



8 February 2024

Dear Councillors

**Re: Meeting Notice for Council Meeting to be held on 15 February 2024**

Notice is hereby given that the Council Meeting of the Longreach Regional Council will be held in the Recreation Centre, Ilfracombe on Thursday 15 February 2024 commencing at 9:00am.

The Briefing Session for this meeting will be held in the Fairmount room, Longreach Regional Council on Wednesday 14 February 2024 commencing at 10:30am.

Your attendance at these meetings is requested.

Yours faithfully

Brett Walsh  
Chief Executive Officer

Enc

# LONGREACH REGIONAL COUNCIL ORDINARY MEETING AGENDA

**Thursday 15 February 2024**

*Ifracombe Recreation Centre*

<b>1.</b>	<b>Opening of Meeting</b>	
<b>2.</b>	<b>Prayer</b>	
<b>3.</b>	<b>Consideration of Leave of Absence</b>	
<b>4.</b>	<b>Declaration of any Prescribed / Declarable Conflicts of Interest by Councillors and Senior Council Officers</b>	
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**1. OPENING OF MEETING**

**2. PRAYER** – Pastor Donna Muston, Uniting Church

**3. CONSIDERATION OF LEAVE OF ABSENCE**

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

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

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

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

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

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

Other Councillors may vote on this matter and decide if;

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

**5. CONFIRMATION OF MINUTES**

5.1 Council - 25 January 2024

# **LONGREACH REGIONAL COUNCIL**



## **Ordinary Meeting**

**Thursday 25 January 2024**

**UNCONFIRMED MINUTES**

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Thursday 25 January 2024 at the Civic Centre, 96 Eagle Street, Longreach**

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**1 Opening of Meeting and Acknowledgement of Country**

The Mayor declared the meeting open at 9:13am.

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

**2 Prayer**

The meeting paid its respects and observed a minutes silence for the passing of community members Norma Lawrence, William Stephen Krcmar, Stephen Alliss and Charles Samuel Werner Elliott.

**PRESENT**

**Councillors**

Mayor	Cr AC Rayner
Deputy Mayor	Cr LJ Nunn
	Cr DJ Bignell
	Cr AJ Emslie
	Cr TM Hatch
	Cr DW Paterson
	Cr TFB Smith

**Officers**

Chief Executive Officer	Brett Walsh
Chief Financial Officer	David Wilson
Director of Communities	Karyn Stillwell
Director of Works	André Pretorius
Manager of Human Resources, Safety & Wellness	Grace Cronin-Jones
Executive Assistant	Elizabeth Neal

**3 Consideration of Leave of Absence**

Nil

**4 DECLARATION OF PRESCRIBED / DECLARABLE CONFLICTS OF INTEREST**

**4.1 Declaration of Prescribed Conflicts of Interest**

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

*Cr Paterson declared a prescribed conflict of interest in Item 11.7 Referral Agency Assessment Application (Alternative Siting Assessment) - 137 Galah Street, Longreach as he is the owner of the property.*

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Thursday 25 January 2024 at the Civic Centre, 96 Eagle Street, Longreach**

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**4.2 Declaration of Declarable Conflicts of Interest**

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

The Councillor may voluntarily leave the meeting and not participate in a decision relating to the matter or; other Councillors may vote on this matter and decide if;

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

*Cr Emslie declared a declareable conflict of interest in Item 13.2, Community Donations - Longreach Ilfracombe Tigers as he is reimbursed by the club for line marking for the event, and he advised the meeting that he would leave the meeting for discussion of this matter and not participate in the decision relating to this matter.*

**5 Confirmation of Minutes**

*(Res-2024-01-001)*

*Moved Cr Emslie seconded Cr Nunn*

*That the Minutes of the Council held on Thursday 14 December 2023, be confirmed.*

*CARRIED 7/0*

**6 Reception and Consideration of the Mayoral Report**

*(Res-2024-01-002)*

*Moved Cr Paterson seconded Cr Hatch*

*That Council receives the Mayoral Report, as presented.*

*CARRIED 7/0*

**7 Councillor Requests**

Nil

**8 Notices of Motion**

Nil

**9 Petitions**

Nil

**10 Deputations**

Nil

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Thursday 25 January 2024 at the Civic Centre, 96 Eagle Street, Longreach**

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

**11.1 Councillor Information Correspondence**

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

*(Res-2024-01-003)*

*Moved Cr Hatch seconded Cr Smith*

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

*CARRIED 7/0*

**11.2 Council Meeting Date Change Request - April 2024**

Consideration to change the Council Ordinary Meeting date in April 2024 currently scheduled for Thursday 18 April 2024.

*(Res-2024-01-004)*

*Moved Cr Smith seconded Cr Emslie*

*That Council changes the Ordinary Council Meeting date, scheduled for Thursday 18 April 2024, to Thursday 11 April 2024.*

*CARRIED 7/0*

**11.3 Production and Distribution of Welcome Packs to New Residents**

Production and distribution of Welcome Packs to new residents for Councillor information.

*(Res-2024-01-005)*

*Moved Cr Hatch seconded Cr Nunn*

*That Council receives the report.*

*CARRIED 7/0*

**11.4 Annual Operational Plan 2023-24 - Review for Period Ending 31 December 2023**

Consideration of the 2023-24 Annual Operational Plan quarterly review for the period ending 31 December 2023.

*(Res-2024-01-006)*

*Moved Cr Bignell seconded Cr Smith*

*That Council, pursuant to section 174(3) of the Local Government Regulation 2012, receives the Chief Executive Officer's evaluation of the implementation of the 2023-24 Annual Operational Plan for the period ended 31 December 2023.*

*CARRIED 7/0*



**Minutes of the Longreach Regional Council Ordinary Meeting  
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**11.5 Delegations Register - Review**

Consideration of an update to the Council to CEO Delegation Register in accordance with section 257(5) of the *Local Government Act 2009*.

*(Res-2024-01-007)*

*Moved Cr Nunn seconded Cr Hatch*

*That Council, pursuant to section 257(5) of the Local Government Act 2009, adopts the Delegations Register (Council to the Chief Executive Officer), as presented.*

*CARRIED 7/0*

**11.6 National Water Grid Investment Framework**

Consideration of an option to fund a Longreach Water Security Project under the National Water Grid Investment Framework, in partnership with the State and Commonwealth governments.

*(Res-2024-01-008)*

*Moved Cr Bignell seconded Cr Hatch*

*That Council:*

- 1. Authorises the Chief Executive Officer to submit a business case to the Department of Regional Development, Manufacturing and Water in support of the Longreach Water Security Project;*
- 2. Authorises the Chief Executive Officer to take all steps necessary to negotiate and execute a funding agreement with the Queensland Government and, if applicable, the Commonwealth Government under the National Water Grid Investment Framework;*
- 3. Commits the sum of \$1,000,000 to the Longreach Water Security Project, as a co-contribution towards a future funding agreement; and,*
- 4. Commits to a budget allocation of \$7,000,000 for the replacement of water mains over future budgets.*

*CARRIED 7/0*

**Attendance:** *Councillor Paterson left the Meeting at 10:09 am.*

**11.7 Referral Agency Assessment Application (Alternative Siting Assessment) - 137 Galah Street, Longreach**

Consideration of a Referral Agency Assessment Application for an alternative siting assessment lodged with Council on December 11 2023, for a shed to be positioned on land located at 137 Galah Street, Longreach and described as Lot 609 on L3571.

*(Res-2024-01-009)*

*Moved Cr Nunn seconded Cr Bignell*

*That Council approves the siting variation of a shed with a 2 metre setback from the Magpie Lane road boundary and 1 metre setback from the side boundary at 137 Galah Street, Longreach, and formally described as Lot 609 on L3571, pursuant to section 32 and 33 of the Building Act 1975, Planning Act 2016 and schedule 9, table 3 of the Planning Regulations 2017.*

*CARRIED 6/0*

*Crs Rayner, Nunn, Bignell, Emslie, Hatch and Smith voted for the motion*

**Minutes of the Longreach Regional Council Ordinary Meeting  
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**Attendance:** Councillor Paterson returned to the Meeting at 10:10am.

**11.8 Application for additional town water under the Water Plan (Cooper Creek) 2011**

Consideration of a recommendation to apply for additional town water under the provisions of the *Water Plan (Cooper Creek) 2011*.

*(Res-2024-01-010)*

*Moved Cr Hatch seconded Cr Paterson*

*That Council authorises the Chief Executive Officer to submit a letter of application to the Department of Regional Development, Manufacturing and Water, seeking a 500 ML per annum increase to Council's existing annual water allocation pursuant to section 16(1)(d) of the Water Plan (Cooper Creek) 2011.*

*CARRIED 7/0*

**11.9 Workplace Health and Safety Update - December 2023**

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

*(Res-2024-01-011)*

*Moved Cr Nunn seconded Cr Emslie*

*That Council receives the Workplace Health and Safety Update for December 2023, as presented.*

*CARRIED 7/0*

**11.10 Information Report - Planning & Development Report**

This report provides an update on Development Services that has occurred during the month of December 2023.

*(Res-2024-01-012)*

*Moved Cr Bignell seconded Cr Paterson*

*That Council receives the Planning and Development information report, as presented.*

*CARRIED 7/0*

**11.11 Information Report - Governance**

This report provides an update on a range of activities that have occurred over the previous month for the Governance Directorate.

*(Res-2024-01-013)*

*Moved Cr Smith seconded Cr Emslie*

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

*CARRIED 7/0*

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Thursday 25 January 2024 at the Civic Centre, 96 Eagle Street, Longreach**

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*The meeting adjourned for morning tea at 10:44am.*

*The meeting resumed at 11:10am, with all attendees previously in attendance.*

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

**12.1 Monthly Financial Statements**

Consideration of the financial statements for the period ending 31 December 2023:

*(Res-2024-01-014)*

*Moved Cr Hatch seconded Cr Smith*

*That Council receives the monthly financial statements for the period ending 31 December 2023, as presented.*

*CARRIED 7/0*

**12.2 Audit and Risk Committee Report**

A report on the matters reviewed at the Audit and Risk Committee meeting held on 13 December 2023.

*(Res-2024-01-015)*

*Moved Cr Nunn seconded Cr Emslie*

*That Council receives the report of the Audit and Risk Committee meeting held on 13 December 2023.*

*CARRIED 7/0*

**12.3 Quarterly Budget Review**

Budget review and proposed adjustments to the budget for the 2024 financial year (FY24).

*(Res-2024-01-016)*

*Moved Cr Emslie seconded Cr Nunn*

*That Council approves the variations to the FY24 budget, as presented.*

*CARRIED 7/0*

**12.4 Information Report - Finance**

This report provides an update on a range of activities that has occurred during the month of December 2023 for the Finance Directorate.

*(Res-2024-01-017)*

*Moved Cr Bignell seconded Cr Paterson*

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

*CARRIED 7/0*

**Minutes of the Longreach Regional Council Ordinary Meeting  
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**13 Reception and Consideration of the Director of Communities Report**

**13.1 Community Donations - Longreach Junior Rugby League**

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

*(Res-2024-01-018)*

*Moved Cr Bignell seconded Cr Hatch*

*That Council approves the following allocation of funds from the Community Donations Program in accordance with the Community Donations Policy No. 11.06;*

<b>Organisation/ Name</b>	<b>Event/Activity</b>	<b>Event Date</b>	<b>Grant Approved</b>
<i>Longreach Junior Rugby League</i>	<i>Matt Scott Outback Carnival</i>	<i>6 April 2024</i>	<i>Financial \$5,000.00</i>
		<b>TOTAL</b>	<b>\$5,000.00</b>

*CARRIED 7/0*

**Attendance:** *Councillor Emslie left the Meeting at 11:55 am*

**13.2 Community Donations - Longreach Ilfracombe Tigers**

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

*(Res-2024-01-019)*

*Moved Cr Smith seconded Cr Nunn*

*That Council approves the following allocation of funds from the Community Donations Program in accordance with the Community Donations Policy No. 11.06;*

<b>Organisation/ Name</b>	<b>Event/Activity</b>	<b>Event Date</b>	<b>Grant Approved</b>
<i>Longreach Ilfracombe Tigers</i>	<i>Longreach Rugby League 9s Carnival</i>	<i>16-17 February 2024</i>	<i>Financial \$5,000.00</i>
		<b>TOTAL</b>	<b>\$5,000.00</b>

*CARRIED 6/0*

*Crs Rayner, Nunn, Bignell, Hatch, Paterson and Smith voted for the motion*

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Thursday 25 January 2024 at the Civic Centre, 96 Eagle Street, Longreach**

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**Attendance:** Councillor Emslie returned to the Meeting at 11:56am

**13.3 Sponsorship - GroWQ Association**

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

*Moved Cr Hatch seconded Cr Paterson*

*That Council approves the allocation of funds from the **2023/2024 Sponsorship budget** as contained in the following table, in accordance with the Sponsorship Policy No 11.07:*

<b>Organisation</b>	<b>Event/Project Activity</b>	<b>Event Date</b>	<b>Grant Recommended</b>
GroWQ	Ag Ball	20 April 2024	<b>Financial \$5,175.50</b>
		<b>TOTAL</b>	<b>\$5,175.50</b>

*MOTION LOST 0/7*

**13.4 Sponsorship - Longreach Show Society**

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

*(Res-2024-01-021)*

*Moved Cr Smith seconded Cr Bignell*

*That Council approves the allocation of funds from the **2023/2024 Sponsorship budget** as contained in the following table, in accordance with the Sponsorship Policy No 11.07:*

<b>Organisation</b>	<b>Event/Project Activity</b>	<b>Event Date</b>	<b>Grant Approved</b>
Longreach Show Society	2024 Longreach Annual Show	24 May 2024	<b>Financial \$7,312.00</b> <b>In-Kind \$266.00</b>
		<b>TOTAL</b>	<b>\$7,578.00</b>

*CARRIED 7/0*

**13.5 Queensland Connects - Disaster Resilience Programme**

A report on the Queensland Connects project for Council information.

*(Res-2024-01-022)*

*Moved Cr Nunn seconded Cr Hatch*

*That Council receives the Queensland Connects –Disaster Resilience Report, for information.*

*CARRIED 7/0*

**Minutes of the Longreach Regional Council Ordinary Meeting  
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**13.6 Childcare - Sleep and Rest Policy**

Consideration of adoption of the updated Childcare - *Sleep and Rest Policy*.

(Res-2024-01-023)

Moved Cr Emslie seconded Cr Smith

*That Council adopts the new Childcare - Sleep and Rest Policy, as presented.*

CARRIED 7/0

**13.7 Information Report - Communities**

This report provides an update on a range of activities that has occurred during the month of December for the Communities Directorate.

(Res-2024-01-024)

Moved Cr Paterson seconded Cr Emslie

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

CARRIED 7/0

*The meeting adjourned for lunch at 12:41pm.*

*The meeting resumed at 1:58pm, with all attendees previously in attendance.*

**14 Reception and Consideration of the Director of Works Report**

**14.1 Longreach Community Flood Action Plan Report**

The purpose of this report is to seek Council's endorsement to adopt the Longreach Community Flood Action Plan Report.

(Res-2024-01-025)

Moved Cr Bignell seconded Cr Paterson

*That Council adopts the Longreach Community Flood Action Plan Report, as presented.*

CARRIED 7/0

**Attendance:** *Councillor Hatch left the Meeting at 02:18 pm.*

**Attendance:** *Councillor Hatch returned to the Meeting at 02:24 pm.*

**14.2 Information Report - Works**

This report provides an update on a range of activities that has occurred during the month of November/December 2023 for the Works Directorate.

(Res-2024-01-026)

Moved Cr Paterson seconded Cr Hatch

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

CARRIED 7/0

**Minutes of the Longreach Regional Council Ordinary Meeting  
held on Thursday 25 January 2024 at the Civic Centre, 96 Eagle Street, Longreach**

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**15 Late Items**

Nil

**16 Closed Matters**

*(Res-2024-01-027)*

*Moved Cr Emslie seconded Cr Smith*

*That pursuant to section 254J(3) of the Local Government Regulation 2012 the meeting be closed to discuss the following matters, which are considered confidential for the reasons indicated:*

*Item 16.1, Disposal of two (2) former railway buildings - Purchase and Removal; and Item 16.2 Tender - Sale of Lot 201 on SP 340125; which are considered confidential as each contains information relating to negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.*

*CARRIED 7/0*

*(Res-2024-01-028)*

*Moved Cr Emslie seconded Cr Bignell*

That Council moves out of closed session.

*CARRIED 7/0*

**16.1 Disposal of two former railway buildings**

Consideration of tender responses for the disposal of two former railway buildings via purchase and removal.

*(Res-2024-01-029)*

*Moved Cr Smith seconded Cr Hatch*

*That Council, in accordance with Section 228(10) of the Local Government Regulation 2012, accepts the tender of Atlas House Removers to purchase the two vacant former railway buildings in Ilfracombe for the sum of \$4,312 ex GST, on the basis that it is the most advantageous tender having regard to the sound contracting principles.*

*CARRIED 7/0*

**16.2 Tender LRC442023 - Sale of Lot 201 on SP 340125**

Consideration of tender responses for sale of Lot 201 on SP 340125.

*(Res-2024-01-030)*

*Moved Cr Hatch seconded Cr Nunn*

*That Council:*

- 1. Pursuant to Section 228(9) of the Local Government Regulation 2012, does not accept any tender for sale of Lot 201 on SP 340125; and,*

**Minutes of the Longreach Regional Council Ordinary Meeting  
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2. Pursuant to Section 236(1)(a) of the Local Government Regulation 2012, authorises the Chief Executive Officer to take all steps necessary to negotiate the sale of Lot 201 on SP 340125, having regard to the sound contracting principles.

CARRIED 7/0

**17 Closure of Meeting**

There being no further business, the meeting was closed at 3:05pm.

**Minutes Certificate**

These minutes are unconfirmed.

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

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



**LONGREACH REGIONAL COUNCIL  
ORDINARY MEETING AGENDA**

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**6. MAYORAL REPORT**

**6.1 Mayoral Report**

The Mayor attended meetings and engagements in the time since the last Council meeting, including but not limited to:

- Participated in the Australia Day celebrations in Longreach conducting 5 Citizenship ceremonies as well as joining the Australia Day Ambassador Ross McKinnon in presenting the Australia Day awards. The Mayor joined the Senior citizens Australia Day lunch at the RSL. A town tour was hosted by the Mayor to showcase Longreach to the Ambassador and his wife before travelling to Ilfracombe to help Cr Hatch present the Awards for Ilfracombe and enjoy the celebrations at the Ilfracombe recreation centre.
- Attended the local government domestic violence champions network
- Was on the interview panel for the Officer in Charge position with Queensland Police Service in Longreach
- Met with Patrick Nolan, CEO and Artistic Director of Opera Qld in Longreach to discuss the planned events in Longreach for the 2024 Festival of Outback Opera
- Attended Qld Disaster Management Committee meeting re. TC Kirrily
- Attended DDMG meetings re potential flooding.
- Undertook media interviews with Radio 4LG and ABC Western Queensland
- Met with UQ staff to discuss community projects
- Met with Telstra to discuss planned upgrades and infrastructure improvements

In addition, the Mayor chaired the February RAPAD Board meeting in Longreach discussing the following agenda items:

- The Regional Waste strategy
- RAPAD objection to the planned injection of CO<sub>2</sub> into the Great Artesian Basin
- Request for meeting with State Ministers and DG's on the recent acquisition of large land parcels for National Parks and subsequent management of Dingoes, Pigs, Woody Weeds etc. and the number of staff who will be employed to manage these land reserves
- Integrated Care and commissioning update, placement of full time staff member with RAPAD funded by the Federal Government and,
- General update from RAPAD Mayors.

The local government election caretaker period commenced on Monday 29 January 2024.

**LONGREACH REGIONAL COUNCIL  
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***Recommendation:***

That Council receives the Mayoral Report, as presented.

- 7. COUNCILLOR REQUESTS**  
None received at time of agenda preparation.
- 8. NOTICES OF MOTION**  
None received at time of agenda preparation.
- 9. PETITIONS**  
None received at time of agenda preparation.
- 10. DEPUTATIONS**  
None received at time of agenda preparation.

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

### **11.1 – Councillor Information Correspondence**

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

##### **11.1 Councillor Information Correspondence**

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

The following correspondence has been received up to 5 February 2024:

1. Integrated Care and Commissioning Project Update
2. Integrated Care and Commissioning Feedback Summary
3. TMR – Revised Class 1 Heavy Vehicle Access Regime Program
4. Local Government Remuneration Commission Annual Report 2023
5. LGW Skytrust Compliance Program – Subsidisation of Initiative
6. Local Government Financial Audit Report 23-24
7. Minister for Planning – Approval to Adopt the Planning Scheme Major Amendment

#### **Appendices**

1. EML - 05 - 02 Integrated Care and Commissioning Project Update.pdf [↓](#)
2. LET - 05 - 02 Integrated Care and Commissioning Feedback Summary.pdf [↓](#)
3. LET - 12 - 12 TMR - Revised Class 1 Heavy Vehicle Access Regime Program.pdf [↓](#)
4. LET - 13 - 12 Local Government Remuneration Commission Annual Report 2023.pdf [↓](#)
5. LET - 22 - 12 LGW Skytrust Compliance Program – Subsidisation of Initiative.pdf [↓](#)
6. LET - 29 - 01 Local Government Financial Audit Report 23-24.pdf [↓](#)
7. LET - 30 - 01 Minister for Planning - Approval to Adopt Major Amendment.pdf [↓](#)

#### **Recommendation:**

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

## 11.1 - Councillor Information Correspondence --Appendix 1

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**From:** [Brett Walsh](#)  
**To:** [Emily O'Hanlon](#)  
**Subject:** Doc 560321 FW: Integrated Care and Commissioning project update [SEC=OFFICIAL]  
**Date:** Monday, 5 February 2024 3:50:42 PM  
**Attachments:** [image001.png](#)  
[ICC Roundtable Feedback Summary.pdf](#)

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Correspondence 1

Good afternoon

Thank you to those who were able to attend and provide feedback regarding the Integrated Care and Commissioning (ICC) roundtable on Friday 1 December at Longreach Civic Centre. We appreciate everyone's commitment to building a sustainable care and support sector.

Attached is a summary of discussion and feedback received from the roundtable and yarning circle hosted by Central Queensland Indigenous Development on the 30 November.

Plans are currently underway to procure an ICC Project Manager and for the Western Queensland Regional Stewardship Aged Care team to visit and meet with care providers and other interested stakeholders across the region in the coming months.

Please do not hesitate to reach out if you have any further questions by emailing [engagement.qld@health.gov.au](mailto:engagement.qld@health.gov.au).

Regards

Trudy Johnston (she/her)

Departmental Officer  
Western Qld Team – Queensland State Office

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Service Delivery Division | Ageing and Aged Care Group  
Australian Government Department of Health and Aged Care  
T: 07 3360 2607 | E: [Trudy.Johnston@health.gov.au](mailto:Trudy.Johnston@health.gov.au)  
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*The Department of Health and Aged Care acknowledges First Nations peoples as the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to all Elders both past and present.*



# Integrated Care and Commissioning (ICC) Project

Roundtable Community Feedback – Longreach – 1 December 2023

## About the ICC Project

The Australian Government is undertaking the Integrated Care and Commissioning (ICC) project to respond to community identified needs and help build a sustainable care and support sector. The project brings together agencies, investments and resources across health, aged care, disability, and veterans' care sectors.

## Community engagement

The Department of Health and Aged Care Western Queensland Team visited Longreach from 30 November to 1 December 2023 to attend a yarning circle hosted by Central Queensland Indigenous (CQI) and hosted a round-table discussion on the ICC project. Members of the community, comprising of service providers, users, advocacy groups and Government funded organisations attended. The round-table discussion revolved around key themes and challenges relating to the provision of care in the Remote Area Planning and Development Board (RAPAD) region. The below information shows the challenges discussed, possible solutions, and next steps involved in the ICC project.

## Challenges

**Workforce** – Attracting, recruiting and retaining specialist staff. Lack of accessible/affordable staff housing. Limited training opportunities. Worker isolation and reliance on subcontractor workforce.

**Transport** – Long distance between towns, fuel and vehicle costs, limited access to public transport, lack of funding for service delivery, weather events affecting community reach.

**Economies of scale** – Low client numbers in region, new providers and increased competition.

**Collaboration** – Lack of collaboration between providers. Difficult to implement cooperatives as, "People are already wearing multiple hats/volunteer roles." Apprehension to collaborate with other providers where client base is at risk.

**National Disability Insurance Scheme (NDIS)** – Lack of awareness of available services, eligibility, application process and travel funding.

**Limited information and service navigation** – "We don't know what we don't know." Difficulties navigating health and digital literacy systems (My Aged Care and NDIS). Lack of streamlined referral pathways between care sectors. Siloing of client information and service data.

**Funding** – Eligibility for grants is limited. Lack of synergy and consistency of funding across funding bodies. Diversifying funding streams has an administration burden that impacts long term sustainability.

**Long wait times** – For Aged Care Assessment Teams (ACAT) assessment and access to Home Care Package allocation.

**Organisation viability** – Impact of new legislation, regulations and their associated costs. Hesitation to embrace innovation.

**Additional barriers** – Cultural competence (limited funding). Literacy/social determinants impacts participation in health care.

**Challenges affecting First Nations people** – COVID requirements for visitors in Residential Aged Care (RAC). Limited understanding of NDIS assessments. Outreach time restraints. Inflexible assessment. Access to holistic/culturally safe care including in home emotional wellbeing services and at RACs. Lack of local culturally appropriate aged care facilities/services and knowledge of service availability. Lack of payment for informal supports. Meeting vulnerable group needs (domestic/family violence, homelessness, alcohol/drugs and increased cost of living).

