



# **AGENDA**

**General Meeting**

**30 June 2021**

**NOTICE OF GENERAL MEETING**

**To: Cr Rachel Chambers (Mayor)**  
**Cr Robert Radel (Deputy Mayor/Division 6)**  
**Cr Melinda Jones (Division 1)**  
**Cr Leslie Hotz (Division 2)**  
**Cr Susan Payne (Division 3)**  
**Cr Dael Giddins (Division 4)**  
**Cr Michael Dingle (Division 5)**

Please be advised that the General Meeting of the North Burnett Regional Council will be held at the Gayndah Boardroom on Wednesday, 30 June 2021 commencing at 9.00am.

An agenda is attached for your information.

Rachel Cooper  
**Chief Executive Officer**

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**1 WELCOME/HOUSEKEEPING****2 APOLOGIES/LEAVE OF ABSENCE****3 DEPUTATIONS/PETITIONS**

Council will make time available at each General Meeting for public questions/representations. This is an opportunity for members of the public to make a representation on a matter in which they have an interest on an item which is before the Council for decision e.g. development applications.

Members of the public are encouraged to contact the Mayor, if they are wanting to address Council. Public Question and Statements Time will commence at 9:30am.

David Huggonson will be attending the meeting at 9.30am to present to Council regarding his proposal for ecological sustainable housing in the North Burnett.

**4 DECLARATIONS OF INTEREST**

**5 CONFIRMATION OF MINUTES**

**5.1 MINUTES OF THE GENERAL MEETING HELD ON 26 MAY 2021**

**Doc Id: 1050626**

**Author: Kat Bright, Executive Assistant To The CEO And Mayor**

**Authoriser: Rachel Cooper, Chief Executive Officer**

**Attachments: 1. Minutes of the General Meeting held on 26 May 2021**

**RECOMMENDATION**

That the Minutes of the General Meeting held on 26 May 2021 be confirmed.

**MINUTES OF NORTH BURNETT REGIONAL COUNCIL  
GENERAL MEETING  
HELD AT THE  
ON WEDNESDAY, 26 MAY 2021 AT 9.00AM**

**COUNCILLORS:** Mayor Cr Rachel Chambers, Deputy Mayor Cr Robert Radel, Cr Melinda Jones, Cr Leslie Hotz, Cr Susan Payne, Cr Dael Giddins, Cr Michael Dingle

**OFFICERS:** Rachel Cooper (Chief Executive Officer), Susie Glasson (GM Corporate and Community), Lindsay McLeod (Acting General Manager Works), Desiree Tomas (Customer Experience & Communities Manager), Kat Bright (Executive Assistant to the CEO and Mayor)

**1 WELCOME/HOUSEKEEPING**

The Mayor declared the meeting open at 9.05am and welcomed all attendees.

**Attendance:**

Kevin Edwards and John O'Brien joined the meeting at 9.05am.

**2 APOLOGIES/LEAVE OF ABSENCE**

Randall Percy (General Manager Works).

**3 DEPUTATIONS/PETITIONS**

Kevin Edwards, President of the Biggenden Chamber of Commerce, attended the meeting to present issues of concern raised by members at 9.56am.

Cr Radel thanked Mr Edwards for his attendance and congratulated The Chamber of Commerce for their community advocacy.

**Attendance:**

Kevin Edwards and John O'Brien left the meeting at 10.08am

**4 DECLARATIONS OF INTEREST**

Nil

**5 CONFIRMATION OF MINUTES**

**5.1 MINUTES OF THE GENERAL MEETING HELD ON 28 APRIL 2021**

**RESOLUTION 2021/46**

Moved: Cr Dael Giddins

Seconded: Cr Michael Dingle

That the Minutes of the General Meeting held on 28 April 2021 be confirmed.

In Favour: Mayor Cr Rachel Chambers, Cr Robert Radel, Cr Melinda Jones, Cr Leslie Hotz, Cr Susan Payne, Cr Dael Giddins and Cr Michael Dingle

Against: Nil

**CARRIED 7/0**

UNCONFIRMED



## 6 OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 6.1 AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION NATIONAL ASSEMBLY AND CHANGE TO COUNCIL MEETING DATE

#### MOTION

Moved: Cr Sue Payne

Seconded: Cr Les Hotz

That in accordance with the provisions of section 254B(4) of the *Local Government Regulation 2012*, Council hereby resolves:

1. To change the scheduled Ordinary Meeting of Council from Wednesday 23 June 2021, to Wednesday 30 June 2021; and
2. That the Ordinary Meeting of Council will be held in the Council Boardroom, 34 Capper Street, Gayndah, QLD 4625, commencing at 9.00am.

That in accordance with section 1.1 of Statutory Policy 103, Reimbursement and Provision of Facilities for Mayor and Councillors, Council hereby resolves:

1. To appoint the Mayor, Deputy Mayor and CEO or delegate as representatives to attend the Australian Local Government Association (the 'ALGA') National General Assembly (the 'NGA') 2021 in Canberra 20 - 23 June 2021.

#### AMENDMENT TO THE MOTION

Moved: Cr Dael Giddins

Seconded: Cr Robert Radel

That in accordance with the provisions of section 254B(4) of the *Local Government Regulation 2012*, Council hereby resolves:

1. To change the scheduled Ordinary Meeting of Council from Wednesday 23 June 2021, to Wednesday 30 June 2021; and
2. That the Ordinary Meeting of Council will be held in the Council Boardroom, 34 Capper Street, Gayndah, QLD 4625, commencing at 9.00am.

That in accordance with section 1.1 of Statutory Policy 103, Reimbursement and Provision of Facilities for Mayor and Councillors, Council hereby resolves:

1. To appoint two (2) representatives being the Mayor and CEO to attend the Australian Local Government Association (the 'ALGA') National General Assembly (the 'NGA') 2021 in Canberra 20 - 23 June 2021.

**CARRIED: 4/3**

#### THE AMENDMENT BECAME THE MOTION

#### MOTION

Moved: Cr Dael Giddins

Seconded: Cr Robert Radel

That in accordance with the provisions of section 254B(4) of the *Local Government Regulation 2012*, Council hereby resolves:

1. To change the scheduled Ordinary Meeting of Council from Wednesday 23 June 2021, to Wednesday 30 June 2021; and
2. That the Ordinary Meeting of Council will be held in the Council Boardroom, 34 Capper

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That in accordance with section 1.1 of Statutory Policy 103, Reimbursement and Provision of Facilities for Mayor and Councillors, Council hereby resolves:

1. To appoint two (2) representatives being the Mayor and CEO to attend the Australian Local Government Association (the 'ALGA') National General Assembly (the 'NGA') 2021 in Canberra 20 - 23 June 2021.

#### **AMENDMENT TO THE MOTION**

Moved: Cr Sue Payne

Seconded: Cr Les Hotz

That in accordance with the provisions of section 254B(4) of the *Local Government Regulation 2012*, Council hereby resolves:

1. To change the scheduled Ordinary Meeting of Council from Wednesday 23 June 2021, to Wednesday 30 June 2021; and
2. That the Ordinary Meeting of Council will be held in the Council Boardroom, 34 Capper Street, Gayndah, QLD 4625, commencing at 9.00am.

That in accordance with section 1.1 of Statutory Policy 103, Reimbursement and Provision of Facilities for Mayor and Councillors, Council hereby resolves:

1. To appoint two (2) representatives being the Mayor, Deputy Mayor or delegates to attend the Australian Local Government Association (the 'ALGA') National General Assembly (the 'NGA') 2021 in Canberra 20 - 23 June 2021.

#### **THE AMENDMENT BECAME THE RESOLUTION**

#### **RESOLUTION 2021/47**

Moved: Cr Sue Payne

Seconded: Cr Les Hotz

That in accordance with the provisions of section 254B(4) of the *Local Government Regulation 2012*, Council hereby resolves:

1. To change the scheduled Ordinary Meeting of Council from Wednesday 23 June 2021, to Wednesday 30 June 2021; and
2. That the Ordinary Meeting of Council will be held in the Council Boardroom, 34 Capper Street, Gayndah, QLD 4625, commencing at 9.00am.

That in accordance with section 1.1 of Statutory Policy 103, Reimbursement and Provision of Facilities for Mayor and Councillors, Council hereby resolves:

1. To appoint two (2) representatives being the Mayor, Deputy Mayor or delegates to attend the Australian Local Government Association (the 'ALGA') National General Assembly (the 'NGA') 2021 in Canberra 20 - 23 June 2021.

**CARRIED: 5/2**

Mayor Chambers sort clarification on the location of the 30 June 2021 Council General Meeting. Kat Bright confirmed that Gayndah was the correct location.

## 6.2 GOVERNANCE POLICY 2213 RISK MANAGEMENT

### RESOLUTION 2021/48

Moved: Cr Michael Dingle

Seconded: Cr Dael Giddins

Council adopt by resolution Governance Policy 2213 Enterprise Risk Management.

In Favour: Mayor Cr Rachel Chambers, Cr Robert Radel, Cr Melinda Jones, Cr Leslie Hotz, Cr Susan Payne, Cr Dael Giddins and Cr Michael Dingle

Against: Nil

**CARRIED 7/0**

Cr Jones sort clarification on the resolution wording as the Risk Management Policy is referred to as the Enterprise Risk Mangement Policy. Rachel Cooper concurred noting that the correct title is Enterprise Risk Mangement Policy.

Cr Jones extended her thanks to the Governance Policy and Risk Advisor for ensuring that Council is compliant and up to date with its policies.

## 6.3 REQUEST TO CHANGE FROM OUTER REGIONAL TO REMOTE CLASSIFICATION FOR FUNDING OPPORTUNITIES

### RESOLUTION 2021/49

Moved: Cr Robert Radel

Seconded: Cr Melinda Jones

That Council accept the report as presented and

1. Endorse the Mayor and CEO to advocate for and request a change to the North Burnett's Remoteness Area classification from "Outer Regional" to "Remote".

In Favour: Mayor Cr Rachel Chambers, Cr Robert Radel, Cr Melinda Jones, Cr Leslie Hotz, Cr Susan Payne, Cr Dael Giddins and Cr Michael Dingle

Against: Nil

**CARRIED 7/0**

**7 CORPORATE AND COMMUNITY****7.1 FINANCE REPORT TO 30 APRIL 2021****RESOLUTION 2021/50**

Moved: Cr Dael Giddins

Seconded: Cr Michael Dingle

That in accordance with s204 Local Government Regulation 2012 (Qld), Council notes the Finance Report for the period ended 30 April 2021.

In Favour: Mayor Cr Rachel Chambers, Cr Robert Radel, Cr Melinda Jones, Cr Leslie Hotz, Cr Susan Payne, Cr Dael Giddins and Cr Michael Dingle

Against: Nil

**CARRIED 7/0**

Cr Giddins extended her thanks to those involved in preparing the Finance Report.

**202105\_01 ITEM 7.1 QON**

Cr Hotz enquired if there had been any progress on the collection of overdue rates. Susie Glasson confirmed that progress had been made and noted that the Debt Recovery Policy is being reviewed and will be table at the June Council General meeting. Rachel Cooper noted that the policy will recommend the shortening of the debt recovery timeframe.

**202105\_02 ITEM 7.1 QON**

Cr Payne queried the budget variation with Caravan Park takings down by \$12, 426.00.

## 7.2 COMMUNITY GRANTS POLICY AND GUIDELINES

### MOTION

Moved: Cr Jones

Seconded: Cr Dingle

That Council adopt by resolution Community Grants Policy 1004 and Community Grants Guidelines.

### AMENDMENT TO THE MOTION

Moved: Cr Jones

Seconded: Cr Dingle

That Council adopt by resolution Community Grants Policy 1004 and Community Grants Guidelines with commencement of policy beginning 1 October 2021 to allow community time to adjust to these changes.

### THE AMENDMENT BECAME THE MOTION

### MOTION

Moved: Cr Jones

Seconded: Cr Dingle

That Council adopt by resolution Community Grants Policy 1004 and Community Grants Guidelines with commencement of policy beginning 1 October 2021 to allow community time to adjust to these changes.

### AMENDMENT TO THE MOTION

Moved: Cr Les Hotz

Seconded: Cr Robert Radel

That Council adopt by resolution Community Grants Policy 1004 and Community Grants Guidelines with commencement of policy beginning 1 October 2021 to allow Council time to engage with the community. Further, in the Guidelines under High Priority, removal of the following wording in point 1: and/or First Nations (Aboriginal or Torres Strait Islander) business; and removal of point 2 in its entirety.

### THE AMENDMENT BECAME THE RESOLUTION

### RESOLUTION 2021/51

Moved: Cr Les Hotz

Seconded: Cr Robert Radel

That the Amendment becomes the Motion and the full Resolution becomes:

That Council adopt by resolution Community Grants Policy 1004 and Community Grants Guidelines with commencement of policy beginning 1 October 2021 to allow Council time to engage with the community. Further, in the Guidelines under High Priority, removal of the following wording in point 1: and/or First Nations (Aboriginal or Torres Strait Islander) business; and removal of point 2 in its entirety.

In Favour: Mayor Cr Rachel Chambers, Cr Robert Radel, Cr Melinda Jones, Cr Leslie Hotz, Cr Susan Payne, Cr Dael Giddins and Cr Michael Dingle

Against: Nil

**CARRIED 7/0**

**202105\_03 ITEM 7.1 QON**

Mayor Chambers queried how an Acknowledgement of Country would feature in events supported by council.

**202105\_04 ITEM 7.1 QON**

Cr Giddins noted that point 1 under Conditions of the Guidelines (page 44 of the Agenda) contradicted point 5. Cr Giddins queried if point 5 could be removed.

**202105\_05 ITEM 7.1 QON**

Mayor Chambers queried how community needs are identified as per 5b of the Principles (page 41 of the Agenda). Desiree Tomas noted that community needs are identified during the funding application through letters of support, other organisations or groups supporting the event etc.

**202105\_06 ITEM 7.1 QON**

Mayor Chambers queried the sentiment behind point 4 under the Emerging and Major Events Conditions (page 45 of the Agenda). Desiree Tomas noted that this point is about sustainability and diversifying the way groups seek funds.

**202105\_07 ITEM 7.1 QON**

Mayor Chambers asked if point 4 under the Emerging and Major Events Conditions (page 45 of the Agenda), could be matched funding of cash and/or in-kind. Desiree Tomas confirmed this would be possible.

**202105\_08 ITEM 7.1 QON**

Cr Hotz sort clarification around point 2 under the Emerging and Major Events Conditions (page 45 of the Agenda). Desiree Tomas confirmed that no cash and/or in-kind support would be provided if the applicant had an outstanding debt with Council.

**202105\_09 ITEM 7.1 QON**

Cr Payne queried how delaying the commencement of the Policy to 1 October 2021 would affect the budget. Rachel Cooper noted that upcoming funding rounds would be accounted for. Rachel Cooper confirmed that community engagement would commence on 1 July 2021 with funding opening on 1 October 2021.

**7.3 OFFER FOR LEASE - RM WILLIAMS AUSTRALIAN BUSH LEARNING CENTRE****RESOLUTION 2021/52**

Moved: Cr Radel

Seconded: Cr Hotz

That Council receive this report as presented and resolves to:

1. Call Expressions of Interest for the possible disposal of the asset through lease or sale of the RM Williams Australian Bush Learning Centre in accordance with the requirements of Section 228 of the *Local Government Regulation 2012*; and
2. Council conducts a community survey to gather community sentiment on the future of the RM Williams Australian Bush Learning Centre; and
3. Further consider a report on the outcome of the Expressions of Interest and survey feedback at the August 2021 General Meeting.

In Favour: Mayor Cr Rachel Chambers, Cr Robert Radel, Cr Melinda Jones, Cr Leslie Hotz, Cr Susan Payne, Cr Dael Giddins and Cr Michael Dingle

Against: Nil

**CARRIED 7/0**

**202105\_10 ITEM 7.1 QON**

Cr Hotz requested a breakdown of costs for the RMW Centre. Susie Glasson noted that Councillors can expect this by the beginning of next week.

**8 WORKS**

Nil

**9 COUNCILLOR REPORTS**

Nil

## 10 CONFIDENTIAL REPORTS

### RESOLUTION 2021/53

Moved: Cr Radel

Seconded: Cr Giddins

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 275(1) of the *Local Government Regulation 2012*:

#### 10.1 Update - Recovery of Outstanding Rates

This matter is considered to be confidential under Section 254J(3)(a)-(i) - e of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken be or against local government.

In Favour: Mayor Cr Rachel Chambers, Cr Robert Radel, Cr Melinda Jones, Cr Leslie Hotz, Cr Susan Payne, Cr Dael Giddins and Cr Michael Dingle

Against: Nil

**CARRIED 7/0**

The meeting moved into a Closed session at 10.08am.

### RESOLUTION 2021/54

Moved: Cr Radel

Seconded: Cr Giddins

That Council moves out of Closed Session into Open Session.

In Favour: Mayor Cr Rachel Chambers, Cr Robert Radel, Cr Melinda Jones, Cr Leslie Hotz, Cr Susan Payne, Cr Dael Giddins and Cr Michael Dingle

Against: Nil

**CARRIED 7/0**

The meeting moved back into an Open Session at 10.12am.

#### 10.1 UPDATE - RECOVERY OF OUTSTANDING RATES

### RESOLUTION 2021/55

Moved: Cr Radel

Seconded: Cr Hotz

That Council receives the report – update on recovery of outstanding rates.

In Favour: Mayor Cr Rachel Chambers, Cr Robert Radel, Cr Melinda Jones, Cr Leslie Hotz, Cr Susan Payne, Cr Dael Giddins and Cr Michael Dingle

Against: Nil

**CARRIED 7/0**



**11 CLOSURE OF MEETING**

**The Meeting closed at 10.14am.**

**The minutes of this meeting were confirmed at the General Meeting held on 23 June 2021.**

.....  
**CHAIRPERSON**

UNCONFIRMED

## 6 OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 6.1 BETWEEN A ROCK AND A HARD PLACE - ENGAGEMENT REPORT

**Doc Id:** 1049585

**Author:** Jason Erbacher, Strategic Projects Manager

**Authoriser:** Rachel Cooper, Chief Executive Officer

**Attachments:** 1. FINAL - Between a Rock and a Hard Place Engagement Report - 080621.docx []

#### EXECUTIVE SUMMARY

North Burnett Regional Council is facing financial sustainability issues, along with one third of local governments across Queensland (Queensland Audit Office Report 19/20). At its general meeting of 30 October 2019, Council resolved to commence a Business Improvement Optimisation Program (BIOP) with the Queensland Treasury Corporation (QTC) to begin addressing its financial sustainability. This program included a review of Council's key cost drivers to identify and prioritise improvement initiatives and a service delivery review. The BIOP has three stages, of which a Service Delivery Review is Stage 2.

At the May 2019 Council meeting, Council adopted a set of principles to guide considerations regarding changing the levels of service. One of these principals is to ensure that any proposed changes to an external facing service would be discussed with the community prior to Council making a decision regarding this service.

Council commenced discussions with the community in October 2019 regarding its financial sustainability and to better understand the key services that the community values. Further, Councillors then engaged with the community again in April and May 2020 to continue discussions regarding proposed changes to service levels and the challenges of Council's financial sustainability. A key initiative of this journey included the *Between a Rock and a Hard Place* regional tour. This tour presented a range of service change proposals for community consideration. This report seeks to table the feedback provided by community. It is encouraging to see that nearly 10% of the North Burnett community attended one of the community meetings and over 430 submissions have been received as part of the community engagement.

#### CORPORATE PLAN

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play:

**OUR ROLE:**

*A facilitator*

**OUR PRIORITY AREAS:**

5. *Our efficient and effective council*

#### RECOMMENDATION

That Council receives the report as presented.

#### REPORT

The *Local Government Act 2009 (Qld)* outlines five principles that guide the direction and operations of all Councils in Queensland. The 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, local government employees and councillor advisors.

As part of restoring Council's financial sustainability, Council resolved to adopt a set of principles to guide the Service Delivery Review (SDR). This occurred at the General Council meeting in May 2019. Principle #6 states:

Where potential significant change initiatives are identified as part of the SDR program, before the implementation of the initiative and only after appropriate consultation (internal and/or external) has been undertaken, only Council may approve the change.

As part of the SDR project several services were identified for review. Councillors asked staff, through the Chief Executive Officer, to prioritise the following services for review as part of the development of the 2021/22 budget and Operational Plan:

1. Methodology of maintaining gravel roads
2. Customer service and libraries
3. Waste facilities
4. Swimming pools
5. Mowing of public areas
6. Management of Showgrounds

Councillors commenced engagement in October 2020 regarding a new Corporate Plan. The aim of this engagement was to better understand the community's aspirations and which Council services are important to them. The engagement included listening posts, a telephone survey, online and hardcopy survey and a community meeting in each of the regions six key towns. Results of this engagement was workshopped with Councillors and shared with the community in December 2020.

In line with SDR Principle #6, multiple Councillor information sessions were held between December 2020 and June 2021 to discuss proposed service change scenarios and their impact.

During April and May 2021, Councillors undertook extensive community engagement regarding the proposed changes to services levels as outlined above. The engagement included an information session held in each of the regions six key towns (also made available online) and an online and hardcopy feedback form. Over 430 individual submissions were received. These submissions have been summarised in the attached Engagement Report to be received by Council.

Staff engagement was also undertaken alongside community engagement to discuss and seek feedback on the proposals. This feedback has been provided to Councillors to assist with decision making.

## **CONSULTATION**

Details of how the engagement was undertaken is included in the attached report.

## **RISK IMPLICATIONS**

### **Reputation / Political**

The Engagement Report draws on the direct feedback provided by the community to assist in transparent and evidence-based decision making in the public interest. Some negative feedback has been received indicating a level of surprise from the community regarding Council's financial situation and confusion about why these issues weren't discussed with the community a number of years ago. While negative sentiment came through in the formal engagement responses, Councillors and staff present at the town meetings have also received anecdotal feedback that the community is pleased that they have now been made aware of Council's full financial challenges.

**Occupational Health & Safety (WHS)**

The recent community engagement process and the broader SDR project has dramatically increased the workload of Council's leadership team, who have undertaken this work in-house rather than spending additional money on external consultants. Additionally, the possibility of proposed changes to service levels has created a lot of uncertainty among staff. As such staff have been provide with access to Council's Employee Assistance Program and regular project updates.

**Financial Impact**

Internal resources were utilised to undertake the *Between a Rock and a Hard Place* regional tour.

**Legal & Regulatory**

Undertaking extensive community engagement is in keeping with Principal (c) of the *Local Government Act 2009 (Qld)* - democratic representation, social inclusion and meaningful community engagement

**Environmental**

Not applicable.

**Property & Infrastructure**

Not applicable.

**Human Resources**

The events and collation of feedback were very labour intensive on both Councillors and staff.

**Information Communications Technology**

Not applicable.

**Service Delivery**

There was no impact on service delivery to undertake this engagement.

**Climate**

Not applicable.

**KEY MESSAGE**

North Burnett Regional Council's engagement during the *Between a Rock and a Hard Place* regional tour has commenced a movement in Local Government. One that brings Local Government sustainability into the spotlight and the grave inequities which currently exist for North Burnett Regional Council to deliver an adequate level of essential services.



# Community Engagement Report

*“Between a Rock and a Hard Place”*

**Service Delivery Review Community Feedback**

**April to May 2021**

**FINAL**

Prepared by:

Community Development Team  
Jason Erbacher – Strategic Projects Manager

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## 1. Introduction

This report outlines the processes and findings of the community engagement undertaken to inform the decision making for Council's 2021-2022 Operational Plan and Budget.

## 2. Background

North Burnett Regional Council is facing financial sustainability issues, along with one third of local governments across Queensland (Queensland Audit Office Report 19/20). Council has been recording year-on-year operating deficits. This has caused significant concern for the current Councillors and State Government. At its general meeting of 30 October 2019, Council resolved to commence a Business Improvement Optimisation Program (BIOP) with the Queensland Treasury Corporation (QTC) to begin addressing its financial sustainability. This program has three key areas of work, which are:

- Internal review of Council's key cost drivers to identify and prioritise improvement initiatives
- A service delivery review to understand inconstant services across the North Burnett and identify which services should be considered core business
- Review of the depreciation cost of Council's assets

At the General Council meeting in May 2019, Council resolved to adopt a set of principles to guide the Service Delivery Review. Specifically, Principal #4 addresses services that may not be core business for Council to deliver:

#4 - Council is willing to consider withdrawing or amending selective service delivery mechanisms (internal and external):

- that do not align with the organisation's Corporate Plan;
- that are clearly not a local government's responsibility;
- where there is an effective alternate service provider; or
- which unnecessarily and/or adversely affect its financial sustainability.

Additionally, Principal #6 mandated that where significant change is proposed, the community must be consulted on the proposed change and the proposed change can only occur as approved by a Council resolution.

#6 - Where potential significant change initiatives are identified as part of the SDR program, before the implementation of the initiative and only after appropriate consultation (internal and/or external) has been undertaken, only Council may approve the change.

The full Service Delivery Review report was tabled and adopted by Council at its general meeting held 24 February 2021.

### 3. The Project

In line with Council's responsibility to understand the needs and desires of the North Burnett community, Councillors undertook an extensive engagement project with the community. This began in October 2020 where Councillors held listening posts in each of the North Burnett main towns to ask the community what was important to them. Council services that were listed by the community as the Top 10 are shown in Figure 1.

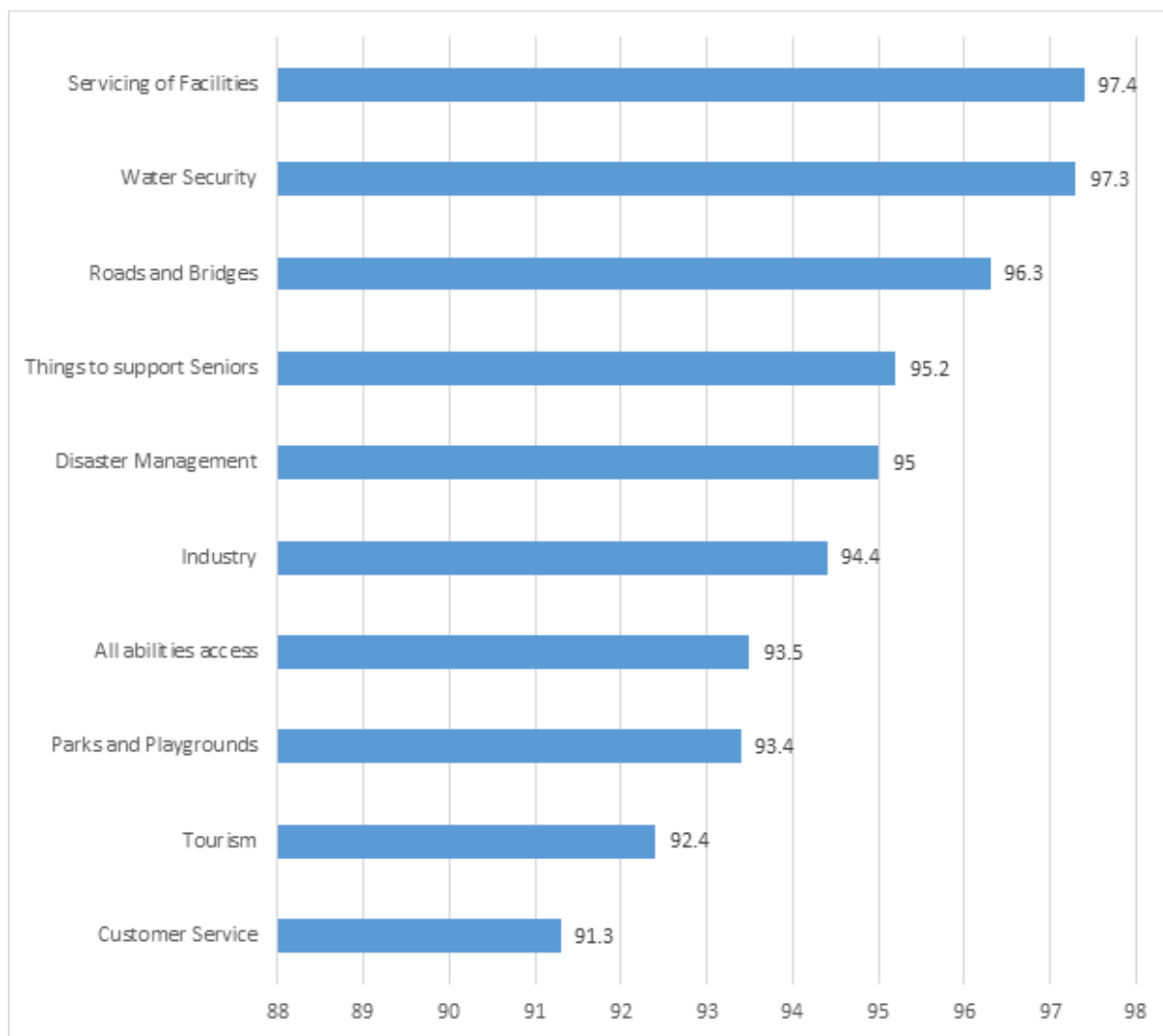


Figure 1: Top 10 Council services from community feedback as part of the 2020 Corporate Plan Engagement project.



