Final fitout of new office completed.</li> </ul> <p>Yaraka Water Treatment &amp; Network</p> <ul style="list-style-type: none"> <li>Yaraka WTP – operating as normal.</li> <li>Minor adjustments with the chlorine product used continues to improve water quality.</li> </ul>
Sewerage Operations
<p>Longreach Pump Stations &amp; STP</p> <ul style="list-style-type: none"> <li>Routine maintenance undertaken as required.</li> </ul> <p>Ilfracombe Pump Stations &amp; CED Ponds</p> <ul style="list-style-type: none"> <li>Routine maintenance undertaken as required.</li> </ul> <p>Isisford Pump Station &amp; CED Ponds</p> <ul style="list-style-type: none"> <li>Routine maintenance undertaken as required.</li> </ul>

**15. INFRASTRUCTURE SERVICES REPORT**  
**15.2 - Information Report - Infrastructure Services**

**Table 1 – Estimated Current Weir/ Dam Levels (~ approximate level)**

Dam	Approx. Current Level (m)	Approx. % Full	DMP Height Full	Comments
Longreach Town Weirs	1.77m	134%	1.32m	Widespread rainfall across the region has resulted in significant fills for all catchments.
Shannon Dam	~13.50m	96%	14.0m	
Murray Macmillan Dam	~8.0m	77%	10.3m	
Isisford Dam	~9.35m	85%	11m	
Isisford Weir	1.3m	100%	1.3m	
Yaraka North Dam	11.5m	92%	12.5m	
Yaraka South Dam	12.0m	96%	12.5m	

**Risk Management Factors:**

This matter has been assessed using Council’s Risk Matrix to decide the likelihood and consequence of any risk to Council:

Likelihood: Rare  
 Consequence: Insignificant  
 Rating: Low (1/25)

Low risk, informational report only.

**Environmental Management Factors:**

Nil

**Other Comments:**



*Gutter repairs in Wompoo Road completed by the Concreting Crew.*

**Recommendation:**

*That Council receives the Infrastructure Information Report, as presented.*

**LONGREACH REGIONAL COUNCIL  
ORDINARY MEETING AGENDA**

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**16. LATE ITEMS**

Nil for this meeting

**17. CLOSED MATTERS**

***Recommendation:***

*That pursuant to section 242J(1) of the Local Government Regulation 2012 the meeting be closed to discuss the following matters, which are considered confidential for the reasons indicated.*

**17.1 Sale by tender - Lot 151 on SP259530**

Consideration of responses in the sale by tender of Lot 151 on SP259530.

*This report is considered confidential in accordance with section 254J(3) (g) of the Local Government Regulation 2012, as it contains information relating to: negotiations relating to a commercial matter involving the council for which a public discussion would be likely to prejudice the interests of the council.*

**17.2 Ilfracombe Post Office - Tender Outcome**

Consideration of tender submissions in the sale of the Ilfracombe Post Office.

*This report is considered confidential in accordance with section 254J(3) (g) of the Local Government Regulation 2012, as it contains information relating to: negotiations relating to a commercial matter involving the council for which a public discussion would be likely to prejudice the interests of the council.*

**18. CLOSURE OF MEETING**