## Community proposed solutions



Community and service provider collaboration



Streamlined grant opportunities



Increased service coordination



First Nations – culturally appropriate services



Community engagement and development



Flexible funding arrangements



Health Hub – One stop shop for service navigation



Expansion of community travel options

## Next steps

Procure Integrated Care and Commissioning Project Manager

Continued and consistent community engagement

Mapping of current services

Further consultation for Care Together Program

Support Western Queensland Primary Health Network's Healthy Outback Communities Initiative

## Contact Us

For further enquiries, please send an email to [engagement.qld@health.gov.au](mailto:engagement.qld@health.gov.au)



Our ref: DG45694

Office of the  
**Director-General**

12 December 2023

Department of  
**Transport and Main Roads**

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

Dear Mr Walsh

### **Revised Class 1 Heavy Vehicle Access Regime Program**

As a fellow road manager in Queensland, I am writing to inform you of significant and positive changes to the way the Department of Transport and Main Roads (TMR) will be managing access for Class 1 heavy vehicles on our road network, and I invite you to be part of this once-in-a-generation change.

TMR has established a specialist program team to develop a new access regime for Class 1 Special Purpose Vehicles and Over Size and Over Mass (OSOM) heavy vehicles including low loaders, load platforms and mobile cranes.

The program objective is to optimise safe and sustainable access to our road and bridge network for all road users, by managing the growing impacts Class 1 heavy vehicles are having on our road network, so we can effectively meet our regulatory and legislative obligations as a responsible road manager.

There are several critical issues driving the need for this change. Since the existing access regime was established in 1987, there have been significant technical developments in Class 1 vehicles, as well as vehicle choice and loading behaviour. Most road managers are seeing the growing demand for movements of large loads in Queensland and, in particular, with renewable energy infrastructure projects.

While TMR makes significant investments in improving our bridges and road network, our engineering research has revealed the significant overstress these vehicles cause to bridges, in particular those that were designed and built before some Class 1 vehicles existed. Additionally, TMR's research and feedback from our Industry Working Group reveals industry operators find the current permit application process is slow, inconsistent and time consuming, impacting their business opportunities.

It is a delicate balancing act to manage risks to our infrastructure, while ensuring there is a supportive environment for industry to operate in, and in turn for industry to service their customers and growing needs. Our new regime seeks to achieve this balance through engineering-driven policy, governance controls and systems that will provide industry with consistent access decisions and certainty to plan movements with confidence.

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GPO Box 1549 Brisbane  
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**Telephone** +61 7 3066 7316  
**Website** [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)  
ABN 39 407 690 291

First and last mile access on local roads is critical and TMR is very mindful any new regime needs to take a whole-of-network approach to realise the full productivity benefits. Independent economic analysis TMR has obtained, shows there will be significant benefits in adopting a new heavy vehicle access management system for all Queensland roads.

With these factors in mind, TMR has been consulting with other state jurisdictions and the National Heavy Vehicle Regulator (NHVR) to investigate and analyse different heavy vehicle access management systems in use across Australia. TMR has concluded that the Tasmanian Heavy Vehicle Access Management System (HVAMS) presents the best solution to represent TMR, road manager and Queensland OSOM industry needs. TMR has reached a formal arrangement with the Tasmania Department of State Growth (TDSG) to implement the Tasmania HVAMS into our new access regime. TMR is working closely with Transport for New South Wales and TDSG to further develop and implement HVAMS into its new access regime for Queensland in 2024.

Since HVAMS was introduced into Tasmania in 2016, which includes the participation of all councils in Tasmania, it has been shown to significantly reduce administrative costs and road manager permit related workloads by automating the access decision making process. This is achieved through assessment of routes and structures using pre-existing data or through assessments made at no cost to councils through programs like the Strategic Local Government Asset Assessment Project.

Importantly, HVAMS will provide all road managers in Queensland a pathway to be part of an eventual National Automated Access System (NAAS), which all Australian transport ministers and departments have agreed will be based on HVAMS. Austroads is the project manager to oversee the development of the NAAS and TMR is working closely with them to ensure there is synergy across our projects.

TMR intends to make in-vehicle telematics a requirement for industry to access the new Class 1 heavy vehicle regime, an approach which TMR is co-designing with industry. Several monitoring tools including mandatory Telematics Monitoring Application and Smart On-board Mass management will provide TMR and road managers assurance data about Class 1 heavy vehicle movements and road network usage.

This data will allow you as a road manager to see where Class 1 heavy vehicles are moving across the road network, what they weigh, and how frequently they are moving, for the first time. This will provide the data needed for improved road asset management and more targeted investment by councils, governments and independent road managers.

TMR has started discussions with the Australian Local Government Association, whose Board has endorsed HVAMS as the preferred access model for the NAAS because of the benefits it offers councils. TMR is also in dialog with the Local Government Association of Queensland to help it understand how TMR can accommodate the requirements of council road managers as part of a staged process beginning in late 2024.

Where you have existing access pre-approvals in place with the NHVR, TMR will work with you to transition your road network information and pre-approvals into HVAMS.

In the coming months TMR's program team will be seeking road manager input for a staged implementation plan across Queensland and provide updates and information about how to get involved, directly with you or through our partners. In the meantime, more information about the new access regime is available online on the Queensland Government website page at <https://www.business.qld.gov.au/industries/transport/heavy-vehicles/revised-class-1>.

We hope you will join TMR in managing Class 1 heavy vehicle access to the Queensland road network in a way that optimises safe and sustainable access for all road users. If you have any questions about TMR's new regime, please email the program team at [Revised\\_Class\\_1\\_Vehicle\\_Access\\_Regime@tmr.qld.gov.au](mailto:Revised_Class_1_Vehicle_Access_Regime@tmr.qld.gov.au).  
Yours sincerely



Sally Stannard  
**Director-General**  
**Department of Transport and Main Roads**



# Local Government Remuneration Commission

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## Annual Report 2023



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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.dsdilgp.qld.gov.au](http://www.dsdilgp.qld.gov.au).

Local Government  
Remuneration Commission

13 December 2023

The Hon. Steven Miles MP  
Deputy Premier  
Minister for State Development, Infrastructure, Local Government and Planning and Minister  
Assisting the Premier on Olympic and Paralympic Games Infrastructure  
1 William Street  
Brisbane QLD 4000

Dear Deputy Premier

On 1 December 2023, 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* (the Regulation).

This also concluded our review of the council remuneration categories, which the Commission undertook during 2023 in accordance with the requirement of section 243 of the Regulation.

Our determinations on these matters, together with the Remuneration schedule to apply from 1 July 2024 are included in the enclosed Report, which we commend to you.

Yours sincerely



Robert (Bob) Abbot OAM  
Chairperson



Andrea Ranson  
Commissioner



Reimen Hii  
Commissioner

# 11.1 - Councillor Information Correspondence --Appendix 4



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## 1.2023 Report key determinations

### Review of council remuneration categories

The Commission has a statutory obligation to complete a review of the remuneration categories once during each local government term.

Consistent with section 243 of the *Local Government Regulation 2012* (the Regulation) the Commission has completed a review of council remuneration categories, which included consultation with Queensland councils and other stakeholders. Following this review the Commission has established new remuneration categories to better reflect the current environment.

Under the *Local Government Act 2009* (the Act), in establishing council categories, the Commission is required to consider the size, and geographical and environmental terrain, of local government areas; the population of local government areas, including the areas' demographics, the spread of population serviced by the local governments and the extent of the services the local governments provide; and any other matter relevant to the effectiveness, efficiency and sustainability of local government.

Following a comprehensive review during 2023, a new set of council remuneration categories has been developed for implementation from 1 July 2024.

### Determination of maximum remuneration levels

The Commission has established maximum remuneration levels for Queensland mayors, deputy mayors and councillors for each of the new council remuneration categories. In most cases maximum remuneration levels increase by between 3% and 5% from 2023-24.

As a result of the outcomes of the review, and in the application of the new methodology determined by the Commission in setting the new council remuneration categories, some councils will receive a larger maximum remuneration level increase. No councils receive a reduced maximum remuneration level.

In making its determination of maximum remuneration levels applicable for 2024-25, the Commission considered the following:

- The practical outcome of the Commission's new category methodology, together with the general application of earlier principles that have been consistently applied by the Commission in its annual determination, namely; consistency and austerity, when reviewing wages in the public sector.
- The importance of maintaining financially sustainable and fiscally responsible wage growth, taking into consideration:
  - the recently challenging and unstable inflationary environment and measures taken by other government authorities to manage the impacts of inflation;
  - the challenges faced by local governments and their communities in relation to climate change and environmental, social and corporate governance (ESG) reporting;
  - the affordability and sustainability impacts for councils of wage increases for elected members;

- the Commission's inability to predict changes in the Consumer Price Index (CPI) in the short or long term;
- the potential differential impact of CPI changes across various parts of Queensland, including rural and remote regions;
- the appropriateness or otherwise of CPI as a potential measure in significant inflationary periods of time and the relative volatility of CPI in the past twelve (12) months;
- existing remuneration disparity in dollar terms between the remuneration paid to mayors and councillors in smaller, rural, regional and remote parts of Queensland when compared to mayors and councillors in larger, metropolitan locations;
- the role of local governments in Queensland's economic development and innovation;
- anecdotal evidence of uncertainty as to future trade and industry opportunities and how this may impact sustainability of communities;
  - anecdotal evidence of the potential costs and resources required to address climate, sustainability and ESG reporting requirements, including trade diversification and significant anticipated increases in investment in infrastructure and innovation;
  - anecdotal evidence of transient populations and the impact of serving the needs of a shifting population;
  - anecdotal evidence of, and a generally observed increasing call from council's for role recognition via remuneration increases that align with attracting diversity and high performance in mayor and councillor candidates;
- anecdotal evidence of the desire to attract and retain high quality candidates to these roles, particularly in regional and remote areas.

The Commission further took into consideration the following data:

- Increase in CPI<sup>1</sup>:

	Dec qtr 2022	Mar qtr 2023	Jun qtr 2023	Sep qtr 2023
All Groups CPI inflation change (quarterly)				
Brisbane	1.5%	1.9%	1.0%	0.7%
Australia <sup>1</sup>	1.9%	1.4%	0.8%	1.2%
All Groups CPI inflation change (annual)				
Brisbane	7.7%	7.4%	6.3%	5.2%
Australia	7.8%	7.0%	6.0%	5.4%

<sup>1</sup> 'Australia' refers to weighted average of eight capital cities

- Increases in the Wage Price Index (WPI) for the financial year ended 30 June 2023 as compared to the financial year ending 30 June 2022<sup>2</sup>:

<sup>1</sup> Australian Bureau of Statistics  
Consumer Price Index, Australia, September 2021 | Australian Bureau of Statistics  
(abs.gov.au)<https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/latest-release>

<sup>2</sup> Australian Bureau of Statistics  
<https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/wage-price-index-australia/sep-2023>

## 11.1 - Councillor Information Correspondence --Appendix 4

		Seasonally adjusted		Original	
		All Industries	Public Sector	All Industries	Public Sector
Quarterly change Jun 2023 to Sep 2023	Queensland			2.3%	
	Australia	1.3%	0.9%	1.9%	1.1%
Annual change Sep 2022 to Sep 2023	Queensland			4.7%	
	Australia	4.0%	3.5%	4.1%	3.5%

- As in previous years, the Commission considered the Brisbane City Council's Independent Councillor Remuneration Tribunal (ICRT) remuneration determination as a potentially relevant factor. However, at the time of the Commission's determination the ICRT had not yet made their decision about remuneration.
- The Office of Industrial Relations (OIR) advice that on 23 October 2023, the *State Government Entities Certified Agreement 2023 (2023 Core Agreement)* was certified by the Queensland Industrial Relations Commission (QIRC). The wage increase as part of the 2023 Core Agreement are as follows
  - 4% effective 1 July 2023 + COLA payment of max 3% base wages
  - 4% effective 1 July 2024 + max 3% COLA if applicable
  - 3% effective 1 July 2025 + max 3% COLA if applicable.

COLA refers to the Cost of Living Adjustment paid if CPI is higher than the base wage increases e.g. in a year where base increase is 4% and CPI is 7% the COLA paid will be 3%. If base increase is 4% and CPI is 6%, the COLA paid will be 2%.

### *New South Wales<sup>3</sup>*

- Section 239 of the New South Wales Local Government Act (the LG Act) requires the New South Wales Tribunal (NSW Tribunal) to determine the categories of councils and mayors at least once every 3 years.
- In accordance with the LG Act the NSW Tribunal undertook a review of the categories and allocation of councils into each category as part of this review.
- Accordingly, the revised categories of general purposes councils were determined by the NSW Tribunal as follows:

Metropolitan	Non-Metropolitan
Principal CBD	Major Regional City
Major CBD	Major Strategic Area
Metropolitan Major	Regional Strategic Area
Metropolitan Large	Regional Centre
Metropolitan Medium	Regional Rural
Metropolitan Small	Rural Large
	Rural

- The NSW Tribunal determination of a 3 per cent per annum increase in the minimum and maximum fees applicable to each category, together with the NSW Tribunal determination

<sup>3</sup> <https://www.remtrunals.nsw.gov.au/local-government/current-lgrt-determinations>



for new categories having regard to the relevant factors and relativities of remuneration ranges for existing categories.

### *Victoria*

- On 30 June 2023, the Victorian Independent Remuneration Tribunal made the allowance payable to mayors, deputy mayors, and councillors (Victoria) Annual Adjustment Determination 2023<sup>4</sup>.
- The VIRT determined a 2% increase to the values of the base allowances payable to mayors, deputy mayors, and councillors, effective from 1 July 2023. A 2% increase has also been applied to the base allowance values which take effect on<sup>5</sup>:
  - 18 December 2023
  - 18 December 2024 (mayors and deputy mayors only)
  - 18 December 2025 (mayors and deputy mayors only).

### *Tasmania*

- In Tasmania, the remuneration for local government councillors is automatically increased under the provisions of the Local Government (General) Regulations 2015. The increase, effective 1 November 2023, is an automatic indexation of local government allowances provided for under the Local Government Act 1993 (Tas) 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)<sup>6</sup>.

### *Northern Territory*

- In the Northern Territory, the allowances for local government council members are indexed by CPI (Darwin) on 1 July each year<sup>7</sup>.

### **Councillor advisors**

The Commission did not receive any direction or request from councils to make recommendations relating to councillor advisors in the period between 1 December 2022 to 30 November 2023.

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<sup>4</sup> <https://www.vic.gov.au/allowances-mayors-deputy-mayors-and-councillors#minister%E2%80%99s-letter-of-request>

<sup>5</sup> <https://www.vic.gov.au/allowances-mayors-deputy-mayors-and-councillors-annual-adjustment>  
[https://www.dpac.tas.gov.au/divisions/local\\_government/councillor\\_resources/councillor\\_allowances](https://www.dpac.tas.gov.au/divisions/local_government/councillor_resources/councillor_allowances)  
[https://www.dpac.tas.gov.au/\\_\\_data/assets/pdf\\_file/0019/126613/2023-Councillor-allowances-information-sheet.PDF](https://www.dpac.tas.gov.au/__data/assets/pdf_file/0019/126613/2023-Councillor-allowances-information-sheet.PDF)

<sup>7</sup> <https://dlghcd.nt.gov.au/local-government/local-government-legislation/guideline-1-local-authorities.pdf>  
(nt.gov.au)

## 2. The Commission

### Formation and composition

The Local Government Remuneration Commission (the Commission) is an independent entity established under the *Local Government Act 2009* (the Act). On 1 October 2019, Governor in Council, approved the current Commission for a term of four years.

The Chair and Commissioners were reappointed by Governor in Council for a second four-year term on 1 October 2023.

This is the fifth report of the Commission, and the 17th report including the reports of the former Local Government Remuneration and Discipline Tribunal and the Local Government Remuneration Tribunal.

The Chair and Commissioners of the Commission are:

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

##### **Chairperson**

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 2021 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 practising commercial and dispute resolution lawyer with experience in both public and private sectors of business and governance. She holds a Master of Laws (LLM), Bachelor of Laws (Hons) and Bachelor of Arts from Monash University, Victoria. She is additionally a Graduate of the Australian Institute of Directors (GAICD) and a Fellow of the Governance Institute of Australia (FGIA). Ms Ranson is a director appointed to North Queensland Bulk Ports Corporation, a government owned corporation, holding the role of Chair of the Corporate Governance and Planning Committee, and the role of Member of the Audit & Financial Risk Management Committee of that Board. Her experience includes business and commercial law, employment and industrial relations, diversity, justice, and ethics. Ms Ranson lives regionally and is passionate about regional development. Ms Ranson is a Nationally Accredited Mediator presently working with QCAT, the QSBC, the QBCC and is a member of the QLD Department of Justice & Attorney-General Dispute Resolution Panel.

### **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 collaborating 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, 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 mayors and 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.

Section 197A of the Act established requirements for councils that wish to employ councillor advisors and councillor administrative support staff to assist councillors to complete their duties.

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.

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

## 3. Remuneration determination

### Remuneration determination for councillors

As required by section 246 of the Regulation the Commission has prepared a Remuneration schedule (the Schedule) for the 2023-2024 financial year, applicable from 1 July 2024, 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 throughout this Report to determine the appropriate maximum remuneration in each category of local government.

### Matters not included in the Remuneration schedule

The Commission considered all submissions received during the consultation phase of the review of council categorisations for the purpose of developing a framework to create categories and place councils.

### Pro rata payment

Should an elected representative hold a councillor position for only part of a financial year, they are only entitled to remuneration to reflect the portion of the year served. It is out of the scope of the Commission's powers to determine otherwise.

Remuneration schedule to apply from 1 July 2024

Remuneration determined from 1 July 2024 (\$ per annum; see Note 1)				
Category	Local Governments assigned to categories	Mayor	Deputy Mayor	Councillor
A1 ** Note 2	Barcaldine Regional Council	\$119,393	\$68,880	\$59,695
	Barcoo Shire Council			
	Bulloo Shire Council			
	Croydon Shire Council			
	Doomadgee Aboriginal Shire Council			
	Kowanyama Aboriginal Shire Council			
	Mapoon Aboriginal Shire Council			
	McKinlay Shire Council			
	Richmond Shire Council			
	Torres Shire Council			
	Woorabinda Aboriginal Shire Council			
	Wujal Wujal Aboriginal Shire Council			
	A2 ** Note 2			
Blackall-Tambo Regional Council				
Boulia Shire Council				
Burke Shire Council				
Cherbourg Aboriginal Shire Council				
Cloncurry Shire Council				
Diamantina Shire Council				
Etheridge Shire Council				
Hinchinbrook Shire Council				
Hope Vale Aboriginal Shire Council				
Lockhart River Aboriginal Shire Council				
Mornington Shire Council				
Murweh Shire Council				
Napranum Aboriginal Shire Council				
North Burnett Regional Council				
Palm Island Aboriginal Shire Council				
Paroo Shire Council				
Porpuraaw Aboriginal Shire Council				
Quilpie Shire Council				
Winton Shire Council				
Yarrabah Aboriginal Shire Council				

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A3 ** Note 2	Longreach Regional Council	\$120,541	\$69,543	\$60,270
	Balonne Shire Council			
	Douglas Shire Council			
	Flinders Shire Council			
	Goondiwindi Regional Council			
	Northern Peninsula Area Regional Council			
B1	Banana Shire Council	\$120,541	\$69,543	\$60,270
	Carpentaria Shire Council			
	Burdekin Shire Council			
	Cook Shire Council			
	Torres Strait Island Regional Council			
B2	Maranoa Regional Council	\$146,239	\$91,399	\$77,688
	Cassowary Coast Regional Council			
	Charters Towers Regional Council			
	Gympie Regional Council			
	Livingstone Shire Council			
	Mareeba Shire Council			
	Mount Isa City Council			
	Scenic Rim Regional Council			
	Somerset Regional Council			
	South Burnett Regional Council			
	Southern Downs Regional Council			
Tablelands Regional Council				
B3	Isaac Regional Council	\$146,593	\$91,620	\$77,876
	Noosa Shire Council			
	Whitsunday Regional Council			
	Lockyer Valley Regional Council			
C1	Central Highlands Regional Council	\$148,359	\$92,723	\$78,814
	Western Downs Regional Council			
C2	Gladstone Regional Council	\$171,156	\$112,604	\$99,090
	Rockhampton Regional Council			
C3	Bundaberg Regional Council	\$172,818	\$113,697	\$100,052
	Fraser Coast Regional Council			
D2	Cairns Regional Council	\$198,182	\$135,123	\$117,109
	Mackay Regional Council			
	Redland City Council			
	Toowoomba Regional Council			
D3	Townsville City Council	\$225,206	\$153,145	\$135,123
	Ipswich City Council			
E2	Logan City Council	\$252,233	\$174,761	\$153,141



## 11.1 - Councillor Information Correspondence --Appendix 4

	Moreton Bay City Council			
	Sunshine Coast Regional Council			
F2	Gold Coast City Council	\$279,258	\$196,679	\$166,653

### Notes to the Remuneration schedule

The 2014 annual report by the former Local Government Remuneration and Discipline 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 2024. If an elected representative only serves for part of a full financial year (that is, 1 July to 30 June) they are currently only entitled to a pro rata payment to reflect the portion of the year served.

#### \*\* Note 2

For councillors in category A1, A2 or A3 councils, a base payment of \$39,796.67 is payable for the 12 months commencing of 1 July 2024. A meeting fee of \$1,658 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 of the council. Mayors and deputy mayors in category A1, A2 and A3 are currently entitled to receive their full annual remuneration level shown.

The Commission has not determined to make changes to the system of base payment and mandated council meetings for its 2022-2023 determination. Future consideration by the Commission may be given to whether changes to the current system should be made.

### 4. Finalisation of council categorisation review

As outlined in the Commission's [Consultation Paper](#) released in July 2023, the new framework for council categorisation would include a primary criterion and supporting criteria to assist in the categorisation of councils.

The Commission has considered various input factors and has determined that operating revenue aligns to the Commission's guiding principles for the category review and importantly the legislative requirements as it addresses all the primary requirements. The Commission observed that a council's revenue raising capacity is influenced by the size of land, population demographics and the extent of service delivery required to be met.

The Commission has used operating revenue as the primary criterion to guide decision-making about council categorisation. A council's operating revenue information is collated from council's audited financial records will consist of net rates, service fees, utilities and charges, operating grants revenue, sales contract, and recoverable works. This will not include capital grants or disaster recovery grants. This information is readily available and supports a transparent methodology.

Supporting criteria are included by the Commission in the framework to assist the primary criteria classification. The supporting criteria recognises elements that are not captured by operating revenue, but which may have an impact on the complexity and demands placed on a council.

The supporting criteria used by the Commission includes:

- population/geography dispersion
- projected population growth
- socio-economic indexes for areas (SEIFA)

Future criterion for category determination may include items raised in council's submissions received, for example, the impact of trade or industry diversification / growth; the impact of transient populations; the impact and cost of working with renewables.

## 11.1 - Councillor Information Correspondence --Appendix 4

The Framework for council categorisation includes:

CRITERIA		KEY MEASURE (SOURCE)	RATIONALE
PRIMARY CRITERION	Revenue	Total operating revenue (Source: Council's Financial Statements)	Total operating revenue (rates, service fees, grants, other sources) provides an accurate measure of regular and sustained revenue to reflect the scale and complexity of operations on an ongoing basis and is not subject to fluctuations.
SUPPORTING CRITERIA	Population/ Geography	Population dispersion based on total average distance from primary centre (calculated as average km of small centres from primary centre multiplied by number of small places based on scaled count score) (Source: QGSO)	Population dispersion considers both population and geography. It reflects the travel demands placed on council / councillors, as measured by the total average distance from the primary centre, which is not captured by total operating revenue, or the other supporting criteria.
	Projected population growth	Annualised population growth based on data from the previous 5 years and projected 5 years (Source: QGSO)	A historical and projected view over a 10-year period smooths out and reduces any potential projection errors. Any significant infrastructure and service delivery impacts on Council because of projected population growth would include longer-term planning horizon. This approach acknowledges the complexities of future planning and infrastructure development not reflected in total operating revenue or other supporting criteria.
	Socio-Economic Status	SEIFA index of relative socio-economic disadvantage decile (Source: ABS)	SEIFA is a commonly used measure to assess the socio-economic status of an area.

The revenue thresholds used for the primary criterion were as follows:

Category	Operating Revenue
A	Up to \$50m
B	\$50.1m to \$125m
C	\$125.1m to \$250m
D	\$250.1m to \$500m
E	\$500.1m to \$1b
F	> \$1b

### Category review consultation

In July 2023, the Commission released a consultation paper to councils as part of the review process. The Commission confirmed that submissions in response to the consultation paper would be considered as part of completing the category review.

26 responses were received by the Commission, these were made up of submissions from councils, individual councillors, and council associations.

Overall, 90% of the respondents were supportive of the case for change, 83% supported the guiding principles, whilst 59% supported operating revenue as the key criterion.

One council who did not support the case for change also commented that total operating revenue should exclude non recurrent grant and incomes such as disaster recovery funding.

97% support was observed for the use of supporting criteria to further differentiate from the revenue categories.

### Key themes

#### **Industry Impacts**

The use of industry impacts as a supporting criterion was widely supported by councils, however, there were very few metrics that could be used to document this impact to councillor complexity. The impacts from industry included; mining, FIFO and non-resident population, regional planning/development applications and Indigenous Councils' inability to attract certain industries due to their lack of freehold land.

However, without a fair, equitable and contestable metric to measure this impact the Commission decided that this potential supporting criterion would presently remain on hold. The Commission may elect to give future consideration to these suggested metrics.

#### **Diversity of council issues and councillor challenges**

Multiple submissions highlighted the difficulties for council's that were negatively impacted by managing and providing services to a transient, non-resident population. This was notable in the responses received from regional areas and those with significant FIFO or tourism activity.

Town and regional planning including development precincts such as state planning areas; were also raised as topics that increased the challenges for councils due to large scale negotiations of the council.

#### **Small councils**

A theme raised by a group of councils indicated that the size of the council does not reflect the needs and requirement of councillors in smaller councils, particularly where the council has limited administrative resources. It was also highlighted that the framework did not recognise the increased need in smaller councils for greater travel, advocacy, and the difficulty in provision of services.

### 5. Matters raised with the Commission

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 Annual Conference of the LGAQ in Gladstone from 21 to 23 October 2023.