## 4. Aims and Objectives

Following this engagement and in-line with SDR Principal #6, Councillors undertook extensive community engagement during April and May 2021. The purpose of this engagement was:

- To discuss with the community the role of Council and where it currently delivers services that Council is not required to do so
- To provide the community with facts regarding the financial sustainability challenges of North Burnett Regional Council
- To highlight possible changes to external facing services and the possible budget savings from the proposed changes

These services included:

- A change in road maintenance methodology for the Civil Works Crews
- Change in opening days for Customer Service and Library Centres to:
  - Biggenden – 2 days a week
  - Eidsvold – 2 days a week
  - Gayndah – 3 days a week
  - Monto – 3 days a week
  - Mt Perry – 2 days a week
  - Mundubbera – 3 days a week
- Change in opening hours for Waste Management Facilities to:
  - Biggenden – 12 hours a week
  - Eidsvold – 12 hours a week
  - Gayndah – 12 hours a week
  - Monto – 12 hours a week
  - Mt Perry – 12 hours a week
  - Mundubbera – 32 hours a week (As regional landfill facility)
- Proposal to stop mowing land that is not the responsibility of Council
- Proposal to have a consistent model for showgrounds across the region
- Proposal to consider the number of pools across the region and how they are funded

The engagement aimed to ignite the communities' *civic duty* and to be part of the solution in facing the regions sustainability challenges. Councillors wanted to ensure that all the information was presented to inform and educate community regarding the challenges Council faces and discuss options may be available.



## 5. How Councillors engaged

Six “*Between a Rock and a Hard Place*” Community Meetings were held over a period of three weeks from 21 April 2021 to 5 May 2021:

Mount Perry:	Tuesday 20 April 2021	79 people
Gaydah:	Wednesday 21 April 2021	197 people
Mundubbera:	Wednesday 28 April 2021	218 people
Biggenden:	Thursday 29 April 2021	136 people
Eidsvold:	Wednesday 5 May 2021	150 people
Monto:	Thursday 6 May 2021	350 people

There was a very high level of community participation, with over 1,000 residents attending across the 6 events.

At each of these community meetings, Mayor Rachel Chambers presented a synopsis of the current financial situation, the forecast for future sustainability of the North Burnett Region, and an explanation of contributing factors that led to this position over the past 13 years since Amalgamation of the six shires in 2008.

With reference to the 2<sup>nd</sup> Principle of Local Government: “*Sustainable development and management of assets and infrastructure, and delivery of effective services*”, proposals for changes to six service delivery areas were presented and community were invited to submit their feedback on each proposal. The community engagement process was designed in line with the IAP2 principals, as outlined in Figure 2.

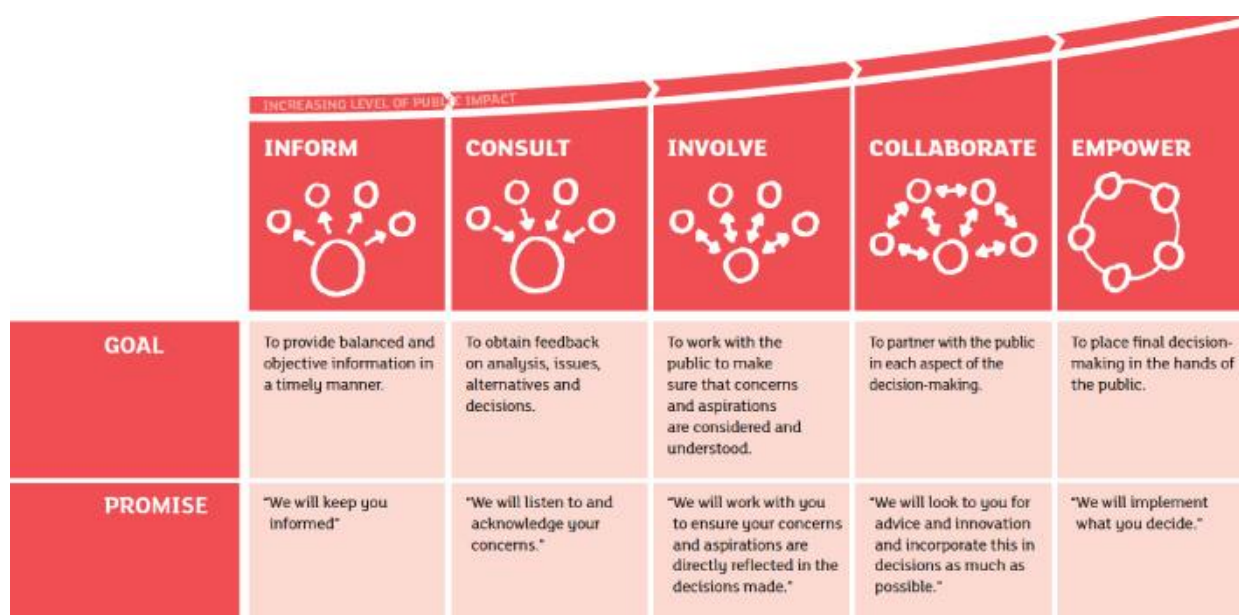


Figure 2: IAP2 Spectrum of Public Participation

Feedback forms were distributed to the attendees at the meeting. To maximize participation across the region, the Mundubbera Community Meeting on Wednesday 21 April 2021 was filmed and uploaded to Council’s website to give the community widespread access to the content being discussed. Feedback forms could also be accessed via a survey monkey link on Council’s website, and hard copies available at each Customer Service Centre. The survey closed at Monday 10 May 2021 at 5pm.

All feedback provided has been collated and summarised into this report, with a full list of feedback and comments provided to Councillors.

## 6. Participants

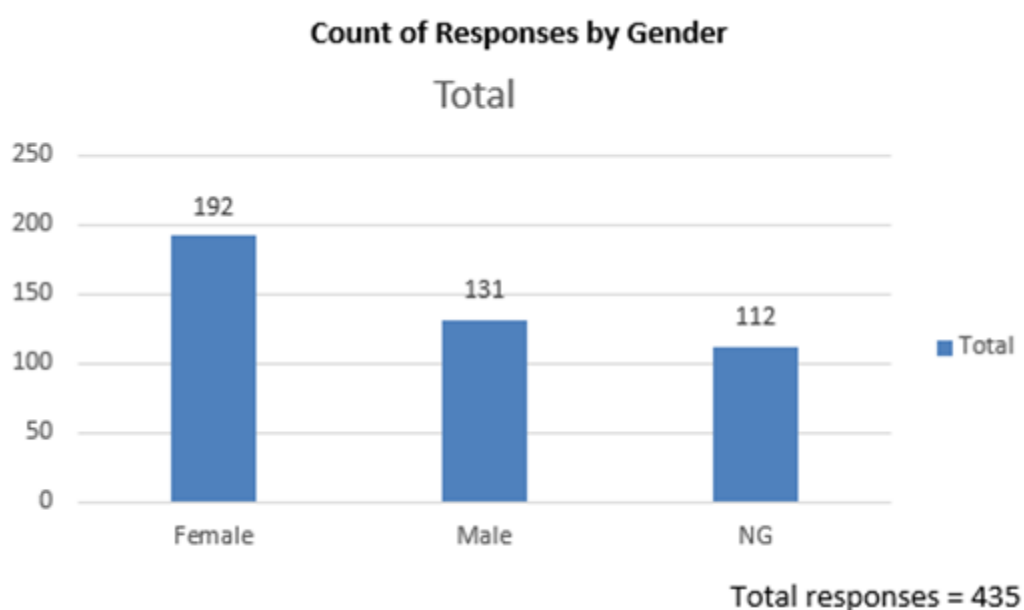
435 responses were received as part of the community engagement process. This represents 4.08% of the North Burnett community. These were received via the following methods:

- Paper submissions
- Emails
- Online submissions
- Online survey

The following table shows the geographic breakdown of responses as well as the age groups.

Responses by Postcode (64 responses did not state postcode)									
Resident	18-24	25-34	35-44	45-54	55-64	65-74	75+	Not Stated	Total
<b>Biggenden</b>			5	6	9	11	4	2	<b>37</b>
<b>Eidsvold</b>		1	2	1	3	8	6	1	<b>22</b>
<b>Gaydah</b>	2	3	18	11	16	13	8	4	<b>75</b>
<b>Monto</b>	2	7	23	24	20	19	12	12	<b>119</b>
<b>Mundubbera</b>	3	10	15	18	24	11	5	5	<b>91</b>
<b>Mount Perry</b>		1	3	5	6	3	7	4	<b>29</b>
<b>No Postcode</b>				2	1		1	58	<b>62</b>
<b>Total</b>	<b>7</b>	<b>22</b>	<b>66</b>	<b>67</b>	<b>79</b>	<b>65</b>	<b>43</b>	<b>86</b>	<b>435</b>

The following graph shows response by gender, with 112 not nominating.



## 7. Findings

The following is a summary of the emerging trends and opinions that can be interpreted by cross-referencing key terms within the data.

### General Sentiment from Feedback

- There is a perceived frustration, anger and anxiety concerning the current financial situation of Council and a general commitment to wanting to see and help the situation to improve.
- There is a perceived level of mistrust within community whereby ratepayers believe that decisions have already been made to reduce services to communities and that this engagement process is for show.
- Commentary around the perceived ratio of management staff to workers
- Community indicate they would like to see savings measures start at the top by the cutting of all unnecessary spending and adopting an “essentials only” mindset that will flow through the whole organisation. This is evidenced by 139 respondents (32% of survey sample) voicing comments about vehicles/cars/prados/4WD and concerns about the size of the council vehicle fleet, it’s cost to maintain and private use of vehicles).
- Concerns about inadequate funding to Council from State and Federal Government.
- Perception that the shires were better off prior to amalgamation – particularly for road maintenance.

The responses to the six areas of possible changes to services are discussed in the following pages.

## 7.1 Pools

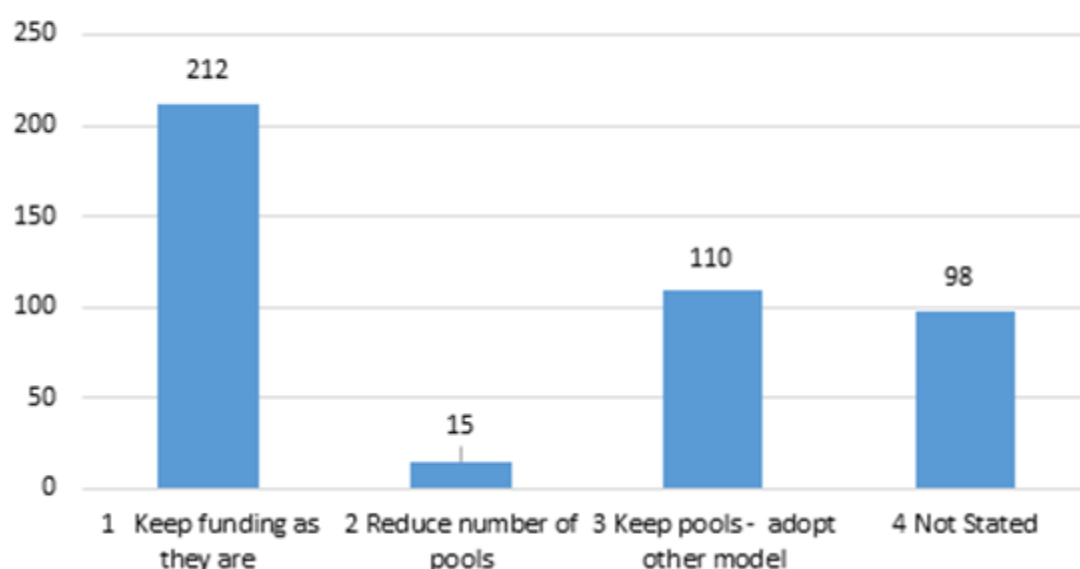
Council presented a summary of the cost of pools to the community and sought feedback regarding community preferences to possible pool closures.

### 7.1.1 Sentiment

Response	Tally	Percentage
Keep funding pools as is	212	49%
Reduce the number of pools	15	3.5%
Keep Pools – seek alternative funding model	110	25%
Not Stated	98	22.5%

Nearly 50% of the responses indicates that the community wish to see funding for pools remain at the current level. Additionally, 25% of the responses wish to see all six pools remain in operation and alternative funding models explored. 3.5% responded in favour of reducing the number of operating pools in the region.

### Feedback on Pools Proposal



### 7.1.2 Themes

- Pools are important for liveability in the town, teaching children an important life skill, therapy for health concerns, community meeting places, essential to attract families to live in the region

### 7.1.3 Challenges and Pain Points

- If pools are reduced, who is going to subsidise the travel to other towns to use pool (schools / general community members)?
- Concern about loss of educational time in classrooms if need to travel to other towns to access pool.

#### 7.1.4 Suggestions

- Alternative funding suggestions included: lobbying state government for funding, applying for grants, privatisation, Council receiving money for the takings, and changing lease arrangements.
- Some communities raised funds to establish the pools. Could they fundraise to keep them?
- Renegotiate lease arrangements with pool operators so that Council is not responsible for the maintenance costs. Run pools as a business. Council should receive revenue from pools.
- Suggestion to give the pools to community to run and maintain. Could swim clubs be more involved in the future of the pool by applying for grant funding to improve the asset, and when needed, replace the asset.
- Council and community must lobby state and federal governments to keep this essential service in each community.
- Lobby Education Queensland to help fulfil their goal of each child learning to swim.

#### 7.1.5 Sample of Comments

Pools are essential for kids to learn to swim and for Rehab for older citizens.
Please consider the ongoing costs of bussing kids to pools in other towns!
Plan for replacement of the pools in a staggered fashion and continue adequate maintenance to extend their useful lives until replacement.
Continue to lobby for funding for future upgrade/replacement of pools given emphasis on "learn to swim"
As a family we use the pool 2-3 times a week – we live out of town and drive in.
Have fundraising events to maintain pools ... apply for more grants.
Cut back costs, not on the necessary items like pools etc
Privatize all pools – sell at reasonable cost, thereby freeing council of maintenance costs, and wages drain.
It's ludicrous to consider closing pools. A massive social impact. It's a part of learning to swim and being safe.

## 7.2 Waste

The State Government is now committed to zero waste future. As a result, Councils must pay the State \$80 per tonne to bury waste – without any financial support from 2022. This will cost the North Burnett community \$480,000 each year. Currently Council have inconsistent hours of operation across the region, with site visits to our waste facilities averaging only 4 vehicles per hour across the region. The optimum is 10.

### 7.2.1 Sentiment

Response	Tally	Percentage
Keep days and hours as is	124	28.5%
Accept reduced hours as per proposal	197	45.3%
Not Stated	114	26.2%

There is reasonable support to reduce hours of operation at the waste facility stations throughout the North Burnett with 45% in favour of this course of action. 70 respondents (16%) suggested recycling services be implemented to alleviate landfill in the North Burnett



### 7.2.2 Themes

- Reduced hours are reasonably accepted as indicated by 45% of the respondents
- Opening hours need to cater for both weekday and weekend access
- Rural residents rely on the service as they don't access curb side collection.

### 7.2.3 Challenges and Pain Points

- Concerns that reduced hours will mean rubbish being dumped on roadsides
- New hours must be considerate of weekend workers
- Some businesses rely on dump access to dispose of waste on a regular basis (eg retail butcher shops). Businesses already experiencing issues on days dump is closed.
- Concerns about design of Waste Transfer Facility and lack of user friendliness
- Consider having dumps open on the same days as library to reduce trips to town for residents
- Dump hours need to be promoted more broadly with notices in each town. Not everyone uses social media.



### 7.2.4 Suggestions

- Interest in recycling being explored and options
- Lobby state government to reduce charges on waste levies
- Consider tender for waste management rather than Council.
- Consider charges for taking waste to the dump and vouchers for free drop off (like other Councils)
- Unmanned facilities - do dumps need to be staffed?
- Suggestions to raise revenue/create electricity through power generation from dump sites
- Consider using volunteers to keep waste facility open longer hours
- Three dumps combined (Eidsvold and Monto), (Gayndah and Mundubbera), (Biggenden and Mt Perry) - 3 days a week each

### 7.2.5 Sample of Comments

We don't need 4 days a week for the dumps to be open. The money saved on this could be put into other areas.
I think the dump hours need to be reduced and the community can work around this.
If we don't have access to a dump, there will be increased dumping on sides of the roads and on properties.
We need our dump open on the weekends because Saturday and Sunday are the busiest days.
The dump could be open for 2 days during the week and a Saturday or Sunday.
It's a necessary utility but dump doesn't need to be open every day.
We try to be "waste-friendly", we currently only go to the dump monthly.
We only need reasonable hours, or some people will use the roads as a rubbish dump.
Our business relies on being able to take rubbish to the dump regularly with our own truck.

### 7.3 Customer Service and Libraries

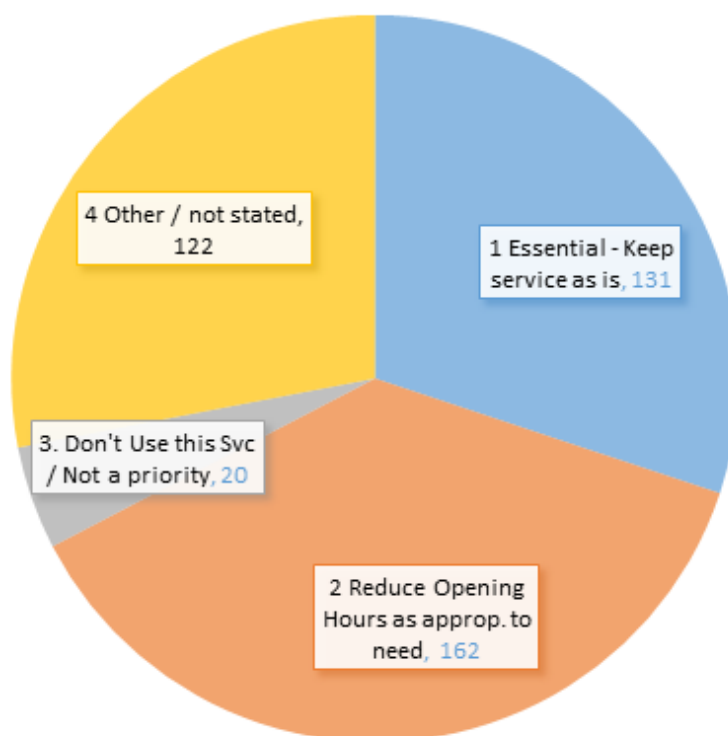
Council currently operate Customer Service and Library Centres across all 6 towns in the North Burnett. These facilities are all operated 5 days a week with Monto, Eidsvold, Mundubbera and Gayndah centres open from 9am to 12pm on Saturdays.

#### 7.3.1 Sentiment

Responses	Tally	Percentage
Keep service as is	131	30%
Reduce Opening Hours	162	37%
Don't Use this service	20	5%
Not Stated	122	28%

37% of respondents accepted the proposal to reduce opening hours of the customer service centres and libraries. If coupled with the 5% of respondents who stated that they don't use the service at all – this brings the total to 42% who would accept reduced hours for this service. 30% of responses wish to maintain the service as is, particularly for older residents and those who prefer face-to-face access to council services. The feedback can be seen in the graph below.

**FEEDBACK ON PROPOSAL FOR CUSTOMER SERVICE AND LIBRARY CENTRES**



### 7.3.2 Themes

- Some respondents indicated that Customer Service Centres and Library Centres are important to the community regarding assistance for older residents to access Council services in each town, resources for home-schoolers, community meeting spot with air-conditioning, NDIS programs use libraries and a point of reference in each town to gain information/assistance.
- There is a level of perception that our service centres are currently overstaffed as there is regularly more than one person situated in the front counter area.
- A level of the community are keen to retain access to QGAP services and ensure Council is fully compensated for providing QGAP and Centrelink services to community

### 7.3.3 Challenges and Pain Points

- During hot summer months, libraries provide a cool airconditioned space for locals
- Older residents without access to technology or internet rely on face-to-face customer service to access council services
- Home-school students would not have daily access to resources
- The CS&L often serves as the tourism information / point of contact spot in each town for visitors to our region. If the centres are only open sporadically, the region could potentially miss tourism revenue.
- In Monto, elderly and very young utilise the toilet facilities in the library. Public toilets are too far away.

### 7.3.4 Suggestions

- Charge an annual fee to belong to library
- Have staggered hours so centre opens during lunch break
- Have a mobile library for the region
- Use volunteers to deliver the library service.
- Improve online access to Council services by converting libraries into technology hubs
- Many varied suggestions for suitable hours of opening
- Utilise administration staff to keep the centres open (multi-task)

### 7.3.5 Sample of Comments

I use the library at least 3 times per fortnight.
I don't use the library.
Limit to regular hours communicated to public via website or social media, notices on library. Library assistant could be multitasking.
We don't need full time libraries!
Knowing access to customer service to people who know the area is a huge advantage. Having the library centre is one of the few places young people can go nowadays.
Library services can be accessed in every town reduced hours should not be a problem.
I rarely use the library, so this doesn't affect me. However, customer service does need to

be kept open and perhaps have staggered hours for lunch breaks to ensure it can remain open. If it takes staff reduction well, I guess that is first option.

Keep them open every day. We live in a rural area and people can't get to town on set days due to whatever is happening on their farms. Sometimes it's short notice to go to town and if they need to do something at the library and it's a closed day, that is just a wasted trip.

Putting a human face to council. Talking to a person about concern. Library – books will never go out of style.

## 7.4 Road Maintenance

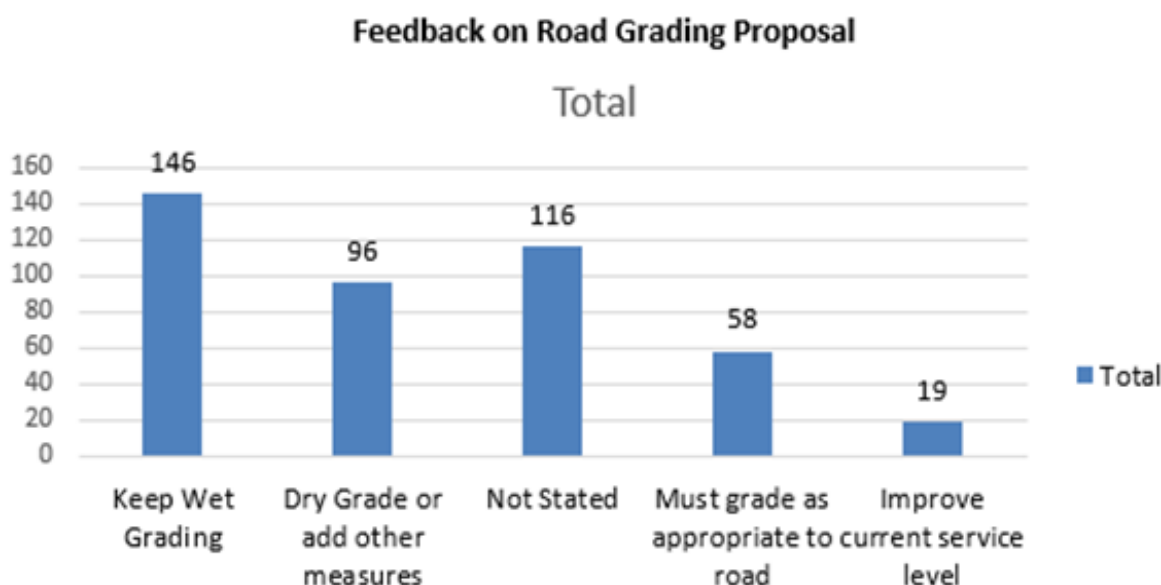
If Council were to continue with its current methodology and practices, Council would need a minimum of \$10 million in funding each year to maintain the regions gravel road network. Current practices and budget are limiting maintenance to approximately 33% of the road network annually, leaving 66% of the road network un-touched with many roads not being serviced for years on end. Council needs to look at alternative options to provide an acceptable level of service to ratepayers having regard to the Council's financial capacity.

Council faces many challenges with its extensive road network, the 5th largest in Queensland. The road network is broken into 6 hierarchies as per the Austroads classification, these are specified in Table 1, totalling 3,227km of unsealed roads.

### 7.4.1 Sentiment

Responses	Tally	Percentage
Keep current maintenance practice and service level	146	33.6%
Dry Grade or add other measures	96	22%
Not Stated	116	26.7%
Must Grade as Appropriate to Road	58	13.3%
Improve Current Service Level	19	4.4%

One third of all respondents advocated for a continuation of the current maintenance levels for reasons of road safety and road surface longevity. 13.3% said that roads should be maintained as appropriate to the road. Some respondents cautioned improvements are needed to drainage to ensure water does not stay on the roads during wet weather events and to preserve road longevity.



### 7.4.2 Themes

- A safe and viable road network is integral to connect the regions for business, tourism and general safety of motorists travelling within and through our region.
- A "one size fits all" approach will not work - each road should be assessed for suitability of wet or dry grading.
- Dry grading is acceptable for light use roads but requires more frequent grading as the it wears more rapidly.
- Wet Grading of roads is the preferred method of road maintenance as the majority believe that switching to dry grading only will see the roads deteriorate more quickly as the water and roller are needed to pack the dirt down. Many believe that dry grading would cost more in the long run as the surface would not last as long.
- Drainage is an issue of concern regarding road surface preservation
- School bus routes should be wet graded for safety
- Strong opinion that prior to amalgamation, the individual Shires maintained a safer road network than what is currently provided.

### 7.4.3 Challenges and Pain Points

- If dry grade only, concerns about dust issues, potholes, corrugations, and longevity of the road surface which would be quickly affected by traffic (particularly big rigs), prolonged rain or storms
- Concerns that lives will be lost if the roads are not appropriately maintained
- Concerns about increased car accidents and damage to cars from potholes, corrugations, slippery surfaces, dust/lack of visibility
- Concerns about effect on tourism numbers if roads are not safe and user friendly for RV's/caravans passing through region
- Businesses will suffer if roads deteriorate
- Reducing staff numbers in the road maintenance crews will have an impact and flow on effect throughout the North Burnett as staff and their families may leave the region to find other work
- Increased dust affects resources for cattle (they don't like eating the dusty grass)
- Concerns about sale of road maintenance plant and equipment (graders and rollers) when the length of road network to maintain is the same.
- Maintaining a balance between Council, local and non-local contractors to complete the road maintenance work. Many respondents believe industrial relation rules prevent Council from being efficient in road maintenance as private contractors have greater flexibility to keep the grader working for longer hours during the day. Others want to see Council maintain a flexible, responsive road crew in each town to respond quickly to road maintenance during wet weather events.

#### 7.4.4 Suggestions

- Maintenance schedule: prioritise high use roads or roads needing repair - don't perform maintenance on roads that don't need it
- Much feedback about Council needs to develop flexible (to be able to respond quickly after rain), skilled road building teams and drawing on local expertise from experienced operators.
- Offer traineeships in civil construction. i.e. save on wages but at the same time train the younger generation for the future.
- Each town be equipped with a roller that would be used over dirt roads during wet weather - this way rocks on road would be pressed back into the surface. In past, grading and rolling was carried out in inclement weather. It worked well.
- If roads are too far from base, engage local contractors who would be prepared to camp on job or work longer hours.
- Keep big rigs off the smaller roads. "All too often semi-trailers are using roads that they should not be on. If cattle farmers or fruit growers want to put semi's on small roads, then charge them a levy to fix the roads. They damage the roads."
- Drainage: If the road was graded to a crown + the table drains were used to reduce the amount of water washing the roads they would last longer than the present system of using the roads as drains. Put in more spoon drains to get water off the roads during rainfall events. Take care of drains and causeways etc so that water can get away from the road (under normal circumstances)
- Carry out weed control to ensure the water can reach the table drain and not run down the middle of the road.
- Water: look for more water drawing points which are closer to the job being done to reduce the distance the water truck needs to travel for each load of water; Use small dams for water storage on private properties as was done in past years
- Seal roads with higher traffic use and sections of road that deteriorate faster e.g. Mt Perry / Gayndah Rd, Monto - Mt Perry Road. Would be larger initial cost but maintenance would be less over time.
- Apply for federal grant funding using a proven grants funding writer
- Grade private roads / driveway at the same time to raise funds.
- Consider raising rates to cover wet grading.
- lobby State and Federal Governments so they better understand our region's challenges of distance and cost to maintain safe roads; and to gain access to external road maintenance contracts to help fund our region
- Applying for every State and Commonwealth grant that was available. Some Shires are so busy dealing with their problems that they fail to adequately investigate and apply for every possible grant. It may need a dedicated officer to undertake this investigation and to prepare the grant applications, but it is worthwhile.

- Negotiating road maintenance contracts from Main Roads on all State Roads in your region. This underpins the construction and maintenance budgets and provide work continuity for staff and machinery
- Bidding for road construction contracts on State Roads also provides additional work for construction crews. It has been a while since I have been involved and recognise there may be changes to prequalification requirements to be able to apply for such works. I believe that this is an area where the State can be of assistance to struggling Shires.