Livingstone Shire Council, Logan City Council, Sunshine Coast Regional Council, Northern Peninsular Area Regional Council, Western Down Regional Council, and Western Queensland Alliance of Councils provided the Commission with oral deputations during the 2023 LGAQ Conference in Gladstone.

Local governments were also given an opportunity to provide written submissions to the Commission. A total of 26 written submissions were received and considered.

The Commission did not seek submissions solely based on remuneration during the period of its category review. Many of the 26 written submissions proposed greater remuneration based on the complexities of modern governance faced by councillors and mayors.

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

Key points raised with the Commission during the 2023 review period included themes that had been consistently submitted by councils in earlier years; as accounting for an increase in complexity and workload for elected members. These included:

- **Innovation and Sustainability:** growing demands on council to take action, particularly in relation to transitioning to renewables and economic diversification.
- **Remuneration and Talent:** need for competitive salaries to attract diverse and skilled elected candidates and a desire to attract and maintain high quality candidates, particularly in regional areas.
- **Innovation Recognition:** exploring potential ways to incentivise and reward innovative council initiatives that support community growth, resourcefulness and development.
- **Inflationary Impact:** addressing the disproportionate impact of rising inflation on local governments and their constituents, especially those on lower incomes and in rural areas.
- **Economic Uncertainty:** navigating the current volatility and uncertainty surrounding inflation and its impact on cost-of-living pressures.
- **Community Sustainability:** ensuring the long-term viability and prosperity of communities during the global transition to renewable energy and the need for significant infrastructure changes.

Table – Summary of 2023 submissions

1	<p><b>Date received</b></p> <p><b>Received from</b></p> <p><b>Summary of submission</b></p>	<p><u>Oral submission</u> 17 October 2023 – LGAQ Annual Conference</p> <p><u>Livingstone Shire Council:</u> Councillor Andrea Friend</p> <p>Livingstone Shire Council has approximately 9,000 ratepayers though they are all portfolio councillors and not divisional councillors. Therefore, all councillors are required to oversee the entire council area and not just a specific area within council boundary.</p> <p>Management of waste, water, environment, local laws permeate throughout the entire council space and not just the smaller divisional space. Councillors who manage portfolio instead of divisions should be remunerated at higher rate.</p> <p>Role of a councillor is not part time and often councillors within Livingstone Shire council are required to work extended period continuously without break.</p> <p>Concerned that the salary level of a councillor is less than that during time when employed by council. This reduced salary is having a negative impact on potential candidates and not incentivising quality candidates from running for council.</p> <p>Cr Friend proposed the Commission consider a payment option of a base level x an amount per ratepayer.</p> <p>There was ongoing concern that the current remuneration categorisation methodology is no longer fit for purpose in particular requiring ad hoc submissions by councils for their matters to be heard. In addition, the assessment of environment terrain is too varied given that Livingstone Shire Council has the second longest coastline behind Torres Strait, plus inclusive of rural and coasted terrain)</p>
	<p><b>Determination</b></p>	<p>Chairperson outlined the Commissions’ position and the legislative requirements to complete a category review and allocate councils into categories. That the development of a new framework to guide the council categorisation process was to be concise measurable and defensible.</p> <p>The matters raised specifically in the submissions have also been considered by the Commission as part of the 2023 annual review of council categorisation</p>
2	<p><b>Date received</b></p> <p><b>Received from</b></p>	<p><u>Oral submission</u> 17 October 2023 – LGAQ Annual Conference</p> <p><u>Logan City Council</u> Councillor Jacon Heremaia Councillor Jon Raven</p>

	<p><b>Summary of submission</b></p> <p>Provided initial feedback to say that council accepted the proposed framework and that they agreed with the use of operating revenue as the primary criterion.</p> <p>Raised a query for the use of SEIFA index and how this would aid councils with greater issues of lower socio-economic standing given that housing, homelessness, and unemployment are areas that are often interlinked.</p> <p>Councillors stated their support for the inclusion of innovation in the framework and outlined the innovative measure that Logan City Council were managing and developing. This included transitioning council operations and resources to a net zero position over the coming years.</p> <p>Logan City Council were producing other innovative measures to improve their community such as façade improvement programs for business shop fronts and the integration of their town plan to consider net zero.</p> <p>Cr Raven raised the topic of innovation being a driver of councillor challenges and highlighted that rolling revenue was being used as a proxy to use a measurable criterion to assist in category placement.</p> <p><b>Request</b></p> <p>Cr Raven requested that a broader assessment to consider regional topics such as housing and how councils could be assessed against measurements for attending to State Regional Plans (i.e. Housing or infrastructure development) could be incorporated in the Commission's determinations.</p> <p><b>Determination</b></p> <p>Commission reinforced their position that despite any council reclassification no council would be going backwards from a financial remuneration position.</p>
<p><b>3</b></p> <p><b>Date received</b></p> <p><b>Received from</b></p> <p><b>Summary of submission</b></p>	<p><b>Oral submission</b> 17 October 2023 – LGAQ Annual Conference</p> <p><b>Sunshine Coast Regional Council</b>            Mayor Mark Jamieson            Emma Thompson – Chief Executive Officer            Craig Matheson – Group Executive Civic Government</p> <p>Council believed that this was a timely view and appropriate given that the existing framework is no longer fit for purpose. Council supported the method to anchor councils using operating revenue as the primary criterion and the use of multiple supporting criteria.</p> <p>Council supported the additional possible consideration for innovation and non-resident population to be enhanced and considered in further iterations of the framework by the Commission.</p> <p>Council submitted that non-resident population does not directly provide input to operating revenue base but that it does impact on council's provision of services including waste management, water, and road traffic.</p>

<p><b>Request</b></p> <p><b>Determination</b></p>	<p>Council requested that consideration be given to growth councils who require additional levels of innovation as a basis for increased revenue. Strong councils would ensure that increases occurred through delivery of development and project delivery and not through alternative methods of improving revenue, for example, increasing rates.</p> <p>Commission provided an overview of proposed model and expressed the use of operating revenue as a useable proxy to assess challenges and difficulties of local governments fairly, transparently and consistently. Council agreed that use of population should not be the key driver.</p> <p>Commission advised that they would be unable to include an additional supporting criterion to promote innovation in the current determination, as it is as yet unable to be defined in a measurable way across different council's and sectors.</p>
<p><b>4</b></p> <p><b>Date received</b></p> <p><b>Received from</b></p> <p><b>Summary of submission</b></p>	<p><b><u>Oral submission</u></b> 17 October 2023 – LGAQ Annual Conference</p> <p><b><u>Northern Peninsula Area Regional Council</u></b>            Mayor Patricia Yusia            Deputy Mayor Kitty Gebadi            Councillor Gina Nona            Councillor Mabalene Whap            Kate Gallaway – Chief Executive Officer</p> <p>Council advised that the workload and responsibilities within Indigenous communities is exceedingly high for elected members. Northern Peninsula Area Regional Council was amalgamated in 2008. Prior to amalgamation there were 26 elected members to complete a similar volume of work. The council now consists of only 6 elected members creating significant pressure and increased workload for elected members.</p> <p>Councillors raised concerns regarding workload and issues related to management of land under Deed of Grant in Trust (DOGIT).</p> <p>Part 4 of the <i>Local Government Act 2009</i> provides that DOGIT matters must be addressed separately from council business which results in additional responsibilities that are not dealt with by non-Indigenous councils.</p> <p>Councillors were not supportive of the use of operating revenue as primary criterion given that councils' capacity to generate own revenue was submitted to be limited due to the small percentage of rateable land. Council further submitted that revenue raised through DOGIT land use has limitations on how it is used under the <i>Land Act 1994</i> and that council does not have full autonomy to use of this revenue.</p> <p>Councillors raise the ongoing issue of their council being the provider of last resort and councils limited ability to obtain commercially viable terms for essential services such as waste management. This increased the workload of councillors.</p> <p>Mayor Yusia raised the topic of ongoing housing issues and council attending to the responsibilities that other government</p>



	<p>departments such as Department of Housing would normally address. NPARC councillors and staff, it was submitted, were nevertheless required to have a housing plan and address the associated tasks.</p> <p>CEO Gallaway mentioned that the use of census data in relation to population growth and population numbers are troublesome due to low literacy rates and low completion rates for census in their demographic. As a result, it was submitted that, this produces a reduced rating for these areas that are not reflected by the category framework.</p> <p>Council submitted that the propose category framework did not include matters such as the impact on councillor workloads related to the limited boarder control measures regionally with respect to the ongoing and regular movement of people from Papua New Guinea in the region.</p> <p>Lastly council submitted that the transference of responsibility of the Local Thriving Communities initiatives are primarily State based responsibilities to local government resulting in councillors attending additional meetings. It was submitted that these demands do not reflect equally across all local government.</p> <p><b>Determination</b></p> <p>The Commission advised that framework for council categorisation would have regard to the challenges incurred by DOGIT responsibilities.</p>
<p><b>5</b></p> <p><b>Date received</b></p> <p><b>Received from</b></p> <p><b>Summary of submission</b></p>	<p><b>Oral submission</b> 17 October 2023 – LGAQ Annual Conference</p> <p><b>Western Queensland Alliance of Councils</b>                  Mayor Jane McNamara                  Mayor Jack Bawden                  Mayor Samantha O’Toole                  Mayor Andrea Martin                  Councillor Tony Rayner                  Simone Talbot – Executive Officer, South West Queensland Region of Council)                  Greg Hoffman PSM – Executive Officer, North West Queensland Region of Council</p> <p>Attended on behalf of the entire group of councils within their association.</p> <p>Expressed that the proposed framework model does not accurately reflect the challenges within small and regional council. Cost shifting and requirements for small councils to provide services due to their inability to obtain commercially viable terms limits their options was raised with the Commission.</p> <p>The use of operating revenue as a primary criterion does not adequately reflect the challenges and workload of councillors. Within Flinders, it was submitted that, only 10-12% of revenue is rate based and that revenue fluctuates based on disaster recovery grants. Therefore, the year-on-year revenue level is heavily impacted by natural disaster works and grants.</p>

	<p>Simone Ta bot queried how the proposed model would assist regional councils to attract young and quality candidates for future elections, unless their remuneration reflected a full-time equivalent value. It was submitted that the use of population growth as a supporting criterion would not assist regional Queensland, nor does it adequately reflect the workload of councillors due to the decreasing population from far Western Queensland areas.</p> <p>It was further submitted that despite the decrease in population, the services expected to be delivered and the workload of councillors remained the same. The theme of smaller councils required to provide more with less is prevalent and ongoing within their communities.</p> <p>An additional criterion was proposed to be added, to reflect the diversity of industry and operating revenue options within a council’s operations.</p> <p>The Commission reiterated their process for the review of councillor categorisation and their intention to develop a framework that is based on a model using a simple, repeatable, and documented process supported by clear and measurable metrics.</p>
<p><b>6</b></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> 16 January 2023  <b>Oral submission:</b> 17 October 2023 – LGAQ Annual Conference</p> <p><b>Western Downs Regional Council</b>  Councillor Paul McVeigh  Councillor Andrea Smith  Jodie Taylor – Chief Executive Officer</p> <p>Councillor Smith submitted that the role of a councillor exceeds the previously held view of a part time role and that the remuneration level should reflect the workload.</p> <p>This increased workload has resulted in councillors having to forego additional part time employment, with resulting adverse financial outcomes for individual councillors and the potential for a reduction in candidates who can fulfil the role.</p> <p>The region and specifically Western Down Regional Council, it was submitted, has seen significant growth across both agricultural and energy industries. This has included the inclusion and involvement in regional and a State plan such as Queensland Energy and Jobs Plan that requires state-based negotiations and creates additional workload and responsibility.</p> <p>It was submitted that the knowledge and skill required of a councillor to guide this transitional process to renewables and trade diversification has increased over recent years. Additionally, the need to continue to attract a diversity of business and industries to the area remains important due to the proposed use of operating revenue as a primary criterion in the proposed category review framework.</p> <p>Councillor’s highlighted that their local government has 24 approved solar and 3 approved wind farms on top of their</p>

**Determination**

traditional agricultural sector and that this innovation is not acknowledged by the Commission in their proposed framework.

The Commission reiterated that the use of operating revenue as a primary criterion would assist the Commission to capture the complexities and challenges that developing councils faced in a measurable way. This included councils that transitioned their business operations to include and increased involvement across varying industries.

The use of operating revenue as a primary criterion was discussed as a possible method for council to aspire to continue to develop their revenue and expand their operations to improve the outcomes for their residents and in turn be classified in a higher category.

## 6. Other activities

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

Nil.

## 7.Future priorities

The Commission will continue to consider enhancements to the framework for council remuneration categorisation including an equitable method to consider industry impacts on councils and matters relating to transitioning communities and improving sustainability.

The Commission will invite ongoing submissions from all Councils as part of its general review of categories and maximum determination of remuneration prior to 1 December 2024.

The Commission intends to engage with local governments throughout the year including the option for a mid-year deputation process to be established. The Commission invites councils in all areas to participate in the deputation process and any further opportunities for submissions to be made that the Commission may announce.

Further information about the Commission can be located at [www.statedevelopment.qld.gov.au](http://www.statedevelopment.qld.gov.au).

### **Local Government Remuneration Commission**

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Queensland Local Government Workcare Scheme  
ABN 52 554 566 229

22 December 2023

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

Dear Brett

**RE: LGW SKYTRUST COMPLIANCE PROGRAM – SUBSIDISATION OF INITIATIVE**

The LGW Management Committee is committed to supporting member councils and investing in initiatives that provide value to local government in Queensland.

A recent example of this has been the piloting and temporary subsidisation of the Skytrust Compliance Program. This pilot program was established in 2019 and has provided councils with a subsidised platform which helps simplify the capture and reporting of incidents, hazards and actions and improve reporting requirements for safety teams in local government. Your council has been a participant in this pilot program.

Skytrust has run this compliance program platform successfully for a couple of years, and in 2021 the LGW Management Committee agreed to extend the subsidy for another two years. While the initial uptake of this pilot program by members was positive, a recent review by the LGW WHS Team has shown that participation levels have dropped, and some councils are now no longer able to adequately resource usage of this platform.

As such, the LGW Management Committee has discussed this drop in usage and agreed that the cost of the ongoing subsidy is no longer achieving broad based member value. At its recent meeting in December, the committee decided it will stop subsidising the platform as at 30 June 2024. This decision will provide a full six months' notice in case your council wishes to continue using the Skytrust Compliance Program at your own cost and to build that cost into your budget process.

We believe that the Skytrust Compliance Program has been a positive initiative and when it was in active use by many members it helped demonstrate to participating councils how they could improve their WHS management systems. However, the schemes will only support expenditure if it is achieving broad based member value.

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Please let us know if this decision to cease the subsidy on 30 June 2024 is something that raises questions or you may wish to discuss with us? In the first instance please contact Ms Rachael Lindsay at [Rachael.Lindsay@lgaq.asn.au](mailto:Rachael.Lindsay@lgaq.asn.au) or 07 3000 2262.

Yours sincerely



Ian Leckenby  
Chair, LGW

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FINANCIAL AUDIT REPORT

29 January 2024

## Local government 2023

### Report 8: 2023–24



As the independent auditor of the Queensland public sector, including local governments, the Queensland Audit Office:

- provides professional audit services, which include our audit opinions on the accuracy and reliability of the financial statements of public sector entities
- provides entities with insights on their financial performance, risk, and internal controls; and on the efficiency, effectiveness, and economy of public service delivery
- produces reports to parliament on the results of our audit work, our insights and advice, and recommendations for improvement
- supports our reports with graphics, tables, and other visualisations, which connect our insights to regions and communities
- conducts investigations into claims of financial waste and mismanagement raised by elected members, state and local government employees, and the public
- shares wider learnings and best practice from our work with state and local government entities, our professional networks, industry, and peers.

We conduct all our audits and reports to parliament under the *Auditor-General Act 2009* (the Act). Our work complies with the *Auditor-General Auditing Standards* and the Australian standards relevant to assurance engagements.

- Financial audit reports summarise the results of our audits of over 400 state and local government entities.
- Performance audit reports cover our evaluation of some, or all, of the entities' efficiency, effectiveness, and economy in providing public services.

Learn more about our publications on our website at [www.qao.qld.gov.au/reports-resources/fact-sheets](http://www.qao.qld.gov.au/reports-resources/fact-sheets).

The Honourable C Pitt MP  
Speaker of the Legislative Assembly  
Parliament House  
BRISBANE QLD 4000

29 January 2024

This report is prepared under Part 3 Division 3 of the *Auditor-General Act 2009*.



Brendan Worrall  
Auditor-General



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## Acknowledgement

The Queensland Audit Office acknowledges the Traditional and Cultural Custodians of the lands, waters, and seas across Queensland. We pay our respects to Elders past, present, and emerging.

Local government 2023 (Report 8: 2023–24)

# Report on a page

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This report summarises the audit results of Queensland's 77 local government entities (councils) and the entities they control.

## Financial statements are reliable, but less timely

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Communities need timely financial information to evaluate their council's performance – especially when local government elections occur. The next election is on 16 March 2024. Despite this, 14 councils did not complete their 2023 financial statements by their 31 October statutory reporting deadline, and 7 of these councils have still not completed them as at the date of this report.

Of the 14 councils that did not complete their financial statements by 31 October 2023, 10 of these have also missed the deadline in at least 2 of the last 3 years.

Poor accounting practices are the primary driver for councils not being able to complete their financial statements in a timely manner. Being able to attract and retain skilled staff also contributes. Having the right skills and capability in key positions and a strong framework for financial controls would help councils mitigate financial and operational risks.

## More action is needed on outstanding high-risk issues

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There are still 121 unresolved significant (high-risk) issues (2022: 114) at councils. This will increase as we finalise the audits of the 14 councils who failed to meet the statutory deadline. We continue to see a greater proportion of long-outstanding issues in councils that do not have an audit committee or internal audit function.

Councils face many external threats in their day-to-day operations, including cyber security. Yet two-thirds of the sector still has weaknesses in the security of its information systems, and 24 per cent of councils have not provided cyber security training to their staff.

Having good policies and procedures would help councils mitigate some of these external threats. However, 34 councils (2022: 25 councils) either do not have some of their policies and procedures in place, or they are outdated and not relevant to their operations anymore. As a result, some councils may have difficulties transitioning any newly elected members or staff into their organisation.

## Having extra advance funding continues to affect results

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For the second year, councils have received more of their (federal) financial assistance grants for the next year in advance, and reported this as revenue (as required under accounting principles). Despite this, 24 per cent of the 63 councils that had completed their financial statements by 31 October generated operating losses, and over half would have made losses without the extra funding they received.

Councils need good budget and cash management processes to handle their increasing costs and cope with changes to the timing of grant funding, which is outside of their control.

## New sustainability measures are in effect, but the risk framework needs improvement

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At 30 June 2023, 48 councils (2021–22: 46 councils) are still at either a moderate or a high risk of not being financially sustainable. The department's new financial sustainability framework is in place for the 2024 financial year. However, the associated risk framework can be refined to more clearly define how it will help the department, communities, and councils, evaluate a council's overall financial sustainability risk.



# 1. Recommendations

## Recommendations for councils

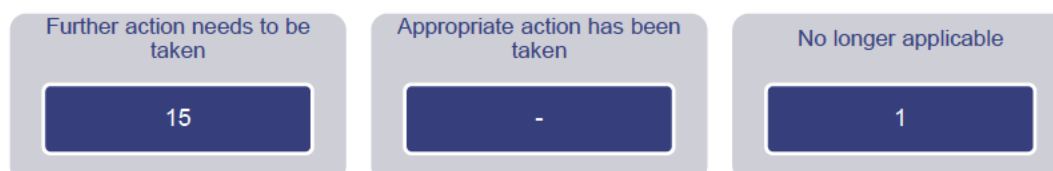
This year, we make the following 3 recommendations for councils.

<b>Implement processes to ensure policies and procedures are regularly reviewed and kept up to date</b>
<p>1. Councils should regularly review and update their policies and procedures to ensure they are up to date and meet the needs of their operations.</p> <p>Each council should develop a work plan to ensure all policies are reviewed at least every 3 years or when there are significant changes to the council's structure (Chapter 4).</p>
<b>Provide an onboarding program for all elected councillors and mayors following the March 2024 elections</b>
<p>2. Councils should educate all elected councillors and mayors on matters that are specific to their council, including unique challenges of their council and its strategic objectives and operations. This will ensure there is a smooth transition to the new council.</p> <p>It should also reinforce their understanding of their responsibilities and encourage mayors and councillors to work effectively together and with council staff (Chapter 4).</p>
<b>Annually review the registration status of employees undertaking engineering services</b>
<p>3. Review the registration status of employees undertaking engineering services to make sure they are complying with the <i>Professional Engineers Act 2002</i>. Councils should do this on an annual basis (Chapter 4).</p>

## Councils need to take further action on prior year recommendations

Recommendations that were outstanding in *Local government 2022* (Report 15: 2022–23) are summarised in the following tables.

Our recommendation for councils to improve their month-end and year-end financial reporting processes is no longer applicable. This is because it is superseded by our recommendation for councils to reassess the maturity of their financial statement processes and implement improvements.



## 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

Theme	Summary of recommendation	Local government report
Governance and internal control	Assess their audit committees against the actions in our 2020–21 audit committee report (Chapter 4)	Report 15: 2021–22
	Use our annual internal control assessment tool to help improve their overall control environment (Chapter 4)	Report 15: 2021–22
	Improve risk management processes (Chapter 4)	Report 17: 2020–21
	Have an audit committee with an independent chair. Audit committee members should understand their roles and responsibilities and the risks the committee needs to monitor (Chapter 4)	Report 13: 2019–20
	Establish and maintain an effective and efficient internal audit function (Chapter 4)	Report 13: 2019–20
Asset management and valuations	Include councils' planned spending on capital projects in asset management plans (Chapter 5)	Report 15: 2021–22
	Review the asset consumption ratio <sup>1</sup> in preparation for the new sustainability framework. Assess whether the actual usage of assets is in line with asset management plans (Chapter 5)	Report 15: 2021–22
	Improve valuation and asset management practices (Chapter 3)	Report 17: 2020–21
Financial reporting	Reassess the maturity levels of financial statement preparation processes in line with recent experience to identify improvement opportunities that will help facilitate early certification of financial statements (Chapter 3)	Report 15: 2021–22
	Enhance liquidity management by reporting unrestricted cash expense ratio <sup>2</sup> and unrestricted cash balance <sup>3</sup> in monthly financial reports (Chapter 5)	Report 15: 2021–22
Information systems	Strengthen the security of information systems (Chapter 4)	Report 17: 2020–21
	Conduct mandatory cyber security-awareness training (Chapter 4)	Report 13: 2019–20
Procurement and contract management	Assess the maturity of their procurement and contract management processes using our procure-to-pay maturity model, and implement identified opportunities to strengthen their practices (Chapter 4)	Report 15: 2022–23
	Enhance procurement and contract management practices (Chapter 4)	Report 17: 2020–21
	Secure employee and supplier information (Chapter 4)	Report 13: 2019–20

<sup>1</sup> Asset consumption ratio measures how much of council's infrastructure assets have been used compared to what it would cost to build new assets with the same benefit to the community.

<sup>2</sup> Unrestricted cash expense ratio measures how much money council has available for its regular expenses and unexpected financial needs.

<sup>3</sup> Unrestricted cash balance is the cash reported by a council that is not set aside for specific uses or obligations.

Implementing our recommendations will help councils strengthen their internal controls for financial reporting and improve their financial sustainability. We have included a full list of prior year recommendations and their status in [Appendix E](#).

## Recommendations for the department

This year, we make the following 4 recommendations to the Department of Housing, Local Government, Planning and Public Works (the department).

<b>Introduce an internal controls assurance framework for councils</b>
<p>4. Amend the Local Government Regulation 2012 to require the head of finance to confirm whether the financial controls used to prepare the annual financial statements are effective each year.</p> <p>The confirmation should be provided to the mayor and chief executive officer each year before they sign the financial statements and should include:</p> <ul style="list-style-type: none"> <li>• a summary of the council's internal control framework – the people, systems, and processes that council uses to prepare reliable financial reports – and whether these controls were effective for the period the financial statements relate to</li> <li>• any significant areas of concern and their potential impact, and what action council has taken to address them</li> <li>• the status of issues reported in previous years</li> <li>• changes and improvements to internal controls during the year.</li> </ul> <p>5. Develop a template that councils can use to annually validate the effectiveness of their internal controls.</p> <p>This will help councils and heads of finance identify their key financial internal controls and determine whether these controls have operated effectively throughout the year. The department may benefit from Queensland Treasury's help, and using practices that are already in place in the state sector (Chapter 3).</p>
<b>Determine the minimum expected requirements for all qualitative measures of council sustainability and include this in the sustainability framework</b>
<p>6. Amend the sustainability framework for Queensland councils to:</p> <ul style="list-style-type: none"> <li>• include the qualitative (non-financial) indicators the department will use to measure councils</li> <li>• define and publish the minimum expected requirements for these qualitative indicators.</li> </ul> <p>This will give councils a clear understanding of the qualitative elements they are being assessed against, and will help councils prioritise actions to improve them (Chapter 5).</p>
<b>Develop a way to measure the overall sustainability risk of individual councils</b>
<p>7. Develop a methodology to determine the overall sustainability risk of councils.</p> <p>The methodology should assess the ratios in the department's sustainability framework in combination so an overall financial sustainability risk profile can be determined for each council.</p> <p>The methodology should also consider the impact on the overall financial sustainability if any of the benchmarks (identified for each ratio in the sustainability framework) are not met.</p> <p>This will help the department prioritise its resources for councils or groups of councils that need attention more urgently than others.</p> <p>It will also help councils understand what good looks like and how the department intends to use the ratios in total to assess the financial sustainability of councils (Chapter 5).</p>

## The department needs to take further action on prior year recommendations

The department has made some progress in addressing the recommendations we made in our prior reports.

Fully implemented	Partially implemented	Not implemented	No longer applicable
1	4	5	-

It has published a framework to assess the sustainability risk of councils. However, further action is still required for 9 recommendations, as summarised below.



## 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

Theme	Summary of recommendation	Local government report
Governance and internal control	Require all councils to establish audit committees (Chapter 4)	Report 17: 2020–21
	Make sure all councils have an effective internal audit function (Chapter 4)	Report 15: 2022–23
Financial reporting and capability within the sector	Provide training to councillors and senior leadership teams around financial governance (Chapter 3)	Report 17: 2020–21
	Measure the effectiveness of training programs provided to councils	Report 15: 2022–23
	Provide training on financial reporting processes and support councils in meeting their reporting deadlines in times of need (Chapter 3)	Report 15: 2022–23
	Provide necessary guidance and tools to councils to help improve their month-end financial reports (Chapter 3)	Report 15: 2022–23
	Provide a clear definition of 'extraordinary circumstances' for councils seeking ministerial extensions to their legislative time frame for financial reporting (Chapter 3)	Report 15: 2022–23
Financial sustainability	Provide greater certainty over long-term funding (Chapter 5)	Report 17: 2020–21
Information systems	Develop a strategy to uplift capability of the sector on cyber-related matters (Chapter 4)	Report 15: 2022–23

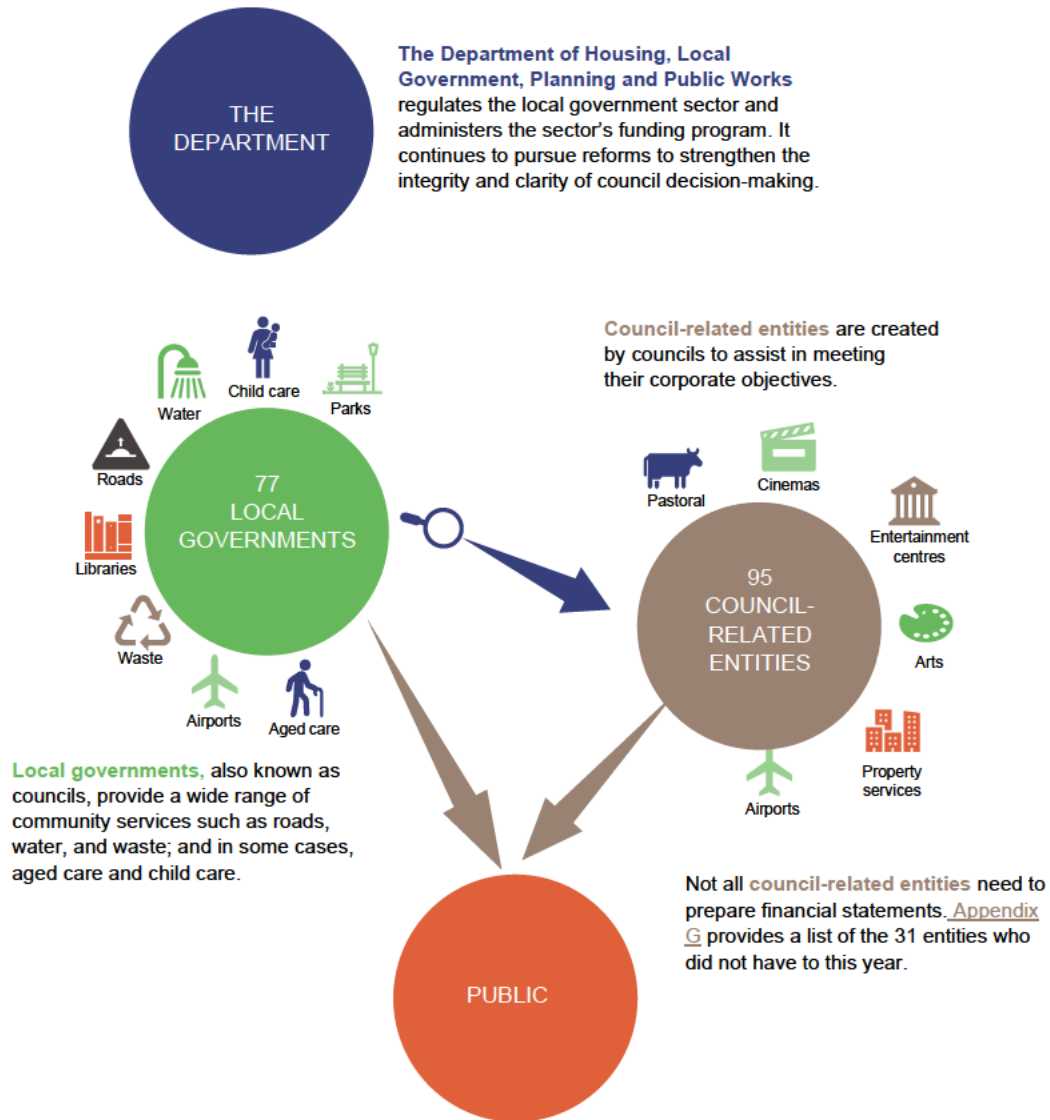
We have included a full list of prior year recommendations and their status in [Appendix E](#).

### Reference to comments

In accordance with s.64 of the *Auditor-General Act 2009*, we provided a copy of this report to all councils and the department. In reaching our conclusions, we considered their views and represented them to the extent we deemed relevant and warranted. Any formal responses from the entities are at [Appendix A](#).

## 2. Overview of entities in this sector

Figure 2A  
Entities in the local government sector



Source: Queensland Audit Office.






### 3. Results of our audits

This chapter provides an overview of our audit opinions for the local government sector.

#### Chapter snapshot

 In this chapter, we only discuss the deficiencies we reported to councils by the 31 October financial deadline. Refer to [Appendix C](#) for more information.

#### Sector’s timeliness in financial reporting continues to deteriorate.



**63** of 77 council statements were signed by their legislative deadline

▼ 2 from 2021–22

**70** of 77 council audit opinions issued by the date of this report

▼ 3 from 2021–22

**49** audit opinions were issued for 64 council-related entities 2022–23: 63 audit opinions for 70 council-related entities.



**2** prior year recommendations for councils that need further action

#### 2 new recommendations to the department

- Amend the Local Government Regulation 2012 to require the head of finance to confirm whether the financial controls used to prepare the annual financial statements are effective each year.
- Develop a template that councils can use to annually validate the effectiveness of their internal controls.



**5** prior year recommendations to the department need further action

[Appendix E](#) provides the full detail of all prior year recommendations.

#### DEFINITION

We express an **unmodified opinion** when financial statements are prepared in accordance with the relevant legislative requirements and Australian accounting standards.

We issue a **qualified opinion** when financial statements as a whole comply with relevant accounting standards and legislative requirements, with the exceptions noted in the opinion.

We include an **emphasis of matter** to highlight an issue of which the auditor believes the users of the financial statements need to be aware. The inclusion of an emphasis of matter paragraph does not change the audit opinion.



## Audit opinion results

### Audits of financial statements of councils

As of the date of this report, we have issued audit opinions for 70 councils (2021–22: 73 councils). Of these:

- 63 councils (2022–23: 65 councils) met their legislative deadline
- 4 councils (2022–23: 2 councils) met the extended time frame granted by the Minister for Local Government (who may grant an extension to the legislative time frame where extraordinary circumstances exist)
- 3 councils (2021–22: 2 councils) that had their financial statements certified past their legislative deadline did not receive an extension from the minister.

At the date of this report, we are waiting confirmation from the minister's office of the status of extensions of 3 councils. In 2021–22, 4 councils that received ministerial extensions did not meet their extended time frame.

Figure 3A shows the councils that did not have their financial statements certified by their 31 October legislative deadline.

Most of these councils are based in rural and remote areas where the challenge of attracting and retaining appropriately qualified and experienced finance staff is exacerbated. This when coupled with high turnover in finance staff and lower financial statement maturity levels (refer to [Appendix J](#)) has made it difficult for these councils to produce quality financial statements to have their audit completed in a timely manner.

Timely completion of the audit of the financial statements relies on both the auditors and council meeting the time frames that are mutually agreed at the start of the audit process. These agreed timelines are placed at risk when there is a delay in the provision of key deliverables to the auditors and/or when auditors are not able to process the key deliverables in a timely manner stemming from the delay in receiving key deliverables. When these agreed time frames are not met, the financial statements certification is delayed, and in some instances the legislative time frames are not met.

**Figure 3A**  
Councils that did not meet their 31 October legislative deadline

Councils that did not meet their 31 October legislative deadline	
• Barcaldine Regional Council <sup>1</sup>	• Blackall-Tambo Regional Council <sup>2</sup>
• Burke Shire Council <sup>2</sup>	• Cook Shire Council <sup>1,2</sup>
• Cloncurry Shire Council <sup>1</sup>	• Diamantina Shire Council
• Etheridge Shire Council <sup>1,2</sup>	• Gympie Regional Council <sup>1,2</sup>
• Lockhart River Aboriginal Shire Council <sup>2</sup>	• Wujal Wujal Aboriginal Shire Council <sup>1,2</sup>
2022–23 financial statements not yet complete because 2021–22 financial statements not yet certified	
• Mornington Shire Council <sup>1</sup>	• Northern Peninsula Area Regional Council <sup>1</sup>
• Palm Island Aboriginal Shire Council <sup>1</sup>	• Woorabinda Aboriginal Shire Council <sup>1</sup>

<sup>1</sup> These 10 councils have not completed their financial statements within their statutory deadline in at least 2 of the last 3 financial years.

<sup>2</sup> Although these councils did not meet the 31 October deadline this year, they had their financial statements certified by the date of our report.

Source: Queensland Audit Office.

Local government 2023 (Report 8: 2023–24)

### Seven councils have not provided their communities with current, reliable financial information

When we published this report, 7 councils had not finalised their 2022–23 financial statements – including 4 councils that had not finalised their 2021–22 financial statements. Heading into the March 2024 local government elections, these 7 councils have not provided current and reliable financial information to their communities.

This means their communities cannot evaluate the financial health of their councils and see where public money has been spent.

If these financial statements are not finalised by the election, the 2022–23 financial statements will become the responsibility of the newly elected council.

### Financial statements are reliable

The financial statements of the councils and council-related entities for which we issued opinions were reliable and complied with relevant laws and standards.

We issued a qualified opinion for 2 council-related entities – Local Buy Trading Trust (controlled by the Local Government Association of Queensland Ltd) and the Wide Bay Burnett Regional Organisation of Councils Inc. This was because these entities were unable to provide the auditors with enough evidence that the revenue they recorded was complete. We issued a qualified opinion for Local Buy Trading Trust last financial year for the same reason.

We included an emphasis of matter in the audit opinions for 5 council-related entities because:

- 3 were reliant on financial support from their parent entities
- 2 had decided to wind up their operations.

Not all council-related entities need to have their audits performed by the Auditor-General. [Appendix G](#) provides a full list of these entities.

### Status of unfinished audits from previous years

When we tabled *Local government 2022* (Report 15: 2022–23) in June 2023, some councils and council-related entities had not finalised their financial statements for previous years.

At the date of this year's report:

- Palm Island Aboriginal Shire Council had completed its 2020–21 financial statements and received a qualified opinion. This was because it was unable to provide enough information about its lease and motel revenue for us to confirm its revenue was correctly reported.
- Central Highlands (QLD) Housing Company Limited's 2021–22 financial statements were certified and received an unqualified opinion with an emphasis of matter because the directors decided to cease trading and enter voluntary liquidation.
- Mackay Region Enterprises Ptd Ltd and Whitsunday ROC Limited both had their 2021–22 financial statements certified and received unmodified opinions.

In [Appendix I](#), we have included a list of other councils and council-related entities that have still not completed their financial statements from previous years.

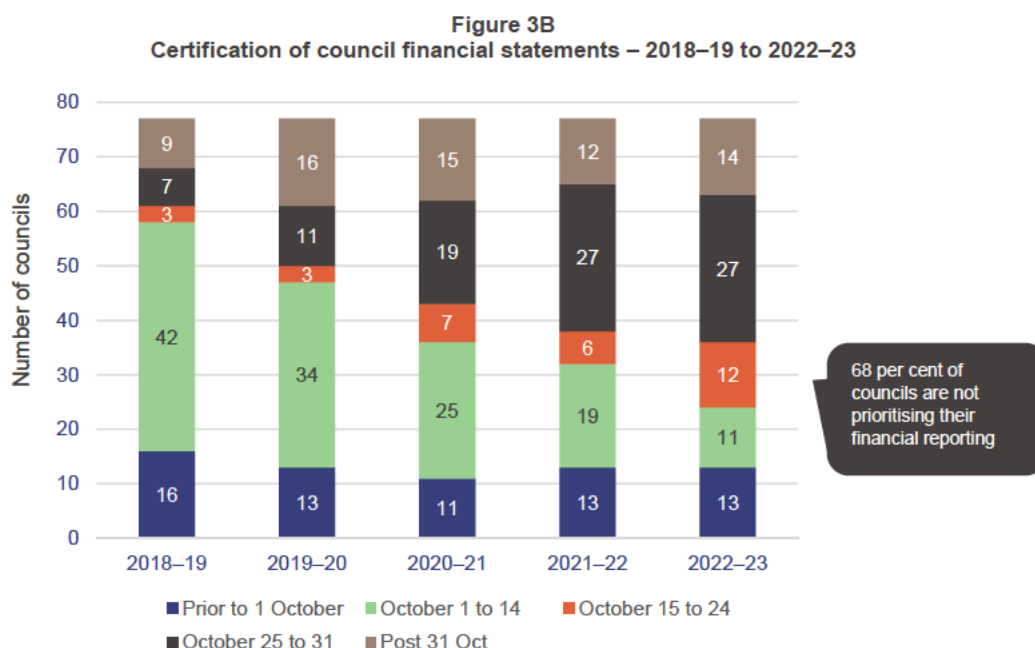
### More councils are not prioritising financial reporting

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In recent years, we have reported that councils are becoming less timely in completing their financial statements, meaning the information they provide to the public is not current or relevant.



For the last 2 years, roughly half the sector only completed its financial statements in the last 2 weeks before the deadline or missed the 31 October statutory reporting deadline altogether, as shown in Figure 3B. This is a significant decrease from 2018–19 when fewer than 25 per cent of councils were this late completing their financial statements.



Source: Compiled by the Queensland Audit Office.

The 31 October deadline for statutory reporting should be considered as a minimum standard rather than the target date to have financial statements completed. Councils should be aiming to bring forward their financial reporting, so their financial statements are completed by early October at the latest. This allows some contingency time should unexpected delays be encountered.

When councils finalise their financial statements very close to the legislative deadline, it puts significant pressure on their finance teams, auditors, and audit committees. This often compromises the quality of the financial information, and increases the risk of errors.

It reduces the time available for councils and audit committees to review financial information and also requires us to complete our audits in very short time frames. In combination, this significantly reduces the time for vital quality control activities and impacts the ability for councils to appropriately consult on key issues.

Timely financial reporting is not just important for financial statements. Without it, management and councillors do not have reliable financial information to help prepare the next year's budget, and may be making financial decisions based on inaccurate or out-of-date information.

The delayed financial reporting timelines also extend to when councils seek ministerial extensions. As stated earlier, the Minister for Local Government (the minister) may grant an extension to the legislative time frame for certification of a council's financial statements, where extraordinary circumstances exist.

Of the 14 councils that applied for an extension to have their 2022–23 financial statements certified:

- 2 applied after the 31 October statutory deadline
- 10 councils applied for extension in October, of which 7 did not apply until the last week of October
- 5 applied for more than one extension this year
- 6 of the 14 councils also applied for an extension last year.



Local government 2023 (Report 8: 2023–24)

Nine councils have applied for an extension in 2 of the last 3 years. Four of these 9 councils have applied for an extension in each of the last 3 years:

- Etheridge Shire Council
- Gympie Regional Council
- Mornington Shire Council
- Palm Island Aboriginal Shire Council.

In *Local government 2022* (Report 15: 2022–23), we recommended the department provide a clear definition of 'extraordinary circumstances'. Our view remains that when councils – and many times the same councils – seek extensions from the minister year after year, it cannot be deemed 'extraordinary circumstances'.

Factors such as natural disasters and the lack of a skilled workforce contribute to untimely completion of financial statements across the sector each year.

However, the main reason councils do not complete their financial statements in a timely manner is that they have poor processes for financial reporting.

### The sector has not improved its processes for financial reporting

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In 2020–21, councils self-assessed their financial statement preparation processes using our financial statement maturity model – available on our website at [www.gao.qld.gov.au/reports-resources/better-practice](http://www.gao.qld.gov.au/reports-resources/better-practice).

When we compared these self-assessments to each council's ability to achieve early financial reporting (by 15 October), we concluded that 22 councils had overstated their maturity levels.

Because of this, in *Local government 2021* (Report 15: 2021–22), we recommended all councils reassess their maturity levels in line with their recent financial reporting experience. Only 63 per cent of the sector implemented our recommendation.

This year, we assessed the financial statement maturity levels of each council ourselves (see [Appendix J](#) for details).

Each council's desired level of maturity will differ – recognising what might be required for a council in a large city may not necessarily work for a smaller council in a regional town. However, because councils have had stable business models without restructures for more than 10 years, they should be able to at least reach an 'established' maturity level.

In Figure 3C, we show the maturity levels for the sector at a segment level (as defined by the Local Government Association of Queensland – refer to [Appendix B](#)). It shows the results of councils' self-assessments from 2021 compared to the audit assessments we performed this year.

**Figure 3C**  
**Comparison in financial reporting maturity at councils by council segment – self assessment versus QAO’s assessment**



Note: This graph shows the minimum and maximum score for each component of the model, and the average of all scores. Individual scores for each council vary.

<sup>1</sup> Percentage of councils within each segment that had their 2022–23 financial statements certified by 31 October 2023.

Source: Compiled by the Queensland Audit Office, based on information collected from council self-assessments (2020–21) and QAO assessments (2022–23), using our financial statement preparation maturity model self-assessment tool.

**DEFINITION**

We use 4 levels of maturity, which we define as:

1. developing – an entity does not have key components for effective financial reporting, or they are limited
2. established – an entity shows basic competency for financial reporting
3. integrated – an entity’s financial reporting practices are fundamentally sound, however some elements could be improved
4. optimised – an entity is a leader of best practice for financial reporting.



Local government 2023 (Report 8: 2023–24)

Overall, we found no significant change in the maturity of financial reporting practices at 45 councils (60 per cent) compared to their 2020–21 self-assessment.

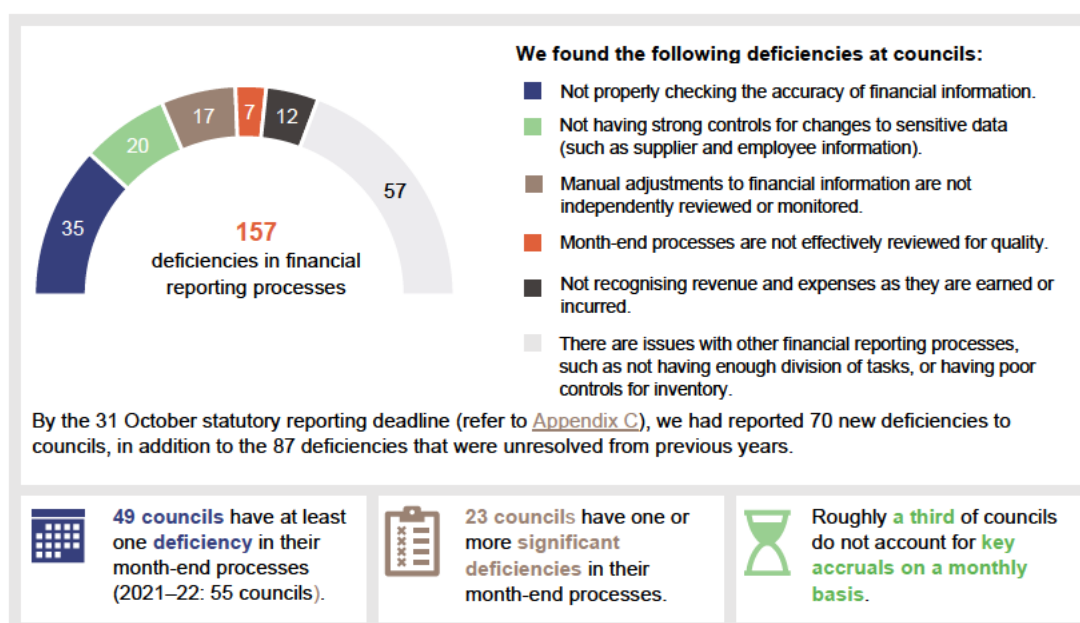
However, we noted that our assessment of the maturity of many Indigenous, Resources, and Rural/Remote councils is lower than the self-assessments these councils undertook in 2020–21. This confirms our view that some councils had overstated the maturity of their financial reporting. Councils in these segments also generally have a higher number of deficiencies in their internal controls, and are not timely in their financial reporting.

Both the department and the councils need to take further action to address our recommendations from prior years. These would help councils improve their financial reporting processes. While individual councils should consider their own desired maturity levels, there is room for improvement across the sector as well.

In this next section of this chapter, we discuss the areas in which councils can improve their financial reporting processes.

### Improving monthly financial reporting processes will streamline year-end financial statement preparation

#### Section snapshot 3.1



Councils complete processes at the end of each month, and year, to make sure financial amounts are correct for their financial reporting. Examples of strong month-end and year-end processes include:

- checking key financial amounts against supporting documents in a timely manner
- keeping general ledgers up to date
- having staff (independent of those who prepared the month-end financial reports) implementing quality reviews over the reports
- making sure the financial information provided to councillors is complete, by using accrual accounting processes (recognising revenue and expenses as they are earned or incurred, regardless of when cash has been received or paid).

When councils self-assessed the maturity of their financial reporting in 2020–21, they identified that their month-end processes had significant room for improvement. This included 46 councils that did not adopt accrual accounting in their month-end reports. Last year, we gave councils guidance about accrual accounting and how this should be reported in monthly financial reports.

Despite this, we have found roughly a third of councils are still not adopting accrual accounting for their month-end reporting. This means that the monthly financial reports they provide to their elected members and executive staff are not complete and accurate, which could cause councils to make incorrect financial decisions.

Councils whose monthly financial reporting processes are strong, and align with their year-end financial statement processes, find it easier and quicker to complete their year-end reporting processes because:

- errors and issues are generally identified and addressed before the end of the year
- staff are experienced in the tasks required, as these have become part of their routine work each month
- other business areas that the financial reporting teams need information from are familiar with the financial reporting process and time frames.

### It is important for councils to regularly evaluate the effectiveness of their internal controls

As well as having strong monthly reporting processes, councils need good internal controls to make sure information used in the financial statements is reliable. It is important they validate that these internal controls have been effective throughout the year.

In the state sector, each financial year – and before management certify the financial statements – chief financial officers (CFOs) at departments need to certify that the department's financial internal controls are operating effectively. Currently, there is no requirement for heads of finance at councils to provide any assurance to their chief executive officer (CEO) or mayor before they certify their council's annual financial statements.

Implementing a similar process at councils would improve their financial governance and strengthen their understanding of how effective their internal controls are. This would also provide confidence to the CEO and mayor that the amounts reported in the financial statements are complete and accurate.

#### Recommendations for the department

Introduce an internal controls assurance framework for councils

4. Amend the Local Government Regulation 2012 to require the head of finance to confirm whether the financial controls used to prepare the annual financial statements are effective each year.

The confirmation should be provided to the mayor and chief executive officer each year before they sign the financial statements and should include:

- a summary of the council's internal control framework – the people, systems, and processes that council uses to prepare reliable financial reports – and whether these controls were effective for the period the financial statements relate to
- any significant areas of concern and their potential impact, and what action council has taken to address them
- the status of issues reported in previous years
- changes and improvements to internal controls during the year.

5. Develop a template that councils can use to annually validate the effectiveness of their internal controls.

This will help councils and heads of finance identify their key financial internal controls and determine whether these controls have operated effectively throughout the year. The department may benefit from Queensland Treasury's help, and using practices that are already in place in the state sector.



Local government 2023 (Report 8: 2023–24)

### Preparing financial reports requires a wide range of skills

Councils are complex businesses. Preparing their financial statements requires qualified staff with skills that extend beyond knowledge of accounting – including project management, financial management, corporate governance, internal controls, and technology. These skills are obtained through practical experience and through professional qualifications.

As at 30 June 2023, we found more than a third of councils did not have a professionally qualified head of finance. This means they were not accredited by a professional accounting body such as Certified Practising Accountants or Chartered Accountants Australia and New Zealand.

These councils combined account for 42 per cent of the sector's unresolved significant deficiencies. This suggests that these councils have weaker internal controls and governance. These councils are also slower to prepare their financial statements – they made up only 25 per cent of the councils who were able to complete their financial statements early (by 14 October) this year.

Some councils spend significant amounts each year on consultants and contractors to fill this skills gap. Although this helps complete their financial reporting each year, it generally does not build capability within their finance teams and does not improve their control environment.

In 2009, the Queensland Government recognised the importance that professional qualifications had on good governance, maintaining effective internal controls, and dealing with complex financial reporting. Because of this, it introduced a requirement that all CFOs of government departments be a member of a professional accounting body.

Where the incumbent CFO did not hold the requisite qualifications, the legislation allowed a transitional period of 10 years for them to undertake the study necessary to meet the minimum requirements.