#### 7.4.5 Sample of Comments

If dry grading lets you get to mostly all the gravel roads instead of 50-40% each year. Good idea then.
Dry grading will make the roads go bad quicker.
Dry grading requires more frequent grading as the dry grading wears more rapidly. If the road was graded to a crown + the table drains were used to reduce the amount of water washing the roads they would last longer than the present system of using the roads as drains.
Those who live on gravel roads need them maintained but I doubt dry grading would last very long. If done more regularly would defeat the purpose. Wet grade and done well would be my preference.
Use dry grading and if it works to maintain the roads that is the way to go.
Dry grading if needs to happen. But will be accidents with dust and potholes.
I would be in favour of dry grading to get the work done.
When rains, contract more grading to cover more ground.
Wet grading only way to consolidate the road. Dry grading blows away in the wind, quickly leaving the original ruts.
Roads were once graded with no water truck or roller; they were only graded after rain. The grader worked seven days a week while the moisture was there.

## 7.5 Mowing

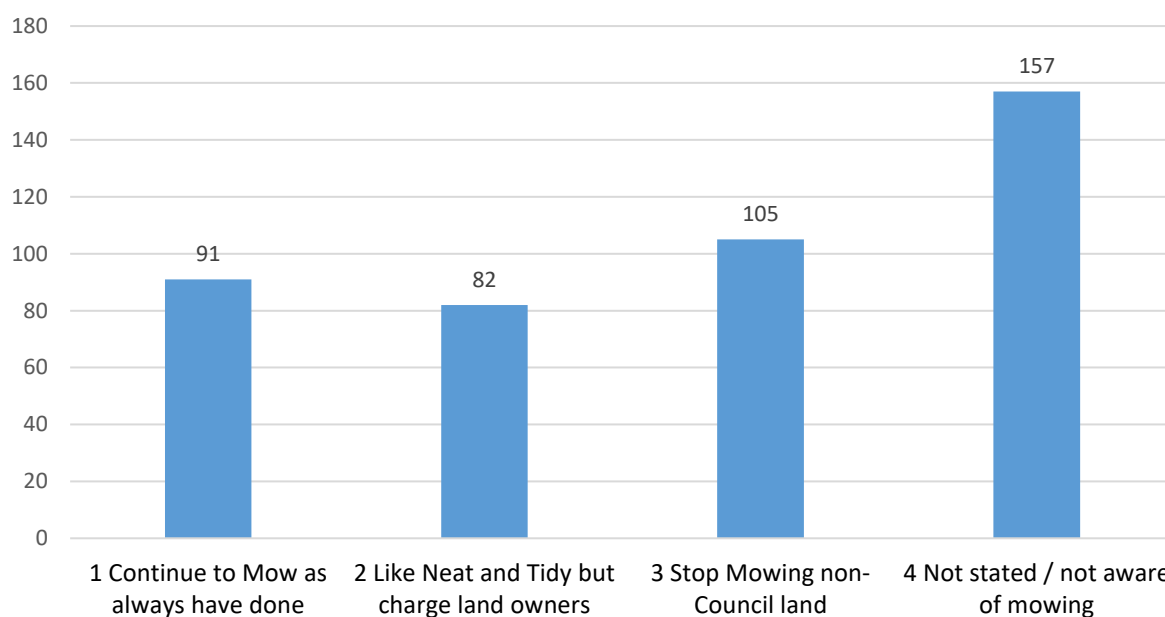
Investigations have found that Council mow various areas across the region that it is not responsible for, for example, land that is owned by the Queensland State Government or other private entities. This takes staff away from their core duties and maintenance responsibilities. Councillors asked the community for in-principle support to transition away from mowing areas that are not Council's responsibility.

### 7.5.1 Sentiment

Responses	Tally	Percentage
Continue to mow as always have done	91	21%
Like neat and tidy but charge landowners	82	19%
Stop mowing non-Council land	105	24%
Not stated / need more info	157	36%

Whilst nearly one quarter of respondents said Council should just stop mowing non-Council land altogether, 21% indicated to continue mowing what we always have done and 19% said they like a neat and tidy town, however Council should charge the landholders to mow their land. 43% in total indicated that Council should not be out of pocket for mowing land that it doesn't own. 36% of the community either didn't have a comment or would like more information in relation to what land Council mows that it doesn't own.

### Feedback to Mowing Proposal



### 7.5.2 Themes

- Community wants to see tidy towns that are attractive for both community and tourists to the region, including approaches to townships.
- Mowing is important for reducing fire risk, road safety (walking, kangaroos, night driving), controlling vermin (snakes), presentation of the town
- Community would like further information on what areas are Council responsibility to mow and what areas are non-council.



### 7.5.3 Challenges and Pain Points

- If mowing is not done regularly, town image/presentation will suffer which in turn affects community morale, tourism (visitor experience)
- Long grass will increase risk in areas of controlling fire hazards, visibility, and access for road safety (walking, cycling, avoiding kangaroos, night driving), controlling vermin/ snakes)

### 7.5.4 Suggestions

- Stop mowing land that is not Council's or obtain agreement for payment prior to mowing being completed.
- Consider community assistance by utilising offers of help from volunteers, community groups, work for the dole program
- In the spirit of "sharing the load", much community sentiment that the footpath outside of a person's home should be maintained by the homeowner/occupant (not Council).

### 7.5.5 Sample of Comments

I think it is fair that if NBRC is mowing state land, they need to be paid for this or stop this service.
Put the responsibility back to those landholders or charge those landholders for the mowing service.
Mowing helps to maintain a tidy town and shows a town that is proud and looked after.
Just mow what needs to be mowed – council areas.
Don't mow make whoever owns the land do the mowing.
Charge the people that will not mow their block.
Mowing of these areas is necessary to maintain a safe environment free from hazards.
Tidiness of our town, inviting to travellers who are spending money in our town. If parts of town or coming into town are not mowed, doesn't make the place look appealing.
If you do not own it, don't mow it or send a bill to those who need to pay for cost associated with "maintenance" of properties in the area.
Cease mowing government land for nothing. Send them a Bill!
I wasn't aware council was mowing land that was not their responsibility??
Only mow Council land and charge whoever owns the other land, that you mow.

## 7.6 Showgrounds

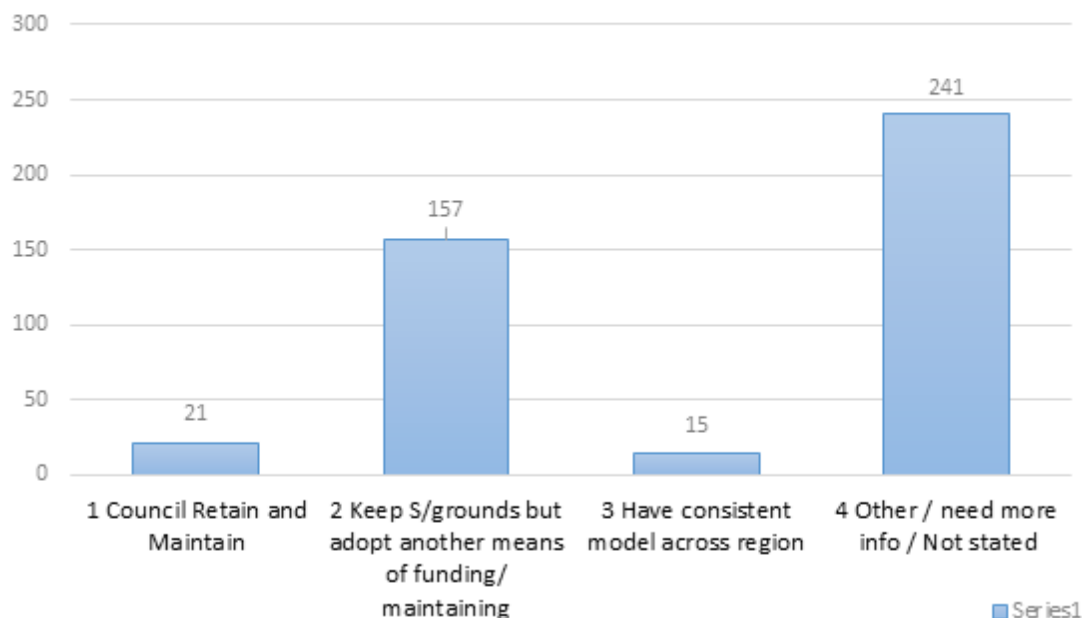
The North Burnett Region hosts 6 showgrounds with varied ownership and management arrangements in place. Councillors asked community about in-principle support to pursue a consistent model of ownership and management of showgrounds across the region.

### 7.6.1 Sentiment

Responses	Tally	Percentage
Council retain and maintain	21	5%
Keep S/Grounds – adopt other funding model	157	36%
Have consistent model across region	15	3.5%
Other – need more information	241	55.5%

Feedback indicates that community wish to keep showgrounds in each town in the North Burnett as they have served (and continue to serve) a vital function in each community. There was strong support for Show Societies to take on the ownership and responsibility for maintenance of these grounds, however the community would like these decisions made in consultation with each Show Society according to their capacity to do so. The community also saw many opportunities to increase the potential of each showground/facilities to bring revenue to the town. The proposal to have a consistent model across all showgrounds was not fully understood by respondents with over half of the respondents providing no comment or saying they needed more information on what the current arrangements were before being able to comment.

Proposal to Have a Consistent Model for Showgrounds



### 7.6.2 Themes

- Showgrounds are deemed to be important community assets to each in the North Burnett
- There is a general lack of awareness of ownership arrangements and how showgrounds in the region are funded and managed. 14% of respondents said they needed more information before being able to comment on this topic.
- Many respondents saw an opportunity for Show Societies to become responsible for all associated costs of maintaining the showgrounds - 36% of respondents nominated an alternative means of funding the showgrounds to take the burden off Council.
- 5% of respondents nominated for Council to retain responsibility for showgrounds and seek better utilisation of the space for events to generate income for the towns, community building and tourism opportunities

### 7.6.3 Challenges and Pain Points

- Show Societies in each town have now been in place for many generations (over 100 years). There is a lot of community sentiment involved in proposing changes to how showgrounds are run which needs to be factored in.
- Each Showground currently has a different ownership arrangement and different circumstances. Some parks are Recreational leases with the State Government – is it possible for the Show Societies to take on this Lease instead of Council?
- Caravan Park owners do not want Council to introduce camping/RV parks in the showgrounds as it would be in direct competition with their business

### 7.6.4 Suggestions

- Hand over responsibility for all costs of showgrounds to Show Societies (with discussions with each Show Society to work out how best this should happen for each town.)
- Lease agreements with community groups who could then seek grants to undertake maintenance/improvements, and utilise volunteer labour for maintenance
- Convert showgrounds into multi-purpose, multi-user venues to maximise income potential of each space (e.g. hire out to community groups, cater for weddings, sports, concerts, car clubs, rodeos, horse events, markets, camping grounds / RV tourism)
- Seek sponsorship from large national companies with a local stake in town eg Puma, IGA or BP
- Raise teams of volunteers to assist with showground maintenance in each town
- One suggestion called for an amalgamation of District Shows and have 1 Regional Showground - 1 Regional Show
- Use the land to build a retirement village (Monto)

### 7.6.5 Sample of Comments

All showgrounds should be either given or leased to existing show societies to manage and maintain as long as the community had a functional show society.
Community needs a Showgrounds. Used for various functions throughout the year. Further discussions needed with Show Committee's.
Money could be saved by engaging with local Show Societies to allow them to take control of the stewardship of the towns' showgrounds. All towns in the NBRC have strong Show Societies & I am sure given the "green light" to maintain & improve the facilities, they would be willing to do so.
Sell the showgrounds to a private owner and let them maintain.
Grants, lease arrangements, increase use of Showgrounds facilities.
Council should stop supporting showgrounds. They should be maintained by Show Societies in each community.
The showgrounds should be leased to show committee at their cost.
I can see why all showgrounds should be supported to the same degree in each town.
Sell the showgrounds to the Show Societies, then Council will get the rates and not the upkeep of the facilities.
I suggest that the four local communities that are currently catered for by the Council, be offered the use of the grounds for a small or peppercorn rent on the proviso that all maintenance of grounds & buildings (and erection of any new facilities) are the responsibility of the community.
Council should be making an income from all these Showgrounds.
I don't know what Council does for Showgrounds so can't comment.

## 7.7 General Comments and Suggestions

<b>Income Sources</b>	<ul style="list-style-type: none"> <li>• COVID-19-19 has initiated a migration from cities to regional areas and affords the opportunity to facilitate further development (residential, commercial and tourist) to increase the rate base. This migration will require upgrading of water and sewerage services and provides the basis for requests for special infrastructure improvement grants from both State and Federal Governments.</li> <li>• Sending a Council person (it was usually me) in a helicopter to record the extent and devastation of natural disasters was a very big money winner as we had the video and photos to provide irrefutable evidence of the extent of flooding and devastation to roads and infrastructure. TMR were always trying to minimise flood damage claims and we were able to obtain considerable additional disaster funding. A similar strategy can be used for cyclones, fires, and drought events.</li> <li>• Review Councils fees and charges to ensure the fees cover the costs of the provision of the service.</li> <li>• Review donations and subsidies to minimise such drains on the budget. Perhaps a moratorium on such expenditure until the budget position improves.</li> <li>• Eliminate early payment discounts on rates for the next couple of years</li> <li>• Consider a prepayment of rates scheme so that cash flow will see an early injection of additional funds. It may not suit all ratepayers but those who join in will help offset borrowing to meet Council Commitments.</li> </ul>
<b>Workforce</b>	<ul style="list-style-type: none"> <li>• A review of the workforce will be required to match the resources to the available work. This can be tough as Councils are usually a major employer and impact heavily on the local economy. Nonetheless, Council workforces can become top heavy (more supervisors than workers), productivity can be less than desirable, and they can contain waste and inefficiencies. Some key things that can be done are: <ul style="list-style-type: none"> <li>○ Match the job needs with the most effective staff. For example, if heavy lifting is required then elderly staff members may not be as proficient as strong young men and women.</li> <li>○ Review the composition of maintenance and construction teams. There may be a ganger, truck driver and say two labourers. If all work, then it may be possible to reduce the crew to 3 or even two depending on the work required.</li> <li>○ Is the vehicle fleet fit for purpose? We had a case where two one-tonne vehicles were sent out to service plant because the gear required was more than one tonne. We bought a two-tonne vehicle and needed to send only one mechanic and one truck.</li> </ul> </li> <li>• We had a case where all foremen had single cab two-wheel drive utes because they were cheaper to buy. We changed that to twin cab 4WDs so that they could carry crew members and save the need for an additional vehicle. The foremen could, because we had 4000km of gravel roads, undertake inspections on slippery roads in the wet especially for flood damage. As they could not travel on wet damaged slippery roads in 2WD vehicles they were unproductive in the wet season. Sounds ridiculous I know but this is what can happen when the focus is only on the dollars and not productivity and fitness for purpose.</li> <li>• Very often senior staff get a vehicle for private use. This is one area</li> </ul>

	<p>which can be abused and can result in vehicles sitting in the Council car park all week and get used only on weekends for golf. It is a rort and if hard decisions are to be made, they must start at the top to maintain credibility. Use vehicle sharing or a vehicle pool system for office staff. Again, ensure the vehicles are fit for purpose. Our lady who promoted the shire was given a ute to carry expensive promotional material, stands etc. She needed a station wagon or van to protect them from rain and theft, but the Council policy said that she was not entitled to a van or station wagon. The vehicle policy is a major way to save money and improve efficiency. Those Council executive staff who wish to protect their rorts while the ship sinks may require an attitude adjustment.</p> <ul style="list-style-type: none"> <li>• We had single cab trucks which we converted to dual cab to minimise the number of vehicles required to transport workers.</li> <li>• Council should turnover vehicles regularly. With fleet discounts and the high prices of second-hand vehicles, Council can even make money from their vehicle fleet. Townsville regional Council had excellent information on this back in my day and may still do so.</li> </ul>
<p><b>Other Initiatives</b></p>	<ul style="list-style-type: none"> <li>• Lobby the magistrate to order community service for minor offenders. Council can utilise these people to supplement their workforce at no cost. They can clean graffiti, do parks and gardens etc. It will require a supervisor but if worked well it will augment the workforce at no cost. It may also do wonders for the offender.</li> <li>• Lobby the State Government to provide low risk offenders in the justice system to be employed on Council works subject to their having the relevant skills required.</li> <li>• Lobby the Government to implement work for the dole strategies in regional areas where unemployment is high.</li> <li>• Mackay Council have just implemented a scheme where a landowner can have a number of campsites on his property. The application fee is only \$100 with an annual charge of about \$13 per campsite per year. This is a fantastic initiative to attract budget campers to your region. It not only provides an additional income for struggling property owners but also could boost tourism and provide a catchment for farm workers and Council staff.</li> <li>• Consider a call for volunteer positions within Council. You would know which tasks could be undertaken by volunteers but parks and gardens, cemeteries, town guides etc could be a start. Perhaps a smoko lady who delivers tea and coffee to desks rather than staff having extended smoko and lunch breaks. Others could collect lunches for staff and so on. Many retirees would relish the chance to be productive and get social interaction.</li> <li>• Lobby the Government to release skilled asylum seekers in detention centres to supplement Council staff and to provide support for agriculture. Why import new workers when we have thousands being paid by taxpayers in detention and going crazy? Their wages could be offset by their existing payments making them very affordable employees.</li> </ul>

## **8. Next Steps**

This Report will be presented to the General Council Meeting held 30 June 2021 alongside the service delivery review papers.

## 6.2 SERVICE DELIVERY REVIEW - ROAD MAINTENANCE

**Doc Id:** 1044751

**Author:** Jason Erbacher, Strategic Projects Manager

**Authoriser:** Lindsay McLeod, Acting General Manager Works

**Attachments:** Nil

### EXECUTIVE SUMMARY

At its general meeting of 30 October 2019, Council resolved to commence a Business Improvement Optimisation Program (BIOP) with the Queensland Treasury Corporation (QTC) to begin addressing its financial sustainability. This program included a review of Council's key cost drivers to identify and prioritise improvement initiatives and a service delivery review.

From September to December 2020 Council undertook a full service delivery review across Council. The Service Delivery Review Report was tabled and accepted by Council at its general meeting of 24 February 2021. Following this, Council engaged extensively with the community around some proposed service changes.

This report seeks to introduce a more frequent level of service under a new methodology to establish an annual whole of network maintenance program for the regions unsealed road network and realise operational savings to improve our Council's long-term sustainability.

### CORPORATE PLAN

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play:

#### OUR ROLE:

*A Provider*

#### OUR PRIORITY AREAS:

*3. Our united region*

### RECOMMENDATION

That Council receive the report as presented and resolves to introduce a revised road maintenance program conditional on:

1. Suitability of road type, formation, surface and pavement material.
2. Quarterly reporting of the revised road maintenance program to Councillors.
3. Deferred disposal (12 months) of any surplus plant currently utilised for road maintenance, subject to successful implementation of any methodology change.

### REPORT

Council began its Service Delivery Review (SDR) journey when it resolved its SDR principles at its 27 May 2020 general meeting. In September 2020 Door 3 Consulting was engaged to conduct a whole-of-Council Service Delivery Review, with the objective to enhance Council's financial sustainability by optimising service delivery. The final report was accepted by Council at its general meeting of 24 February 2021.

The first key finding in the report is that "service levels are not set through a balanced consideration of benefit, cost and risk". Council currently maintains its road network utilising a heavy formation grade methodology. Based on current maintenance methodology, Council has only been able to fund and undertake maintenance on approximately 33% of its road network each year, leaving 66% of the road network un-touched. This report seeks to introduce a more frequent level of servicing under a new methodology to establish an annual whole of network maintenance



program for the regions road network and realise operational savings to improve our Council's long-term sustainability.

If Council were to continue with its current methodology and practices, Council would need additional resources and a minimum of \$10 million in extra funding each year to maintain the regions unsealed road network. Current practices and budget are limiting maintenance to approximately 33% of the road network annually, leaving 66% of the road network un-touched with many roads not being serviced for years on end. Council needs to look at alternative options to provide an acceptable level of service to ratepayers having regard to the Council's financial capacity.

Council faces many challenges with its extensive road network, the 5<sup>th</sup> largest in Queensland. The road network is broken into 6 hierarchies as per the Austroads classification, these are specified in Table 1, totalling 3,227km of unsealed roads.

**Table 1 – Road Hierarchy**

Road Hierarchy	Length (km)	Example
Other State-Controlled Roads (TMR)	82	Gayndah-Mt Perry Road
4A (Principal Rural Road)	513	Monogorilby Road
4B (Collector Road)	367	Barram Road
5A (Rural/Residential Access Road)	1,291	Ross Crossing Road
5B (Minor Access Road)	784	Branch Creek Road
5F (Unformed Road)	190	Coppin Road
<b>Total</b>	<b>3,227</b>	

Continuing with a heavy formation grading methodology only, would only allow Council to maintain 1,315km of its unsealed road network a year under current budget constraints.

This report seeks to introduce a more frequent level of service under a new methodology to establish an annual whole of network maintenance program for the regions unsealed road network and realise operational savings to improve our Council's long-term sustainability.

The recommended strategy proposes utilising a light maintenance grade methodology alongside a revised heavy formation grading regime on selected roads, to service approximately 6,000km of roads to receive a level of regular maintenance throughout each year. That is nearly twice the total length of the regions unsealed road network.

Light maintenance grading is an alternate unsealed road maintenance treatment with a lower cost and higher daily production. This treatment and the operational efficiencies that support it would allow a quicker response time to unsealed road defects as more resources are spread evenly across the region within established "patrol grading zones".

The target service level for light maintenance grading is an average minimum of 4km a day, which has been benchmarked against other local government areas that utilise a similar maintenance grading approach. The efficiencies gained, process improvements and programming advantages of the proposed maintenance regime will free up resources to work on preventative maintenance and safety issues, e.g. drainage, road signage and vegetation maintenance, which has been detrimental to road network performance.

The recommended patrol grading zones are indicated in Figure 1 below.

**Figure 1 – Patrol Grading Zones**

Resourcing a more strategic maintenance model and employing light maintenance grading within established patrol grading zones will provide:

- Significant improvement from a road user point of view e.g. currently most users are seeing a grader, at best, once every three years. This will now be at least once a year and in some cases once every 3 months.
- Improved productivity and utilisation of plant.
- Improved asset life. Gravel roads are maintained more frequently and are therefore less susceptible to damage associated with poor maintenance practices e.g. effective drainage to remove water during times of rain.
- Inspection frequency is significantly improved due to the number of staff covering the network.
- Works programming that is much more accurate and predictable.

A recommended maintenance program will also provide the following efficiencies:

- Operators are much more accountable for productivity.
- Little reliance on water access.
- Less need for floating of equipment between jobs.

- Much higher plant utilisation.
- A reduction in risk due to improved response times.

This method requires a higher frequency of maintenance; however, the costs associated are significantly less. Savings of over **\$1.5 million** each financial year could be realised with this change in maintenance methodology. These savings will begin being fully realised in 22/23 once the implementation and processes have been tried and tested and:

- Staff training and capability is built
- Fit-for-purpose plant is made available

Following full implementation, the proposed maintenance frequency for the various road classifications across the region are indicated in Table 2 below:

**Table 2 – Proposed Maintenance Schedule**

<b>Gravel Road Maintenance Program</b>					
<b>Road Hierarchy</b>	<b>Road Length (km)</b>	<b>Improved Formation Grading Monthly Interval</b>	<b>Light Maintenance Monthly Interval</b>	<b>Improved Formation Grading Frequency per year</b>	<b>Light Maintenance Frequency per year</b>
Other State-Controlled Roads (TMR)	82	6	4	2	3
4A (Principal Rural Road)	513	12	4	1	3
4B (Collector Road)	367	-	4	-	3
5A (Rural/Residential Access Road)	1,291	-	6	-	2
5B (Minor Access Road)	784	-	12	-	1
5F (Unformed Road)	190	-	12	-	1
<b>Total</b>	<b>3,227</b>				

Considerations for determining the suitability of light formation grading on any road, to safeguard against any detrimental outcomes, include:

- The current formation of the road
- Suitability of material
- Drainage
- Adjacent houses to the road (dust impacts)
- Traffic volumes
- Timing of peak traffic times (e.g. citrus season)

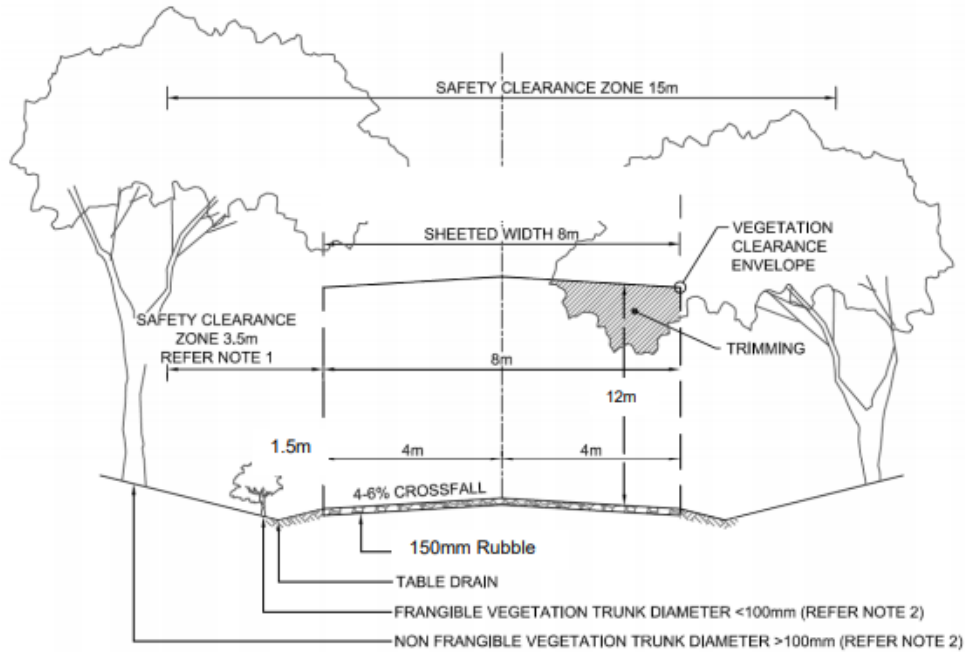
Council will need to ensure that all future re-sheeting on rural roads has more rigorous materials selection and construction standards to significantly improve the network's longevity under the revised maintenance model.

Figure 2 below indicates the minimum acceptable standard for future road formation works, along with Figure 3, which indicates the type of material suitable for unsealed roads.

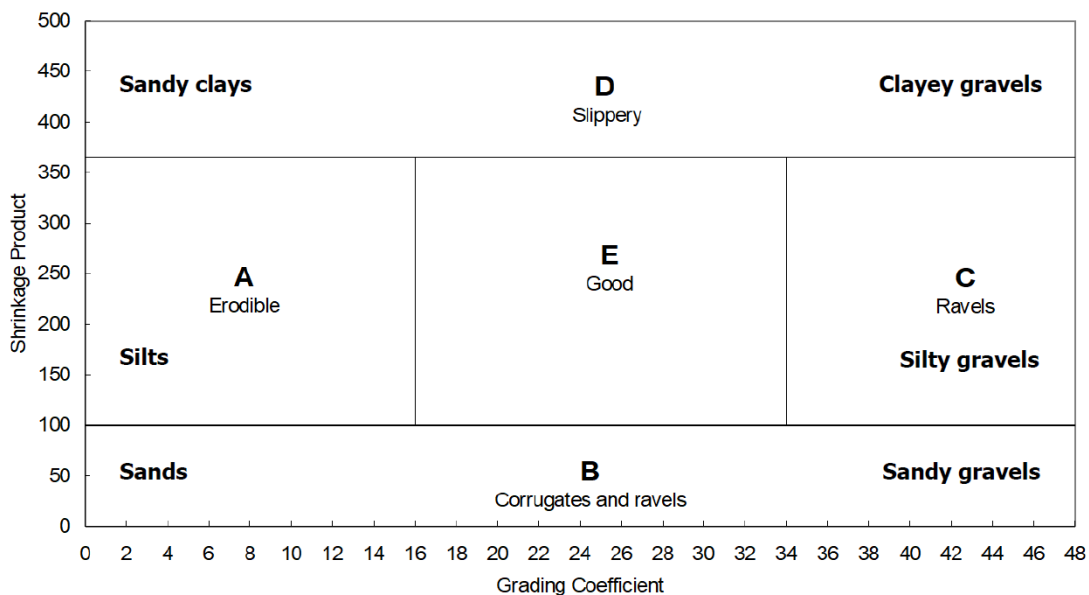
Improvements on the road network will be realised as the recommended practices and resourcing strategies are implemented including:

- Building technical expertise
- Staff training and capability
- Improvement in quality control around material sources and testing
- Implementation of the approved standard drawings and guidelines (where possible)

**Figure 2 – Road Formation Standard Example**



**Figure 3 – Road Material Suitability**



The proposed changes will require a streamlining of staff that the Chief Executive Officer would implement to ensure the effective delivery of the proposal. This would be designed to support a regional approach and the variety of works required, along with resourcing critical areas that are not currently resourced:

- Improved formation grading crews

- Light formation grading operators
- Pothole patching crews
- Signage crews
- Mobile routine plant maintenance crews
- Construction and maintenance project supervision and programming

**Fit-for-purpose and well-maintained fleet:**

To ensure the delivery of an effective and efficient enhanced maintenance program for Council, consideration has been given to the provision and maintenance of Council's plant and vehicle fleet.