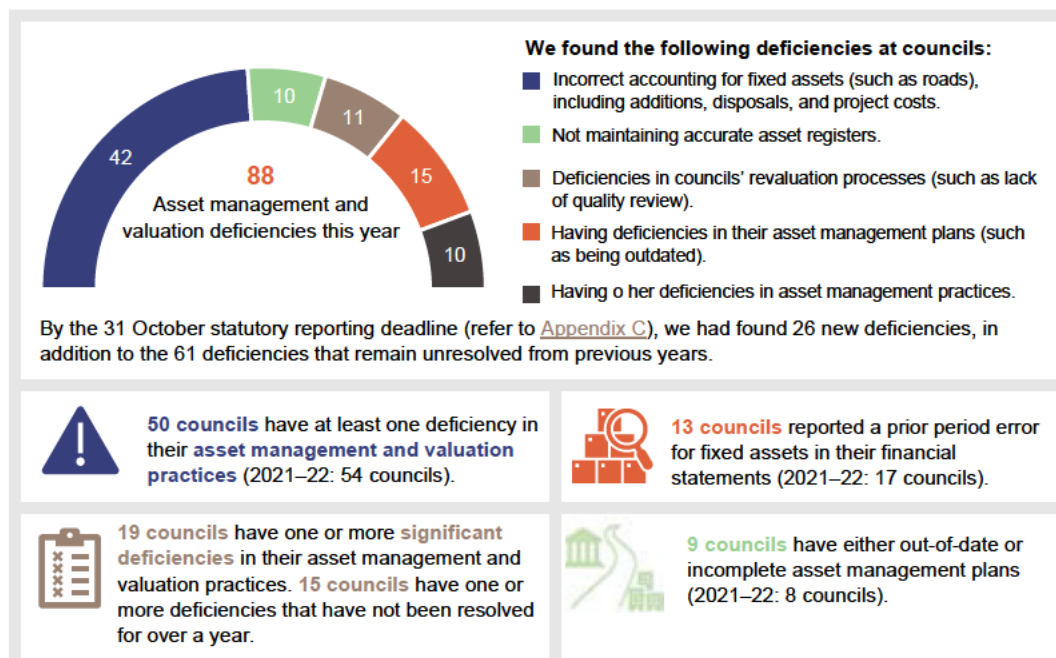
Implementing a similar requirement in the local government sector would not be simple as councils – especially those outside South East Queensland – find it challenging to attract and retain qualified staff as it is.

But improving financial capability within the sector continues to be critically important for better financial management, enhancing controls to reduce the risk of fraud or error, and more timely financial reporting. Over the years, we have made several recommendations to the department to help lift the financial capability within councils and the need for this uplift continues. A full list of these recommendations and their status is included in [Appendix E](#).



## Better asset management and valuation practices will improve asset accounting

### Section snapshot 3.2



In this section, we have identified concerns about the sector's asset management, asset accounting, and asset valuation processes. These have continued to contribute to untimely financial reporting.

### Councils managing their assets better will reduce the number of prior period errors

By the time we compiled this report, 13 councils (2021–22: 17 councils) had recorded prior period errors in their financial statements relating to fixed assets. The number of these prior period errors will increase further as the 14 councils who missed the statutory deadline finalise their financial statements. These errors often contribute to untimely financial reporting.

A prior period error refers to when an entity identifies that there was a significant error in its certified financial statements for the previous year.

Most of the prior period errors we identified related to 'found' assets, where councils identified assets they owned that had not previously been reported in their financial statements. The primary reason this happens year after year is because some councils do not reconcile the asset data in their asset system to their finance system – meaning they do not have good asset accounting processes.

Councils should regularly inspect their assets and make sure the information in their financial systems and geographical information systems (which are used to capture, store, and manage detailed components of assets, including their geographical location) agree with each other.

In *Asset management in local government* (Report 2: 2023–24), we highlighted that:

- only 10 per cent of councils met the minimum requirements of the internationally recognised standard for asset management
- councils have gaps in the way they govern and report on asset management and in how they make sure their asset information is up to date.



Local government 2023 (Report 8: 2023–24)

That report included 5 recommendations for all councils to help them improve their asset management processes. Councils that have not yet considered our recommendations and developed strategies to address them, should do so.

### The sector needs to improve its valuation practices and how it accounts for assets

We have also identified issues in how councils report on assets, including:

- **managing valuation processes** – when determining fair values (the amounts for which the assets could be sold in a market-based transaction). This includes councils not engaging valuers early enough, providing poor instructions to the valuer, and not adequately reviewing the valuers' work
- **the integrity of fixed assets records** – such as maintaining accurate details about assets in their asset register, and physically checking the register is correct and complete.

These issues reduce the quality and timeliness of the financial statements councils produce – often leading to councils not meeting their statutory reporting deadline.

Queensland Treasury's website ([www.treasury.qld.gov.au](http://www.treasury.qld.gov.au)) contains 'Non-Current Asset Policies Tools', which include a comprehensive checklist for revaluations. While these policies do not apply to councils, we encourage council management to consider completing this checklist to strengthen their revaluation processes and make sure they properly evaluate their revaluation process and disclosures.

Councils still need to take further action on 3 of our outstanding prior year recommendations relating to asset management and valuation practices. [Appendix E](#) provides a full list of prior year recommendations and their status as at 30 June 2023.

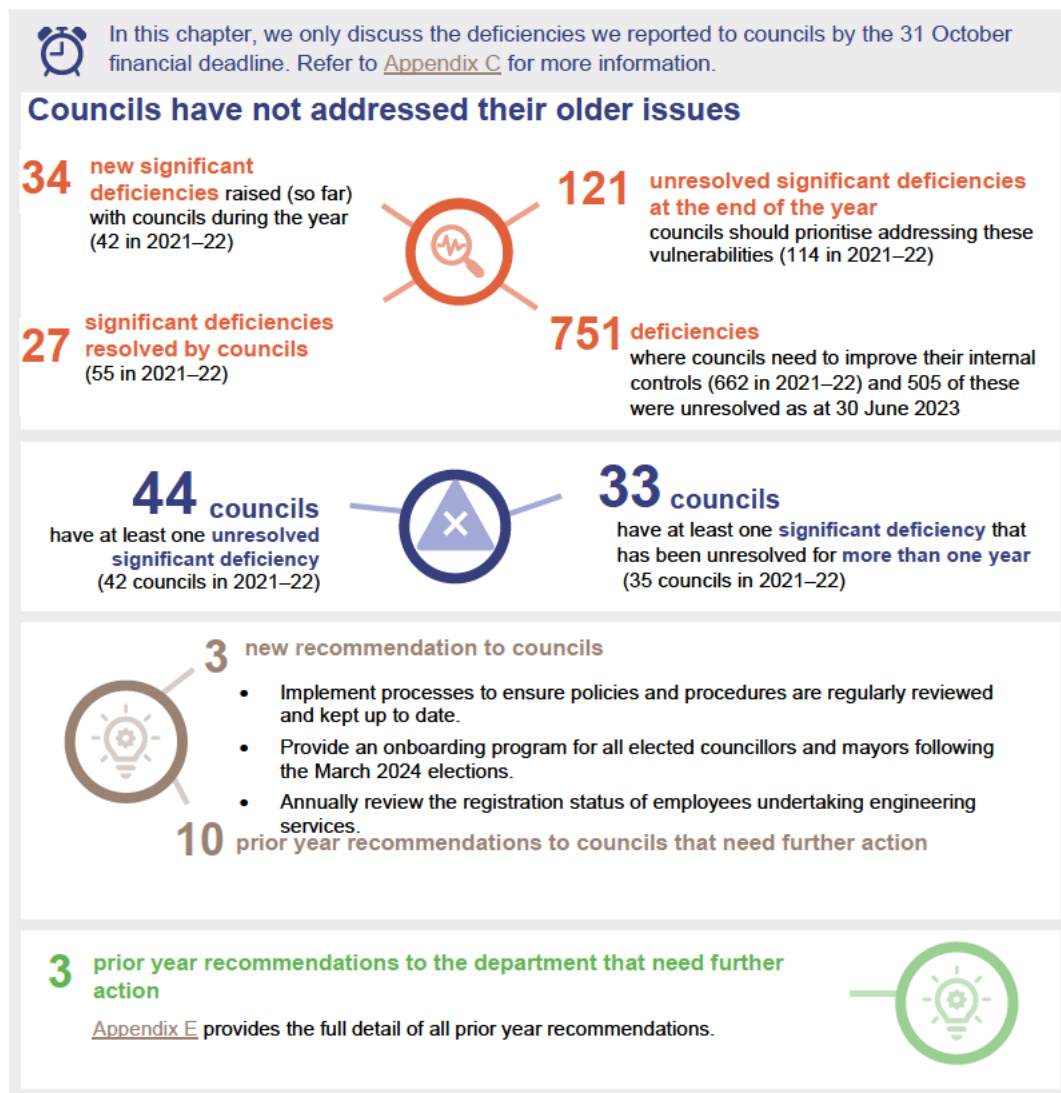


## 4. Internal controls at councils

We assess whether the systems and processes (internal controls) used by entities to prepare financial statements are reliable. In this chapter, we report on the effectiveness of councils' internal controls and provide areas of focus for them to improve.

We report any deficiencies in the design or operation of those internal controls to management for their action. The deficiencies are rated as either significant deficiencies (those of higher risk that require immediate action by management) or deficiencies (those of lower risk that can be corrected over time).

### Chapter snapshot

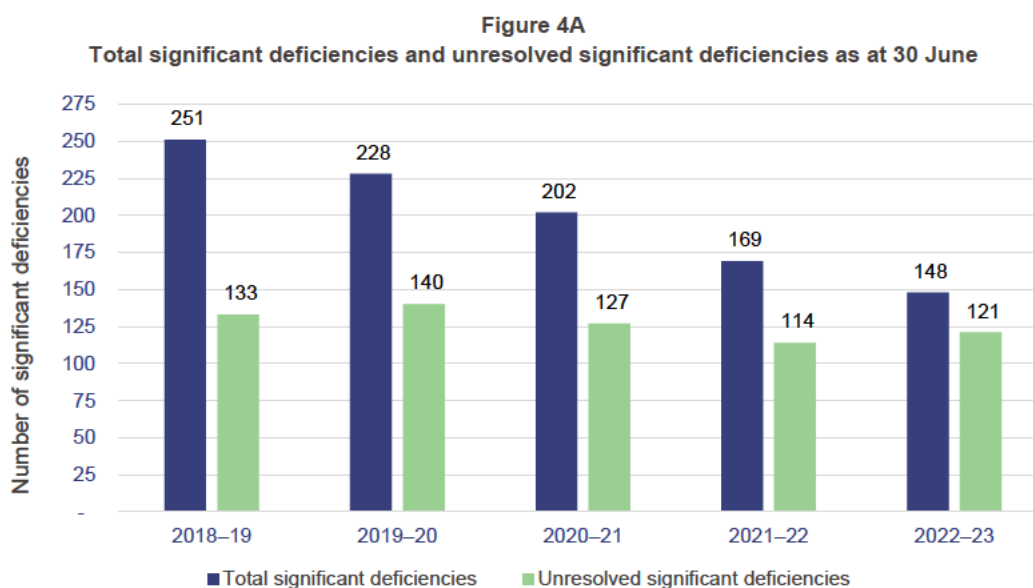


### Councils are not addressing older issues

So far this year, we have identified 34 new significant deficiencies across 24 councils (2022: 42 new significant deficiencies). However, we found that the number of unresolved significant deficiencies as at 30 June 2023 had increased to 121 (2022: 114), as shown in Figure 4A.

Although we found fewer new significant deficiencies than last year, this is because we have only included deficiencies reported to councils by the 31 October 2023 statutory deadline. This is so communities can receive our report before the local government elections in March 2024.

The 14 councils that did not complete their financial statements by the statutory deadline have 55 significant deficiencies at this stage. As we finalise the audits of their financial statements, we are likely to raise more significant deficiencies. These will be included in our report next year: Local government 2024.



Source: Queensland Audit Office.

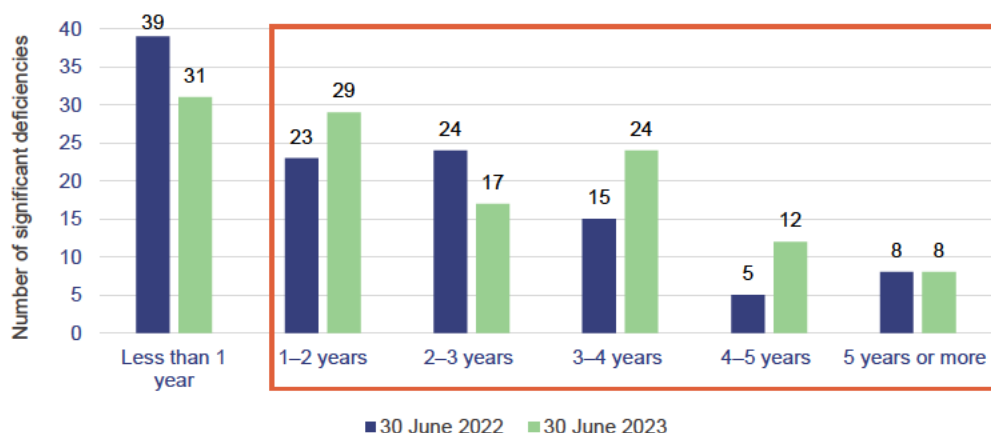
When significant deficiencies remain unresolved for a long time, they may result in one or more of the following risks:

- potential financial loss, including fraud
- increased exposure to cyber-related risks, including loss of personal information or disruptions to services
- reputational damage to council
- significant non-compliance with laws and regulations, and internal policies
- material errors in the financial statements.

Because of this, significant deficiencies should be resolved immediately.

However, the number of significant deficiencies that remain unresolved for over 12 months at 30 June 2023 has increased, as shown in Figure 4B.

**Figure 4B**  
Ageing of unresolved significant deficiencies



Source: Queensland Audit Office.

As at 30 June 2023, 33 councils (2022: 35 councils) had one or more significant deficiencies that remained unresolved more than 12 months after we identified it. In [Appendix J](#), for each council, we list the total number of significant deficiencies we found this year, and those that have remained unresolved for more than 12 months.

We continue to find the majority of the unresolved significant deficiencies that have been outstanding for a long time are in councils that do not have strong governance structures, such as internal audit and an audit committee.

## The sector’s governance is improving, but further action is required

### Section snapshot 4.1

 <b>Audit committees</b>	 <b>Internal audit</b>
<p><b>At 30 June 2023, 16 councils (2022: 16 councils) did not have an audit committee function.</b></p> <ul style="list-style-type: none"> <li>13 councils did not have an audit committee function at all.</li> <li>3 councils had an audit committee that <b>did not meet</b> in 2022–23.</li> <li>13 per cent of council audit committees <b>did not have an independent chair</b>.</li> </ul>	<p><b>At 30 June 2023, 9 councils (2022: 14 councils) did not have an effective internal audit function.</b></p> <ul style="list-style-type: none"> <li>5 councils did not have an internal audit function.</li> <li>4 councils did not undertake any internal audit activity.</li> </ul>
<p><b>These councils</b> combined had 46 unresolved significant deficiencies (38 per cent of all unresolved significant deficiencies).</p>	<p><b>These councils</b> combined had 37 unresolved significant deficiencies (31 per cent of all unresolved significant deficiencies).</p>
<p><b>7 councils do not have both an audit committee and an internal audit function.</b> These councils have 36 unresolved significant deficiencies as at 30 June 2023.</p>	

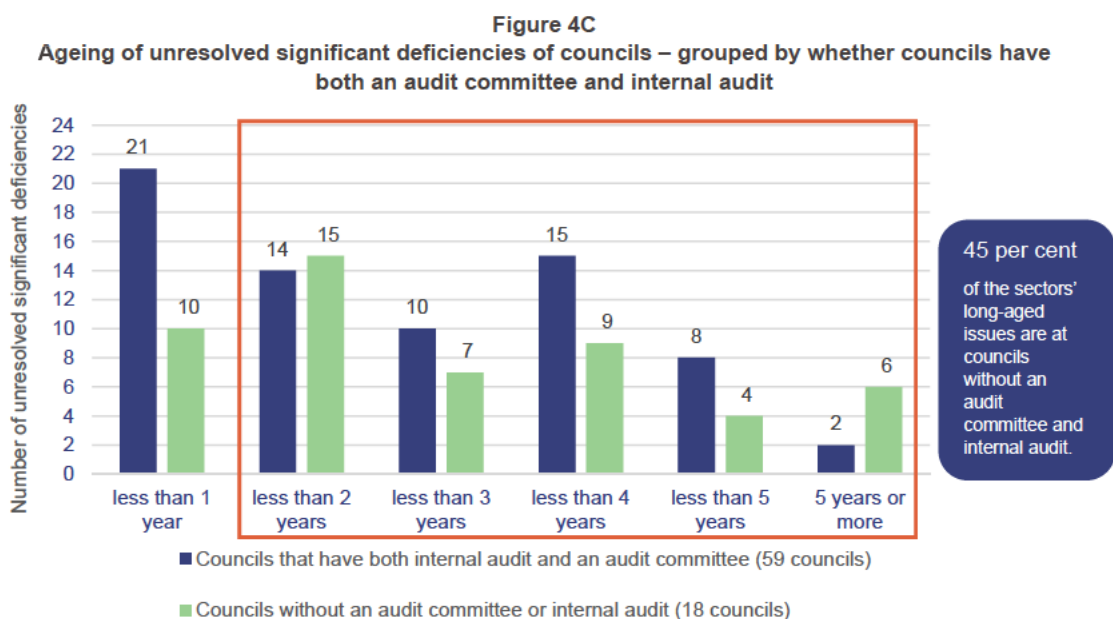
Local government 2023 (Report 8: 2023–24)

Audit committees and internal audit are crucial components of effective governance within an organisation. These functions work together to make sure internal control deficiencies are resolved in a timely manner.

An audit committee provides council confidence in its financial reporting, internal controls, risk management, legislative compliance, and audit functions. An effective internal audit function provides an unbiased view of an organisation's operations and continuous review of the effectiveness of governance, risk management, and control processes.

To be effective, both functions need to be independent of management. Audit committees with an independent chair and members create a better foundation for robust and incisive discussions and questions.

Figure 4C shows the ageing of issues for councils, grouped by whether the councils have both an audit committee and internal audit function.



Source: Queensland Audit Office.

Having both an audit committee and an internal audit function significantly helps a council reduce the number of long-outstanding significant deficiencies. They oversee proactive and timely resolution of outstanding issues.

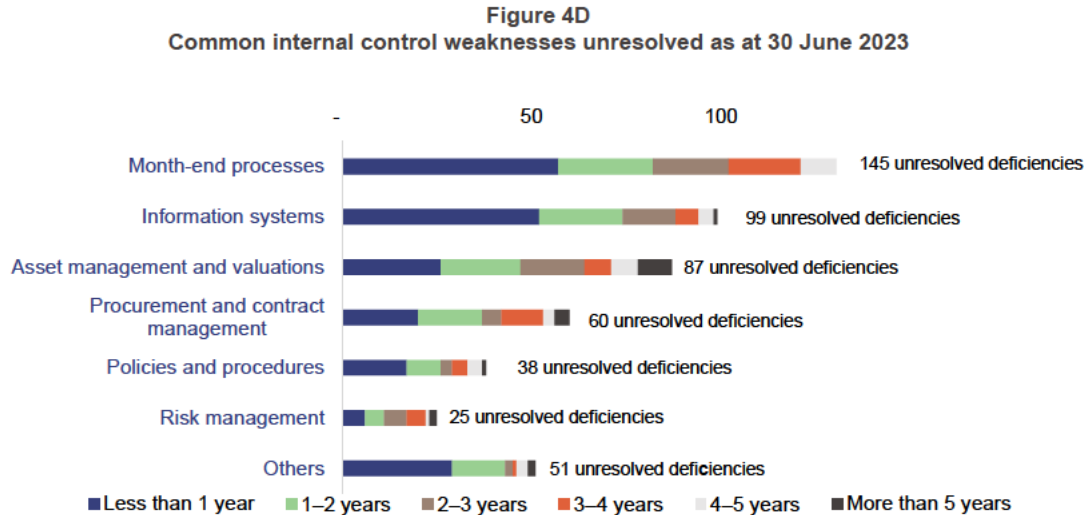
The department and the councils have not taken enough action to address our 5 outstanding prior year recommendations regarding council audit committees and internal audit. [Appendix E](#) provides a full list of these prior year recommendations and their status as at 30 June 2023.

As identified in our *Forward work plan 2023–26*, we have commenced an audit to provide insights into the effectiveness of local government audit committees.



## Common internal control weaknesses

Each year, we find common issues at councils. Figure 4D summarises these weaknesses by the number of years they remain unresolved as at 30 June 2023.

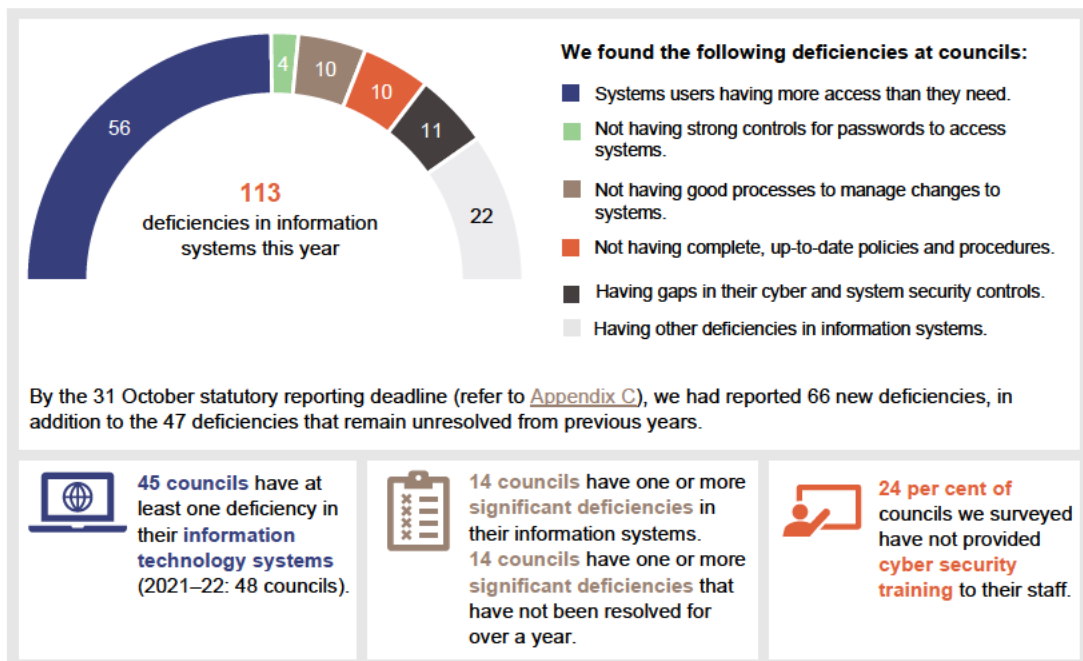


Source: Queensland Audit Office.

We discussed month-end processes and asset management in Chapter 3. In this chapter, we cover the other common internal control weaknesses at councils.

## Information systems in the sector are more vulnerable than before

### Section snapshot 4.2





## 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

Councils rely heavily on their information systems for their day-to-day operations, yet we continue to identify widespread weaknesses in these systems. So far this year, we identified 66 new weaknesses in how councils secure their information systems.

As cyber security threats increase in number and sophistication, councils must promptly address any weaknesses in their information systems. Councils need to make sure their staff remain vigilant to detect and mitigate threats, prevent human errors, and adapt to evolving cyber risks.

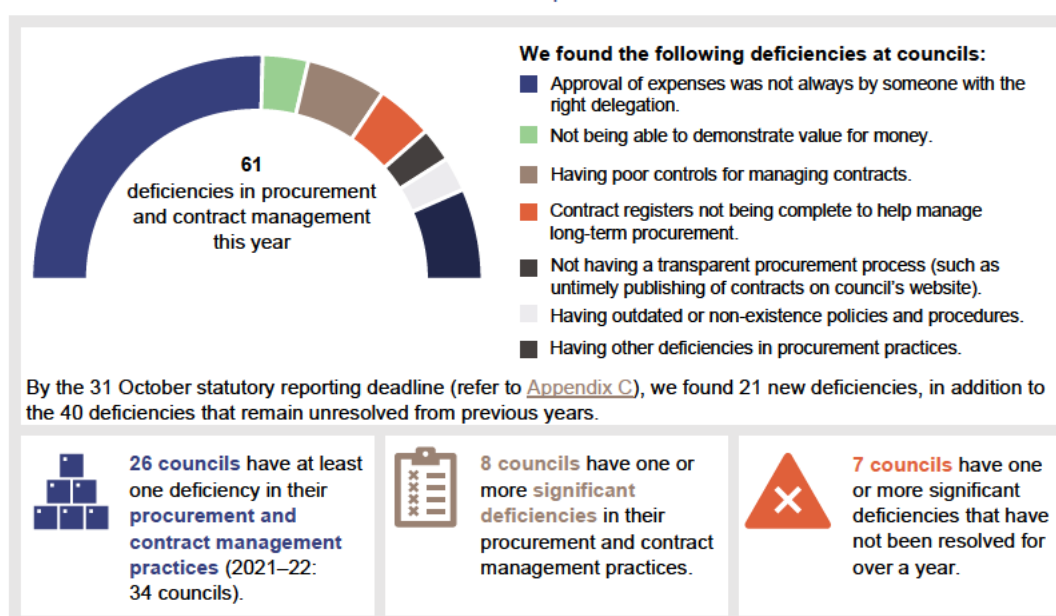
There are 17 councils that have still not developed and implemented mandatory cyber security training for their staff as we recommended 3 years ago. These councils, combined, have 30 deficiencies in their information systems. They may be at a higher risk of cyber attacks than their peers that have provided cyber security training to their staff.

[Appendix E](#) provides a full list of our prior year recommendations and their status as at 30 June 2023.

We are finalising a performance audit on insights and lessons learnt on entities' preparedness to respond to and recover from cyber attacks. We encourage councils and the department to review this report when it is tabled and implement any recommendations relevant to them.

### Procurement and contract management processes have deteriorated

#### Section snapshot 4.3



Councils spend a substantial amount each year procuring goods and services for their day-to-day operations as well as for maintaining/building community assets (such as roads and buildings). These goods and services are obtained using public money (rates and charges from the community, and grant funding from the state and federal governments).

It is important that councils have appropriate controls in place to ensure they achieve value for money. This includes:

- ensuring purchases are approved by people with the correct financial delegations
- keeping policies up to date and complying with legislation
- having procurement processes that are transparent and give their community confidence no bias exists in the process
- having contract registers that are complete and accurate, to help councils manage long-term procurement.

Our 3 outstanding previous year recommendations in [Appendix E](#) remain crucial to make sure councils achieve value for money in their procurement and contract management.

### Councils have not prioritised maintaining good policies and procedures

#### Section snapshot 4.4



**34 councils<sup>1</sup>** have at least one deficiency in their **policies and procedures** (2021–22: 25 councils) including:

- not having key policies and processes in place and documented
- having outdated policies, policies that are not adopted, or having multiple versions of policies
- having inconsistencies between different policies and procedures.

<sup>1</sup> Deficiencies reported to councils up to 31 October (refer to [Appendix C](#) for more information).

Councils often need to prioritise urgent matters affecting their communities and the services they deliver. Because of this, maintaining their policies and procedures can sometimes become a lower priority.

In recent years, we have noticed an increase in the number of councils that either do not have good policies and procedures, or do not keep them up to date. These councils are exposed to a potential risk of inconsistent practices and poor decision-making, which may result in financial loss, non-compliance with legislation, and inequitable outcomes.

Policies and procedures provide guidance, ensure consistency, assign accountability, and provide clarity to council staff and elected members on how the council operates. Up-to-date policies and procedures help councils make sure they comply with relevant legislation, including the *Local Government Act 2009* and local government regulation.

The past 3 local government elections have seen an average turnover in elected members of roughly 52 per cent. There are also changes to executive council staff after these elections. Councils that do not have strong policies and procedures may experience issues as they transition newly elected members and staff into their organisation.

Councils should strengthen their policies and procedures by making sure they are:

- reflective of their values, processes, and day-to-day activities
- easy to follow, in plain language, and align with other policies and procedures, and legislation
- developed and regularly kept up-to-date through a simple and transparent process
- prepared, reviewed, and updated by the staff who are responsible for overseeing them.

Councils should also make sure they have a strong induction process to help any new mayors and councillors understand their responsibilities and the operations of the council and bring them together to work more effectively.

#### Recommendations for councils

Implement processes to ensure policies and procedures are regularly reviewed and kept up to date

1. Councils should regularly review and update their policies and procedures to ensure they are up to date and meet the needs of their operations.

Each council should develop a work plan to ensure all policies are reviewed at least every 3 years or when there are significant changes to the council's structure.

Local government 2023 (Report 8: 2023–24)

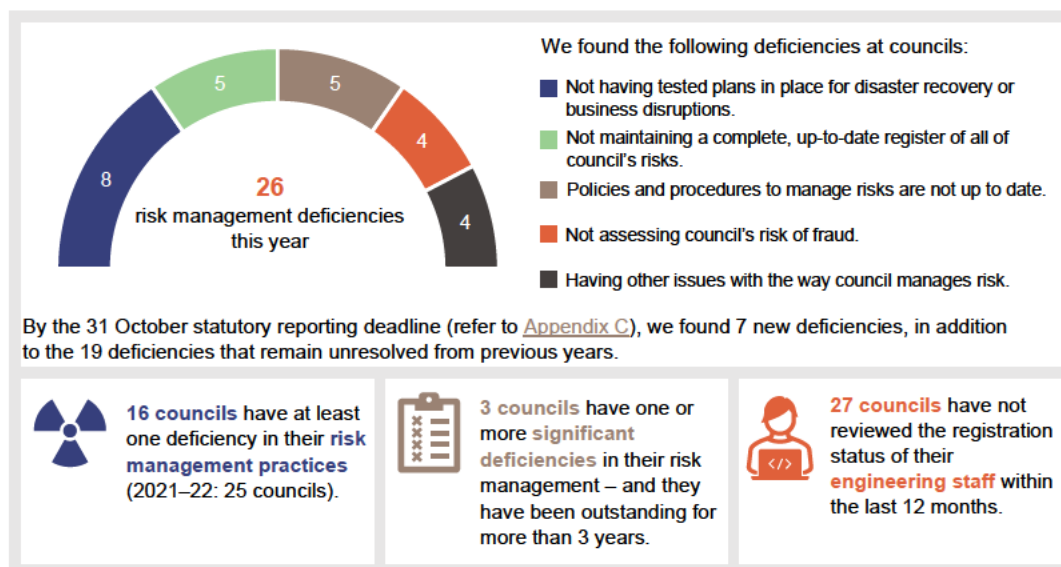
Provide an onboarding program for all elected councillors and mayors following the March 2024 elections

2. Councils should educate all elected councillors and mayors on matters that are specific to their council, including unique challenges of their council and its strategic objectives and operations. This will ensure there is a smooth transition to the new council.

It should also reinforce their understanding of their responsibilities and encourage mayors and councillors to work effectively together and with council staff.

### Councils are not keeping on top of the risks they face

Section snapshot 4.5



Strong and robust risk management practices are more important than ever. Increasing global uncertainty, climate change, threats to supply chains, limited resources, cyber crime, the need for data protection, and privacy concerns are just some of the challenges facing entities. Councils must proactively manage their risks.

Sixteen councils have unresolved control deficiencies relating to risk management, and 8 of these have more than one deficiency in their risk management.

Councils can strengthen how they manage their risk by:

- identifying areas of greatest risk and potential harm
- developing a framework for managing risk and applying it consistently
- developing and implementing a methodology for identifying and assessing risk
- implementing a business continuity and disaster recovery plan and testing it periodically
- establishing an up-to-date risk register.

In *Education 2022* (Report 16: 2022–23), we made recommendations for how entities can improve their risk management processes. Councils may benefit from implementing the recommendations made in this report.

We also recently updated our model for assessing the maturity of risk management practices. The model is available on our website at [www.qao.qld.gov.au/reports-resources/better-practice](http://www.qao.qld.gov.au/reports-resources/better-practice). It enables entities to identify the risk management maturity level they want to achieve, and to focus on key areas for development.

### Checking that staff are qualified should be part of councils' risk management processes

In December 2022, the Crime and Corruption Commission (CCC) released a fact sheet about the requirements of the *Professional Engineers Act 2002*, stating that only a practising engineer can undertake professional engineering services without supervision.

The CCC has stated that council staff in breach of this part of the legislation may be committing corrupt conduct.

This year, we surveyed each council about the qualifications of its head of engineering (who is responsible for carrying out professional engineering services). Based on the responses from the councils, we found:

- 27 councils have not reviewed the registration status of their engineering staff within the last 12 months
- 14 councils have a head of engineering who does not hold a current registration with the Board of Professional Engineers. Of these, 4 councils have a population over 10,000 residents, meaning these councils have substantial community assets.

Verifying whether their staff who perform professional engineering services are practicing engineers is a sound risk management practice for councils.

#### Recommendation for councils

Annually review the registration status of employees undertaking engineering services

3. Review the registration status of employees undertaking engineering services to make sure they are complying with the *Professional Engineers Act 2002*. Councils should do this on an annual basis.

Local government 2023 (Report 8: 2023–24)

## 5. Financial performance

In this chapter, we analyse the financial performance of councils, with emphasis on their financial sustainability. The latter is measured under the *Financial Management (Sustainability) Guideline 2012*, issued by the Department of Housing, Local Government, Planning and Public Works (the department).

### Chapter snapshot

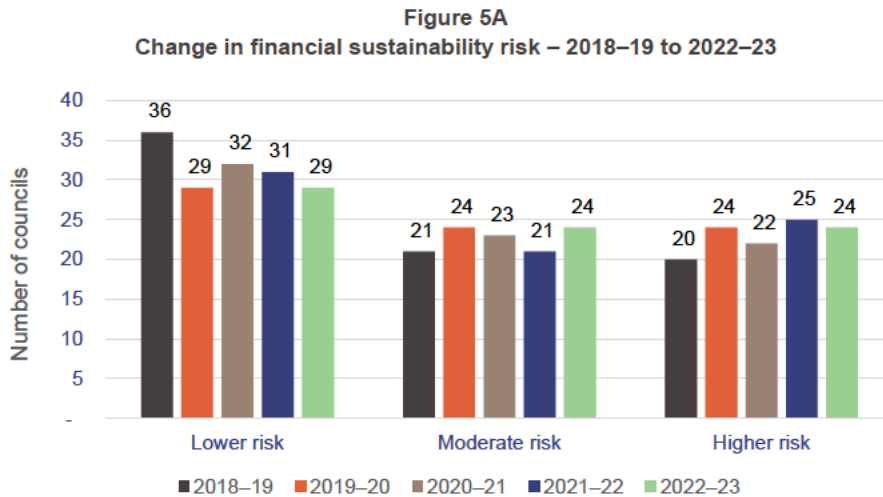


In this chapter, we only discuss results of councils available at the 31 October financial deadline. Refer to [Appendix C](#) for more information. In some cases, we have estimated numbers to provide a sector-side picture.

#### Untimely financial reporting by councils makes it difficult to accurately evaluate the sector's financial performance and position




Figure 5A shows the financial sustainability risk of the sector over the last 5 years. (Refer to [Appendix K](#) for definitions of lower, moderate, and higher financial sustainability risk).



Note: For 2022–23, we have assessed the sustainability risk of 14 councils using their last available certified financial statements, as they had not completed 2022–23 by the 31 October statutory deadline. Refer to [Appendix C](#) for more information. Of these 14 councils, 7 have been assessed as higher risk, and 7 assessed as moderate risk.

Source: Compiled by the Queensland Audit Office.




### 3 prior year recommendations to councils that need further action

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### 2 new recommendations to the department

- Determine the minimum expected requirements for all qualitative measures of council sustainability and include this in the sustainability framework.
- Develop a way to measure the overall sustainability risk of individual councils.



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### 1 prior year recommendation to the department needs further action

[Appendix E](#) provides the full detail of all prior year recommendations. The department has implemented one prior year recommendation.

## New sustainability measures are being introduced

The department has introduced a new guideline – *Financial Management (Sustainability) Guideline (2023)* – that applies to the sector from the 2023–24 financial year.

The new guideline considers the challenges that councils face, especially in rural and remote areas, and introduces more measures for the financial sustainability of councils. The department has grouped councils into tiers based on their remoteness and population, and each of the 8 tiers has different benchmarks for each measure.

This segmentation by tiers is a significant improvement to the previous financial sustainability guideline (*Financial Management Sustainability Guideline (2013)*) that had all councils trying to achieve the same benchmarks.

In [Appendix L](#), we have listed the councils in each tier, and each tier’s benchmarks for the measures under the new framework. Figure 5B shows the 9 measures that councils will need to report on from 2023–24.

**Figure 5B**  
New sustainability measures

Ratio	What it measures
Operating surplus ratio <sup>1,2</sup>	The extent to which a council’s operating revenues (revenue earned from day-to-day business) cover its operational expenses (expenses incurred for day-to-day business).
Operating cash ratio <sup>2</sup>	A council’s ability to cover its operational expenses and increase its cash from its core operations – excluding depreciation expense (cost of allocating the value of an asset over its life).
Unrestricted cash expense ratio <sup>3</sup>	How much money a council has available for its regular expenses and unexpected financial needs.
Asset sustainability ratio <sup>2</sup>	How timely a council is in replacing its old assets as they wear out.
Asset consumption ratio <sup>2</sup>	How much of a council’s infrastructure assets have been used compared to what it would cost to build new assets with the same benefit to the community.
Leverage ratio <sup>3</sup>	How easily a council can repay its debts.
Council-controlled revenue <sup>4</sup>	How much of a council’s revenue comes from sources it can influence – such as being able to increase rates – to make sure it can deal with unexpected financial requirements.

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Ratio	What it measures
Population growth <sup>4</sup>	A key driver of a council's operating income, service needs, and infrastructure requirements in the future.
Asset renewal funding ratio <sup>4</sup>	The ability of a council to pay for its future asset renewal and replacement needs.

<sup>1</sup> Under the department's guidelines, for tiers 6 to 8, the operating surplus ratio is contextual only – meaning that although these councils need to report this ratio, they do not have a benchmark for this ratio to measure their performance against.

<sup>2</sup> Councils are required to report these ratios on a rolling 5-year average and for the relevant individual financial year.

<sup>3</sup> Councils are required to report these ratios only for the financial year they are preparing the financial statements for.

<sup>4</sup> The department has not assigned benchmarks for these measures, and they will not be audited.

Source: Compiled by the Queensland Audit Office, using the Department of Housing, Local Government, Planning and Public Works's Financial Management (Sustainability) Guideline (2023).

### The department's framework for measuring financial sustainability risk can be improved

The department has also published a risk framework, which also applies from 1 July 2023.

The risk framework states that the department will gain insights into the financial sustainability of councils using the financial measures (in Figure 5B) and other, qualitative (non-financial) indicators (asset management, governance, compliance, and the broader operating environment).

However, the qualitative indicators are not prescribed in the risk framework or the sustainability guideline, nor are there clear benchmarks against which these qualitative indicators can be measured. The department has published these other qualitative indicators as a part of the 'Frequently Asked Questions' on its website.

If the expectations and criteria of these qualitative indicators are not clearly defined, councils will not understand what is required of them, and they will not be able to self-measure their performance and target areas for improvement.

#### Recommendation for the department

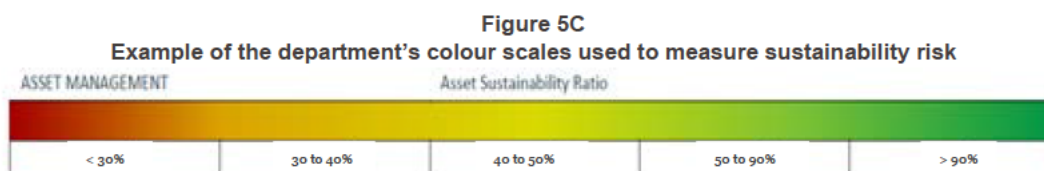
Determine the minimum expected requirements for all qualitative measures of council sustainability and include this in the sustainability framework

6. Amend the sustainability framework for Queensland councils to:

- include the qualitative (non-financial) indicators the department will use to measure councils
- define and publish the minimum expected requirements for these qualitative indicators.

This will give councils a clear understanding of the qualitative elements they are being assessed against, and will help councils prioritise actions to improve them.

For each of the 6 audited ratios in the new framework, the department's risk framework includes a table for each tier and ratio. These are based on a colour range from red to green, as shown in Figure 5C.



Source: Department of Housing, Local Government, Planning and Public Works, Risk Framework – Financial Sustainability.



This presentation shows a council where it sits on the 'colour scale' for each ratio. It gives no insight into the council's risk of being financially unsustainable. This is because ratios are not assessed in totality and no measure of risk is assigned.

### Ratios are not assessed in totality

The department's risk framework refers to interpreting ratios in totality and provides some examples. However, each of these examples only discusses how 2 ratios would interact – not how to measure all ratios in totality. One example provided is of a council with a negative operating surplus ratio (incurring operating deficits – when council's expenses exceed its revenue) but a positive operating cash ratio, and this being less of a concern for smaller councils.

Although incurring operating deficits in the short term is acceptable, when a council consistently incurs operating deficits, it will experience financial stress.

In such instances, a council will have no other option than to use its cash reserves to support its operations or reduce the level of services it provides to the community. Alternatively, it will have to rely on more funding from the state government to support its operations.

If ratios are presented individually in a 'colour scale' graph with no ability to interpret the overall result, they may result in different assessments depending upon the financial aspect being considered. This could in turn mean the department and the council focus their efforts in areas of lesser importance.

### No measure of risk is assigned

The risk framework states that it seeks to establish a sustainability reporting framework that encourages council leaders to understand the drivers of long-term sustainability. However, the framework does not assign a measure of risk to a council.

If a risk is not quantified, a council or the department will not be able to determine how critical the risk is and what action plans are required to mitigate this risk.

The case study in Figure 5D shows how difficult it is to interpret a council's financial sustainability using the department's risk framework. For this case study, we have used the 2022–23 results of a council in tier 4 to calculate the relevant ratios under the department's risk framework.

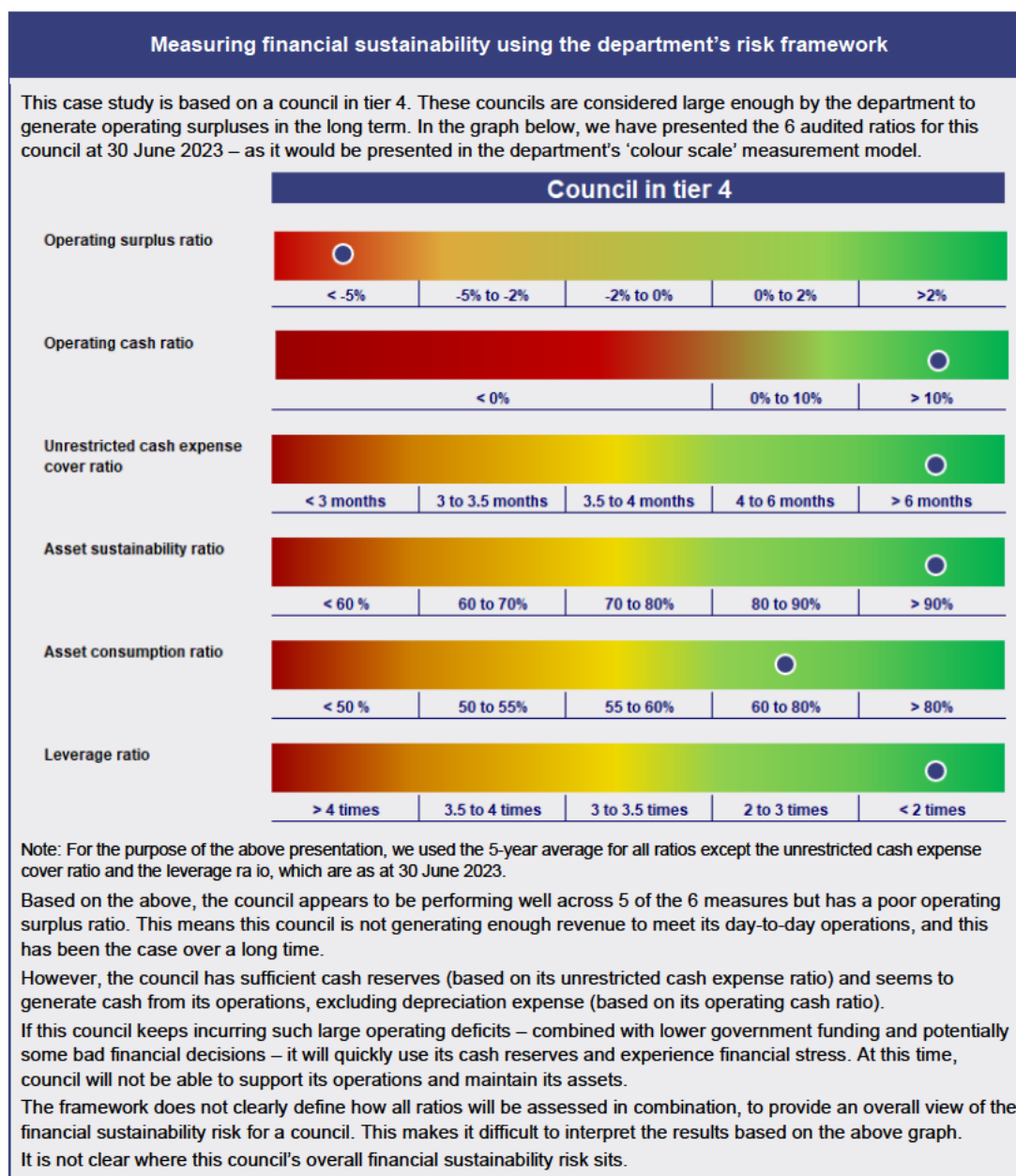




## 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

Figure 5D  
Case study 1 – Applying the department’s risk framework



Source: Queensland Audit Office.

Because the department’s risk framework does not provide an overall view of an individual council’s sustainability, it can only evaluate individual measures for each council.

In [Appendix L](#), we have:

- categorised councils by tier (as per the department’s sustainability framework)
- shown for each tier, where councils would fall on the department’s risk assessment table for each of the measures that will be audited.



## 11.1 - Councillor Information Correspondence --Appendix 6

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This presentation in [Appendix L](#) replicates how these ratios will be disclosed on the department's risk framework. We have not derived our own risk assessment for these new ratios.

In Figure 5E, we summarise how many councils would have met the benchmark for each ratio, if the new ratios and risk framework were applied to councils' 2022–23 financial results. While the figure does provide an overview of the sector's performance, similar to the case study in Figure 5D, it is difficult to interpret how financially sustainable the sector is under the department's current framework.

This is because it provides a lot of separate measures but does not prioritise whether certain ratios are more important than others, nor does it combine the ratios into a single overall measure of sustainability for each council. It is hard to get a picture of whether, in each tier, the councils that did not meet each ratio are the same councils or different councils.

**Figure 5E**  
Summary of number of councils that would meet their benchmarks for the new ratios<sup>1</sup>

Tier	Result	Operating surplus ratio	Operating cash ratio	Unrestricted cash expense ratio	Asset sustainability ratio	Asset consumption ratio	Leverage ratio <sup>2</sup>
Tier 1 (1 council)	Met	1	1	1	1	1	1
	Not met	-	-	-	-	-	-
Tier 2 (11 councils)	Met	8	11	10	9	11	10
	Not met	3	-	1	2	-	1
Tier 3 (7 councils)	Met	5	7	7	5	7	6
	Not met	2	-	-	2	-	1
Tier 4 (11 councils)	Met	8	11	11	9	11	9
	Not met	3	-	-	2	-	-
Tier 5 (9 councils)	Met	5	9	9	7	8	5
	Not met	4	-	-	2	1	-
Tier 6 (7 councils)	Met	N/A <sup>3</sup>	7	5	4	7	7
	Not met	N/A <sup>3</sup>	-	2	3	-	-
Tier 7 (15 councils)	Met	N/A <sup>3</sup>	15	14	5	15	6
	Not met	N/A <sup>3</sup>	-	1	10	-	2
Tier 8 (16 councils)	Met	N/A <sup>3</sup>	13	8	4	10	2
	Not met	N/A <sup>3</sup>	3	8	12	6	1
Total (77 councils)	Met	27 <sup>4</sup>	74	65	44	70	46
	Not met	12 <sup>4</sup>	3	12	33	7	5

Notes:

<sup>1</sup> Only includes the 6 ratios that have a measurable benchmark.

<sup>2</sup> Only applicable for councils that have borrowings.

<sup>3</sup> Councils in tiers 6 to 8 do not have a benchmark for measuring their operating surplus ratios.

<sup>4</sup> Total number of councils for operating surplus ratio is less than 77 as there is no benchmark for this ratio for tiers 6, 7, or 8.

In 2022–23, we have included the financial information of 14 councils using their last available certified financial statements as they had not completed 2022–23 by the 31 October statutory deadline.

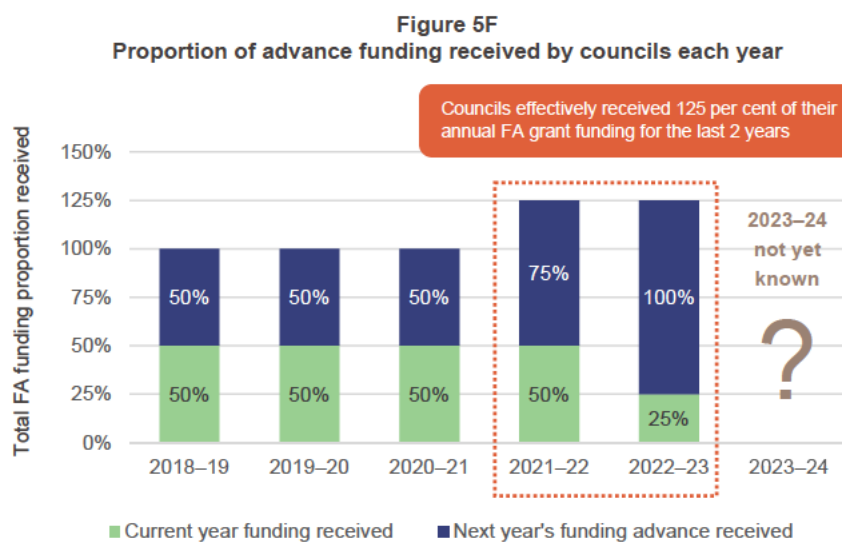
Source: Compiled by the Queensland Audit Office, from councils' certified financial statements available 31 October 2023 – refer to [Appendix C](#) for further information.

Recommendation for the department
Develop a way to measure the overall sustainability risk of individual councils
<p>7. Develop a methodology to determine the overall sustainability risk of councils.</p> <p>The methodology should assess the ratios in the department's sustainability framework in combination so an overall financial sustainability risk profile can be determined for each council.</p> <p>The methodology should also consider the impact on the overall financial sustainability if any of the benchmarks (identified for each ratio in the sustainability framework) are not met.</p> <p>This will help the department prioritise its resources for councils or groups of councils that need attention more urgently than others.</p> <p>It will also help councils understand what good looks like and how the department intends to use the ratios in total to assess the financial sustainability of councils.</p>

### Sector's operating results have improved, but only due to additional grant funding received in advance

In June each year, councils usually receive roughly half of the next year's federal government financial assistance grants (FA grants) in advance. These represent about 52 per cent of the total grants received by the sector. There is no certainty over how much advance funding will be made available each year, as it is entirely at the discretion of the Australian Government.

For the last 2 years, the Australian Government has increased the proportion of advance funding it has paid to councils in June, as shown in Figure 5F.



Source: Compiled by the Queensland Audit Office.

Due to the nature of these grants, they are reported as revenue when the cash is received by councils, meaning councils reported higher revenue in 2021–22 and 2022–23.