This report proposes to move from a "breakdown maintenance model" to a preventative maintenance model. The proposed Fleet Replacement Program would look to replace and upgrade vehicles and plant based on an economic service life and utilisation strategy.

Council does not have the budget to meet industry standard replacement guidelines and has set a framework that balances the need for fit-for-purpose plant with budget. This framework is only able to be implemented conditional on budget allocation. The revenue from all sales of disposed fleet will be returned into the fleet budget to fund replacements.

**Table 3 – Fleet Replacement Guidelines**

Item	Industry Standard	NBRC Policy
Light Vehicles	4 years or 100,000km	6 years or 150,000km
Trucks 4.5-12T GVM	6 years or 150,000km	10 years or 250,000km
Trucks 12T> GVM	8 years or 500,000km	15 years or 400,000km
Tractors	7 years or 5,000 hours	6,500 hours
Mowers	5 years or 2,000 hours	2,500 hours
Road Plant	10 years or 8,000 hours	10 years or 10,000 hours

In summary, the North Burnett Regional Council has insufficient funding available to meet the demands of maintaining the regions extensive unsealed road network. The proposed structural efficiencies and methodology changes recommended will deliver a greatly enhanced road maintenance program while building organisational and operational capacity and deliver efficiency savings for the community.

**CONSULTATION**

Councillors commenced engagement in October 2020 regarding a new Corporate Plan and what is important to the community. This engagement included listening posts, a telephone survey, online and hardcopy survey and a community meeting in each of the regions six key towns. Results of this engagement was shared with the community in December 2020.

Multiple Councillor information sessions were held between December 2020 and June 2021 to discuss service change scenarios.

Over April and May 2021, Councillors took proposed changes to road maintenance methodology to community. The engagement included an information session held in each of the regions six key towns (also made available online) and an online and hardcopy feedback form. Over 430 individual submissions were received. These submissions have been summarised in an Engagement Report tabled alongside this report.

Staff engagement was also undertaken alongside community engagement to discuss and seek feedback on the proposals. This feedback has been provided to Councillors to assist with decision making.

**RISK IMPLICATIONS****Reputation / Political**

Council may receive negative feedback around this service change. Engagement feedback indicates that many of the respondents just want to see an improvement to the maintenance of their unsealed roads. The risk of doing nothing is that Council will continue to offer a service that is not optimised and realise no operational savings to reduce the ongoing deficit position.

**Occupational Health & Safety (WHS)**

The recommendation does include the need for remote and/or lone workers. Controls will be put in place including GPS tracking, emergency triggers and appropriate procedures.

**Financial Impact**

There are substantial financial savings of over \$1.5 million a year to reduce operational costs while improving service delivery across the region. There are no substantial additional costs to implement this service change.

**Legal & Regulatory**

Industrial relations processes will need to be followed to enact any recommended changes.

**Environmental**

Proposed changes will have a positive impact on environmental management, reducing incidences of erosion and improved drainage of water.

**Property & Infrastructure**

The proposal includes recommendations for fit-for-purpose fleet to support this service delivery.

**Human Resources**

The recommendation does have an impact on the full-time equivalent positions required in the team to provide road maintenance service delivery. The proposal has built in sufficient resourcing to deliver the specified level of service. Staff and their Unions have been consulted as specified in the NBRC Certified Agreement. Both groups are aware that at this stage, the changes to methodology are only proposed and a final resolution must be made by Councillors, in line with the endorsed SDR principles. If the proposed changes are endorsed by Councillors, then staff and their respective Unions will be consulted throughout any implementation process and follow steps as set out in the Certified Agreement and any industrial relations instruments.

**Information Communications Technology**

There are no increased ICT requirements as part of this recommendation.

**Service Delivery**

The proposal seeks to increase service delivery by providing more frequent road maintenance and resourcing services like pot-hole patching and signage.

**Climate**

Not applicable.

**KEY MESSAGE**

It is imperative that Council develops cost effective service delivery outcomes to remain sustainable into the future. This proposal, when fully implemented, aims to deliver a road maintenance programme that will deliver safer and serviceable roads to the community that will save an estimated \$1.5 million annually.

The community will receive improved levels of service from seeing a grader more frequently on their road to improved signage, road formation and drainage. All essential items in getting the basics right.

### 6.3 SERVICE DELIVERY REVIEW - SWIMMING POOLS

**Doc Id:** 1044763

**Author:** Jason Erbacher, Strategic Projects Manager

**Authoriser:** Lindsay McLeod, Acting General Manager Works

**Attachments:** Nil

#### EXECUTIVE SUMMARY

At its general meeting of 30 October 2019, Council resolved to commence a Business Improvement Optimisation Program (BIOP) with the Queensland Treasury Corporation (QTC) to begin addressing its financial sustainability. This program included a review of Council's key cost drivers to identify and prioritise improvement initiatives and a service delivery review.

From September to December 2020 Council undertook a service delivery review across Council. The Service Delivery Review Report was tabled and accepted by Council at its general meeting of 24 February 2021. Following this, Council engaged extensively with the community around some proposed service changes.

As part of Council's service delivery review, it was recognised that further investigation needs to be undertaken to fully understand the asset condition, operational and future capital cost implications for Council and the overall importance of the pools to our community. Council currently owns and operates pools in Biggenden, Eidsvold, Gayndah, Monto and Mundubbera. Community feedback was collected as part of Council's *Between a Rock and a Hard Place* regional tour.

This report seeks to clarify Council's position on the ongoing operation and management of the region's community swimming pools and how Council can respond to community feedback while realising operational savings to improve our Council's long-term sustainability.

#### CORPORATE PLAN

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play:

**OUR ROLE:**

*A Provider*

**OUR PRIORITY AREAS:**

*5. Our efficient and effective council*

#### RECOMMENDATION

It is recommended that:

- 1) Further investigation and condition assessment of the region's pools is undertaken.
- 2) A fit for purpose asset management strategy is developed.
- 3) Review the operating agreements to ensure the most effective delivery of the service to the community and report to Council on the outcomes.

#### REPORT

Pools are significant pieces of infrastructure in any community that have high operation and maintenance costs and need replacement over time. Most are at the end of their design life and some are at that point prematurely, due to soil conditions and inherent design shortfalls.

It is noted that all pools in the region will need to be replaced or undergo significant structural and other upgrades over the next 10 years. While the Eidsvold and Gayndah pools are in the better



condition, the Mundubbera, Monto and Biggenden pools will require significant works in the very near future.

It currently costs Council over \$650,000 a year in operational expenditure to operate the region's pools. Regular maintenance (e.g. painting, minor structural and equipment repairs) are required on top of this each year and is a consideration for Councillors capital budget annually.

As the asset owner, Council carry's a high-risk level. This includes:

- Ensuring trained and qualified operators are engaged to safely operate the pools
- Compliance obligations from an environmental health aspect (water treatment)
- Changes to Royal Life Saving Australia Guidelines for Safe Pool Operations
- Ensuring all abilities access and appropriate facilities
- Workplace Health and Safety risks due to aging infrastructure, chemical storage and use and dated designs

Ongoing financial considerations for pools include:

- Major capital works funding for structural repairs, upgrades, or replacement as required
- Operational and minor capital works funding for emergent works on pool infrastructure as required
- Development of enhanced operating models
- Fees and charges for users

Further investigations are required including a full condition report on the region's pools, conducted by specialist consultants, together with development of an updated asset management plan. This work will provide an important guide for Council on relevant maintenance and management strategies and the future costs to be expected. It is anticipated that the investigations will include both non-destructive and destructive methods.

Advocacy around operational funding for service delivery will also be a key requirement for the ongoing sustainability of the Council and ability to continue to operate all pools into the future.

Should unexpected failures occur at any pool facility, temporary closures may be required until sufficient funds are made available for remedial works.

Council recognises that pools play a vitally important role in the community, being a centre where kids learn the vital skill of swimming, a sporting hub, a social gathering area for families and friends and an exercise and rehabilitation option for seniors.

North Burnett residents provided feedback during engagement undertaken in October 2020 to inform a new Corporate Plan. Results ranked the region's pools in the bottom 10 of importance to community. This ranking came from a random sample of 500 residents.

As part of community engagement over April and May 2021, Councillors discussed with the community the number of pools operating in the region and some of the associated infrastructure risks. The engagement included an information session held in each of the region's six (6) key towns and an online and hardcopy feedback form. Over 430 individual submissions were received.

Nearly 50% of the respondents indicated that the community wish to see funding remain at the current level. Additionally, 25% of the respondents wish to see all pools remain in operation and alternative funding models explored with 3.5% responding in favour of reducing the number of operating pools in the region.

## **CONSULTATION**

Councillors commenced engagement in October 2020 around a new Corporate Plan and what is important to the community. This engagement included listening posts, a telephone survey, online and hardcopy survey and a community meeting in each of the region's 6 key towns. The result of this engagement was shared with the community in December 2020.

Multiple councillor information sessions were held between February and June to discuss service change scenarios.

Over April and May 2021, Councillors took proposals around the number of pools operated in the region to community. The engagement included an information session held in each of the region's six (6) key towns (also made available online) and an online and hardcopy feedback form. Over 430 individual submissions were received. These submissions have been summarised in an Engagement Report, tabled alongside this report.

## **RISK IMPLICATIONS**

### **Reputation / Political**

No adverse decision proposed in this report. The risk of doing nothing is that Council may face increased community pressure should any pool infrastructure fail, adversely affecting Council's financial position in absence of appropriate asset management planning to address the infrastructure issue.

### **Occupational Health & Safety (WHS)**

Community (Public) Swimming Pools present a number of hazards that may contribute to the risk of injury, illness or death. Council as the owner of a community pool has both a legal and a community obligation to meet the requirements of a range of legislation, Australian Standards and industry guidelines when managing these pools. As far as is reasonably practicable Council will ensure that community swimming pools do not place people, property or the environment at unacceptable levels of risk, harm or injury.

### **Financial Impact**

The financial impact on Council from the operation of pools is significant, with ongoing maintenance and future capital works placing a heavy burden on Council's financial sustainability.

### **Legal & Regulatory**

Council maintains a low risk appetite for non-compliance with legal and regulatory requirements. Council is committed to ensuring that community swimming pools are operated in accordance with prescribed operating standards.

### **Environmental**

Council has sufficient processes in place to ensure water standards are met to ensure compliance with environmental regulations associated with the operation of the region's pools.

### **Property & Infrastructure**

The region's pools and associated infrastructure are at or approaching the end of their design life with further structural issues being exacerbated by soil conditions and design shortfalls. This creates significant pressure on Council's ongoing budgetary considerations.

### **Human Resources**

Managing pool leases, facility maintenance, water supply and water quality requirements requires extensive support from a range of Council staff.

### **Information Communications Technology**

Not applicable.

**Service Delivery**

Community pools are important for maintaining and promoting active lifestyles as well as providing health benefits. It is imperative that community pools are maintained and operated in a safe and efficient manner.

**Climate**

Not applicable.

**KEY MESSAGE**

Council appreciates the importance of pools to the community and is seeking solutions to ensure fair access to pools in the North Burnett Region.

## 6.4 SERVICE DELIVERY REVIEW - MOWING OF LAND

**Doc Id:** 1044766

**Author:** Jason Erbacher, Strategic Projects Manager

**Authoriser:** Lindsay McLeod, Acting General Manager Works

**Attachments:** Nil

### EXECUTIVE SUMMARY

At its general meeting of 30 October 2019, Council resolved to commence a Business Improvement Optimisation Program (BIOP) with the Queensland Treasury Corporation (QTC) to begin addressing its financial sustainability. This program included a review of Council's key cost drivers to identify and prioritise improvement initiatives and a service delivery review.

From September to December 2020 Council undertook a service delivery review across Council. The Service Delivery Review Report was tabled and accepted by Council at its general meeting of 24 February 2021. Following this, Council engaged extensively with the community around some proposed service changes.

As part of Council's service delivery review, the areas that maintained by Council's Parks and Open Spaces Staff was reviewed. This preliminary review found a range of private and State Government owned land that was maintained by Council with no funding to cover the cost of maintenance. This report seeks an endorsed position on what land Council is required to maintain.

### CORPORATE PLAN

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play:

#### OUR ROLE:

*A Provider*

#### OUR PRIORITY AREAS:

*4. Our vibrant and naturally beautiful region*

### RECOMMENDATION

That Council withdraw maintenance services from land that is not under Council's stewardship or ownership.

### REPORT

In early 2021, Council Officers commenced a preliminary review of the range of areas that Council's Parks and Open Spaces staff maintain.

There were anomalies found in the review, where land that was owned by a private organisation or the State Government is being maintained by Council. An example of this is vacant blocks of land in Mulgildie owned by the State Government. This takes staff and resources away from maintaining key areas, including town entrances, parks and cemeteries. It also sets inconsistent service levels, by providing additional services to private entities or community groups in one town over the equivalent organisation in another town.

By withdrawing our maintenance of these sites, it will allow the staff time and resources to undertake works at core community service areas that the Parks and Open Spaces Staff are responsible for, including:

- Mowing parks (40 in total), rest areas, nature reserves (32 in total) and town streets
- Cleaning public conveniences
- Maintenance of playground equipment

- Park furniture and playground inspections
- Cemetery maintenance (11 individual cemeteries)
- Urban tree maintenance and care
- Sports facility mowing, irrigation and pest management (5 in total)

Councillors engaged with the community during October 2020 regarding the new Corporate Plan. A finding from this engagement was the community wish to see Council keep its assets maintained to a good level. This proposal prioritises Council resources to manage and maintain Council assets. It is anticipated that this service change will provide improved service delivery to core community areas and facilities.

Councillors engaged with the community regarding the proposed change to service level as part of its *Between a Rock and a Hard Place* regional tour. The findings are as follows:

- 24% of respondents said Council should just stop mowing non-Council land
- 21% wanted to see the service remain at the current level
- 19% of respondents wished to see their towns well-presented and tidy, but the landowner should be responsible for this service or be charged for it
- 36% either didn't provide a response or would like further information

There will be obligations of the relevant landowners to manage and maintain their land if Council withdraw from maintaining it. Possible consequences could be unsightly grass, vermin and an increased fire risk. These issues and risks will need to be addressed by the landholder and any inaction to do so will be dealt with as per Council's Local Laws.

Landholders, including the State Government may look to contract out works for the maintenance of their land, which may be an opportunity for local contractors.

Any withdrawal of maintenance services will include liaison with affected landholders. These conversations will take place prior to any change in service, with transitions taking place throughout the 2021/2022 financial year. Council will not see the full savings of this service change until the 20200/2023 financial year once all transition periods have taken place.

## **CONSULTATION**

Councillors commenced engagement in October 2020 regarding a new Corporate Plan and what is important to the community. This engagement included listening posts, a telephone survey, online and hardcopy survey and a community meeting in each of the regions 6 key towns. Results of this engagement was shared with the community in December 2020.

Multiple councillor information sessions were held between February and June to discuss service change scenarios.

During April and May 2021, Councillors discussed proposed changes to the mowing of land to community. The engagement included an information session held in each of the regions 6 key towns (also made available online) and an online and hardcopy feedback form. Over 430 individual submissions were received. These submissions have been summarised in an Engagement Report, tabled alongside this report.

## **RISK IMPLICATIONS**

### **Reputation / Political**

There was a good level of community sentiment supporting a change to this service level and it is anticipated that the community will see improved levels of service to Council owned land including parks and cemeteries. The risk of doing nothing is that Council Officers will continue to be stretched, maintaining areas that are not Council's responsibility, while core service areas are not maintained to community expectation.

**Occupational Health & Safety (WHS)**

This service change will contribute positively to workplace health and safety, ensuring staff are only maintaining areas that are Council's responsibility, reducing liability and risk.

**Financial Impact**

There is expected efficiencies and savings from not maintaining land that doesn't belong Council. This will contribute to Council's long-term financial sustainability.

**Legal & Regulatory**

Landowners will be engaged with prior to any changes taking place and any long-standing or verbal agreements that are currently in place will be negotiated in line with the Council resolution.

**Environmental**

There may be some risk of unsightly grass, vermin and an increased fire risk that is the responsibility of the landowner and will be addressed in line with Council's Local Laws.

**Property & Infrastructure**

Not applicable.

**Human Resources**

Resources will be able to be re-allocated to core service delivery of Council owned land.

**Information Communications Technology**

Not applicable.

**Service Delivery**

If the proposed change is endorsed, it is anticipated that this service change will provide improved service delivery to core community areas and facilities.

**Climate**

Not applicable.

**KEY MESSAGE**

It is important that we treat Council like any good business and ensure the maintenance responsibility of land sits with the relevant user and owner.

This proposal would create consistency across our region and provide improved service delivery to our core community areas and facilities that are under Council's ownership and responsibility.

## 6.5 SERVICE DELIVERY REVIEW - CUSTOMER SERVICE AND LIBRARIES

**Doc Id:** 1044744

**Author:** Jason Erbacher, Strategic Projects Manager

**Authoriser:** Susie Glasson, General Manager Corporate and Community

**Attachments:** Nil

### EXECUTIVE SUMMARY

At its general meeting of 30 October 2019, Council resolved to commence a Business Improvement Optimisation Program (BIOP) with the Queensland Treasury Corporation (QTC) to begin addressing its financial sustainability. This program included a review of Council's key cost drivers to identify and prioritise improvement initiatives and a service delivery review.

From September to December Council undertook a full service delivery review across Council. The Service Delivery Review Report was tabled and received by Council at its general meeting of 24 February 2021. Following this, Council engaged extensively with the community around some proposed service changes. This report seeks endorsement of service delivery changes to the operating hours of Customer Service and Library Centres across the region that will contribute to Council's ongoing sustainability for future generations. Adopting the proposed changes will continue to provide a Customer Service and Library service in each of the North Burnett current six towns. The reduction in operation hours is proposed to deliver an approx. saving of \$350,000 to the draft 2021/22 budget. This amount has already been included in the draft budget for Council adoption.

### CORPORATE PLAN

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play:

#### OUR ROLE:

*A Provider*

#### OUR PRIORITY AREAS:

*5. Our efficient and effective council*

### RECOMMENDATION

That Council changes the operating hours of its Customer Service and Library Centres to achieve a continued level of services and operational savings by operating facilities as set out below:

- Mundubbera – 3 weekdays a week
- Monto – 3 weekdays a week
- Gayndah – 3 weekdays a week
- Biggenden – 2 weekdays a week
- Eidsvold – 2 weekdays a week
- Mt Perry – 2 weekdays a week

### REPORT

Council began its Service Delivery Review (SDR) journey when it resolved its SDR principles at the 27 May 2020 general meeting. In September 2020 Council undertook a whole-of-Council SDR, with the objective to enhance Council's financial sustainability by optimising service delivery. The final report was accepted by Council at its general meeting of 24 February 2021.



The first key finding in the report is that “service levels are not set through a balanced consideration of benefit, cost and risk”. Council currently operates Customer Service and Library Centres right across the region. These centres are all operated 5 days a week, with Monto, Eidsvold, Mundubbera and Gayndah sites also open from 9am to 12pm on Saturdays.

This report seeks to optimise and rationalise service delivery to ensure that services remain in our communities. The model seeks to maintain full-time work for local staff while ensuring a customer service and library service in each of our 6 key communities. Proposed operating hours are:

- Mundubbera – 3 weekdays a week
- Monto – 3 weekdays a week
- Gayndah – 3 weekdays a week
- Biggenden – 2 weekdays a week
- Eidsvold – 2 weekdays a week
- Mt Perry – 2 weekdays a week

The reduction in operating days across sites within the proposed model allows:

- Removal of all Saturday trading

Saturday trading has a significant cost to council as it requires the use of additional staff including casuals, costing Council around \$75,000 each year to operate in wages alone. Utilisation of facilities on Saturdays are not high and does not provide value for money to Council or the community.

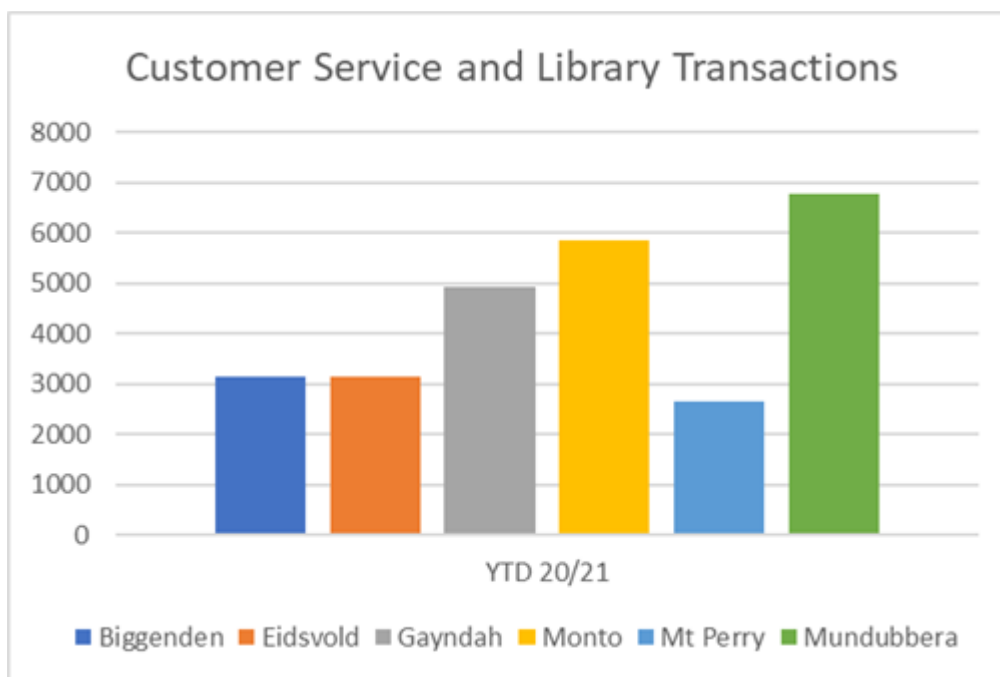
- Efficient use of staff across the region

This model provides greater flexibility in rostering of staff. Staff are available to cover required breaks i.e. morning tea and bathroom breaks and provide coverage for annual and long service leave, RDO's and unplanned sick leave. This ensures minimal closures of sites due to unavailability of staff and continuity of service delivery. This also reduces the risk of variance to site opening hours due to unplanned sick leave.

Proposed opening days are set out below. Should a resident urgently need to access a service, an alternative centre will be available within 1 hour.

- Ability to support rostering practices that address the traffic flow and service demands at centres i.e. centres with greater number of transactions are staffed more days than centres that conduct less transactions.

Historically higher traffic flow and customer service demand has occurred in the Monto, Gayndah and Mundubbera centres which supports. The higher utilisation underpins the proposal to operate these centres across more days than the centres with a lower demand. Total transactions at each site over the past 4 years can be seen in Figure 1 below.



**Figure 1 – Total Transactions per site**

- Maintain a Customer Service and Library centre in all existing locations with no closure of sites

The Customer Service and Libraries team provide a range of services to the community that supports the work of all other departments of Council. This includes duties such as community education on fees and charges, Council facility key management and advisory on council procedures. The Customer Service and Libraries team support the dissemination of correct and accurate information and link our communities to the services that council provides. The team are the first point of contact for “How do I?” enquiries from the community and are integral in resolving many enquiries at first point of contact.

- Staff work collaboratively and not in isolation

The proposed model of staffing allows for collaboration across team members and supports a workplace that avoids burnout of employees by sharing the workload.

Working in a team maximises staff involvement and engagement in their duties and provides a level of accountability both to their colleagues and the team. Staff can debrief after a difficult customer or transaction and feel a sense of belonging within the organisation.

The advantages of teamwork include:

- Working together facilitates idea generation and creativity
- Teamwork improves productivity and brings better business results
- Working in teams has proven to boost employee morale and motivation
- Teamwork encourages taking healthy risks
- When we work together, we learn faster
- Teamwork has been shown to relieve stress
- Working together improves customer service

Staff have expressed concerns over security at offices when working alone and have reported instances of physical threats and behaviour that have warranted patrons to be asked to leave a centre. This is a WHS issue and risk to the organisation. Many of our communities also do not have a fulltime police presence and response to incidents is often significantly delayed. Staffing sites at the level proposed gives support and reassurance to staff that if an incident was to occur, they have backup and an alarm can be raised.

- State Libraries Queensland (SLQ) requires Council to undertake library programming, as follows:

North Burnett Regional Council is part of the Rural Libraries Queensland (RLQ) network. This is a collaboration between local governments and State Library of Queensland to provide high quality public library services to rural Queensland and regional councils with populations under 15,000. RLQ library services are delivered by Council, subject to the terms of the Service Level Agreement with the Library Board of Queensland. Council's obligations of the Service Level Agreement, requires that the following is provided:

1. A free public library service including "services and programs that promote knowledge, literacy, social inclusion and diversity, and emerging technologies to the community" and assistance to use the "library facilities and resources".
2. Management and operational practices which strive to meet or exceed the public library standards and guidelines.

The standards state, 'Library programs are core to library operations as they have the capacity to efficiently deliver real and significant benefits to individuals and communities'.

Importantly, there is capacity to still deliver programming under this proposed staffing model with casual support including early literacy First 5 Forever program, school holiday programming, reference services and technology support including how to use Library and government online services.

- The cost savings from reduction of wage costs and full-time equivalent staffing numbers (FTE) from the existing business model are as follows:

Existing Model	Proposed Model
Operating Costs \$1,335,800 p.a.	Operating Costs \$959,272 p.a.
<b>Total Savings - \$376,528 p.a.</b>	

- Reduction of the site operating costs of opening centres 5 days a week

Some operational savings will be realised by having centres open fewer days, including:

- Electricity
- Gas
- Staff consumables
- Cleaning products and consumables
- Telephone expenses
- Contract cleaning

Savings could be realised to the value of approximately \$78,000 per annum.

- Review of Services Australia (Centrelink and Medicare) and Smart Services (QGAP) offered in Eidsvold, Mundubbera, Gayndah and Biggenden

Council currently offers services to the community on behalf of the State and Federal Governments. Currently the following services are offered:

- Services Australia (Centrelink and Medicare) in Mundubbera, Gayndah and Biggenden
- Smart Services (QGAP) in Eidsvold and Mundubbera

This model includes a review of these services in negotiation with the State and Federal Government Departments on whether these services are offered at Council sites, or by another organisation in the community. Delivering these services take staff away from our core, Council service delivery and may be better managed and serviced by other providers.

Council does not wish for these services to be lost to the community but offered by another organisation other than Council.

### **Summary**

The proposed model supports staff development and collaboration, whilst maintaining services in all of Council's current sites. This model also provides a staffing level that will meet the current customer service demand.

This model delivers cost savings to Council in the Libraries and Customer Service department of over \$370,000 a year while continuing to deliver services in all 6 key communities. Community sentiment expressed in engagement indicated that residents would accept a reduction in opening days on the provision that the service was not entirely lost to their community.

### **CONSULTATION**

Councillors commenced engagement in October 2020 regarding a new Corporate Plan and what is important to the community. This engagement included listening posts, a telephone survey, online and hardcopy survey and a community meeting in each of the regions six key towns. Results of this engagement was shared with the community in December 2020.

Multiple Councillor information sessions were held between December 2020 and June 2021 to discuss service change scenarios.

Over April and May 2021, Councillors took proposed changes to Customer Service and Libraries service levels to community. The engagement included an information session held in each of the regions six key towns and the presentation was made available online. The community were invited to provide feedback via an online and hardcopy feedback forms. Over 430 individual submissions were received. These submissions have been summarised in an Engagement Report tabled alongside this report.

Staff engagement was also undertaken alongside community engagement to discuss and seek feedback on the proposals. This feedback has been provided to Councillors to assist with decision making.

### **RISK IMPLICATIONS**

#### **Reputation / Political**

Engagement feedback indicates that many of the respondents would accommodate reduced hours if it meant keeping the service in their community and not having to travel to another town. The risk of doing nothing is that Council will continue to offer a service that is not optimised and realise no operational savings to reduce the ongoing deficit position.

#### **Occupational Health & Safety (WHS)**

The recommendation provides for minimal single officer operating days in centres to address staff welfare and safety.

**Financial Impact**

There are substantial financial savings of over \$375,000 a year to reduce operational costs while retaining services in each of the regions 6 key communities. There are no substantial costs to implement this service change.

**Legal & Regulatory**

In line with Council's obligations under the Certified Agreement, staff and their unions have been consulted on the proposed changes to service levels. Staff feedback has been discussed with Council's Chief Executive Officer and Councillors. Industrial relations processes will need to continue be followed to enact any recommended changes. Contracts with Services Australia and Smart Services will need to be negotiated and reviewed in line with any Council decision made.

**Environmental**

Not applicable.

**Property & Infrastructure**

The recommendation does not provide for any key changes to property and infrastructure.

**Human Resources**

The recommendation does have an impact on the full-time equivalent positions required in the team to deliver frontline Customer Service and Library functions. The proposal has built in sufficient resourcing to deliver the specified level of service. Staff will be consulted throughout any implementation process and follow steps as set out in the Certified Agreement and any industrial relations instruments.

**Information Communications Technology**

There are no increased ICT requirements as part of this recommendation.

**Service Delivery**

The recommendation does have an impact on opening days of centres, with changes in the number of days being open each week. Saturday opening days have been removed. The proposal includes support to be able to continue to deliver library programming, cemeteries and other administration support duties as required to support the organisation and ensure a high level of customer service.

**Climate**

Not applicable.

**KEY MESSAGE**

It is important that Council continues to find ways to optimise services and reduce its operating deficit. This service change continues to deliver customer service and library centres in each of our 6 key centres in line with the statistics around usage.

## 6.6 SERVICE DELIVERY REVIEW - WASTE MANAGEMENT FACILITIES

**Doc Id:** 1044745

**Author:** Jason Erbacher, Strategic Projects Manager

**Authoriser:** Susie Glasson, General Manager Corporate and Community

**Attachments:** Nil

### EXECUTIVE SUMMARY

At its general meeting of 30 October 2019, Council resolved to commence a Business Improvement Optimisation Program (BIOP) with the Queensland Treasury Corporation (QTC) to begin addressing its financial sustainability. This program included a review of Council's key cost drivers to identify and prioritise improvement initiatives and a service delivery review.

From September to December 2020 Council undertook a full service delivery review across Council. The Service Delivery Review Report was tabled and accepted by Council at its general meeting of 24 February 2021. Following this, Council engaged extensively with the community around some proposed service changes.

This report seeks to introduce an optimised delivery of Waste Management Facilities across the region that will realise operational savings to improve our Council's long-term sustainability.

### CORPORATE PLAN

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play:

#### OUR ROLE:

*A Provider*

#### OUR PRIORITY AREAS:

*5. Our efficient and effective council*

### RECOMMENDATION

That Council changes the operating hours of its Waste Management Facilities to achieve a continued level of service and operational savings by operating facilities as set out below:

- Mundubbera – 32 hours a week
- Biggenden – 12 hours a week
- Eidsvold – 12 hours a week
- Gayndah – 12 hours a week
- Monto – 12 hours a week
- Mt Perry – 12 hours a week

### REPORT

The Queensland State Government has now committed to a zero-waste future. This has had implications on how our traditional landfills across the region operate. Over the past couple of years Council, in line with its Waste and Recycling Plan, has moved towards a regional approach, with Mundubbera being the regional landfill facility and waste transfer stations being installed in all 5 other facilities.

The State Waste Levy introduced has a cost implication to Council of approximately \$500,000. This is in addition to normal operating costs. The largest proportion of Council's operating costs is wages for staff to supervise the facilities when open.

Waste management facilities across the region currently have inconsistent opening hours. Table 1 shows the current utilisation of those hours, where a majority only see between 2-5 vehicles an hour. The ideal amount is over double this at 10 vehicles an hour.

**Table 1 – Vehicles per Hour Comparison**

	NOV	DEC	JAN	Average	Week Hours	Hours/ Month	Vehicles/ Hour
<b>Mundubbera</b>	612	684	690	662	32	139	5
<b>Mount Perry</b>	243	247	273	254	16	69	4
<b>Monto</b>	529	503	598	543	37	160	3
<b>Gayndah</b>	460	490	481	477	33	141	3
<b>Eidsvold</b>	207	237	237	227	32	139	2
<b>Biggenden</b>	610	682	619	637	20	87	7

In order to optimise the service delivery, it is proposed to make the opening hours consistent. It is proposed that the Mundubbera site operates for longer hours as this is the regional landfill for commercial waste. Kerbside collection in all towns is also disposed of here.

All centres would be open at least 1 day over the weekend, with the other hours being weekdays during business hours. Continuing to operate on the weekend is in line with community feedback.

**Table 2 – Opening Hours Comparison**

	Current Hours	Proposed Hours
<b>Mundubbera</b>	32	<b>32</b>
<b>Mount Perry</b>	16	<b>12</b>
<b>Eidsvold</b>	32	<b>12</b>
<b>Gayndah</b>	32.5	<b>12</b>
<b>Monto</b>	37	<b>12</b>
<b>Biggenden</b>	20	<b>12</b>

45% of respondents in the community noted that they would accept reduced hours as long as the service remained in their community and was not taken away totally. Savings are anticipated to be approximately \$150,000 a year once a full transition has taken place.

## CONSULTATION

Councillors commenced engagement in October 2020 around a new Corporate Plan and what is important to the community. This engagement included listening posts, a telephone survey, online and hardcopy survey and a community meeting in each of the regions 6 key towns. Results of this engagement was shared with the community in December 2020.

Multiple councillor information sessions were held between February and June to discuss service change scenarios.

Over April and May 2021, Councillors discussed proposed changes to the Waste Management Facilities to community. The engagement included an information session held in each of the regions 6 key towns (also made available online) and an online and hardcopy feedback form. Over 430 individual submissions were received. These submissions have been summarised in an Engagement Report, tabled alongside this report.

Staff engagement was also undertaken alongside community engagement to discuss and seek feedback on the proposals. This feedback has been provided to Councillors to assist with decision making.

## **RISK IMPLICATIONS**

### **Reputation / Political**

Engagement feedback indicates that many of the respondents could accommodate reduced hours if it meant keeping the service in their community and not having to travel to another town. The risk of doing nothing is that Council will continue to offer a service that is not optimised and realise no operational savings to reduce the ongoing deficit position.

### **Occupational Health & Safety (WHS)**

The recommendation provided does not increase any risks to staff or contractors.

### **Financial Impact**

There are substantial financial savings of over \$150,000 a year to reduce operational costs while retaining services in each of the regions 6 key communities. There are no substantial costs to implement this service change.

### **Legal & Regulatory**

Industrial relations processes will need to be followed to enact any recommended changes and contractual arrangements will be updated as required.

### **Environmental**

A reduction in opening hours may result in a level of illegal dumping or use of park bins. These practices already occur to some extent with enforcement action available to Council. The *Environmental Protection Act 1994 (Qld)* and the *Waste Reduction and Recycling Act 2011 (Qld)* prescribes standards that Council must comply with regarding the management of waste facilities. Recent amendments to legislation have increased the level of compliance that Council must observe specifically in regard to waste data and the levy that is imposed by the State.

### **Property & Infrastructure**

No change to property and infrastructure required to enact the proposed changes.

### **Human Resources**

The recommendation does have an impact on the full-time equivalent positions required in the team to supervise Waste Management Facilities. The proposal has built in sufficient resourcing to deliver the specified level of service. Staff will be consulted throughout any implementation process and follow steps as set out in the Certified Agreement and any industrial relations instruments.

### **Information Communications Technology**

Not applicable.

### **Service Delivery**

The recommendation does have a significant impact on opening hours of facilities, with changes in the number of days being open each week. There may be a need for residents to que to access the facility at peak times.



**Climate**

Not applicable.

**KEY MESSAGE**

It is important that we treat Council like any good business and optimise services based on evidence. This service change continues to deliver waste services in each of our 6 key centres in line with best practice.

## 6.7 SERVICE DELIVERY REVIEW - SHOWGROUNDS

**Doc Id:** 1044764

**Author:** Jason Erbacher, Strategic Projects Manager

**Authoriser:** Susie Glasson, General Manager Corporate and Community

**Attachments:** Nil

### EXECUTIVE SUMMARY

At its general meeting of 30 October 2019, Council resolved to commence a Business Improvement Optimisation Program (BIOP) with the Queensland Treasury Corporation (QTC) to begin addressing its financial sustainability. This program included a review of Council's key cost drivers to identify and prioritise improvement initiatives and a service delivery review.

From September to December 2020 Council undertook a full-service delivery review across Council. The Service Delivery Review Report was tabled and accepted by Council at its general meeting of 24 February 2021. Following this, Council engaged extensively with the community around some proposed service changes.

As part of Council's service delivery review, the regions 6 showgrounds were reviewed to commence investigating the cost to Council and importance to community. Council is currently the State Government Trustee for Showgrounds in Gayndah, Eidsvold, Monto and Mt Perry, while Biggenden and Mundubbera Show Societies are under a Deed in Trust directly with the State Government. Community feedback was collected as part of Council's *Between a Rock and a Hard Place* regional tour.

This report seeks to clarify Council's position on the operational model for Showgrounds under its stewardship and how it can realise operational savings to improve our Council's long-term sustainability.

### CORPORATE PLAN

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play:

**OUR ROLE:**

*A Funder*

**OUR PRIORITY AREAS:**

3. *Our united region*

### RECOMMENDATION

That Council work with Show Societies and the Queensland Department of Resources to remove itself as trustee for the Gayndah, Eidsvold, Monto and Mt Perry Showgrounds and negotiate a model similar to that of the Biggenden and Mundubbera Showgrounds.

### REPORT

Showgrounds are home to North Burnett shows, with various facilities and infrastructure installed supporting numerous activities, including Shows, Pony Club, Polocrosse and Campdrafts. In the North Burnett, the arrangements with Show Societies is inconsistent. This ranges from the Biggenden and Mundubbera Showgrounds being run independently by their respective Show Societies with no cost to Council. Gayndah, Eidsvold, Monto and Mt Perry Showgrounds however have varied agreements.

A key finding from the Service Delivery Review is ensuring consistency of services across region. The inconsistency in the governance arrangements for Showgrounds provides some communities with more support over others. The varied arrangements also hinder some community groups from implementing initiatives. Table 1 outlines the current arrangements.

**Table 1 – Models and Cost to Council**

<b>Town</b>	<b>Details</b>	<b>Cost to NBRC</b>
Eidsvold	Council Responsible – Rates, water, electricity (shared with Show Society), mowing, gas & repairs.	Over \$65,000 March YTD in costs (mowing limited during drought)
Gayndah	Lease in place until March 2040 Council Responsible – Rates Show Society - Pay water & state levy and all other upkeep.	
Monto	Lease arrangements Council Responsible – Rates, water, 1 toilet block and pest control. Show Society - Insure buildings and pay electricity.	
Mt Perry	Council Responsible – Rates, water, electricity, mowing, gas and repairs.	
Biggenden	Private – They pay own rates and water	
Mundubbera	Private – pay own rates and water	No Cost to Council

Initial investigations have found that Biggenden and Mundubbera Showgrounds were issued as a Deed of Grant in Trust under previous legislation in place in the 1940's and 50's. The Department no longer issues Deed of Grant in Trust for Showgrounds.

Any consideration around Council resigning as trustee and having the Show Societies as direct trustee would need to be considered in accordance with the *Land Act 1994 (Qld)* and community engagement undertaken with the user groups of the reserve. A Building Report would also be required for all buildings on the reserve and determination of ownership.

This would be a process that may require 6 – 12 months to further investigate. It will also require careful consideration by Council and further engagement with the Show Societies.

## **CONSULTATION**

Councillors commenced engagement in October 2020 regarding a new Corporate Plan and what is important to the community. This engagement included listening posts, a telephone survey, online and hardcopy survey and a community meeting in each of the regions 6 key towns. Results of this engagement was shared with the community in December 2020.

Multiple councillor information sessions were held between February and June to discuss service change scenarios.

Over April and May 2021, Councillors discussed proposed changes to Showgrounds with the community. The engagement included an information session held in each of the regions 6 key towns (also made available online) and an online and hardcopy feedback form. Over 430 individual submissions were received. These submissions have been summarised in an Engagement Report, tabled alongside this report.

Feedback indicates that community wish to keep showgrounds in each town in the North Burnett as they have served (and continue to serve) a vital function in each community. There was strong support for Show Societies to take on the ownership and responsibility for maintenance of these grounds, however the community would like these decisions made in consultation with each Show Society according to their capacity to do so. The community also saw many opportunities to increase the potential of each showground/facilities to bring revenue to the town.

**RISK IMPLICATIONS****Reputation / Political**

Infrastructure and facilities would remain in use by community groups under a possible alternative model. If Council chooses to do nothing than inconsistent models and levels of service will continue to be delivered across the region affecting Council's bottom line and long-term sustainability.

**Occupational Health & Safety (WHS)**

There is always inherent risk with ownership of community facilities. The proposal would remove Council from ownership, reducing risk and liability.

**Financial Impact**

There are moderate immediate savings to be made from this proposal, with long-term savings on asset depreciation, mowing during high rainfall seasons, facility maintenance and lease management.

**Legal & Regulatory**

All proposals will be considered in line with the *Land Act 1994 (Qld)*.

**Environmental**

Not applicable.

**Property & Infrastructure**

Having the property and infrastructure sitting with the key user group/s puts the power in their hands for its future development and reduces Council's financial obligations.

**Human Resources**

There would be a small saving in human resources by not having to manage the leases on these reserves as the trustee and the associated costs.

**Information Communications Technology**

Not applicable.

**Service Delivery**

If the proposal is endorsed, a consistency in service delivery could be achieved.

**Climate**

Not applicable.

**KEY MESSAGE**

It is important that we treat Council like any good business and ensure ownership of assets sits with the relevant user and owner. This proposal would enact consistency across our region and empower our user groups of Showgrounds to develop and promote their facilities as Biggenden and Mundubbera Show Societies have done so successfully.

## 6.8 CORPORATE PLAN 2021-2026

**Doc Id:** 1045204

**Author:** Jason Erbacher, Strategic Projects Manager

**Authoriser:** Rachel Cooper, Chief Executive Officer

**Attachments:** 1. FINAL Corporate Plan 2021-2026 for endorsement.docx [1048430]

### EXECUTIVE SUMMARY

In Queensland, Local Government is administered under *the Local Government Act 2009 Qld* and *Local Government Regulation 2012 Qld*. The purpose of this legislation is to provide for a system of local government that is accountable, effective, efficient, and sustainable and adheres to 5 overarching principles. To achieve its objectives, Council must set its strategic priorities in a 5-year corporate plan, as outlined in s 165 of the *Local Government Regulation 2012 Qld*. This report seeks endorsement of Councils Corporate Plan 2021-2026.

### CORPORATE PLAN

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play:

#### OUR ROLE:

*A Regulator*

#### OUR PRIORITY AREAS:

5. *Our efficient and effective council*

### RECOMMENDATION

That Council adopt the Corporate Plan 2021-2026.

### REPORT

Council's current corporate plan was endorsed in 2017 and reaches the end of its planning cycle in 2022.

The formation of a new Council following the March 2020 Local Government Elections provided a catalyst to develop a new Corporate Plan for the 2021-2026 period.

A local government must prepare a 5-year corporate plan for each 5 financial year periods. This document then informs Council's annual Operational Plan, which in turn informs the annual budget to achieve those objectives. Council can amend its 5-year corporate plan at any time by resolution and discharge its responsibilities in a way consistent with the corporate plan that it has endorsed.

The attached Corporate Plan, a "*Plan for Generations*", embodies a framework of getting the basics right, creating sustainable communities and ensuring economic growth for future generations. The themes and objectives came from rigorous community engagement and Councillor workshops.

The proposed Corporate Plan is a 'plan on a page' that clearly articulates the key strategic priorities for Council over the next 5 years. The Corporate Plan 2021-2026 has been developed in compliance with sections 165 and 166 of the *Local Government Regulation 2012*.

### CONSULTATION

Council undertook community engagement in October 2020 to gain an understanding of what key services were important to community, to develop a "*Plan for Generations*". Outcomes of this feedback were reported back to community in December.

The *Between a Rock and a Hard Place* Regional Tour was conducted by Councillors over April and May 2021 with over 430 individual feedback submissions received. The results of this engagement were presented to Councillors and built into the final Corporate Plan proposed in this report.

## **RISK IMPLICATIONS**

### **Reputation / Political**

This plan is a result of the biggest community engagement exercise this Council has ever undertaken and provides for a back to basics approach of getting the essentials right. It is clear and easy for all readers to understand. The risk of doing nothing is that Council will continue to operate under its current Corporate Plan which needs to be amended next year in line with legislative timelines.

### **Occupational Health & Safety (WHS)**

Not applicable

### **Financial Impact**

The proposed Corporate Plan does not introduce any new spending or budgetary considerations on top of existing ones.

### **Legal & Regulatory**

The Corporate Plan 2021-2026 has been developed in compliance with sections 165 and 166 of the *Local Government Regulation 2012*.

### **Environmental**

Not applicable.

### **Property & Infrastructure**

Not applicable.

### **Human Resources**

Human resources are allocated in line with budget allocations endorsed by Council on an annual basis.

### **Information Communications Technology**

Not applicable.

### **Service Delivery**

The proposed Corporate Plan does not include any new levels of service.

### **Climate**

Not applicable.

## **KEY MESSAGE**

*A Plan for Generations* sets out Council's priority of getting the basics right, to create sustainable communities that will prosper for future generations. It is going to take courageous leadership, an empowered community and continuous improvement and innovation to pave the way forward.

**North Burnett Regional Council**  
**Corporate Plan 2021 – 2026**  
*“A Plan for Generations”*

A prosperous future for generations built on a solid foundation of customer focused, efficient, and reliable service delivery.

Courageous Leadership | Community Empowerment | Continuous Improvement

<b>Essential Service Delivery</b>	<b>Sustainable Communities</b>	<b>Prosperous Future</b>
Getting the basics right	To retain population and attract investment	To ensure economic growth for future generations

	<b>Objectives</b>	<b>Success Looks Like</b>
<b>1. Essential Service Delivery</b>	1.1. Deliver services deemed essential by the Queensland Audit Office.	1.1.1 All essential services are delivered within Australian or Queensland guidelines, standards and legislation. 1.1.2 Asset management plans are fully funded to deliver core services. In the case of insufficient funding, a fit for purpose solution is utilised.
	1.2. Deliver services legislatively required of Council.	1.2.1 Services are delivered within legislative requirements. In the case of unreasonable costs associated with delivering these services, advocacy is initiated to seek an alternate solution for the benefit of community.
	1.3. Deliver services deemed to be a community service obligation, that without, would leave the community disadvantaged (The service is not commercially viable or able to be provided by another entity).	1.3.1 Services are delivered to an acceptable standard.
	1.4. Support the delivery of essential services.	1.4.1 Robust governance, processes and support to ensure the effective delivery of essential services.
<b>2. Sustainable Communities</b>	2.1 Deliver community service obligations that retain population, contribute to liveability and attract investment.	2.1.1 Community services, facilities and spaces are well maintained and utilised.
	2.2 Deliver services which contribute to community empowerment.	2.2.1 Strong and sustainable organisations and events supported by volunteers. 2.2.2 Inclusive communities which are enriched by our multicultural community. 2.2.3 Effective and timely communication with community.
<b>3. Prosperous Future</b>	3.1 Encourage, enable and ensure economic growth for future generations.	3.1.1 Development and diversification of our region’s business and industry where able. 3.1.2 New business or industries emerge in the region. 3.1.3 Urban and agricultural regional water security for future generations. 3.1.4 A planning scheme for the future which enables growth. 3.1.5 Political advocacy to achieve a prosperous and sustainable community for future generations





## 6.9 2021-2022 OPERATIONAL PLAN

**Doc Id:** 1049577

**Author:** Jason Erbacher, Strategic Projects Manager

**Authoriser:** Rachel Cooper, Chief Executive Officer

**Attachments:** 1. DRAFT Operational Plan 2021-2022 210621.pdf [1049578]

### EXECUTIVE SUMMARY

The North Burnett Regional Council *2021-2022 Operational Plan* is required to be developed in accordance with the s174 of the *Local Government Regulation 2012 (Qld)*. The Operational Plan identifies the key outcomes that Council is seeking to achieve for the North Burnett community by outlining the actions staff will undertake during 2021-2022 in order to implement the longer term goals detailed in the North Burnett Regional Council Corporate Plan 2021-2026.

### CORPORATE PLAN

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play:

#### OUR ROLE:

*A Provider*

#### OUR PRIORITY AREAS:

5. *Our efficient and effective council*

### RECOMMENDATION

That Council adopts the 2021-2022 Operational Plan.

### REPORT

Business planning is an integral function of any organisation. Council is a complex organisation with many different business units committed to delivering services and infrastructure to the North Burnett community. Each year Council must adopt an Operational Plan to identify its priorities for the upcoming twelve months that are in line with the organisations Corporate Plan.

In accordance with s.174 of the *Local Government Regulation 2012 (Qld)*, Council will assess its progress towards implementing its annual Operational Plan on a quarterly basis. Council's Chief Executive Officer is responsible for preparing quarterly reports to the Council on the progress of the implementation of the Operational Plan. These reports ensure that Council's elected members and staff are accountable for the progress made in meeting operational plan goals.

The Operational Plan is a statement of specific works to be undertaken and services to be provided in order to progress the long-term strategies set out in the Corporate Plan for the current financial year. The plan directly relates to the budget and is contingent on budget and resourcing to be actioned. Some items listed in the Operational Plan may go for multiple financial years.

The Operational Plan proposed includes a range of business as usual items that indicates the broad range of services provided.

### CONSULTATION

The planning process for any budget and operational plan is extensive. Staff have presented to Councillors at many workshops held from January to June 2021 on what priorities and business as usual activities are to be included and reported against in the Operational Plan.

Feedback from Council's *Between a Rock and a Hard Place* regional tour was considered as part of the planning process.

**RISK IMPLICATIONS****Reputation / Political**

The Operational Plan is being tabled alongside the 2021-2022 budget and 2021-2026 Corporate Plan for Councillor consideration. This will ensure Council is able to monitor and track its progress of key priorities for the next 12 months. The risk of doing nothing and not endorsing the Operational Plan is that Council would have no clear operational direction for reporting requirements to go alongside its budget. The Council would also be in breach of section 174 of the *Local Government Regulation 2021 (Qld)* until an Operational Plan was endorsed.

**Occupational Health & Safety (WHS)**

WHS is a major consideration in elements of the Operational Plan proposed.

**Financial Impact**

Priorities identified in the 2021-2022 Operational Plan are included in the budget. The success of delivering the priorities will be conditional on adequate resourcing (of key personnel and skillsets) throughout the year and no other competing priorities taking away resources.

**Legal & Regulatory**

The Operational Plan as proposed is compliant with the relevant Acts and Regulations.

**Environmental**

Not applicable.

**Property & Infrastructure**

Key elements of the Operational Plan address property and infrastructure requirements.

**Human Resources**

The success of delivering the priorities will be conditional on adequate resourcing (of key personnel and skillsets) throughout the year and no other competing priorities taking away resources.

**Information Communications Technology**

Not applicable.

**Service Delivery**

The success of delivering the priorities will be conditional on adequate resourcing (of key personnel and skillsets) throughout the year and no other competing priorities taking away resources.

**Climate**

Not applicable.

**KEY MESSAGE**

The 2021-2022 Budget and Operational Plan is focussed on getting the basics right and concentrates on maintaining what we have and doing it well.

# NORTH BURNETT REGIONAL COUNCIL **OPERATIONAL PLAN 2021/2022**



# OPERATIONAL PLAN 2021/2022

*The 2021/2022 Operational Plan is developed in response to the commitments of Council's Corporate Plan 2021-2026.*

## **Our Mission**

**Courageous Leadership** | **Community Empowerment** | **Continuous Improvement**

## **Our Vision**

A prosperous future for generations built on a solid foundation of customer focused, efficient and effective service delivery.

## **Managing Operational Risk**

The Local Government Regulation 2012 (section 175) requires that the Operational Plan include a statement as to how Council will manage operational risks. The operational planning process includes management of Council's strategic and operational risks. Council's commitment to risk management is outlined in Council's Enterprise Risk Management Policy.

## **Review and Reporting**

The Operational Plan is an important part in Council's planning framework, referring to the Corporate Plan and detailing key actions that Council will deliver in 2021-2022.

Council's 2021-2026 Corporate Plan has outlined its objectives to get the basics right with essential service delivery, generate sustainable communities to retain population and attract investment and to ensure economic growth for future generations.

The activities within this plan are funded from the annual budget. Council will formally report on the progress of the annual Operational Plan on a quarterly basis, demonstrating our commitment to improving the sustainability of the organisation and satisfying our obligations under the Local Government Act 2009. A comprehensive and transparent overview of the delivery of the Operational Plan will form part of Council's Annual Report.



## 2021-2022 Operational Plan

#	Corporate Plan Theme	Service Catalogue	Outcome	Action	Department	Due Date
1	Essential Service Delivery	Workplace Health and Safety	To improve Council's safety culture and ensure modern and effective systems are in place to ensure that staff go home from work everyday safely	Deliver an improved Workplace Health and Safety Management System addressing action item 8 of SDR Report	Corporate & Community	30/06/2022
2	Essential Service Delivery	Financial Services	Ensuring a financially effective organisation	Review and implement improvements to financial procedures and internal controls through a Finance and Forensic Review along with a full review of rates categories	Corporate & Community	30/06/2022
3	Essential Service Delivery	Waste Collection	Develop a regional waste facility that meets community and legislative requirements	Continue planning to expand the regional Mundubbera Landfill Facility	Corporate & Community	30/06/2022
4	Essential Service Delivery	Information, Communication and Technology	Ensure Information Communication and Technology (ICT) are fit for purpose and delivery the support and outputs required to optimise Council's performance to community	Develop an ICT Strategy addressing action item 22 of SDR Report	Corporate & Community	30/06/2022
5	Essential Service Delivery	Libraries	The future vision for the North Burnett Region's Libraries is clear and takes into consideration requirements of State Library of Queensland service contract	Deliver a Libraries Strategy	Corporate & Community	30/06/2022
6	Essential Service Delivery	Human Resources Management	Continue to build the capability of staff and upskill them to handle the requirements of supervisory roles	Deliver a Supervisor Development Program to up-skill staff in supervisory positions and allow a pathway for staff interested in and with potential for management addressing action item 14 and 15 of SDR Report	Corporate & Community	30/06/2022
7	Essential Service Delivery	Continuous Improvement	Ensure business processes are lean and designed for effective regional service delivery and reduced process breakdown in the actioning of essential service delivery.	Introduce LEAN process mapping and development across the organisation addressing action item 10, 11, 18 and 19 of SDR report	Office of the CEO	30/06/2023
8	Essential Service Delivery	Capital Projects	Maintain and replace essential infrastructure, particularly roads, urban water, waste water and waste infrastructure in line with budget available	Deliver a Capital Works Program (including State Government Road Maintenance Contracts) that meets budget and is delivered and reported on as per the Project Management Framework.	Works	30/06/2022
9	Essential Service Delivery	Urban Water Delivery	A continous supply of water which meets Australian drinking water guidelines	Replacement, repairs or upgrades to the Biggenden Water Treatment Plant in line with funding made available for the project	Works	30/06/2022
10	Essential Service Delivery	Asset Management	Ensure that Council has an effective and consistent approach to the delivery of asset management plans, activities and priorities consistent with community expectations	Begin reviewing Council's Asset Management Policy and start delivering a contemporary Asset Management Framework under which appropriate and consistent asset management plans can be developed. Review at end of year and prepare actions for following year.	Works	30/06/2022
11	Essential Service Delivery	Continuous Improvement	Sustainable service levels are endorsed by Council and clear for staff and community to ensure a consistent level of service and appropriate customer service standards	Commence a full service catalogue for Council, defining sustainable and consistent levels of service across the region addressing action item 1 and 2 of SDR report	Office of the CEO	31/03/2022

12	Essential Service Delivery	Continuous Improvement	Current and future Corporate Plan, Operational Plan and Budget strategically align and are easily linked to ensure consistent and clear objectives for Councillors, staff and community	Corporate documents are strategically linked to address action item 3 of SDR report	Office of the CEO	30/09/2021
13	Essential Service Delivery	Media, Communications and Engagement	A connected community that is involved in transparent decision making activities	Develop a Community Engagement Framework and Strategy to address action item 6 and 17 of SDR report to ensure the community is involved by providing timely, relevant and accurate communications and engagement	Office of the CEO	30/06/2022
14	Essential Service Delivery	Governance	Organisation risks are managed and evidenced based decision making is supported by best practice governance	Ensure a robust risk register to support Councillors and the organisation to discharge their duties and address key organisational risks	Office of the CEO	30/06/2022
15	Essential Service Delivery	Indigenous Land Use Agreements	Indigenous Land Use Agreement determinations are correctly enacted in the region	Consult with relevant parties on Indigenous Land Use Agreement	Office of the CEO	30/06/2022
16	Essential Service Delivery	Governance	Council utilises external funding for maximum benefit of projects that align to corporate plan priorities	Quality assurance and oversight of external funding applications and projects	Office of the CEO	30/06/2022
17	Essential Service Delivery	Human Resources Management	Staff are supported with professional human resource resourcing	Support the organisation with professional human resources advice and processes to deliver recruitment, training and development, industrial relations and trainee programs	Corporate & Community	30/06/2022
18	Essential Service Delivery	Records Management	Council records are managed in line with best practice and legislative requirements	Ensure best practice records management	Corporate & Community	30/06/2022
19	Essential Service Delivery	Procurement, Stores and Purchasing	Procurement is undertaken in line with endorsed policy, supporting local business where possible	Ensure effective and efficient procurement, stores and purchasing practices	Corporate & Community	30/06/2022
20	Essential Service Delivery	Information, Communication and Technology	The organisation has access to fit-for-purpose technology to effectively undertake tasks	Support the organisation with appropriate and current information, communication & technology equipment and programs	Corporate & Community	30/06/2022
21	Essential Service Delivery	Building and Plumbing Inspection Services	Building and plumbing inspections services are offered to fill a gap in service delivery and ensure compliance with guidelines where required	Undertake building & plumbing inspection and compliance services	Corporate & Community	30/06/2022
22	Essential Service Delivery	Local Laws Education & Compliance	Local laws are effectively enacted for the benefit of community	Fit for purpose local laws and relevant enforcement	Corporate & Community	30/06/2022
23	Essential Service Delivery	Waste Collection	Waste and Resource Recovery are managed in line with State legislation and policies	Operate waste collection and resource recovery operations in accordance with adopted strategies and legislation	Corporate & Community	30/06/2022
24	Essential Service Delivery	Emergency Management	Local SES services are able to effectively support the region in times of need	Support SES and find a sustainable model going forwards	Works	30/06/2022
25	Essential Service Delivery	Cemeteries	Provide a lasting resting place for members of the North Burnett through well cared for cemeteries across the region	Cemeteries are regularly maintained across the region in line with budget and available resources	Works	30/06/2022
26	Essential Service Delivery	Urban Street Maintenance	Maintain a fit for purpose urban street network	Undertake urban street maintenance in line with budget	Works	30/06/2022