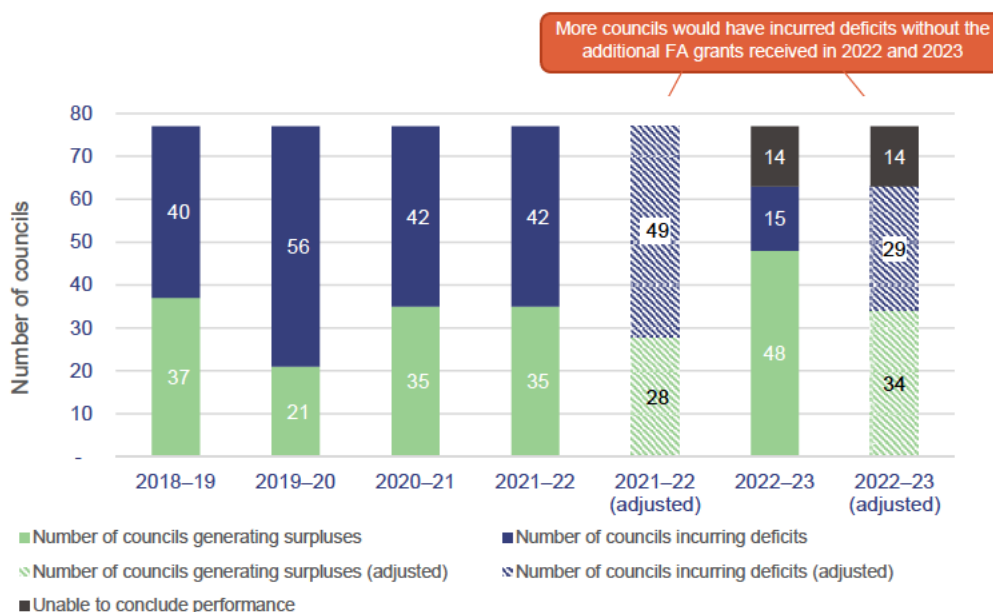
It is particularly concerning that, despite the sector receiving 100 per cent of its FA grants in advance, 20 per cent (15 councils) of the 63 councils that had completed their financial statements by 31 October 2023 incurred operating deficits.



While we are unable to conclude on the performance of the 14 councils that had not completed their financial statements as at 31 October 2023, all have incurred operating deficits in at least 3 of the last 5 financial years.

In Figure 5G, we show the sectors' operating performance for the last 5 years, including what the results would have been if councils had not received larger advance funding for FA grants in 2021–22 and 2022–23. It highlights that if the increased levels of advance funding not been provided in the last 2 years, 49 councils last year, and 29 based on completed audits this year, would have made operating losses.

**Figure 5G**  
**Number of councils generating operating surpluses and incurring deficits, and the effect of advance FA grants received each year – 2018–19 to 2022–23**



Note: adjusted for 2021–22 and 2022–23 indicates operational results if councils received the same proportion of their FA grants as in 2020–21 and before.

Source: Compiled by the Queensland Audit Office from councils' certified financial statements available on 31 October 2023.

It is not uncommon for entities to incur operating deficits, especially in an environment when costs are rising significantly. This year, employee costs and materials and services costs increased by 6 per cent (2022: 5 per cent increase) and 9 per cent (2022: 10 per cent increase) respectively.

However, when entities incur operating deficits consistently, it may be due to poor budget monitoring or a combination of overspending and undercharging their community for services provided.

In *Managing local government rates and charges* (Report 17: 2017–18), we recommended councils implement an appropriate costing model to understand the full cost of delivering utilities, and that they use this information to annually review pricing for their rates. We also published our service prioritisation tool, which is available on our website at: [www.qao.qld.gov.au/reports-resources/better-practice](http://www.qao.qld.gov.au/reports-resources/better-practice).

If councils do not set their rates and other charges at an appropriate level, they risk eroding their current cash reserves over time. If this occurs, they will find themselves under financial stress and may need to reduce the levels of service or completely stop providing some services to their communities.

The severity of the impact of such financial pressures will be felt more in the rural and remote areas, where councils provide ancillary services such as health care and child care, which are provided by private organisations in more populous areas.



Local government 2023 (Report 8: 2023–24)

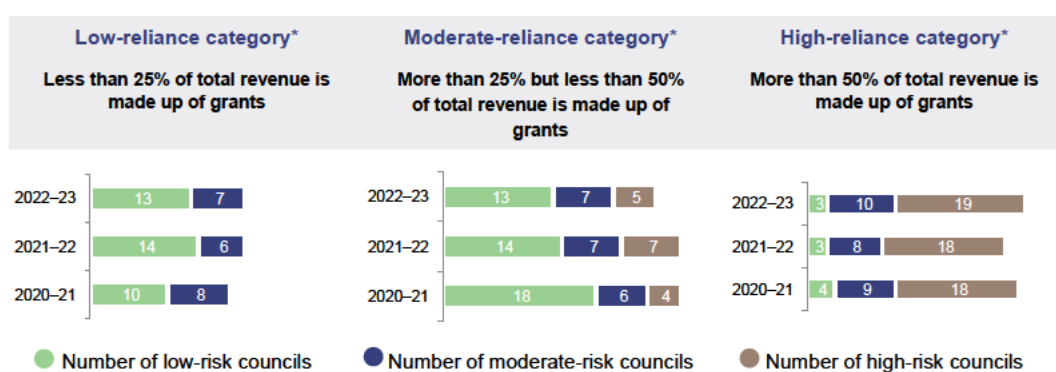
The Australian Government's decision to provide 100 per cent of the 2023–24 FA grant to councils in advance was not made until very late in June 2023. More councils may make losses in 2023–24 if the Australian Government advances less than 100 per cent of their 2024–25 FA grant funding in June 2024. Councils must get better at managing their budgets so they can deal with this uncertainty.

### Reliance on grants affects the sector's financial sustainability

Councils receive grant funding for their operational needs (conducting day-to-day business) and capital purposes (building and maintaining community assets). Without these grants, most councils would not be able to provide basic services to their communities or maintain their assets.

When a council increases its reliance on grants, its ability to be financially sustainable decreases. In Figure 5H, we have shown the financial sustainability of councils based on their reliance on grants (including both operating and capital grants). Our assessment is based on the audited ratios that applied to councils for 2022–23 and our own relative risk assessment as described in [Appendix K](#).

**Figure 5H**  
Councils' financial sustainability risk categorised by reliance on grant revenue – 2020–21 to 2022–23



Note: For 2022–23, we have included the financial information of 14 councils using their last available certified financial statements, as they had not completed 2022–23 by the 31 October statutory deadline. \* Grant reliance is calculated using a 5-year average of grant funding as a percentage of total revenue.

Source: Compiled by the Queensland Audit Office from councils' certified financial statements available 31 October 2023 (refer to [Appendix C](#) for more information).

Dependency on grants is unavoidable for the sector. This is because some councils, due to their remoteness and low population, cannot generate enough income to cover their costs. In *Local government 2020* (Report 17: 2020–21) we recommended the department provide greater certainty over long-term funding. Since then, the department has released more multi-year grant programs such as the Works for Queensland Program and the South East Queensland Community Stimulus Program. Both are 3-year programs.

However, it is also important that councils make sure they have good budgeting and monitoring processes in place to be as financially sustainable as possible.

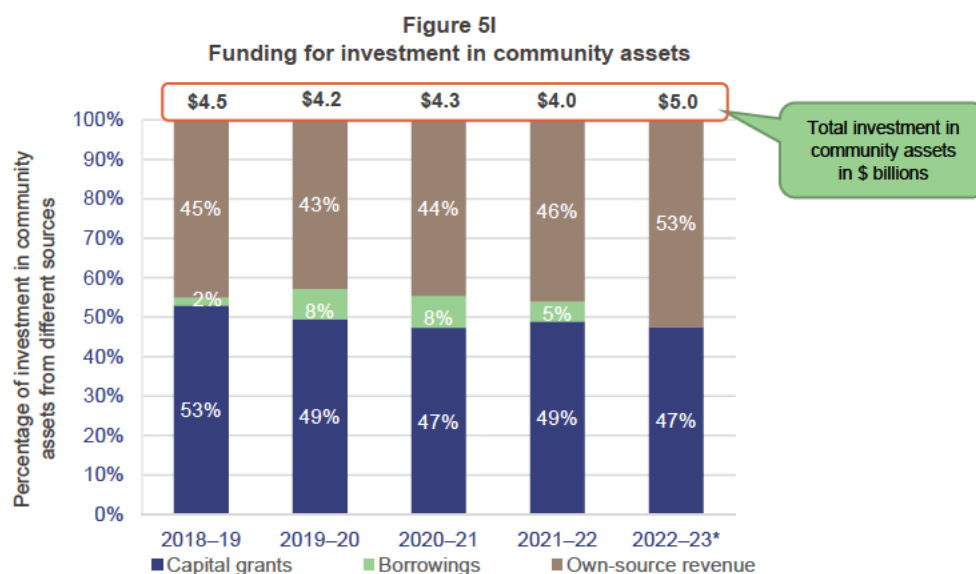
Councils that are heavily reliant on grants and yet remain financially sustainable have:

- prioritised financial governance by recruiting and retaining appropriately skilled staff
- established good financial and budgeting processes
- strong leadership and governance
- a strong internal control environment and oversight function, including effective audit committees and internal audit functions.

## Investment in community assets is at its highest level in 5 years

Each year, councils invest significant amounts to maintain existing and build new assets for their community. This year, the sector invested \$5 billion (2021–22: \$4 billion). This is the highest expenditure the sector has seen in the last 5 financial years and has been funded from either grants or their operations, without the need to borrow.

Figure 5I shows the total investment in community assets together with how these were funded (capital grants, borrowings, and own-source revenue).



Note: In 2022–23, we have included the financial information of 14 councils using their last available certified financial statements, as they had not completed 2022–23 by the 31 October statutory deadline.

Source: Compiled by the Queensland Audit Office from councils' certified financial statements available 31 October 2023 (refer to [Appendix C](#) for more information).

The larger spend this year is mostly due to the increased cost of procuring materials and labour. It is not because council assets are being maintained to the level that meets their communities' needs.

This is explained below through our analysis of the asset consumption ratio – which measures the current value of a council's assets relative to what it would cost to build new assets with the same benefit to the community.

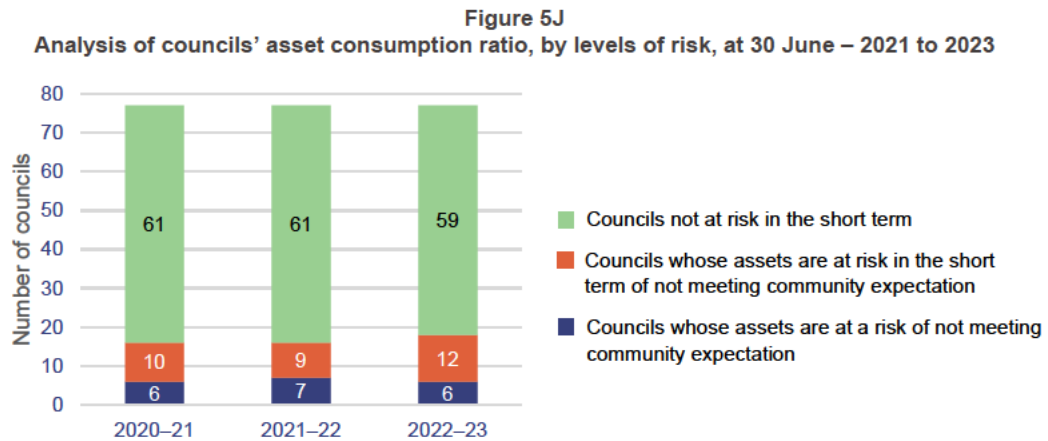
The new sustainability framework recommends that for assets to meet community needs, the asset consumption ratio should be greater than 60 per cent. In Figure 5J, we show:

- councils whose assets are at a risk of not meeting community expectation – meaning those that do not currently meet the 60 per cent benchmark
- councils whose assets are at risk in the short term of not meeting community expectation – meaning those councils that have an asset consumption ratio of 61 per cent to 65 per cent
- councils whose assets are not at risk in the short term of not meeting community expectation – meaning those that have an asset consumption ratio greater than 65 per cent.



## 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)



Note: In 2022–23, we have included the financial information of 14 councils using their last available certified financial statements as they had not completed 2022–23 by their 31 October statutory deadline.

Source: Compiled by the Queensland Audit Office.

In *Local government 2021* (Report 15: 2021–22), we recommended councils review their asset consumption ratio in preparation for the new sustainability framework. To date, 28 councils have either not yet done so, or where their asset consumption ratio is under 60 per cent, have not taken actions to improve it.

We continue to recommend that councils monitor their asset consumption ratio and ensure their assets are maintained at an appropriate level to meet the future needs of their communities.

# Appendices

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Local government 2023 (Report 8: 2023–24)

## A. Full responses from entities

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As mandated in Section 64 of the *Auditor-General Act 2009*, the Queensland Audit Office gave a copy of this report with a request for comments to the Director-General, Department of Housing, Local Government, Planning and Public Works. We also provided a copy to all 77 councils and gave them the option of providing a response.

This appendix contains the detailed responses we received.

The heads of these entities are responsible for the accuracy, fairness, and balance of their comments.



### Comments received from Director-General, Department of Housing, Local Government, Planning and Public Works



## 11.1 - Councillor Information Correspondence --Appendix 6

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2

**Recommendation 5:** Develop a template that councils can use to annually to validate effectiveness of internal controls.

The department supports this recommendation and will proceed with developing a template for councils.

**Recommendation 6:** Determine the minimum expected requirements for all qualitative measures of council sustainability and include this in the sustainability framework.

The department supports this recommendation in principle and can further outline the qualitative elements the department will use to monitor and assess councils in the non-statutory Local Government Sustainability Framework document. This information has been provided to councils and is available on the department's website.

**Recommendation 7:** Develop a way to measure the overall sustainability risk of individual councils.

The department supports this recommendation in principle. The department, in collaboration with the QAO, councils and other stakeholders has developed a risk framework to assess the financial sustainability of councils as part of the Sustainability Framework.

The department supports making information about the financial sustainability risk framework assessable and meaningful for councils' having regard to the differing operational circumstances and the sustainability drivers that impact councils' financial performance.

The department will monitor, adjust, and enhance the financial sustainability risk framework over time, having regard to feedback from councils and other stakeholders, to ensure that it remains suitable for the local government sector. This will include opportunities to consider how the overall financial sustainability risk for councils is viewed and presented.

I also note the five department recommendations from previous reports identified as not implemented. The department is working towards progressing these outstanding actions and will continue to engage with the QAO through regular updates.

If you require any further information, please contact me or

who will be pleased to assist.

Yours sincerely



Mark Cridland  
Director-General



### Comments received from Chief Executive Officer, Bundaberg Regional Council



*QAO response:* The issue was resolved by council by the time the financial statements were finalised in October 2023. However, this issue was identified and reported in our interim letter issued on 10 May 2023 – meaning the issue had existed for almost 11 months of the financial year 2023. As such, we have reported this in our report to parliament.



## 11.1 - Councillor Information Correspondence --Appendix 6

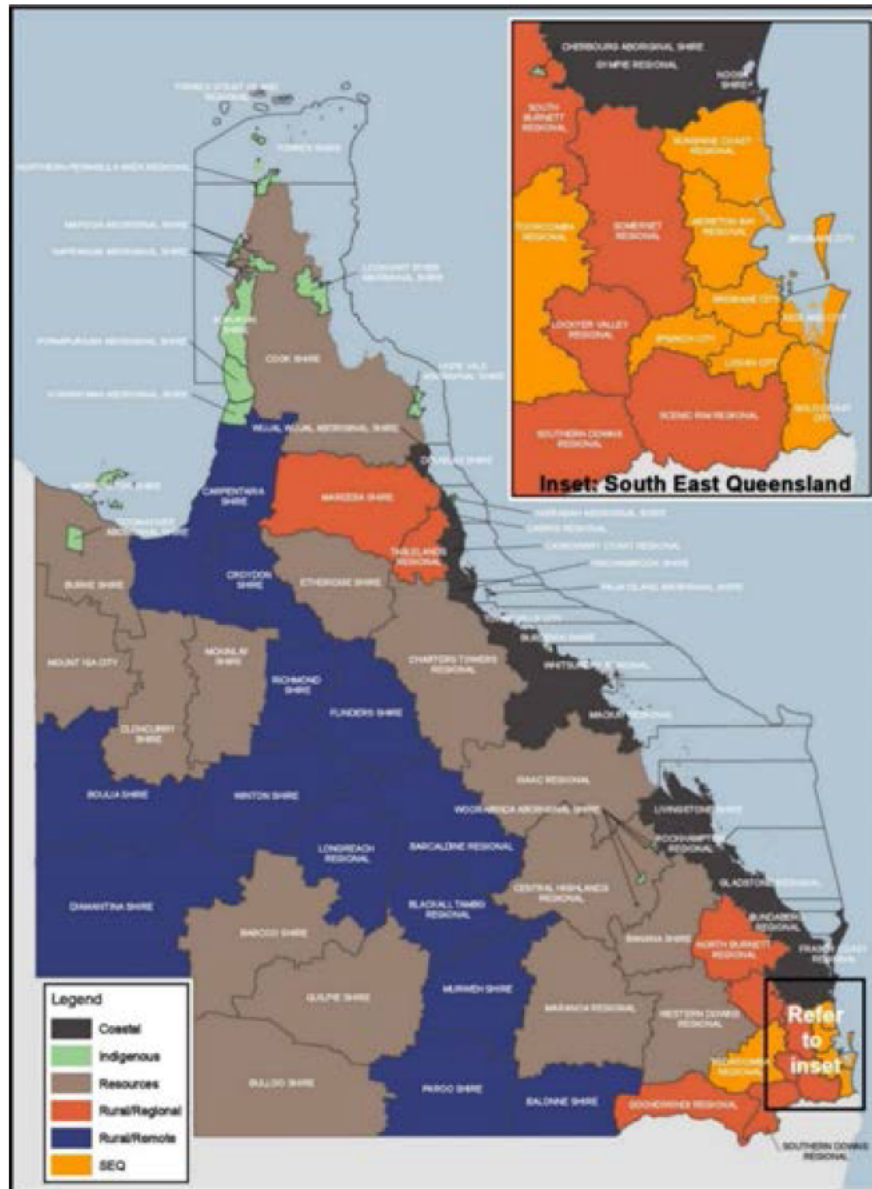
Local government 2023 (Report 8: 2023–24)

### Comments received from Chief Executive Officer, North Burnett Regional Council



## B. Local governments by segment

Figure B1  
Geographical location – by local government segments



Note: SEQ – South East Queensland.

Source: Spatial Services, Department of Housing, Local Government, Planning and Public Works.

# C. How we prepared this report

## About this report

This report summarises the audit results of Queensland’s local government entities, also known as councils. They are the first line of connection to our communities, providing Queenslanders with a wide range of services such as roads, water and waste, libraries, and parks. To help deliver their corporate objectives and services to the public, some create council-related entities, for example in the pastoral, property services, and arts sectors.

Through our financial audit program, we form opinions about the reliability of local government financial statements. These audits are conducted in accordance with the *Auditor-General Auditing Standards* and comply with the relevant standards issued by the Australian Auditing and Assurance Standards Board.

The information and insights highlighted in this report to parliament are the result of our annual financial audits of these entities.

## Entities included in this report

- 77 local governments
- 95 council-related entities

Refer to [Appendix F](#) for the names of the above entities.

## We used information available at the 31 October statutory reporting date to prepare our report

Timely financial reporting is always important, but leading into the next local government elections in March 2024 it is even more critical. Communities rely on publicly available information about their council to evaluate its performance. Acknowledging this, we have made sure our analysis of the sector is available earlier this year.

To do so, we compiled this report using information available at the 31 October 2023 statutory reporting date. In the following paragraphs, we summarise how we applied this cut-off date for available information.

### Final information from councils’ financial statements

We have collated the financial information throughout this report using either councils’:

- 2022–23 certified financial reports where they were certified by 31 October 2023
- most recent certified financial reports where the 2022–23 reports were not certified by 31 October 2023.

### Ratios measuring the financial sustainability of councils

We explain the ratios used to measure the financial sustainability of councils in [Appendix K](#) (current measures) and [Appendix L](#) (future measures).

We have used the same approach for financial sustainability ratios as financial information. If councils’ 2022–23 certified financial reports were available at 31 October 2023, we have used this information.

Otherwise, we have used their most recent certified financial report available at that date.

Where ratios are calculated using a 5-year average, we have used the average of the most recent 5 years that are certified at 31 October 2023.

### Internal controls deficiencies

This report and [Appendix J](#) only include internal control deficiencies reported to councils by 31 October 2023.

Often, councils that do not have their financial statements certified by 31 October 2023 have higher numbers of internal control deficiencies, so we expect the total number of deficiencies to increase when these councils have their financial statements certified.

We will report any further internal control deficiencies communicated to councils from 1 November 2023 that relate to our 2022–23 audits in next year's local government report.

### Our approach

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This report has been prepared in accordance with the *Auditor-General Auditing Standards*.

We present our graphs with comparative data going back to either 2019 or 2021 (2 to 4 comparative years) to show the relevant movements where appropriate.





Local government 2023 (Report 8: 2023–24)

# D. Legislative context

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## Frameworks

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Under the *Constitution of Queensland 2001*, there must be a system of local government in Queensland that is made up of councils. Local governments (councils) are elected bodies that have the power to make local laws suitable to the needs and resources of the areas they represent.

The councils' legislative framework is the *Local Government Act 2009* (the Act) and the Local Government Regulation 2012 (the regulation).

The purpose of the Act is to specify the nature and extent of local governments' responsibilities and powers. It requires the system of local government to be accountable, effective, efficient, and sustainable.

The regulation requires each council to prepare, by 31 October:

- general purpose financial statements
- a current year financial sustainability statement
- a long-term financial sustainability statement.

Only the general purpose financial statements and the current year financial sustainability statement are subject to audit.

Brisbane City Council has the *City of Brisbane Act 2010* and City of Brisbane Regulation 2012. This regulation imposes the same financial reporting time frames and financial reporting requirements on Brisbane City Council as other councils have.

Each council must release its annual report within one month of the audit opinion date. The Minister for Local Government may grant an extension to the deadline where extraordinary circumstances exist.

The current year financial sustainability statement includes the following 3 measures of financial sustainability:

- the *operating surplus ratio*, which indicates the extent to which operating revenues cover operating expenses
- the *net financial liabilities ratio*, which indicates the extent to which a council's operating revenues can service its net liabilities while maintaining its assets and service levels
- the *asset sustainability ratio*, which approximates the extent to which a council is replacing its assets as they reach the end of their useful lives.

## Accountability requirements

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The Act requires councils to establish financial management systems to identify and manage financial risks, including risks to reliable and timely reporting. The performance of financial management systems requires regular review.

## Queensland local government financial statements

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These financial statements are used by a broad range of parties, including parliamentarians, taxpayers, employees, and users of government services. For the statements to be useful, the information reported must be relevant and accurate.

The Auditor-General's audit opinion on these financial statements assures users they are accurate and in accordance with relevant legislative requirements.

## 11.1 - Councillor Information Correspondence --Appendix 6

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Local government 2023 (Report 8: 2023–24)

We express an *unmodified opinion* when the financial statements are prepared in accordance with the relevant legislative requirements and Australian accounting standards. We *modify* our audit opinion when financial statements do not comply with the relevant legislative requirements and Australian accounting standards and are not accurate and reliable.

There are 3 types of modified opinions:

- qualified opinion – the financial statements as a whole comply with relevant accounting standards and legislative requirements, with the exceptions noted in the opinion
- adverse opinion – the financial statements as a whole do not comply with relevant accounting standards and legislative requirements
- disclaimer of opinion – the auditor is unable to express an opinion as to whether the financial statements comply with relevant accounting standards and legislative requirements.

Sometimes we include an *emphasis of matter* in our audit reports to highlight an issue that will help users better understand the financial statements. It does not change the audit opinion.



Local government 2023 (Report 8: 2023–24)

## E. Status of recommendations from prior reports

The following tables provide the current status of the recommendations raised in our prior reports.

Figure E1  
Status of recommendations for councils from *Local government 2022* (Report 15: 2022–23)

	Assess the maturity of their procurement and contract management processes using our procure-to-pay maturity model, and implement identified opportunities to strengthen their practices	Further action needs to be taken*
REC 1	We recommend all councils assess the maturity of their procurement and contract management processes using our procure-to-pay maturity model. Councils should identify their desired level of maturity and compare this to the maturity level that best represents their current practices. This assessment will help them identify and implement practical improvement opportunities for their procurement and contract management processes.	This recommendation was made in June 2023, and councils have not yet had time to implement it. We will assess whether councils have actioned this recommendation as part of our 2023–24 audits and will report on the outcome in next year's local government report.

Note: \*Refer to recommendation status definitions later in this appendix.

Source: *Queensland Audit Office*.