27	Essential Service Delivery	Rural Roads Maintenance	Rural roads provide connection across the region	Undertake rural roads maintenance in line with budget addressing network needs in a timely manner while also maintaining roadside vegetation and drainage	Works	30/06/2022
28	Essential Service Delivery	Rural Addressing	Rural addressing is processed consistently in line with policy	Enact rural addressing policy position	Works	30/06/2022
29	Essential Service Delivery	Bridges Maintenance	Bridges are safe and appropriate to road requirements	Undertake bridge maintenance in line with budget and annual program	Works	30/06/2022
30	Essential Service Delivery	Fleet	Safe and fit-for-purpose fleet is maintained by the organisation	Work towards delivering fit-for-purpose fleet management and maintenance	Works	30/06/2022
31	Essential Service Delivery	Urban Water Delivery	Produce water that meets the Australian Drinking Water Guidelines Health Standards	Meet regulated drinking water standards in line with available resources and budget	Works	30/06/2022
32	Essential Service Delivery	Wastewater Services	Wastewater is treated in line with reportable requirements	Deliver effective wastewater services	Works	30/06/2022
33	Essential Service Delivery	Disaster Management	Pandemic actions support the North Burnett community during times of crisis	Undertake pandemic response as required	Works	30/06/2022
34	Essential Service Delivery	Leasing and Contracts Management	Agreements with users of Council owned land ensure best operation of those facilities	Commence implementing effective leases and contracts to efficiently provide Council owned facilities and land to community groups and commercial entities. This will be a rolling projects as existing agreements come due.	Corporate & Community	30/06/2022
35	Essential Service Delivery	Natural Resource Management	The regions natural resources are managed for future generations	Undertake, provide advice and educate on natural resource management, weeds management and land protection across the region, including the operation of washdown bays in line with budget	Corporate & Community	30/06/2022
36	Essential Service Delivery	Environmental Health	Community health is monitored and community and business are supported to ensure safe environments for the public	Ensure safe communities through environmental health monitoring, permits and education	Corporate & Community	30/06/2022
37	Essential Service Delivery	Public Lighting	Street lighting is installed and operated where possible for safe	Provide urban street lighting across the region	Works	30/06/2022
38	Prosperous Future	Planning and Development Services	Develop and align planning instruments with State legislation and strategies to promote development in the region	Continue to develop amendments to planning scheme following release of the Wide Bay Burnett Regional Plan	Corporate & Community	30/06/2022
39	Prosperous Future	Elected Members	Advocacy campaigns are planned and effectively delivered for maximum impact	Support Councillors with advocacy	Office of the CEO	30/06/2022
40	Prosperous Future	Planning and Development Services	Planning and development applications are effectively assessed and supported in a timely manner	Assess planning applications in line with State and Local instruments	Corporate & Community	30/06/2022
41	Prosperous Future	Economic Development	Small business is supported and local contractors are upskilled to access opportunities	Provide economic development support to the community in partnership with relevant agencies	Corporate & Community	30/06/2022
42	Prosperous Future	Economic Development	Incentives are provided to businesses willing to ensure attractive appearances for their shop fronts	Deliver Streetscape Funding Program in line with endorsed policy	Corporate & Community	30/06/2022
43	Prosperous Future	Media, Communications and Engagement	The naturally beautiful North Burnett is promoted to visitors and potential visitors	Leverage promotional opportunities for #VisitNorthBurnett and promote the regions tourism product through appropriate channels	Office of the CEO	30/06/2022

44	Prosperous Future	RM Williams Australian Bush Learning Centre	The RM Williams Australian Bush Learning Centre is operated in the most effective manner	Operate the RM Williams Australian Bush Learning Centre while investigating the most effective delivery mechanism in line with endorsed SDR principles and resolution from May 2021 general meeting	Corporate & Community	30/06/2022
45	Sustainable Communities	Continuous Improvement	A positive workplace culture that motivates staff and builds trust and teamwork	Cultural change and values project addressing action item 12 of SDR report	Corporate & Community	30/06/2022
46	Sustainable Communities	North Burnett Transport Service	The North Burnett Transport Service continues to deliver service excellence and public transport options for residents and travellers	Deliver the North Burnett Transport Service as per Translink contract	Corporate & Community	30/06/2022
47	Sustainable Communities	Libraries	Deliver library services and programming that meets the requirements of State Library of Queensland service contract and ensures a consistent approach across the North Burnett Region	Deliver library services in line with State Library of Queensland Service Agreement, including First Five Forever Programming	Corporate & Community	30/06/2022
48	Sustainable Communities	Community Events	Key Council events are delivered effectively across the region and community events are promoted and successful	Deliver key regional community events of Australia Day and Youth Week and support other community events in line with Council policy and budget	Corporate & Community	30/06/2022
49	Sustainable Communities	Community Development Planning and Support	Local groups are able to effectively operate and complete key projects and programs for the benefit of community	Capacity building of local community groups to ensure best practice project management, access to external funding, collaborations with other groups and projects that align with endorsed Council strategies	Corporate & Community	30/06/2022
50	Sustainable Communities	Museums, Historical Societies and Art Galleries	Museums, historical societies and art galleries are supported to ensure rich cultural precincts	Work with community to maintain and deliver programs from museum and art gallery facilities across the region	Corporate & Community	30/06/2022
51	Sustainable Communities	Community Grants	Community grants budget is effectively delivered in line with endorsed policy to enrich community events and projects	Deliver responsible and effective community grants that support sustainable community events and projects across the region	Corporate & Community	30/06/2022
52	Sustainable Communities	Community Gyms	Council operated community gyms deliver an appropriate level of service to community	Deliver the Mundubbera and Eidsvold community gyms while investigating the most effective delivery mechanism in line with endorsed SDR principles	Corporate & Community	30/06/2022
53	Sustainable Communities	TV Retransmission Towers	Digital television services are delivered in line with Council resolution	Operate Eidsvold, Bukali and Moonford TV Retransmission Towers until 2023 and commence the planning for decommissioning	Corporate & Community	30/06/2022
54	Sustainable Communities	Public Security – CCTV	CCTV footage is available for use in the public interest in installed areas	Manage CCTV operations in key Council areas for the protection of assets and community safety	Corporate & Community	30/06/2022
55	Sustainable Communities	Disaster Management	The region is prepared for disaster	Prepare for and enact disaster management plans as required	Works	30/06/2022
56	Sustainable Communities	Community Buildings & Facilities	Community facilities are well maintained and utilised	Maintain Council owned community facilities and sporting fields to a safe standard for the use and enjoyment of community	Works	30/06/2022
57	Sustainable Communities	Caravan and Recreation Parks	Council owned Caravan and Recreation Parks are operated to support visitors to the region	Operate and/or have agreements in place for the effective operation of Council owned Caravan and Recreation Parks while investigating the most effective delivery mechanism in line with endorsed SDR principles	Works	30/06/2022



58	Sustainable Communities	Council Housing	Council housing is maintained to provide accommodation for staff in a region of low rental availability	Provide Council housing as required	Works	30/06/2022
59	Sustainable Communities	Aerodromes	Airports are operated to support emergency services, recreation and commercial flights	Ensure safe airports are operational across the region	Works	30/06/2022
60	Sustainable Communities	Showgrounds	Showgrounds are operated across the region to support the operations and events of user groups	Maintain showgrounds that are Council's responsibility while engaging with key user groups on the most effective model of delivery in line with endorsed SDR principles	Works	30/06/2022
61	Sustainable Communities	Public Amenities	Parks, recreation areas and public conveniences are offered to the community	Provide welcoming parks, recreation areas and public conveniences that are well maintained	Works	30/06/2022
62	Sustainable Communities	Quarries and Gravel Pits	Council operated quarries and gravel pits provide appropriate material for civil works	Manage Council operated gravel pits safely and in line with legislated requirements, for the best benefit to Council and the road network	Works	30/06/2022
63	Sustainable Communities	Community Pools	Community swimming pools provide a recreation area for the community and support the core skill development of learning to swim	Operate community Swimming Pools in line with contractual agreements, budget and asset condition. Conduct a full condition assessment of all 5 pools to guide future budget discussions - 2 year project	Works	30/06/2022

**6.10 STATUTORY POLICY 1007 ADVERTISING SPENDING****Doc Id:** 1049070**Author:** Michael Cartwright, Governance Policy and Risk Advisor**Authoriser:** Rachel Cooper, Chief Executive Officer**Attachments:** 1. Draft 1007 Advertising Spending Policy.docx [996572]**EXECUTIVE SUMMARY**

Council has a legislative obligation to have an Advertising Spending Policy.

The purpose of the Policy is to establish the principles governing Council's expenditure on advertising which will ensure that public monies are expended cautiously and appropriately in accordance with section 197 of the *Local Government Regulation 2012*.

**CORPORATE PLAN**

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play.

**OUR ROLE:**

*A Regulator*

**OUR PRIORITY AREAS:**

*5. Our efficient and effective council*

**RECOMMENDATION**

Council adopt by resolution Statutory Policy 1007 Advertising Spending.

**REPORT**

The Advertising Spending Policy applies to any paid advertisement or notice in any media, to promote an idea, goods or services provided by Council, subject to the principles defined within the Policy. The Policy does not apply to:

- Advertising for employees or contractors;
- Advertising for the acquisition or disposal of property, plant and equipment, used or to be used by Council in its business;
- Advertisements for quotations, tenders or expressions of interest under Council's Procurement Policy; or
- Reports or comments published in the media where no payment is made for the report or comment, or
- Local Laws enforcement or education activities, or
- Other forms of community engagement where a benefit to the community is advanced.

The key matters that are required to be addressed in the Advertising Spending Policy are detailed in section 197(2) of the *Local Government Regulation 2012*, which states:

(2) *A local government may spend money on advertising only—*

*(a) if—*

*(i) the advertising is to provide information or education to the public; and*

*(ii) the information or education is provided in the public interest; and*

*(b) in a way that is consistent with the local government's advertising spending policy.*

Accordingly, the Policy specifies:

- the types of advertising that is deemed appropriate and in the public interest to be undertaken; and
- the criteria approving officers must satisfy before the expenditure is incurred.

In addition, it also details restrictions relating to advertising during periods leading up to local government elections and by-elections.

This policy applies to all Councillors and employees equally.

## **CONSULTATION**

Consultation has been undertaken with Council's Chief Executive Officer.

## **RISK IMPLICATIONS**

### **Reputation / Political**

Council policies and procedures assist to direct response and organisational direction and minimise risk through promoting consistency, establishing precedents and expected actions/outcomes, helping to avoid inefficient, inconsistent and ineffective decisions. Council policies are of direct relevance to ratepayers and the community and help establish parameters that align with community expectations, ensuring legislative and statutory compliance and therefore assisting in risk management.

### **Occupational Health & Safety (WHS)**

As far as is reasonably practicable Council will ensure that the organisation's operations do not place people, property or the environment at unacceptable levels of risk or harm. This includes, but is not restricted to, observing procedures agreed between management, employees, committees, volunteers and contractors.

### **Financial Impact**

Nil – updating this policy will not have a material impact on Council's financial position.

### **Legal & Regulatory**

Council maintains a low risk appetite for non-compliance with legal and regulatory requirements. There is a risk that Council will be non-compliant with the Act if this policy is not endorsed. Endorsing this policy will recognise Council's responsibilities as a government agency for the purposes of fulfilling its obligations under the *Local Government Act 2009* (Qld).

### **Environmental**

Not applicable

### **Property & Infrastructure**

Not applicable

### **Human Resources**

Not applicable

### **Information Communications Technology**

Not applicable

### **Service Delivery**

Not applicable

### **Climate**

Not applicable

**KEY MESSAGE**

Any Council advertising expenditure must be able to demonstrate it accords with value for money principles, it is appropriate and reasonable, and is within relevant budget allocations.

# Draft 1007 Advertising Spending Policy

## Statutory Policy



### PURPOSE

- 1) The purpose of this policy is to establish the principles governing Council's expenditure on advertising which will ensure that public monies are expended cautiously and appropriately in accordance with section 197 of the *Local Government Regulation 2012*.

### SCOPE

- 2) This policy applies to any paid advertisement or notice in any media, to promote an idea, goods or services provided by Council, subject to the principles defined within this Policy. The policy does not apply to:
  - Advertising for employees or contractors;
  - Advertising for the acquisition or disposal of property, plant and equipment, used or to be used by Council in its business;
  - Advertisements for quotations, tenders or expressions of interest under Council's Procurement Policy; or
  - Reports or comments published in the media where no payment is made for the report or comment, or
  - Local Laws enforcement or education activities, or
  - Other forms of community engagement where a benefit to the community is advanced.
- 3) This policy applies to all Councillors and employees equally.

### DEFINITIONS

Term	Definition
<b>Advertising</b>	Means promoting, for the payment of a fee, an idea, goods or services to the public.
<b>Advertising expenditure</b>	Means any Council expenditure on advertising.
<b>Caretaker period</b>	Means the period during an election for a local government that: <ol style="list-style-type: none"> <li>a) Starts on the day when public notice of the holding of the election is given under s.25(1) of the <i>Local Government Electoral Act 2011</i>; and</li> <li>b) Ends at the conclusion of the election.</li> </ol>
<b>Council</b>	Means North Burnett Regional Council.
<b>Election material</b>	Means anything able to, or intended to: <ol style="list-style-type: none"> <li>a) Influence an elector about voting at an election; or</li> <li>b) Affect the result of an election.</li> </ol>

### POLICY

#### OBJECTIVES

- 4) The objectives of this *Advertising Spending Policy* are to ensure that:
  - a) Council only incurs advertising spending on the provision of information or education to the public;
  - b) Information and education is provided in the public interest; and
  - c) Council advertising spending is in accordance with the requirements of the *Local Government Regulation 2012*.

#### POLICY STATEMENT

- 5) Council will only incur advertising expenditure when:
  - a) It is approved by an employee of Council with the appropriate delegation;
  - b) The advertising is for providing information or education to the public;
  - c) The information or education is provided in the public interest; and
  - d) It can be demonstrated that the expenditure meets the requirements of this policy.

## PRINCIPLES

- 6) Advertising commissioned by Council will be under at least one of the following categories:
  - a) To advise the public about changes to an existing service, program, facility or activity provided by Council;
  - b) To advise the public of a new or continuing service, program, facility or activity provided by Council;
  - c) To increase the use of a service, program, facility or activity provided by the Council;
  - d) To transform the behaviour of the public for the benefit of all or some of the community or to achieve Council's objectives;
  - e) To advise the public about Council organised or endorsed events;
  - f) To advise the public of the time, place and content of scheduled Council meetings;
  - g) To advise the public of decisions made by the Council at its meetings;
  - h) To request comment on Council's proposed policies, plans, services, programs, facilities or activities;
  - i) To advertise matters required by legislation to be advertised; or
  - j) To promote the economic development and sustainability of the region in alignment with Council's strategic objectives.
- 7) Any Council advertising expenditure must be able to demonstrate it accords with value for money principles, it is appropriate and reasonable, and is within relevant budget allocations.
- 8) Advertising expenditure will not be used for the publishing or distribution of election material during the caretaker period as outlined in sto90D of the *Local Government Act 2009*. Specifically, Council must not during the period of three months preceding an election of the local government other than a by-election; or during the period after the date of a by-election is advertised until the day of the election:
  - a) Place advertisements relating to future plans unless, and only to the extent that, those plans have been formally adopted by the Council;
  - b) Advertise the services, programs, facilities and services of the Council otherwise than in the manner and form it is customary for the Council to do so;
  - c) Place advertisements which seek to influence support for particular candidates, groups of candidates or potential candidates in the election; and
  - d) Must not bear the cost of advertisements featuring one or more Councillors or containing quotations attributed to individual Councillors.
- 1) **Note:** This does not prevent Councillors appearing in unpaid publicity or other publicity where the cost is not borne by the Council.

## ROLES AND RESPONSIBILITIES

- 9) Councillors and employees will ensure that advertising is commissioned in accordance with this policy. The approving delegate must ensure that:
  - a) Advertising expenditure is in accordance with this policy;
  - b) The cost of the advertisement is appropriate for the number of people it is intended to inform and provides a quantifiable benefit to Council or to the public; and
  - c) Budget funds are available and there have been required expenditure approvals.
- 10) The Chief Executive Officer is responsible for ensuring adherence to this Policy.

## APPLICABLE LEGISLATION AND REGULATION

- 11) Applicable legislation and regulation
  - a) *Local Government Regulation 2012*

## RELATED DOCUMENTS

- 12) Related documents are
  - a) *Procurement Policy*
  - b) *Caretaker Period Policy*

**RESPONSIBLE OFFICER**

Chief Executive Officer

**APPROVAL DATE**

[To insert date]

**REVIEW DATE**

[To insert date] (Standard four year term)

**REVISION HISTORY**

<b>Version</b>	<b>Meeting</b>	<b>Approval Date</b>	<b>History</b>
1	Policy & Strategy	05/10/2010	Adopted
2	Policy & Strategy	02/04/2013	Reviewed
3	Policy & Strategy	01/03/2017	Reviewed
4	General	23/06/2021	Revised

## **7 CORPORATE AND COMMUNITY**

### **7.1 VOLUNTARY REDUNDANCY BUDGET ALLOCATION**

**Doc Id:** 1048655

**Author:** Will Burgess-Dean, People and Performance Manager

**Authoriser:** Susie Glasson, General Manager Corporate and Community

**Attachments:** Nil

#### **EXECUTIVE SUMMARY**

It is recommended that Council approve a budget variation to allow staff to receive a voluntary redundancy payment. The Chief Executive Officer, in consultation with Council's Executive Leadership Team has considered the voluntary redundancy applications made by ten (10) staff and have determined that seven (7) applications should be accepted.

#### **CORPORATE PLAN**

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play:

#### **OUR ROLE:**

*A Regulator*

#### **OUR PRIORITY AREAS:**

*5. Our efficient and effective council*

#### **RECOMMENDATION**

That Council carry over \$499,884 from the 2020/21 Budget to be used for the provision of redundancy payments for staff.

#### **REPORT**

Councillors and staff have progressed the Business Improvement Optimisation Program (BIOP), as endorsed by Council on the 30 October 2019. Part of the BIOP includes a Service Delivery Review, which was undertaken in late 2019. As prescribed in Council's Certified Agreement, any proposed changes to service levels, that may affect staff, must be discussed with staff and their union representatives. Part of this process included consulting staff about the option of voluntary redundancies. The Chief Executive Officer has received 9 voluntary redundancy applications. Subject to Council's resolution to adjust the budget, 7 applications will be accepted.

Accepting voluntary redundancies from staff, who for various reasons see a future outside of Council, strengthens the opportunities for staff who have a strong desire to continue to work and serve Council.

The provision of \$499,884 from the 2020/21 Budget for voluntary redundancies allows timely execution of those redundancies for mutual benefit of Council and effected staff while minimising the impact on the 21/22 budget.

#### **CONSULTATION**

Consultation meetings have occurred with individual staff members and their unions in April and May 2019. As part of these meetings, staff were encouraged to seek their own independent financial advice prior to considering a voluntary redundancy.

Council has provided access to LGIA Super consultants for staff that wish to seek details on their superannuation.

The Chief Executive Officer has consulted with relevant General Managers and Managers in accessing the appropriateness of each application for voluntary redundancy.



The process of Voluntary Redundancies and possible budget implications has been discussed with Councillors as part of the 2021/22 Budget workshops.

## **RISK IMPLICATIONS**

### **Reputation / Political**

Not applicable.

### **Occupational Health & Safety (WHS)**

There is a constant risk of injury in the workplace. Reducing our workforce reduces our exposure to this risk. It is imperative that staff and their unions are consulted as part of proposed changes to service levels. This has been a through, but lengthy process, which has resulted in a heightened level of uncertainty for staff. The Chief Executive Officer has ensured that staff have access to Council's Employee Assistance Program throughout the consultation process.

### **Financial Impact**

The recommendation reduces the financial impact of redundancies on future budgets. It also supports Councils endeavour to increase its long term financial sustainability.

### **Legal & Regulatory**

Voluntary redundancies reduce the risk and associated costs of industrial disputes possible with forced redundancies. Calling for applications for voluntary redundancies also follows due process as set out in Councils Certified Agreement.

### **Environmental**

Not applicable.

### **Property & Infrastructure**

Not applicable.

### **Human Resources**

As with those identified as legal and WHS.

### **Information Communications Technology**

Not applicable.

### **Service Delivery**

The reduction of staff who are comfortable in futures outside of Council helps manage risks associated with low morale and diminished performance.

### **Climate**

Not applicable.

## **KEY MESSAGE**

Redundancy provisions are governed by industrial instruments and are not confidential, however staff should be afforded confidentiality and respect to fellow colleagues with regards to their individual circumstances and access to voluntary redundancy payments.

## 7.2 LOCAL GOVERNMENT REMUNERATION - 1 JULY 2021

**Doc Id:** 1047781

**Author:** Kathleen Huth, People and Culture Partner (HR)

**Authoriser:** Rachel Cooper, Chief Executive Officer

**Attachments:** 1. **Local Government Remuneration Commission - Annual Report 2020.pdf [1047717]**

### EXECUTIVE SUMMARY

Pursuant to the requirements of section 244 of the *Local Government Regulation 2012 (Qld)*, a local government must pay remuneration to each Councillor of a local government. The maximum amount of remuneration payable to a Councillor must be paid in accordance with the Remuneration Schedule determined each year by the Local Government Remuneration Commission, unless a lesser amount is adopted by the local government through Council resolution before 1 July (for remuneration payable from 1 July of that year).

The purpose of this report is to ensure that the annual remuneration set for the Mayor, Deputy Mayor and Councillors is paid in accordance with legislative requirements.

### CORPORATE PLAN

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play:

#### OUR ROLE:

*A Regulator*

#### OUR PRIORITY AREAS:

5. *Our efficient and effective council*

### RECOMMENDATION

In accordance with section 247(2) and (6) of the *Local Government Regulation 2012 (Qld)*, Council resolves that Councillors (including Mayor and Deputy mayor) continue to be paid in accordance with the remuneration schedule decided by the Commission for the 2021/2022 financial year.

### REPORT

On 25 November 2020, the Local Government Remuneration Commission (Commission) concluded its determination of the levels of remuneration for Mayors, Deputy Mayors and Councillors of Queensland local governments (excluding Brisbane City Council) as required by section 177(c) of the *Local Government Act 2009 (Qld)* and Chapter 8, Division 1 of the *Local Government Regulation 2012 (Qld)*. (Report attached).

The Commission decided not to increase the maximum remuneration levels for Mayors, Deputy Mayors and Councillors from 1 July 2021. The levels will remain as set at the amounts fixed for 1 July 2020.

As required by section 246 of the *Local Government Regulation 2012 (Qld)*, the Commission has prepared a remuneration schedule for the 2021-2022 financial year, applicable from 1 July 2021 (the Schedule).

North Burnett Regional Council is a Category 1 Council, remuneration applicable to a Category 1 Local Government is outlined below.

Office	Remuneration applicable from 1 July 2021 (per annum)
Mayor	\$108,222
Deputy Mayor	\$62,435
Councillor	\$54,110 (base amount \$36,073.28 plus meeting fee per month \$1,503.06)

Notes to the remuneration schedule:

In its 2014 report the then Tribunal explained the rationale behind the adoption of a system of remuneration which comprised a base payment (of two thirds of the annual remuneration) and a monthly payment based upon attendance at, and participation in, the 12 mandated council meetings.

Note 1

The monetary amounts shown are the per annum figures to apply from 1 July 2021. If an elected representative only serves for part of a full year (that is, 1 July to 30 June) they are only entitled to a pro rata payment to reflect the portion of the year served.

Note 2

For councillors in category 1 councils, a base payment of \$36,073.28 is payable for the 12 months commencing on 1 July 2021. A meeting fee of \$1,503.06 per calendar month (or fortnightly equivalent) is payable for attendance at, and participation in, scheduled meetings of council subject to certification by the mayor and/or chief executive officer of the council. Mayors and deputy mayors in category 1 councils are to receive the full annual remuneration level shown.

As outlined in the *Local Government Regulation 2012 (Qld)*, Chapter 8 Administration, [s 247]; A local government must pay remuneration to each councillor of the local government. The section also states, *'the maximum amount of remuneration payable to a councillor under the remuneration schedule must be paid to the councillor, unless the local government, by resolution, decides the maximum amount is not payable to the councillor'*, i.e. the local government decides to pay remuneration which is lower than the maximum amount/s outlined in the Schedule.

If the local government does decide to pay a lower amount/s of remuneration, the resolution must also decide the amount of remuneration payable to the councillor, and the amount of remuneration for each councillor, other than a mayor or deputy mayor, must be the same. The resolution must state the new (lower) remuneration amount/s is payable from 1 July 2021, and the resolution is to be made prior to 1 July 2021, (at the 30 June 2021 General Meeting).

## CONSULTATION

Consultation is applicable to the North Burnett Regional Council local government, (Mayor, Deputy Mayor and Councillors), conducted via this report.

## RISK IMPLICATIONS

### Legal and Regulatory requirements

Council maintains a low risk appetite for non-compliance with legal and regulatory requirements.

### Occupational Health & Safety (WHS)

Not applicable.

### Financial Impact

2021/22 Budget – Councillor Remuneration.

### Legal & Regulatory

Compliance with the *Local Government Act 2009 (Qld)* and Chapter 8, Division 1 of the *Local Government Regulation 2012 (Qld)*, [s 247].

**Environmental**

Not applicable.

**Property & Infrastructure**

Not applicable.

**Human Resources**

Not applicable.

**Information Communications Technology**

Not applicable.

**Service Delivery**

Not applicable.

**Climate**

Not applicable.

**KEY MESSAGE**

Remuneration payable to the North Burnett Regional Council local government continues to comply with the Local Government Remuneration Commission's Schedule and the *Local Government Act 2009 (Qld)* and Chapter 8, Division 1 of the *Local Government Regulation 2012 (Qld)*.

Local Government  
Remuneration Commission  
**Annual Report 2020**



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Any references to legislation are not an interpretation of the law. They are to be used as a guide only. The information in this publication is general and does not consider individual circumstances or situations. Where appropriate, independent legal advice should be sought.

An electronic copy of this report is available at [www.dlgrma.qld.gov.au](http://www.dlgrma.qld.gov.au).

## Local Government Remuneration Commission

30 November 2020

The Honourable Steven Miles MP  
Deputy Premier  
Minister for State Development, Infrastructure, Local Government and Planning  
1 William Street  
Brisbane QLD 4000

Dear Deputy Premier

On 25 November 2020, the Local Government Remuneration Commission (Commission) concluded its determination of the levels of remuneration for mayors, deputy mayors and councillors of Queensland local governments (excluding Brisbane City Council) as required by section 177(c) of the *Local Government Act 2009* and Chapter 8, Division 1 of the *Local Government Regulation 2012*.

Our determinations on these matters, together with the Remuneration Schedule to apply from 1 July 2021 are included in the enclosed Report, which we commend to you.

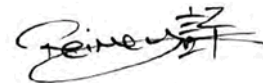
Yours sincerely



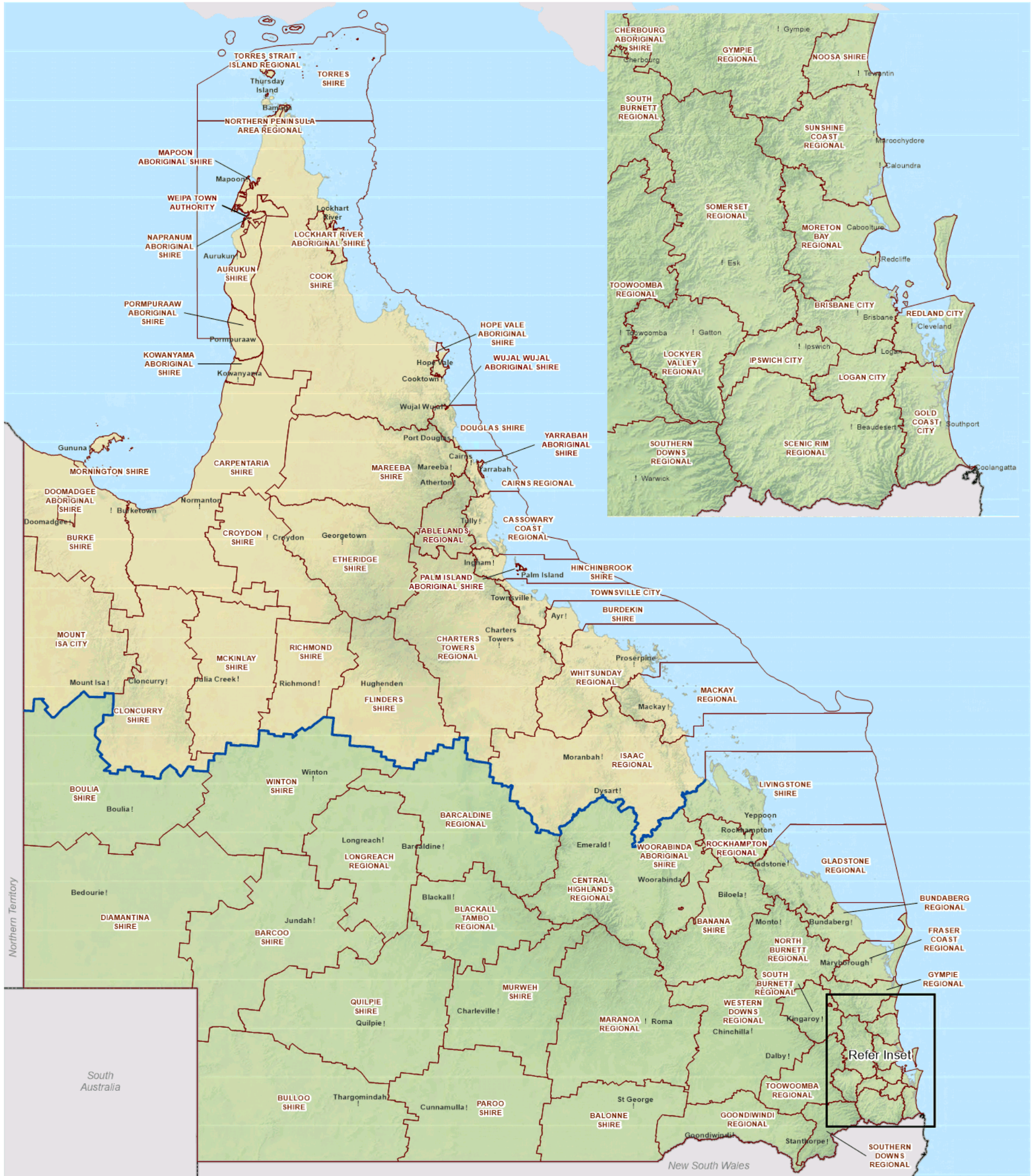
Robert (Bob) Abbot OAM  
Chair Commissioner



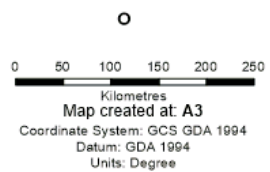
Andrea Ranson  
Commissioner



Reimen Hii  
Commissioner



- Legend**
- ! Population centres
  - LGA boundary
  - DLGRMA - LGD north/south region division
  - DLGRMA regions
    - North region
    - South region



**2019 Local Government Division  
North & South Regions**

Map produced by the Department of State Development,  
Manufacturing, Infrastructure and Planning  
Spatial Services Unit, 18/07/2019









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## 2020 Report key determinations

In its 2019 report, the Commission determined not to make any category changes. The Commission did, however, state its intention to undertake an analysis of the categories in the period 2020-2021, after the 2020 quadrennial Queensland Local Government Elections. The Commission's anticipated analysis has been delayed in 2020 due to the impact of the COVID-19 global pandemic. COVID-19 has inevitably resulted in an increased focus on other priorities for Queensland local government. The Commission commends all local government members for their on-going contribution to their communities and the State of Queensland.

The Commission still intends to undertake a category review during 2021 and will engage with and invite submissions from councils and stakeholders commencing in early 2021.

The Commission has decided not to increase the maximum remuneration levels for mayors, deputy mayors and councillors from 1 July 2021. The levels will remain as set at the amounts fixed for 1 July 2020.

In making its determination, the Commission considered the following:

- Decrease in the Consumer Price Index (CPI) for the financial year ended 30 June 2020 (percentage change from previous financial year)<sup>1</sup>
  - Weighted average of the eight capital cities: -0.3 per cent
  - Brisbane: -1.0 per cent
- Increases in the Wage Price Index (WPI) for the financial year ended 30 June 2020<sup>2</sup>
  - Australia (All Industries): +2.1 per cent
  - Australia (Public Sector): +2.3 per cent
  - Queensland (All Industries and Public Sector): +1.9 per cent
- Queensland Weekly Payroll Jobs and Wages<sup>3</sup> for the period of:
  - 14 March to 27 June 2020: Jobs -5.2 per cent; Wages -1.2 per cent
  - 14 March to 19 September 2020: Jobs -2.5 per cent; Wages -1.7 per cent
  - 14 March to 31 October 2020: Jobs -2.0 per cent; Wages -3.3 per cent
- As in 2019, in 2020 the Commission considered Brisbane City Council's Independent Councillor Remuneration Tribunal (ICRT) remuneration determination a potentially relevant factor, however, the ICRT reviews and resets Brisbane City Councillor remuneration arrangements every five years. The last increase was in 2017, at which time the ICRT accorded a two per cent increase to salaries effective 1 July 2018. In its 20 November 2019 Report, the ICRT determined not to make any changes outside of its four yearly remuneration review cycle.

<sup>1</sup> Source: *Consumer Price Index (report), June quarter 2020*, Queensland Government Statisticians Office, Queensland Treasury

<sup>2</sup> Source: *Wage price index, Queensland and Australia, 1997-98 to 2019-20*, Queensland Government Statisticians Office, Queensland Treasury; and *Wage Price Index Australia, June 2020*, All WPI Series: Original (Financial Year Index Numbers for year ended June quarter), Australian Bureau of Statistics (ABS) 6345.0.

<sup>3</sup> Source: *Weekly Payroll Jobs and Wages in Australia, Week ending 27 June 2020, Week ending 19 September 2020, Week ending 31 October 2020*, ABS 6160.0.55.001.

- In its 13 August 2020 determination of the Base and Additional Salary Rates and Allowance System, the Queensland Independent Remuneration Tribunal (QIRT) determined by majority (with dissent from the Chair) to provide a zero per cent increase to the base and additional salary levels of members for the years commencing 1 September 2019, 2020, 2021 and 2022. The Commission notes the QIRT Chair's dissent that a decision to impose a 'salary freeze' on members for a period of five years is unreasonable and that the Chair would have determined to increase the base and additional salaries by 2.5 per cent from 1 September 2021 and 1 September 2022.

The Commission considers that its own obligation to conduct an annual review of the maximum levels of remuneration affords the Commission the flexibility to consider and respond to the short and long term impacts of the COVID-19 pandemic which is not necessarily available to the QIRT and ICRT.

- Decision of the Salaries and Allowances Tribunal of Western Australia determination dated 8 April 2020: no increase.
- Decision of the New South Wales Local Government Remuneration Tribunal Determination and Annual Report dated 10 June 2020: no increase.
- Decision of the Victorian Minister for Local Government: two per cent increase effective on 1 December 2019. It is noted that the 1 December 2020 Victorian decision was unavailable at the date of this determination.
- Tasmania is the only jurisdiction that has increased the remuneration for local government councillors. The increase, effective 1 November 2020, is an automatic indexation of local government allowances provided for under the *Tasmanian Local Government Act 1993* by multiplying the allowances for the previous year by the inflationary factor (determined by calculating the current year's June quarter Wage Price Index divided by the previous years' June Wage Price Index).
- The application of principles of consistency and austerity, and general consideration of recent conservative wage review practices in both the public and private sectors.
- The Commission's inability to project the short and long-term impacts of COVID-19 with certainty.

The Commission also had regard to anecdotal reports and submissions received about:

- The impact of economic hardship experienced by local communities during and following the COVID-19 pandemic and natural disasters of 2019-2020.
- The potential disproportional impact of COVID-19 pandemic restrictions on rural and remote communities.
- The economic cost to communities of interruption to businesses.
- The significant economic volatility and contraction during 2020.
- The need to ensure sustainability for local governments and their communities.

- Local governments role in Queensland's post COVID-19 economic recovery and development.

The Commission gratefully acknowledges the submissions received this year which have assisted in its discharge of its statutory obligations.

# 1. The Commission

## Formation and composition

The Local Government Remuneration Commission (Commission) is an independent entity established under the *Local Government Act 2009* (the Act). On 1 October 2019, His Excellency the Governor, acting by and with the advice of the Executive Council, approved three new appointees to the Commission for a term of four years.

This is the second report of the new Commission, and the fourteenth report including the reports of the former Local Government Remuneration and Discipline Tribunal and the Local Government Remuneration Tribunal.

The current Chair and Commissioners of the Commission are:

### **Mr. Robert (Bob) Abbot OAM**

#### **Chair**

Mr. Abbot has extensive experience in the local government sector with 32 years as an elected councillor and mayor. Mr. Abbot has experience working at state and national local government organizations and has held board and panel positions, including Deputy Chair of the South East Queensland Council of Mayors, Director of the Local Government Association of Queensland (LGAQ), and Director of the Australian Local Government Association. Mr. Abbot has been a mentor for newly elected mayors on behalf of the LGAQ, with a particular focus on mentoring Queensland Indigenous mayors.

In the Australia Day 2020 Honours List, Mr. Abbot was the recipient of an Order of Australia (OAM) for his service to local government and to the communities of Noosa and the Sunshine Coast.

### **Ms. Andrea Ranson**

#### **Commissioner**

Ms. Ranson is a lawyer with extensive experience in public and private sector business and governance. Ms. Ranson brings substantial legal experience in commercial, industrial, and equal opportunity law, ethics, and justice. Ms. Ranson is a Nationally Accredited Mediator currently working with the Queensland Civil and Administrative Tribunal (QCAT), and a member of the Department of Justice Dispute Resolution Panel and Aboriginal Working Group. Ms. Ranson is appointed as a Non-Executive Director to the Board of North Queensland Bulk Ports Corporation, a government owned corporation. Ms. Ranson is Chair of the Corporate Governance & Planning Committee and a Member of the Audit & Financial Risk Management Committee of that Board. Ms. Ranson holds a Master of Laws (LLM), Bachelor of Laws (Hons) and Bachelor of Arts from Monash University. She is a Graduate of the Australian Institute of Directors (GAICD) and a Fellow of the Governance Institute of Australia (FGIA).

**Mr. Reimen Hii****Commissioner**

Mr. Hii is a barrister and Nationally Accredited Mediator. He holds the degrees of Bachelor of Laws and Bachelor of Arts. He is a practicing lawyer with extensive knowledge in public administration and community affairs, and a particular interest in civil and commercial law. Mr. Hii is experienced in professional discipline matters, including investigations, public administration, corporate and public governance, public sector ethics and finance. Mr. Hii has a culturally and linguistically diverse background and experience working with diverse communities. Mr. Hii has previously been recognized as Australian Young Lawyer of the Year by the Law Council of Australia, in recognition of his significant contribution to access to justice and diversity advocacy. Mr Hii provides a deep understanding of diversity and brings well respected analytic skill, together with legal and business acumen to the role.



## Remuneration responsibilities

Chapter 6, Part 3 of the Act, proclaimed into force on 3 December 2018, established the Local Government Remuneration Commission to assume the remuneration functions of the former Local Government Remuneration and Discipline Tribunal which ceased to exist on 3 December 2018.

Section 177 of the Act provides the functions of the Commission are:

- to establish the categories of local governments, and
- to decide the category to which each local government belongs, and
- to decide the maximum amount of remuneration payable to the councillors in each of the categories, and
- to consider and make recommendations to the Minister about the following matters relating to councillor advisors—
  - (i) whether or not to prescribe a local government under section 197D(1)(a);
  - (ii) the number of councillor advisors each councillor of a local government may appoint;
  - (iii) the number of councillor advisors a councillor of the council under the *City of Brisbane Act 2010* may appoint; and
- another function related to the remuneration of councillors if directed, in writing, by the Minister.

Chapter 8, Part 1, Division 1 of the *Local Government Regulation 2012* (Regulation) sets out the processes of the Commission in deciding the remuneration that is payable to councillors.

The Regulation requires the Commission to review the categories of local governments once every four years, in the year prior to each quadrennial election, to determine whether the categories and the assignment of local governments to those categories require amendment.

After determining the categories of local governments, the Regulation also requires the Commission to decide annually, before 1 December each year, the maximum amount of remuneration to be paid to mayors, deputy mayors and councillors in each category from 1 July of the following year.

In addition, section 248 of the Regulation allows a local government to make a submission to the Commission to vary the remuneration for a councillor, or councillors, to a level higher than that stated in the remuneration schedule where the local government considers exceptional circumstances apply. The Commission may, but is not required to, consider any such submission. If the Commission is satisfied that exceptional circumstances exist, the Commission may approve payment of a higher amount of remuneration.

On 12 October 2020, the *Electoral and Other Legislation (Accountability, Integrity and Other Matters) Amendment Act 2020* and section 197A of the *Local Government Act 2009* came into force. These changes formed part of the Queensland Government rolling reform agenda in the local government sector to further strengthen transparency, accountability and integrity measures that apply to the system of local government in Queensland.

Section 197A of the Act established requirements for councils that wish to employ councillor advisors and councilor administrative support staff to assist councillors complete their duties. The role of councillor advisors is currently restricted to Brisbane City Council and to those councils within category 4 to 8 as prescribed by this Commission.

The requirements in relation to the appointment of councillor advisors include the following:

- must vote to pass a resolution to create councillor advisor positions (except Brisbane City Council)
- appoint advisor, at the discretion of councillors and only until the councillor's term ends, unless re-appointed by a new councillor
- must report the costs of councillor advisors to the community, for example through the council's annual report.

Requirements for councillor advisors include the following:

- they must submit registers of interests and keep them up-to-date
- they must follow a new Code of conduct for councillor advisors in Queensland
- they must comply with the local government principles and can be found guilty of integrity offences.

A dedicated telephone hotline (07 3452 6747 – available between the hours of 8.30 am to 5.00 pm, Monday to Friday) has been established by the Department of State Development, Infrastructure, Local Government and Planning to respond to any questions regarding councillor advisors.

Alternatively, email enquiries can be forwarded to [lgreforms@dlgrma.qld.gov.au](mailto:lgreforms@dlgrma.qld.gov.au).

The Commission is yet to receive any submissions or enquiries in relation to councillor advisors as at the date of its determination.

## 2. Remuneration determination

### Remuneration determination for councillors

As required by section 246 of the Regulation the Commission has prepared a remuneration schedule for the 2021-2022 financial year, applicable from 1 July 2021 (the Schedule), which appears below.

Arrangements have been made to publish the Schedule in the Queensland Government Gazette and for this Report to be printed and presented to the Minister for Local Government.

### Methodology

The Commission had regard to the matters in section 244 and 247 (2), (5) of the Regulation in determining the Schedule. The Commission also noted and had regard to the matters listed on pages 6 to 8 of this Report to determine the appropriate maximum remuneration in each category of local government.

The Commission notes it did not receive any specific submissions from councils in relation to setting the remuneration schedule for the 2020-2021 financial year and has continued to adopt a conservative approach to setting remuneration levels.

### Matters not included in the remuneration schedule

Section 244(3) of the Regulation states that the remuneration cannot include any amount for expenses to be paid or facilities to be provided to councillors under a council's expenses reimbursement policy.

During the 2020 consultation period, Townsville City Council sought clarification and consistency in relation to the application of Motor Vehicle Policies by local government across Queensland.

The Commission notes section 244(3) of the Regulation states that remuneration decided by the Commission cannot include "any amount for expenses to be paid or facilities to be provided to councillors under a council's expenses reimbursement policy". The Commission is of the view that the application of Motor Vehicle policy falls within section 244(3) exclusions and that the Commission cannot prescribe whether or how a vehicle policy is applied by individual council's as the Commission does not prescribe expenses and reimbursement policies.

The Commission notes that practices may differ within or between individual councils, however, as the matter falls outside of council's statutory functions the Commission is unable to direct council.

The Commission has informed Townsville City Council of this determination.

### Pro rata payment

Should an elected representative hold a councillor position for only part of a financial year, she or he is only entitled to remuneration to reflect the portion of the year served.

## Remuneration schedule to apply from 1 July 2021

		Remuneration determined (from 1 July 2021)		
		(\$ per annum; see Note 1)		
Category	Local governments assigned to categories	Mayor	Deputy mayor	Councillor
<b>Category 1</b> (see Note 2)	Aurukun Shire Council Balonne Shire Council Banana Shire Council Barcardine Regional Council Barcoo Shire Council Blackall-Tambo Regional Council Boulia Shire Council Bulloo Shire Council Burdekin Shire Council Burke Shire Council Carpentaria Shire Council Charters Towers Regional Council Cherbourg Aboriginal Shire Council Cloncurry Shire Council Cook Shire Council Croydon Shire Council Diamantina Shire Council Doomadgee Aboriginal Shire Council Douglas Shire Council Etheridge Shire Council Flinders Shire Council Goondiwindi Regional Council Hinchinbrook Shire Council Hope Vale Aboriginal Shire Council Kowanyama Aboriginal Shire Council Lockhart River Aboriginal Shire Council Longreach Regional Council Mapoon Aboriginal Shire Council McKinlay Shire Council Mornington Shire Council Murweh Shire Council Napranum Aboriginal Shire Council North Burnett Regional Council Northern Peninsula Area Regional Council Palm Island Aboriginal Shire Council Paroo Shire Council Pormpuraaw Aboriginal Shire Council Quilpie Shire Council Richmond Shire Council Torres Shire Council Torres Strait Island Regional Council Winton Shire Council Woorabinda Aboriginal Shire Council Wujal Wujal Aboriginal Shire Council Yarrabah Aboriginal Shire Council	\$108,222	\$62,435	\$54,110
<b>Category 2</b>	Mareeba Shire Council Mount Isa City Council Somerset Regional Council	\$124,869	\$74,923	\$62,435

<b>Category 3</b>	Cassowary Coast Regional Council Central Highlands Regional Council Gympie Regional Council Isaac Regional Council Livingstone Shire Council Lockyer Valley Regional Council Maranoa Regional Council Noosa Shire Council Scenic Rim Regional Council South Burnett Regional Council Southern Downs Regional Council Tablelands Regional Council Western Downs Regional Council Whitsunday Regional Council	\$133,196	\$83,247	\$70,759
<b>Category 4</b>	Bundaberg Regional Council Fraser Coast Regional Council Gladstone Regional Council Rockhampton Regional Council	\$158,168	\$104,059	\$91,571
<b>Category 5</b>	Cairns Regional Council Mackay Regional Council Redland City Council Toowoomba Regional Council	\$183,143	\$124,869	\$108,222
<b>Category 6</b>	Ipswich City Council Townsville City Council	\$208,117	\$141,520	\$124,869
<b>Category 7</b>	Logan City Council Moreton Bay Regional Council Sunshine Coast Regional Council	\$233,091	\$161,499	\$141,520
<b>Category 8</b>	Gold Coast City Council	\$258,066	\$178,981	\$154,006

#### Notes to the remuneration schedule

In its 2014 report the then Tribunal explained the rationale behind the adoption of a system of remuneration which comprised a base payment (of two thirds of the annual remuneration) and a monthly payment based upon attendance at, and participation in, the 12 mandated council meetings.

- Note 1 The monetary amounts shown are the per annum figures to apply from 1 July 2021. If an elected representative only serves for part of a full year (that is, 1 July to 30 June) they are only entitled to a pro rata payment to reflect the portion of the year served.
- Note 2 For councillors in category 1 councils, a base payment of \$36,073.28 is payable for the 12 months commencing on 1 July 2021. A meeting fee of \$1,503.06 per calendar month (or fortnightly equivalent) is payable for attendance at, and participation in, scheduled meetings of council subject to certification by the mayor and/or chief executive officer of the council. Mayors and deputy mayors in category 1 councils are to receive the full annual remuneration level shown.

### 3. Matters raised with the Commission during the remuneration review program

A summary table of submissions made to the Commission during the review period and the Commission's determination is provided below.

#### Meetings and deputations

Local governments were provided with the opportunity to engage with the Commission at the 124<sup>th</sup> Annual Conference of the LGAQ at the Gold Coast Convention and Exhibition Centre held from 19 to 21 October 2020.

Townsville City Council and South Burnett Regional Council provided the Commission with oral deputations during the LGAQ Conference.

Considering the restrictions imposed by COVID-19 the Commission determined and advised councils that the date for written submissions would be extended from 26 October 2020 to 30 October 2020. Five submissions were received from the Central Highlands Regional Council, Torres Strait Island Regional Council, Isaac Regional Council, North Burnett Regional Council and Pormpuraaw Aboriginal Shire Council by 30 October 2020.

After the extended due date, the Commission also receive a written submission from Somerset Regional Council on 2 November 2020, and from Barcaldine Regional Council and Toowoomba Regional Council on 5 November 2020.

In making its determination, the Commission had regard to all submissions it received, together with the matters on pages 6 to 8 of this report.

Key points raised with the Commission during the 2020 review period were not dissimilar to 2019 and included increasing demands on councils in relation to sustainability, industry and innovation, potential recognition of differential council and councillor workloads. Councils also raised the impact and future uncertainty of the COVID-19 pandemic with particular emphasis on concerns for the wellbeing of their community constituents, future economic growth, development, and sustainability, especially in regional areas.

#### Table – Summary of 2020 submissions

<b>1</b>	<b>Date received</b>	<b>Oral Submission</b> made at LGAQ Gold Coast Conference, Monday 19 October 2020
	<b>Received from</b>	<b>Townsville City Council:</b> Councillor Anne Marie Greaney and Councillor Rehbein
	<b>Summary of submission</b>	Council sought clarity on areas of law for Motor Vehicle Policy options. Council further requested consistency in relation to Vehicle Policies across Queensland. Currently, nine councillors have vehicles subject to novated leasing and three councillors use their own vehicles.

	<b>Determination</b>	Application of a Motor Vehicle Policy by Council is outside of the scope of the LGRC. The Commission does not prescribe expenses and reimbursement policies.
2	<b>Date received</b>	<b>Oral Submission</b> made at LGAQ Gold Coast Conference, Monday 19 October 2020
	<b>Received from</b>	<b>South Burnett Regional Council:</b> Mayor Brett Otto, Deputy Mayor Gavin Jones, and Chief Executive Officer Mark Pitt
	<b>Summary of submission</b>	Councils expressed views about the challenges of dealing with the Grants Commission, with operational funding and consistency being the key challenges to enable council to plan and budget moving forward. Expressed that councillors face more complex economic growth, large geographical area with complex diversity, ageing population, 3200km road network, large corporate proponents requiring strategic level engagement by mayor and deputy mayor with local, state, and federal governments. Enterprise is transitioning and strategic management is required.
	<b>Determination</b>	<p>The Commission will consider the matters raised and invite further submissions and/or engagement with councils in 2021 when the Commission intends to undertake an analysis of the current methodology, remuneration categories and application.</p> <p>In relation to the Grants Commission, the functions and operation of the Grants Commission is outside of the scope and authority of the LGRC. The broader considerations raised have, however, been noted and council will be invited to engage further during the Commission's intended 2021 consultation and analysis period.</p>
3	<b>Date received</b>	<b>Written Submission</b> on 21 October 2020
	<b>Received from</b>	<b>Porpuraaw Aboriginal Shire Council,</b> Chief Executive Officer Edward A Natara
	<b>Summary of submission</b>	<p>Remuneration for Porpuraaw ASC is considered by council to be "very reasonable and generous in comparison to our broader community".</p> <p>Council noted that it seeks to build up capacity (rotating its deputy mayor each three months) and have Portfolio Holders attend meetings with the CEO and managers. Some of the challenges include attendance at meetings by elected members. Councillors meet each</p>

	<b>Determination</b>	fortnight for briefing and project/programs/issues which are tabled for the management team to follow up at the last Thursday monthly council meetings.  Submission received and noted. No change requested on behalf of council.
<b>4</b>	<b>Date received</b>	<b>Written Submission</b> on 5 November 2020
	<b>Received from</b>	<b>Barcaldine Regional Council</b> , Acting Chief Executive Officer Brett Walsh
	<b>Summary of submission</b>	Council advised the Commission that it had passed a Resolution on or about 28 October 2020 in the following terms: <i>“Council receives the report and provides feedback to the Commission that it is the position of Barcaldine Regional Council that Mayor and Councillor remuneration for the 2021-2022 financial year remain at the same level as the 2020-2021 financial year.”</i>
	<b>Determination</b>	The Commission has noted council’s Resolution passed for no change in mayor and councillor remuneration for the 2021-2022 financial year.
<b>5</b>	<b>Date received</b>	<b>Written Submission</b> on 30 October 2020
	<b>Received from</b>	<b>Central Highlands Regional Council</b> , Chief Executive Officer Scott Mason on behalf of council
	<b>Summary of submission</b>	Council is currently identified by the LGRC as a category 3 council. Council repeats its submission that it does not consider category 4 as appropriate, however, it should be differentiated from other category 3 councils.  Council advocates for a new category between category 3 and 4 to separate councils that fall outside criteria and can be justified recognising the extraordinary diversity of industry. The following factors were relied upon in council’s submission: <ul style="list-style-type: none"> <li>• Central Highlands contributes a significant amount to Queensland’s Gross Domestic Product by way of its resource and agricultural, sectors.</li> <li>• There are 11 operating coal mines in the region generating \$813 million of local spend and significant royalties for the state.</li> <li>• The gross value of agricultural commodities produced within the Central Highlands is greater than \$800 million per annum.</li> </ul>



	<p><b>Determination</b></p>	<ul style="list-style-type: none"> <li>• Coal and agricultural sectors have significant impact on elected members in relation of the need to understand the operational complexities of each sector but the elected members also deal with tourism, retail, support services to various industries, education and facilitating a lifestyle of choice for residents of the region.</li> <li>• Significant stakeholder engagement is required by mayor and councillors outside of their ordinary standard central duties, especially in the context of drought.</li> <li>• Mining resources are quantifiably more intensive than other regions (for example, natural gas).</li> <li>• Submitted that Central Highlands is unique due to the presence of two significant industries in its region.</li> </ul> <p>Council identified that similar challenges facing both Central Highlands and Isaac Regional Council supported the creation of two new categories.</p> <p>Key issues raised in support of council's submission included increased (and significant) demand particularly around the resource and agricultural sectors, infrastructure growth, innovation, and regional sustainability. Resident and non-resident population demands were also cited as creating additional workload for councillors. Council has repeated its questioning of whether councillors could properly be considered as 'part-time' given increasing community and industry expectations upon council regarding regional sustainability.</p> <p>The Commission will consider the matters raised and invite further submissions and/or engagement with councils in 2021 when the Commission intends to undertake an analysis of the current methodology, remuneration categories and application.</p>
<p>6</p>	<p><b>Date received</b></p> <p><b>Received from</b></p> <p><b>Summary of submission</b></p>	<p><b>Written Submission</b> on 30 October 2020</p> <p><b>Isaac Regional Council</b>, Chief Executive Officer Gary Stevenson</p> <p>Council relied on its previous submissions dated 24 October 2018 and 21 October 2019, together with representations made to the Commission at the LGAQ Conference on 15 October 2019 by Deputy Mayor Kelly Vea and Senior Advisor Mary-Anne Uren.</p>

Council has previously requested that mayors of like councils in category 3 be remunerated at a higher level than their counterparts, to recognize the mayor's role demands full-time hours where the local government area has a geographical spread of more than 50,000km<sup>2</sup>, a resident and non-resident population total more than 30,999 and the local government area has a significant diversity of Industry.

The practical request that council repeats in its 2020 submission to the Commission is that the existing category 3 councils become category 3A councils and that a new category 3B be introduced which includes Isaac Regional Council and Central Highlands Regional Council and sets remuneration for the mayor of each of these two councils in accordance with the remuneration determined for category 4 mayors. Council requests that the remuneration of the deputy mayor and councillors be consistent with the remuneration of category 3A councils.

Council states that resource sector requirements, community expectations to ensure regional benefit and the increased regulatory oversight of mining practices, together with the impact of an extensive agricultural sector creates requirements for the mayor to participate in stakeholder engagement activities outside of their ordinary standard central duties, especially in the context of drought.

Council's submission states further that whilst it is acknowledged that category 4 mayors are not full-time – Isaac Regional Council considers that a minimum increase of the mayor's remuneration to the level requested is warranted.

Additionally, council submitted that data utilised to inform the categories for remuneration where based on Census information, is subject to a significant lag bias. The council referenced the Bowen Basin population report, produced by the Queensland Governments Statistician's Office, and submitted that this report would provide a more relevant, up-to-date, reference for populations being managed by Isaac Regional Council.

Council submitted that the additional level of engagement required by the mayor stemming from the non-resident population is considerable and that continuous engagement is required through advocacy to state and

		<p>federal governments to fund infrastructure and services, advocacy and engagement with resource and renewables proponents in the region to manage and mitigate impacts and seek opportunities from economic developments in the region.</p> <p>Strategic planning for a sustainable future with diversity of industries in the Isaac region. Submission stated to relate to increased remuneration for mayor only.</p> <p><b>Determination</b></p> <p>The Commission will consider the matters raised and invite further submissions and/or engagement with councils in 2021 when the Commission intends to undertake an analysis of the current methodology, remuneration categories and application.</p>
7	<p><b>Date received</b></p> <p><b>Received from</b></p> <p><b>Summary of submission</b></p> <p><b>Determination</b></p>	<p><b>Written Submission</b> on 30 October 2020</p> <p><b>North Burnett Regional Council</b>, Mayor Rachel Chambers</p> <p>Council seeks an understanding and clarity regarding LGRC remuneration methodology. Submits that category 1 is not reflective of the effort and skill of council. Identified issues council faces in undertaking their role and that the current remuneration does not reflect the actual role and duties undertaken daily which include – 20,000km<sup>2</sup> area with six distinct townships, current salary makes it difficult to attract younger candidates needed to be involved in planning for the future, roles are full-time (long hours, after hours, public holidays and on call) and all councils are under the same legislative conditions and subject to the same obligations to achieve financial sustainability and positive socio-economic outcomes. Questioned lack of qualifications or skills needed as part of the methodology. Challenged whether ‘conditions are different’ equates to ‘workload is different’. Economic development is a factor for all councils.</p> <p>Pursuant to section 242 of the Regulation, in establishing categories of local governments, the Commission <b>must have regard to the following criteria</b>:-</p> <ul style="list-style-type: none"> <li>(a) The size, and geographical and environmental terrain, of local government areas.</li> <li>(b) The population of local government areas, including the areas’ demographics, the spread of population serviced by the local governments and the extent of the</li> </ul>

		<p>services the local governments provide; and</p> <p>(c) The Commission <b>may have regard to other matters</b> the Commission considers relevant to the effectiveness, efficiency, and sustainability of local governments.</p> <p>The Commission intends to analyse the application of the regulated criteria and its applicability to best service the needs of local government representatives and their constituents moving forward. The Commission will be inviting further engagement with local government in 2021 with formulating an understanding of the challenges and demands faced by mayors, deputy mayors and councillors with increasing demands for councillor participation in growth, development, innovation, infrastructure and sustainability.</p> <p>The Commission understands that additional clarity regarding methodology has been requested and in 2021 the Commission intends to formulate a general guide to assist council/s better engage and communicate with the Commission.</p> <p>The Commission will consider the matters raised and invite further submissions and/or engagement with councils in 2021..</p>
8	<p><b>Date received</b></p> <p><b>Received from</b></p> <p><b>Summary of submission</b></p>	<p><b>Written Submission</b> on 2 November 2020</p> <p><b>Somerset Regional Council</b>, Chief Executive Officer Andrew Johnson for Mayor Graeme Lehmann</p> <p>Council submitted that council categories and selection criteria should be reviewed to ensure that the level of workload is reflected by the constitutes serviced. Council requests that remuneration is reinstated comparable to at least that at the time of amalgamation.</p> <p>Council submitted that the service level and expectation of communities and workloads are increasing. Council contends that alternative formulas should be considered as part of determining categories to ensure adequate compensation is given to elected members. Changes in legislation (Belcarra Reform, etc.) have added increased burden to elected members, once again, raising the risk and workload of elected members.</p> <p>Council argued that Remuneration in the Somerset Region had reduced since</p>

	<b>Determination</b>	<p>amalgamation, while Somerset continues to grow.</p> <p>The Commission will consider the matters raised and invite further submissions and/or engagement with councils in 2021 when the Commission intends to undertake an analysis of the current methodology, remuneration categories and application.</p>
9	<p><b>Date received</b></p> <p><b>Received from</b></p> <p><b>Summary of submission</b></p>	<p><b>Written Submission</b> on 5 November 2020</p> <p><b>Toowoomba Regional Council</b>, Chief Executive Officer Brian Pidgeon</p> <p>Council repeated its previous submission to the LGRC that the current category 5 status should be elevated to category 6.</p> <p>Council notes that it shares category 5 with Cairns, Mackay, and Redland, and submits that it is more appropriately benchmarked, on a variety of measures, with those councils in category 6, specifically Ipswich and Townsville. Factors submitted by council included:</p> <ul style="list-style-type: none"> <li>• size of Toowoomba Regional Council area being 12 times larger in area than Ipswich and 3.4 larger in area than Townsville</li> <li>• geographical and environmental terrain of Toowoomba Region</li> <li>• population of Toowoomba Region including demographics; spread of population across 12,973km<sup>2</sup></li> <li>• extent of services and diversity of communities</li> <li>• extent of development in the region (one of the most diverse and robust economies in Australia)</li> <li>• councillor workload given one city and 28 independent towns and villages are incorporated in the Toowoomba Region</li> <li>• managing challenges with being in a highly productive, growth region, with large infrastructure projects requiring significant investment by council including Toowoomba Bulk Water Supply; Cressbrook Dam Spillway Upgrade; Reservoir and Treatment Plant upgrades; Toowoomba Region Sports Precinct; Cooby Dam Spillway Upgrade and additional projects specifically identified by council in its detailed submission</li> </ul>

	<b>Determination</b>	<ul style="list-style-type: none"> <li>ongoing challenges related to aligning the community following amalgamation of eight councils</li> <li>re-categorisation of Toowoomba Regional Council as category 6 would promote relativities between councils and ensure appropriate remuneration with confidence in what council has identified as being a "demanding environment".</li> </ul> <p>The Commission will consider the matters raised and invite further submissions and/or engagement with councils in 2021 when the Commission intends to undertake an analysis of the current methodology, remuneration categories and application.</p>
10	<b>Date received</b>	<b>Written Submission</b> on 30 October 2020
	<b>Received from</b>	<b>Torres Strait Island Regional Council</b> , Mayor Phillemon Mosby
	<b>Summary of submission</b>	<p>Submission that TSIRC should not be classified as a category 1 council and should be in a category of its own. Mayor, deputy mayor and councillors inadequately remunerated under category 1.</p> <p>TSIRC is one of three local councils in the Torres Strait region. TSIRC manages the treaty agreement between the border of Australia and Papua New Guinea (PNG) and identifies itself as the only local council in Australia with this added responsibility. TSIRC services fifteen separate communities spread across 42,000km<sup>2</sup> of open sea, each with its own unique characteristics and service requirements. As an Indigenous Regional Council under the <i>Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984</i> (Qld), it is submitted that TSIRC has additional responsibilities in managing Deed of Grant in Trust (DOGIT) communities as Trustee, as well as providing for local government services. TSIRC submits that there are several matters which are unique to it and that these matters add to the responsibilities of councillors. These matters include: treaty obligations between Australia and PNG; high cost of living and travel in and to the region; limited employment (meaning that the mayor and councillor salary is in most cases the only source of income); over 800 social houses under banner of responsibility; no revenue from rates base and completely reliant on state and commonwealth funding; responsible for management of air and sea</p>

**Determination**

ports in 15 island communities; multilingual language challenges and Native Title determinations add a layer of complexity to the functions as a local government.

The Commission notes the increasing pressure on councils in relation to sustainability and strategic development. The Commission further notes the specific matters raised by TSIRC regarding consideration of a future category change and/or creation of a new category.

The Commission will consider the matters raised and invite further submissions and/or engagement with councils in 2021 when the Commission intends to undertake an analysis of the current methodology, remuneration categories and application.

## 4. Other activities of the Commission

Exceptional circumstances submissions (matters raised under *Local Government Regulation 2012*, section 248):

Nil.



## 5. Commission's future priorities

The Commission intends to undertake its comprehensive analysis of the council categories in 2021 and looks forward to engaging with local government and its stakeholders over the next 12 months.

Further information about the Commission and/or the Councillor Conduct Tribunal can be located at [www.dlgrma.qld.gov.au](http://www.dlgrma.qld.gov.au)

### **Local Government Remuneration Commission**

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### 7.3 2233 DEBT RECOVERY POLICY

**Doc Id:** 1047296

**Author:** Owen Jensen, Financial Services Manager

**Authoriser:** Rachel Cooper, Chief Executive Officer

**Attachments:** 1. Draft 2233 Debt Recovery Policy.pdf [1047297]

#### EXECUTIVE SUMMARY

To establish a policy for the recovery of outstanding rates and charges and accounts receivable.

#### CORPORATE PLAN

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play:

#### OUR ROLE:

*A Provider*

#### OUR PRIORITY AREAS:

*5. Our efficient and effective council*

#### RECOMMENDATION

That Council adopt by resolution Governance Policy 2233 Debt Recovery Policy.

#### REPORT

This policy applies to all ratepayers of the North Burnett Regional Council and debts recorded in Council's Accounts Receivable system.

The Council has a responsibility to recover monies owing to it in a timely and efficient manner to finance its operations and ensure effective cash management. When recovering rates and charges and accounts receivable the Council will:

- make the recovery processes clear, simple to administer and cost effective;
- make clear to debtors their payment obligations and the processes used by Council to assist them to meet those obligations;
- consider the capacity of each debtor to pay, while endeavouring to treat debtors consistently; and
- demonstrate flexibility when necessary in responding to changes in the local economy.

The management and recovery of overdue debts is an important aspect of Council's financial management function. The principles that apply to the management and recovery of overdue debts are as follows:

- Effectiveness/Efficiency – meeting the financial, social, economic and environmental, and other corporate objectives stated in the Corporate Plan and other related policies.
- Equity – ensuring the fair and consistent application of lawful recovery principles, without bias, taking account of all relevant considerations.
- Simplicity – endeavour to ensure widespread community or stakeholder understanding of the Council's debtor management activities.
- Sustainability – revenue decisions support the financial strategies for the delivery of infrastructure and services identified in Council's long-term planning.

The policy supports Council's strong commitment to transparency, accountability and adherence to the financial management function.

**CONSULTATION**

There has been consultation with Councillors through a Council workshop in February 2021.

**RISK IMPLICATIONS****Reputation / Political**

Not Applicable

**Occupational Health & Safety (WHS)**

Not Applicable

**Financial Impact**

The non-recovery of outstanding debts will impact the financial results of Council to meet its corporate objectives.

**Legal & Regulatory**

Not Applicable

**Environmental**

Not Applicable

**Property & Infrastructure**

Not Applicable

**Human Resources**

Not Applicable

**Information Communications Technology**

Not Applicable

**Service Delivery**

Revenue is set at a level which considers the services which are to be provided to the community. Recovery of debts enables Council to achieve its corporate objectives outlined in its operational plans. The non-recovery of outstanding debts may impact the ability to provide the level of services to the community.

**Climate**

Not Applicable

**KEY MESSAGE**

The policy supports Council's strong commitment to transparency, accountability and adherence to the financial management function.

# Draft 2233 Debt Recovery

## Governance Policy



### PURPOSE

- 1) To establish a policy for the recovery of outstanding rates and charges and accounts receivable.
- 2) Rates and charges levied under the Local Government Act 2009 and the Local Government Regulation 2012 provide a major source of revenue for Council and effective collection processes are vital to ensure viability of Council, whilst giving all due consideration and assistance to ratepayers and debtors who display genuine commitment to clearing their debt.

### SCOPE

- 3) This policy applies to all ratepayers of the North Burnett Regional Council and debts recorded in Council's Accounts Receivable system.

### DEFINITIONS

Term	Definition
<b>Council</b>	Means North Burnett Regional Council (NBRC)
<b>Irrecoverable Sundry Debts</b>	Means a debt that may meet any of the following criteria: <ul style="list-style-type: none"> <li>• All reasonable collection action has been taken and was unsuccessful</li> <li>• No possibility for collection exists now or in the future</li> <li>• The debtor cannot be readily located or served Court documentation</li> <li>• Legal proceedings that are statute barred or the debt is legally unenforceable</li> <li>• The debtor is an inoperative corporation and without assets, or</li> <li>• The debtor is a natural person who is an undischarged bankrupt.</li> </ul>
<b>Irrecoverable Rates and Charges</b>	Means a debt on an account where the property description of the land no longer exists and may meet any of the following criteria: <ul style="list-style-type: none"> <li>• All reasonable collection action has been taken and was unsuccessful</li> <li>• No possibility for collection exists now or in the future</li> <li>• The debtor cannot be readily located or served Court documentation</li> <li>• Legal proceedings are statute barred or the debt is legally unenforceable</li> <li>• The debtor is an inoperative corporation and without assets</li> <li>• The debtor is a natural person who is an undischarged bankrupt.</li> </ul>
<b>Rates and Charges</b>	As defined in Chapter 4 of <i>Local Government Regulation 2012</i> including differential general rates, minimum general rate levies, separate rates and charges, special rates and charges, utility charges and accrued interest or premium owing on outstanding balances. Infrastructure and remedial works charges can, subject to the appropriate legislation as applicable at the time be considered to be a rate and recovered accordingly.
<b>Sundry Debtor</b>	Means debts owed to Council and recorded in Council's Accounts Receivable systems excluding rates and charges: <ul style="list-style-type: none"> <li>• for the supply of goods and services provided on a credit basis, or</li> <li>• for charges raised as a result of legislative requirements provided on a credit basis, or</li> <li>• for rectification of damage caused to Council infrastructure.</li> </ul>

### POLICY

#### OBJECTIVES

- 4) The Council has a responsibility to recover monies owing to it in a timely and efficient manner to finance its operations and ensure effective cash management. When recovering rates and charges and accounts receivable the council will:
  - make the recovery processes clear, simple to administer and cost effective;
  - make clear to debtors their payment obligations and the processes used by Council to assist them to meet those obligations;

- consider the capacity of each debtor to pay, while endeavouring to treat debtors consistently; and;
- demonstrate flexibility when necessary in responding to changes in the local economy.

## PRINCIPLES

- 5) The management and recovery of overdue debts is an important aspect of Council's financial management function. The principles that apply to the management and recovery of overdue debts are as follows:
- Effectiveness/Efficiency – meeting the financial, social, economic and environmental, and other corporate objectives stated in the Corporate Plan and other related policies.
  - Equity – ensuring the fair and consistent application of lawful recovery principles, without bias, taking account of all relevant considerations.
  - Simplicity – endeavour to ensure widespread community or stakeholder understanding of the Council's debtor management activities.
  - Sustainability – revenue decisions support the financial strategies for the delivery of infrastructure and services identified in Council's long term planning.

## POLICY STATEMENT

- 6) The policy supports Council's strong commitment to transparency, accountability and adherence to the financial management function.
- 7) Debt collection is a legitimate and necessary business activity, but it is essential that such activity is conducted in a fair and appropriate manner. Council needs to carefully monitor the level of overdue rates and other amounts due to it, and be vigilant in the recovery function, as outstanding amounts can cause disruption to the provision of services and facilities. Rather than letting the level of overdue rates and other amounts escalate over time, it is preferable to constantly and consistently apply a fair, appropriate and vigilant recovery process.

## ROLES AND RESPONSIBILITIES

- 8) The Chief Executive Officer, and/or delegate are responsible for ensuring that this policy is understood and adhered to by all employees involved in the recovery of rates, charges and commercial debtor's arrears.
- 9) Specific roles and responsibilities are defined in the Debt Recovery Procedures.

## APPLICABLE LEGISLATION AND REGULATION

- 10) Applicable legislation and regulation:
- a) *Local Government Act 2009*
  - b) *Local Government Regulation 2012*

## RELATED DOCUMENTS

- 11) Related documents are:
- a) Revenue Policy
  - b) Revenue Statement
  - c) Hardship Concession Policy
  - d) Pensioner Rates Concession Policy
  - e) Debt Recovery Procedure

## RESPONSIBLE OFFICER

Chief Executive Officer

## APPROVAL DATE

[To insert date]

## REVIEW DATE

[To insert date] (Standard four year term)

**REVISION HISTORY**

<b>Version</b>		<b>Approval Date</b>	<b>History</b>
1	[To specify Meeting]	[To insert date]	[To specify New Policy OR Revised Policy]

## 7.4 FINANCE REPORT TO 31 MAY 2021

**Doc Id:** 1046673

**Author:** Michelle A. Burns, Senior Accountant

**Authoriser:** Susie Glasson, General Manager Corporate and Community

**Attachments:** 1. Finance Report - May 2021.pdf [1047221]

### EXECUTIVE SUMMARY

This report provides a summary of Council's financial performance against budget for the financial year to 31 May 2021.

### CORPORATE PLAN

**OUR VISION:** By 2030, the North Burnett will be a region of choice for people to live, work and play:

#### OUR ROLE:

*A Provider*

#### OUR PRIORITY AREAS:

*5. Our efficient and effective council*

### RECOMMENDATION

That in accordance with section 204 *Local Government Regulation 2012 (Qld)*, Council receives the Finance Report for the period ended 31 May 2021.

### REPORT

The monthly financial report includes a Statement of Financial Performance, Statement of Financial Position and Rates Debtor Analysis. Exception reporting is noted within the reports comparing actual performance against budget. Key highlights as at the end of May 2021 include:

- Rates, Levies and Charges recorded in January 2021 totalling \$10.66m, and year to date are aligned with the budget year-to-date.
- Capital grants – several significant grants have been received after the budget for 2020/21 was prepared. This means that the income received will be higher than the overall budget for these grant items. The current year to date amount over budget is \$4,969,170.
- Materials and Services – year to date operating materials and services expenditure is higher than expected at this time of year. This variance has been investigated and discussed at Council's workshop on 3 March 2021. The variance to date has been associated with a change of methodology in the reporting of plant costs as compared to the forecasting in the budget, and this has improved the accuracy in reflecting the costs in maintaining and constructing road assets.
- Depreciation is currently above budget and a detailed analysis was prepared and brought to the Council workshop on 3 March 2021. There is a timing variance of \$642,000 in the phasing of the depreciation budget for 2020/21.
- Cash and cash equivalents decreased by \$1,164,000 in the month of May 2021. This has been mainly due to progressing capital expenditure program including regional water mains replacement of \$710,290 as part of the Works for Queensland Round 4 grant.

### CONSULTATION

Report prepared with input from internal budget holders.

**RISK IMPLICATIONS****Reputation / Political**

Low risk if expenditure deviates slightly from budget or project delivery schedule.

**Financial Impact**

Low risk as expenditure in line with budget. The report highlights the need for continuing to closely monitor expenditure, and incorporate efficiencies into operations.

**KEY MESSAGE**

Council is presenting this monthly financial report to provide information on the financial performance against budget and to comply with legislative requirements.



**FINANCIAL PERFORMANCE (as at May 2021)**

**Areas to note**

Overall, the council reported a YTD actual net operating loss before capital grants and contributions as at 31 May 2021 which is currently \$2,505,000 more than predicted. This difference is comprised of revenue below budget of \$612,000, and operating expenses over budget of \$1,893,000.

**Operating Revenue**

- Rates revenue is on par with budget, although General Rates are slightly lower than predicted by \$30,401 this has been offset by an increase in water consumption rates of \$32,971 and the Mt. Perry special levy of \$8,774.
- Fees and Charges have increased in May by \$157,758 due to additional *Water & Sewer Fees* of \$61,401, mainly relating to bulk water sold to Mt Perry and Monto area and includes \$4,996 of water connections revenue. *Other Fees and Charges* have increased by \$47,351, primarily due to rates search fees of \$35,259, aviation fuel sales of \$9,456 and showgrounds fees and charges of \$3,027. *Building & Development Fees* has increased by \$35,761. *Trade Waste & Recycling* revenue has increased by \$33,263; *Licences and Registrations* have increased by \$30,436 of which \$23,456 in additional income relating to food business licencing. Whereas, *Community Service Fees* are below budget by \$33,622 and *Caravan Park Takings* are down by \$16,832, mainly relating to Mingo Crossing.
- Other Income has increased from budget by \$45,627, which is made up of additional RMW sales of \$33,597, QGAP Services of \$4,422 and Centrelink Revenue of 4,643; including other small amounts of funds above budget from art gallery commissions, washdown bay and weather station reading.
- Rental Income has decreased by \$72,884 of which \$63,022 is council leasing which has been reviewed and invoices are raised in June 2021. The other decrease of \$9,862 is rental of council housing.
- Recurrent Grants, subsidies, contributions, and donations are below budget by \$767,830 due to a reduction in the Financial Assistance Grant's (FAG) received from the original anticipated budget and timing of revenue received. The \$741,909 recurrent revenue shortfall relates to the timing of receiving the FAG forecasted in the budget. The balance of \$25,921 mainly relates to the timing of receiving the trainee subsidy.

**Operating Expenditure**

- Materials and Services are over budget by \$1,159,000. This variance has been investigated and as discussed at Council workshop on 3<sup>rd</sup> March 2021. This relates to improved reporting of plant costs against roads maintenance works as compared to initial operational forecasts.
- There has been increases as compared to budget in depreciation for most areas including roads \$272,000, water \$475,000, sewer \$115,000, other facilities \$218,000, waste management \$117,000, furniture & fittings \$20,000 and buildings \$127,000. Plant & Equipment remain favourable to budget by \$71,000.

**Capital revenue and expenses**

- As at May 2021, Council has received the following funding that was announced after the original budget was calculated:
- Drought Communities Program - \$900,000
- Local Roads & Community Infrastructure Program - \$1,204,000 Including (Progress payment for urban reseals Biggenden and Mt. Perry \$310,000, timber bridge refurbishments Elliott's & Ford Creek \$215,000, rural reseals \$100,000, gravel resheeting \$300,000, pavement rehabilitation \$600,000, roadside drainage \$225,000, and footpath replacement \$100,438).
- Works for QLD 19-21 - \$652,000 (Progress payment for recreational Parks/ Council HV road network expansion \$1,000,000)
- Works for QLD 19-21 - \$700,000 - COVID (Progress payment for Community Halls improvements \$130,000, Public amenities Mt. Walsh \$100,000, cemetery register boards & fencing \$95,000, and replacement water mains \$1,075,000)
- QLD Disaster Resilience Fund \$173,000 (Progress payment for upgrade Ross Crossing Bridge and approaches \$259,345)
- Building our Regions Sewerage Program - \$257,000
- TIDS \$635,000, SafeST \$48,300,
- State Development, Manufacturing, Infrastructure & Planning - \$400,050 Multi-Site Transfer Station.
- Disposal of Non-Current Assets \$77,500

**YTD FY2021**

	Actual \$000	Budget \$000	Variance \$000	%	Impact on net result
<b>Recurrent Revenue</b>					
Rates, levies and charges	17,365	17,367	(2)	(0%)	
Fees and charges	1,253	1,095	158	14%	▲
Interest Received	310	317	(7)	(2%)	
Other Income	949	903	46	5%	
Recurrent Grants, subsidies, contributions and donations	5,401	6,169	(768)	(12%)	▼
Rental Income	241	314	(73)	(23%)	▼
Sales Revenue	2,414	2,380	34	1%	
<b>Total Operating Revenue</b>	<b>27,932</b>	<b>28,544</b>	<b>(612)</b>	<b>(2%)</b>	
<b>Recurrent Expenses</b>					
Employee Benefits	(13,732)	(14,274)	542	4%	
Materials & Services	(12,573)	(11,414)	(1,159)	(10%)	▼
Depreciation	(13,903)	(12,630)	(1,273)	(10%)	▼
Finance Costs	(97)	(95)	(1)	(1%)	
<b>Total Operating Expense</b>	<b>(40,305)</b>	<b>(38,413)</b>	<b>(1,893)</b>	<b>(5%)</b>	
<b>Operating Profit/(Loss)</b>	<b>(12,373)</b>	<b>(9,868)</b>	<b>(2,505)</b>	<b>(25%)</b>	▼
<b>Capital Revenue and Expenses</b>					
Capital Revenue	7,912	2,866	5,047	>100%	▲
Capital Expenses	0	0	0	0%	
<b>Net Capital Income Loss</b>	<b>7,912</b>	<b>2,866</b>	<b>5,047</b>	<b>&gt;100%</b>	▲
<b>Net Result</b>	<b>(4,461)</b>	<b>(7,002)</b>	<b>2,542</b>	<b>36%</b>	▲

Legend:  
■ favourable movement  
■ unfavourable movement

## FINANCIAL POSITION (as at May 2021)

	YTD FY2021	FY FY2021
	<i>Actual</i>	<i>Budget</i>
	<i>\$000</i>	<i>\$000</i>
<b>Current Assets</b>		
Cash and cash equivalents	28,005	20,085
Inventories	429	567
Trade and other receivables	5,970	2,985
	<b>34,403</b>	<b>23,637</b>
<b>Non-Current Assets</b>		
Property, plant and equipment	1,073,504	1,041,946
	<b>1,073,504</b>	<b>1,041,946</b>
<b>Total Assets</b>	<b>1,107,907</b>	<b>1,065,583</b>
<b>Current Liabilities</b>		
Current Borrowings QTC	(62)	(257)
Other Current Liabilities	(3,884)	(639)
Current Provisions	(2,218)	(1,800)
Trade and other payables	(2,169)	(1,833)
	<b>(8,333)</b>	<b>(4,529)</b>
<b>Non Current Liabilities</b>		
Borrowings Non Current	(2,080)	(1,813)
Provisions Non Current	(10,967)	(7,973)
	<b>(13,047)</b>	<b>(9,786)</b>
<b>Total Liabilities</b>	<b>(21,379)</b>	<b>(14,315)</b>
<b>Net Community Assets</b>	<b>1,086,528</b>	<b>1,051,268</b>
<b>Community Equity</b>		
Asset revaluation reserve	(338,632)	(307,955)
Retained surplus/(deficiency)	(747,896)	(743,313)
<b>Total Community Equity</b>	<b>(1,086,528)</b>	<b>(1,051,268)</b>

## Areas to note

## Assets

- YTD Cash and cash equivalents have decreased from 30 April 2021 to 31 May 2021 by \$1,164,000.
- Trade and other receivables have decreased from 30 April 2021 to 31 May 2021 by \$278,000.

## Liabilities

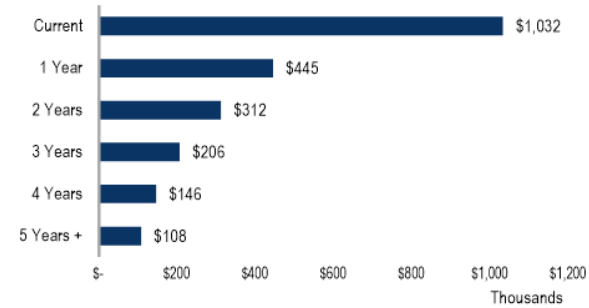
- Other current liabilities include funding received in advance for projects in the current financial year. Funding projects include the Drought Communities Program, Waste Transfer Station, Percy Hindmarsh Bridge, Biggenden Urban Water Project, and Sports Ground Lighting projects. These will be recognised as income as the project milestones are met.
- The provisions section of Non-Current Liabilities is higher due to the Waste Restoration Provision. This provision takes into account future costs that Council will need to pay for, which include capping, closure and restoration of existing landfill sites. Under the Australian Accounting Standards, we must recognise these costs now to show that we are planning to undertake these works when required. The calculation takes into account future costs and expected useful life of the landfill. This variance will remain the same until 2020/21 calculations are made at the end of the financial year.

### RATES OVERDUE (as at May 2021)

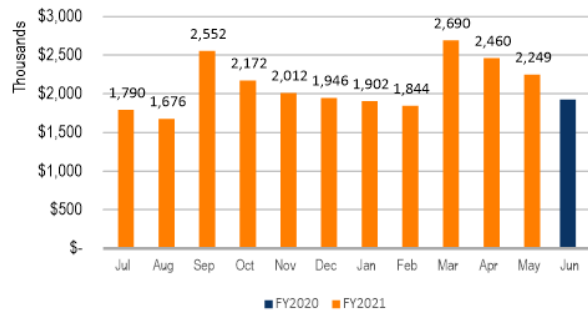
#### Areas to note

- In May 2021, the rates overdue has decreased from April 2021. This decline has been a reduction from April (\$2,459,704) to May (\$2,248,699) of \$211,035.
- In May 2021, the rates overdue balance decreased by -8.58% compared to the previous month.
- Approximately 65.69% of rates overdue as at 31 May 2021 are less than one year overdue.
- There do not appear to be any covid-related impacts on rates overdue.

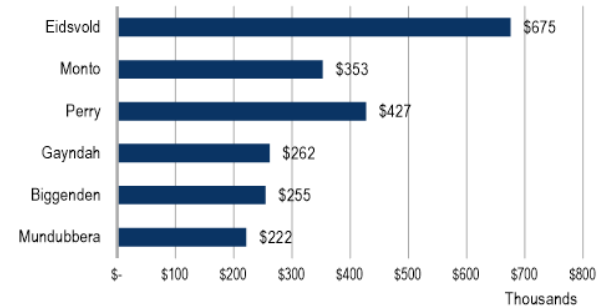
#### Overdue rates by age



#### Overdue rates balance



#### Overdue rates by location



**8 WORKS**

Nil

**9 COUNCILLOR REPORTS**

Nil

**10 CONFIDENTIAL REPORTS**

Nil

**11 CLOSURE OF MEETING**