Figure E2  
Status of recommendations for councils from Local government 2021 (Report 15: 2021–22)

Reassess the maturity levels of their financial statement preparation processes in line with recent experience to identify improvement opportunities that will help facilitate early certification of financial statements	Further action needs to be taken*
<p>REC 1</p> <p>All councils should reassess their initial self-assessment against the financial statement maturity model and compare this to their recent financial statement preparation experiences.</p> <p>Councils should also reflect on their processes from the 2018–19 financial year that enabled them to have their financial statements certified earlier. Together, these reflections will identify improvement opportunities to assist elected members and their executives to improve the timeliness of certification of financial statements.</p>	<p>Only 46 councils (63 per cent of those who responded to our survey) have reassessed the maturity level of their financial statement preparation processes since we made this recommendation.</p> <p>This year, we assessed councils' financial statement maturity based on our experience of their actual practices. We found some councils, and particularly those in the Indigenous, Resources and Rural/Remote segments, had overstated the level of their financial reporting maturity when they performed their own assessment in 2020–21.</p> <p>We encourage councils to revisit their assessments and consider the areas they should improve their practices.</p>
Assess their audit committees against the actions in our 2020–21 audit committee report	Further action needs to be taken*
<p>REC 2</p> <p>Those councils who have an audit committee function, and those that are looking to establish one, should consider implementing the actions we have identified in our report <i>Effectiveness of audit committees in state government entities</i> (Report 2: 2020–21). This would improve the effectiveness of their audit committees, with flow-on benefits to council governance and performance.</p>	<p>Of the 64 councils with an audit committee who responded to our survey, only 30 have fully implemented our recommendations, and 4 councils have not implemented our recommendations at all.</p> <p>Further action needs to be taken by councils to implement all our recommendations from this report to strengthen the effectiveness of local government audit committees.</p> <p>We have commenced a performance audit that will provide insights into how councils can improve the effectiveness of their audit committees.</p>
Improve their overall control environment	Further action needs to be taken*
<p>REC 3</p> <p>All councils should use the annual internal control assessment tool available on our website to perform an initial self-assessment of the strengths and improvement opportunities of their internal controls. Where their results do not meet their performance expectations, they should develop and implement a plan to strengthen their internal controls over a specific period.</p>	<p>Only 13 councils have assessed their control environment using our internal control assessment tool. Of these 13 councils, only 7 have developed and implemented plans to improve their internal controls.</p> <p>Those councils that have not had an opportunity to assess the maturity of their internal controls using our assessment tool should do so in the 2023–24 financial year.</p>

Local government 2023 (Report 8: 2023–24)

Asset management plans to include councils' planned spending on capital projects	Further action needs to be taken*
<p><b>REC 4</b> All councils should review their asset management plans to confirm that these plans include the proposed timing and cost of their capital projects, including the cost of maintaining these assets over their whole lives. This would help councils identify their future funding needs and provide better information to the department on the timing of capital funding sought by councils.</p>	<p>49 councils have incorporated their planned spending on capital projects into their asset management plans. We recommend that those councils who have not yet had an opportunity to review their asset management plan, do so in the 2023–24 financial year.</p>
<p><b>Review the asset consumption ratio in preparation for the new sustainability framework. Assess whether the actual usage of assets is in line with the asset management plan</b></p>	<p>Further action needs to be taken*</p>
<p><b>REC 5</b> All councils should review their asset consumption ratio in preparation for the new sustainability framework, to assess whether they are in line with the proposed benchmark. This ratio would inform councils whether their assets have been used in line with their asset management plans. Any variance between the expected and actual usage may either result in additional maintenance to improve the service levels of their assets, or the need to reassess their expectation about asset usage.</p>	<p>29 councils have either not yet reviewed their asset consumption ratio, or where it is under 60 per cent, have not yet taken actions to improve it. Based on 30 June 2023 results, 6 would not meet the benchmark of 60 per cent for the future ratio that applies from 1 July 2023. A further 12 are close to not meeting the benchmark in the next few years if they do not maintain their assets appropriately. We continue to recommend that councils monitor their asset consumption ratio and take steps to improve it. This will assist councils in maintaining their assets at an appropriate level to meet the future needs of their communities. With the new sustainability framework coming into effect from 2023–24 financial year, this will be monitored by the department. As such, we will not be tracking the status of this recommendation from the 2023–24 financial year.</p>
<p><b>Enhance their liquidity management by reporting their unrestricted cash expense ratio and their unrestricted cash balance in monthly financial reports</b></p>	<p>Further action needs to be taken*</p>
<p><b>REC 6</b> All councils should enhance their liquidity management by reporting their unrestricted cash expense ratio and their unrestricted cash balance in the monthly financial reports they table in council meetings.</p>	<p>Only 33 councils (less than half of the sector) are reporting their unrestricted cash expense ratio and their unrestricted cash balance in the monthly financial reports they table in council meetings. Those councils that do not report these metrics in their monthly financial reports tabled in council meetings should start to do so.</p>

Note: \*Refer to recommendation status definitions later in this appendix.

Source: Queensland Audit Office.

Figure E3  
Status of recommendations for councils from *Local government 2020* (Report 17: 2020–21)

Improve financial reporting by strengthening month-end and year-end financial reporting processes	No longer applicable*
<p>REC 1</p> <p>Councils should strengthen their month-end and year-end processes to assist with timely and accurate monthly internal financial reporting and their annual financial statements.</p> <p>We recommend all councils use their recent financial statement preparation experiences to perform an initial self-assessment against the maturity model available on our website.</p>	<p>We continue to find that month-end processes at councils are ineffective. This year, we identified 70 new deficiencies where improvements were required to ensure timely and reliable month-end and year-end reporting. In addition, 49 councils had at least one deficiency in their month-end and year-end reporting processes.</p> <p>However, this recommendation has been replaced by REC 1 from <i>Local government 2021</i> (Report 15: 2021–22) which was made to better help councils identify and implement improvements to their financial reporting processes. This recommendation is no longer applicable.</p>
Improve valuation and asset management practices	Further action needs to be taken*
<p>REC 2</p> <ul style="list-style-type: none"> <li>• Councils need to engage with asset valuers early to complete the valuation of assets well before year end.</li> <li>• Councils need to use accurate information in their long-term asset management strategies and budget decisions.</li> <li>• Councils need to regularly match the asset data in their financial records to the asset data in their engineering/geographic information systems to ensure it is complete and reliable.</li> </ul>	<p>We continue to identify issues with the asset management policies and practices at two-thirds of councils.</p> <p>Councils also still need to improve their processes for asset valuations. We observed several councils that did not meet their legislative deadlines because of errors and delays in asset valuations.</p> <p>In line with these findings, we continue to recommend that councils strengthen their asset management policies and practices.</p>

Local government 2023 (Report 8: 2023–24)

Strengthen security of information systems	Further action needs to be taken*
<p><b>REC 3</b></p> <p>We recommend all councils strengthen the security of their information systems. Councils rely heavily on technology, and increasingly, they need to be prepared for cyber attacks. Any unauthorised access could result in fraud or error, and significant reputational damage. Councils' workplace culture, through their people and processes, must emphasise strong security practices to provide a foundation for the security of information systems.</p> <p>All entities across the local government sector should:</p> <ul style="list-style-type: none"> <li>• provide security training for employees so they understand the importance of maintaining strong information systems, and their roles in keeping them secure</li> <li>• assign employees only the minimum access required to perform their job, and ensure important stages of each process are not performed by the same person</li> <li>• regularly review user access to ensure it remains appropriate</li> <li>• monitor activities performed by employees with privileged access (allowing them to access sensitive data and create and configure within the system) to ensure they are appropriately approved</li> <li>• implement strong password practices and multifactor authentication (for example, a username and password, plus a code sent to a mobile), particularly for systems that record sensitive information</li> <li>• encrypt sensitive information to protect it</li> <li>• patch vulnerabilities in systems in a timely manner, as upgrades and solutions are made available by software providers to address known security weaknesses that could be exploited by external parties.</li> </ul> <p>Councils should also self-assess against all of the recommendations in our report – <i>Managing cyber security risks</i> (Report 3: 2019–20) – to ensure their systems are appropriately secured.</p>	<p>We continue to identify weaknesses in information systems controls, particularly regarding user access permissions. This year, we identified 66 new internal control issues in information systems. There are 45 councils who still have at least one unresolved deficiency in their information systems.</p> <p>The recommendation to strengthen the security of information systems needs further action by councils.</p>

Improve risk management processes	Further action needs to be taken*
<p><b>REC 4</b></p> <p>Councils should have a complete and up-to-date risk management framework including:</p> <ul style="list-style-type: none"> <li>comprehensive risk registers that identify risks (including the risk of fraud) and appropriate risk mitigation strategies</li> <li>current and relevant business continuity and disaster recovery plans. These plans should be tested periodically.</li> </ul>	<p>This year, 16 councils did not have adequate risk management processes in place. This is down from 25 councils in 2021–22 but is still roughly a quarter of the sector. This recommendation continues to need further action by councils.</p>
Enhance procurement and contract management practices	Further action needs to be taken*
<p><b>REC 5</b></p> <ul style="list-style-type: none"> <li>Councils need to ensure they obtain value for money for the goods and services they procure, and that they have the appropriate approvals to procure the goods and services.</li> <li>To effectively manage their contractual obligations, councils should ensure their contract registers are complete and contain up-to-date information.</li> </ul>	<p>We have identified issues relating to procurement and contract management practices at 26 councils this year (2021–22: 34 councils). Although this is an improvement on last year, councils still have not taken enough action for this recommendation.</p> <p>To help councils improve their procurement and contract management practices, in our 2021–22 report, we made a further recommendation for councils to assess the maturity of their procurement and contract management processes using our procure-to-pay maturity model.</p> <p>This will assist councils in identifying opportunities to strengthen their procurement and contract management practices.</p>

Note: \*Refer to recommendation status definitions later in this appendix.

Source: *Queensland Audit Office*.



Figure E4  
 Status of recommendations for councils from  
 Local government entities: 2018–19 results of financial audits (Report 13: 2019–20)

Audit committees	Further action needs to be taken*
<ul style="list-style-type: none"> <li>All councils should have an audit committee with an independent chair.</li> <li>All audit committee members must understand their roles and responsibilities and the risks the committee needs to monitor.</li> <li>Audit committees must hold management accountable for ensuring timely remedial actions are taken on audit issues. All extensions of agreed time frames for remedial action require consideration by the audit committee, including management's risk mitigation strategies, until remedial action is completed.</li> </ul>	<p>As at 30 June 2023, there were still 13 councils (30 June 2022: 15 councils) that did not have an audit committee. A further 3 councils (30 June 2022: one council) had an audit committee that did not meet during the year. These councils combined had 46 unresolved significant deficiencies (38 per cent of all unresolved significant deficiencies).</p> <p>We continue to recommend these councils establish an independent audit committee with appropriately qualified committee members.</p>
Internal audit	Further action needs to be taken*
<ul style="list-style-type: none"> <li>All councils must establish and maintain an effective and efficient internal audit function, as required by the <i>Local Government Act 2009</i>.</li> </ul>	<p>As at 30 June 2023, 5 councils (30 June 2022: 7 councils) still did not have an internal audit function. In addition, 4 councils (30 June 2022: 7 councils) that had an internal audit function established at 30 June 2023 did not have any audit activity during the 2022–23 financial year.</p> <p>In <i>Local government 2022</i>, we also recommended the Department of Housing, Local Government, Planning and Public Works (the department), as regulator of the sector, make sure all councils establish an effective internal audit function, as required under the legislation.</p>
Secure employee and supplier information	Further action needs to be taken*
<ul style="list-style-type: none"> <li>Councils must verify changes to employee and supplier bank account details through sources independent of the change request.</li> <li>Councils need to ensure information systems are secure to prevent unauthorised access that may result in fraud or error. Security measures could include encryption of information, restriction of user access, regular monitoring by management, and appropriate segregation of duties.</li> </ul>	<p>We continue to find deficiencies at councils – at roughly 20 per cent of the sector – with securing employee and supplier information. Similarly, we continue to find weaknesses with information systems security.</p> <p>In line with these findings, we continue to recommend councils secure their employee and supplier information.</p>

Local government 2023 (Report 8: 2023–24)

Conduct mandatory cyber security awareness training	Further action needs to be taken*
<p>Councils need to develop and implement mandatory cyber security awareness training for all staff, to be completed during induction and at regular periods during employment. This should include:</p> <ul style="list-style-type: none"> <li>• delivering targeted training to higher-risk user groups, such as senior management, staff who have access to sensitive data, software developers, system administrators, and third-party providers</li> <li>• recording and monitoring whether all staff have completed their required cyber security awareness training</li> <li>• conducting campaigns to test the adequacy of staff vigilance to risks, such as phishing (fraudulent emails) and tailgating (following a person into an office), so entities can assess and improve their awareness programs.</li> </ul>	<p>As at 30 June 2023, 17 councils still had not provided cyber security awareness training to their employees. We continue to recommend that all councils provide cyber security awareness training to their new and current employees.</p>

Note: \*Refer to recommendation status definitions later in this appendix.

Source: *Queensland Audit Office*.

Figure E5  
Status of recommendations for the Department of Housing, Local Government, Planning and Public Works from  
*Local government 2022 (Report 15: 2022–23)*

Our recommendations from *Local government 2022* were made in June 2023, and although the department indicated it supports our recommendations, it has not yet had time to implement them.

Provide necessary guidance and tools to councils to help improve their month-end financial reports	Not implemented – recommendation accepted*
<p>REC 2 The department should provide guidance and tools such as monthly management reporting pack templates and checklists for the completion of month-end financial reports. These tools should set the minimum standard of information that councillors will need to be provided with to make informed financial decisions. This in turn would help councils improve the quality of their month-end financial reports and their month-end processes.</p>	<p>This recommendation was made in June 2023 and at the time of writing this report, the department has not yet had time to implement our recommendation.</p>

Local government 2023 (Report 8: 2023–24)

<p>Provide a clear definition of 'extraordinary circumstances' for councils seeking ministerial extensions to their legislative time frame for financial reporting</p>	<p>Not implemented – recommendation accepted*</p>
<p>REC 3 The department should clearly define what 'extraordinary circumstances' are in the context of extensions to councils' legislated deadlines for certifying financial statements. This will provide consistent criteria for assessing council applications for extensions.</p>	<p>This recommendation was made in June 2023 and at the time of writing this report, the department has not yet had time to implement our recommendation.</p>
<p>Measure the effectiveness of training programs provided to councils</p>	<p>Not implemented – recommendation accepted*</p>
<p>REC 4 The department should measure the effectiveness of the training programs it provides to councils. This would help the department identify remedial actions when desired outcomes are not achieved.</p>	<p>This recommendation was made in June 2023 and at the time of writing this report, the department has not yet had time to implement our recommendation.</p>
<p>Provide training on financial reporting processes and support councils to meet their reporting deadlines in times of need</p>	<p>Not implemented – recommendation accepted*</p>
<p>REC 5 The department should, for councils that do not consistently achieve early financial reporting:</p> <ul style="list-style-type: none"> <li>• provide training to finance staff that covers matters such as                             <ul style="list-style-type: none"> <li>– basic financial statement preparation</li> <li>– analysing and interpreting financial statements</li> <li>– preparing and delivering on a year-end timetable</li> <li>– accounting concepts and application of relevant accounting standards.</li> </ul> </li> </ul> <p>This should be in addition to the Tropical financial reporting workshop provided by the department each year</p> <ul style="list-style-type: none"> <li>• make available a panel of financial reporting specialists that councils can call upon in times of need to help with their financial reporting processes.</li> </ul> <p>For this to work effectively, the department should establish ground rules that put the onus on councils to plan for their financial reporting early. This support should only be made available to councils on an exception basis.</p>	<p>This recommendation was made in June 2023 and at the time of writing this report, the department has not yet had time to implement our recommendation.</p>

Make sure all councils have an effective internal audit function	Partially implemented*
<p><b>REC 6</b></p> <p>The department should monitor whether all councils have an internal audit function and whether appropriate internal audit activities are undertaken each year.</p> <p>To help councils meet their legislative requirements, the department should:</p> <ul style="list-style-type: none"> <li>educate councillors and senior executives on the benefits of an internal audit function and how this adds value to council operations</li> <li>make internal audit guidelines available on the department's website and provide example templates (such as a model internal audit charter) to help councils understand and meet their obligations.</li> </ul>	<p>This recommendation was made in June 2023 and at the time of writing this report, the department has not yet had time to fully implement our recommendation. However, in July 2023, the department wrote to councils without an effective internal audit function to remind them of their legislative requirements. It has published guidance about these legislative requirements on its online portal of council resources.</p>
<p><b>Develop a strategy to uplift capability of the sector on cyber-related matters</b></p> <p><b>REC 7</b></p> <p>We recommend the department, in collaboration with the Queensland Government's Customer and Chief Digital Officer, develops a strategy to increase awareness and improve capability in the sector on cyber-related matters.</p> <p>This will help councils strengthen their information security controls.</p>	<p>Partially implemented*</p> <p>This recommendation was made in June 2023 and at the time of writing this report, the department has not yet had time to fully implement our recommendation. However, since we made our recommendation, the department has worked with both the Queensland Government's Customer and Chief Digital Officer and the Australian Security Intelligence Organisation to provide greater awareness of cyber-related matters across the sector.</p>
<p><b>Publish a framework to assess the sustainability risk of councils by 1 July 2023</b></p> <p><b>REC 8</b></p> <p>The department should publish a framework to assess the financial sustainability risk of councils. This framework should be made available to the sector from 1 July 2023 to align with the effective date of the department's new financial sustainability guideline.</p>	<p>Fully implemented*</p> <p>The department published <i>Risk Framework – Financial Sustainability</i> on its website on 30 June 2023 as a framework to assess the financial sustainability of councils. This recommendation is now fully implemented. However, this year, we made a new recommendation to the department (refer recommendation 7) to refine the risk framework to measure the overall risk of a council not being financially sustainable.</p>

Note: \*Refer to recommendation status definitions later in this appendix.

Source: Queensland Audit Office.

Local government 2023 (Report 8: 2023–24)

Figure E6  
 Status of recommendations for the Department of Housing, Local Government, Planning and Public Works from  
 Local government 2020 (Report 17: 2020–21)

Require all councils to establish audit committees	Not implemented – Recommendation accepted*
<p><b>REC 6</b></p> <p>We continue to recommend that the department requires all councils to establish an audit committee and ensures that each chairperson of the committee is independent of council and management. In light of the difficulties some councils have faced with internal control weaknesses, fraud, ransomware, and achieving financial sustainability, this is more important now than ever.</p>	<p>The proposal continues to be considered by the department but has not yet been progressed.</p>
<p><b>Provide greater certainty over long-term funding</b></p>	<p>Partially implemented*</p>
<p><b>REC 8</b></p> <p>We recommend the department reviews its current funding model to identify opportunities to provide funding certainty to councils beyond one financial year.</p> <p>A 3-year to 5-year funding model would assist councils, especially those heavily reliant on grants, to develop and implement more sustainable medium- to long-term plans.</p>	<p>The department has been providing multi-year grant programs since 2020–21. The \$200 million Works for Queensland Program (2021–24) and the \$100 million South East Queensland Community Stimulus Program (2024–27) are both 3-year rounds which will provide funding certainty for councils in the medium term.</p>
<p><b>Provide training to councillors and senior leadership teams around financial governance</b></p>	<p>Partially implemented*</p>
<p><b>REC 9</b></p> <p>We recommend the department provides periodic training to councillors and senior leadership teams for councils that are highly reliant on grants. The training should focus on helping these councils:</p> <ul style="list-style-type: none"> <li>• establish strong leadership and governance</li> <li>• enhance internal controls and oversight</li> <li>• improve financial sustainability in the long term.</li> </ul>	<p>The department – in partnership with Queensland Treasury Corporation and the University of Queensland – delivered workshops and training sessions to councillors and council staff in 2022–23 with a focus on financial management and service planning. The department has advised 388 councillors and council staff participated in these workshops and training sessions.</p> <p>The department also holds Finance Officers' Network sessions.</p> <p>The department plans to support the running of these workshops and training sessions over the 2024–2028 council term.</p> <p>Providing this training to new councillors will be critical following the March 2024 council elections.</p>

Note: \*Refer to recommendation status definitions later in this appendix.

Source: Queensland Audit Office.

### Recommendation status definitions

If a recommendation is specific to an entity, we have reported on the action that entity has taken and whether the issue is *fully implemented*, *partially implemented*, *not implemented*, or *no longer applicable*.

Status	Definition	
<b>Fully implemented</b>	Recommendation has been implemented, or alternative action has been taken that addresses the underlying issues and no further action is required. Any further actions are business as usual.	
<b>Partially implemented</b>	Significant progress has been made in implementing the recommendation or taking alternative action, but further work is required before it can be considered business as usual. This also includes where the action taken was less extensive than recommended, as it only addressed some of the underlying issues that led to the recommendation.	
<b>Not implemented</b>	<b>Recommendation accepted</b>	No or minimal actions have been taken to implement the recommendation, or the action taken does not address the underlying issues that led to the recommendation.
	<b>Recommendation not accepted</b>	The entity did not accept the recommendation.
<b>No longer applicable</b>	Circumstances have fundamentally changed, making the recommendation no longer applicable. For example, a change in government policy or program has meant the recommendation is no longer relevant.	

If a general recommendation was made for all entities to consider, we have assessed action on issues reported to specific entities in the prior year, as well as any further issues identified in the current year. On this basis, we have determined whether *appropriate action has been taken* across the sector, if *further action needs to be taken* to address the risk identified, or if the recommendation is *no longer applicable*.

Status	Definition	
<b>Appropriate action has been taken</b>	Recommendations made to individual entities have been implemented, or alternative action has been taken that addresses the underlying issues, and no further action is required. No new issues have been identified across the sector that indicate an ongoing underlying risk to the sector that requires reporting to parliament.	
<b>Further action needs to be taken</b>	Recommendations made to individual entities have not been fully implemented, and/or new recommendations have been made to individual entities, indicating further action is required by entities in the sector to address the underlying risk.	
<b>No longer applicable</b>	Circumstances have fundamentally changed or the recommendation has been replaced by another recommendation – making it no longer applicable.	



## F. Audit opinions for entities preparing financial reports

The following figures detail the types of audit opinions we have issued, in accordance with Australian auditing standards for the 2022–23 financial year.

Figure F1  
Our audit opinions for local government sector financial reports for 2022–23

Entity	Date opinion issued	Financial statement opinion	Current year sustainability statement opinion <sup>1</sup>	Ministerial extension issued to date <sup>2</sup>
<b>Opinion key:</b>				
U = unmodified; Q = qualified; E = emphasis of matter. Refer to <a href="#">Appendix D</a> for definitions of these terms.				
<b>Councils and their controlled entities</b>				
Aurukun Shire Council	26.10.2023	U	E*	-
Balonne Shire Council	26.10.2023	U	E*	-
Banana Shire Council	27.10.2023	U	E*	-
Barcaldine Regional Council	Not complete	-	-	31.01.2024
Barcoo Shire Council	18.10.2023	U	E*	-
Blackall-Tambo Regional Council	12.12.2023	U	E*	-
Boulia Shire Council	31.10.2023	U	E*	-
Brisbane City Council	18.08.2023	U	E*	-
• Allara SPV Trust	27.07.2023	E*	-	-
• Brisbane City Council Appeal for the Lord Mayor's Charitable Trust	29.09.2023	E*	-	-
• Brisbane Economic Development Agency Pty Ltd	12.09.2023	U	-	-
• Brisbane Powerhouse Foundation	05.10.2023	U	-	-
• Brisbane Powerhouse Pty Ltd	05.10.2023	U	-	-
• Brisbane Sustainability Agency Pty Ltd	10.10.2023	U	-	-
• City of Brisbane Investment Corporation Pty Ltd	27.07.2023	U	-	-
• City Parklands Services Pty Ltd	29.09.2023	U	-	-
• Museum of Brisbane Pty Ltd	14.08.2023	U	-	-
• Museum of Brisbane Trust	14.08.2023	E*	-	-
• TradeCoast Land Pty Ltd	Not complete	-	-	-
Bulloo Shire Council	03.10.2023	U	E*	-
Bundaberg Regional Council	12.10.2023	U	E*	-
Burdekin Shire Council	08.09.2023	U	E*	-
Burke Shire Council	30.11.2023	U	E*	30.11.2023
Cairns Regional Council	15.09.2023	U	E*	-
• Cairns Art Gallery Limited	02.11.2023	U	-	-
Carpentaria Shire Council	30.10.2023	U	E*	-
Cassowary Coast Regional Council	13.10.2023	U	E*	-

## 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

Entity	Date opinion issued	Financial statement opinion	Current year sustainability statement opinion <sup>1</sup>	Ministerial extension issued to date <sup>2</sup>
Opinion key:				
U = unmodified; Q = qualified; E = emphasis of matter. Refer to <a href="#">Appendix D</a> for definitions of these terms.				
<b>Councils and their controlled entities</b>				
Central Highlands Regional Council	25.10.2023	U	E*	-
• Central Highlands Development Corporation Ltd	27.10.2023	U	-	-
Charters Towers Regional Council	30.10.2023	U	E*	-
Cherbourg Aboriginal Shire Council	27.10.2023	U	E*	-
Cloncurry Shire Council	Not complete	-	-	31.01 2024
Cook Shire Council	15.12.2023	U	E*	-
Council of the City of Gold Coast	12.09.2023	U	E*	-
• Experience Gold Coast Pty Ltd <sup>3</sup>	08.09.2023	U	-	-
• HOTA Gold Coast Pty Ltd	01.09.2023	U	-	-
Croydon Shire Council	26.10.2023	U	E*	-
Diamantina Shire Council	Not complete	-	-	31.01 2024
Doomadgee Aboriginal Shire Council	31.10.2023	U	E*	-
Douglas Shire Council	12.10.2023	U	E*	-
Etheridge Shire Council	15.11.2023	U	E*	30.11 2023
Flinders Shire Council	31.10.2023	U	E*	-
Fraser Coast Regional Council	29.09.2023	U	E*	-
• Fraser Coast Tourism & Events Ltd	27.11.2023	E*	-	-
Gladstone Regional Council	30.10.2023	U	E*	-
• Gladstone Airport Corporation	19.10.2023	U	-	-
Goondiwindi Regional Council	30.08.2023	U	E*	-
Gympie Regional Council	30.11.2023	U	E*	30.11 2023
Hinchinbrook Shire Council	31.10.2023	U	E*	-
Hope Vale Aboriginal Shire Council	28.07.2023	U	E*	-
Ipswich City Council	16.10.2023	U	E*	-
• Ipswich Arts Foundation Trust	Not complete	-	-	-
Isaac Regional Council	31.10.2023	U	E*	-
• Isaac Affordable Housing Fund Pty Ltd	15.12.2023	E*	-	-
• Isaac Affordable Housing Trust	15.12.2023	E*	-	-
• Moranbah Early Learning Centre Pty Ltd	15.12.2023	E*	-	-
Kowanyama Aboriginal Shire Council	26.10.2023	U	E*	-
Livingstone Shire Council	30.10.2023	U	E*	-
Lockhart River Aboriginal Shire Council	14.11.2023	U	E*	30.11 2023
• Lockhart River Aerodrome Company Pty Ltd	14.11.2023	U	-	-
Lockyer Valley Regional Council	24.10.2023	U	E*	-
Logan City Council	25.09.2023	U	E*	-
• Invest Logan Pty Ltd	15.09.2023	E*, E <sup>4</sup>	-	-
Longreach Regional Council	24.10.2023	U	E*	-
Mackay Regional Council	18.10.2023	U	E*	-
• Mackay Region Enterprises Pty Ltd	09.11.2023	E <sup>5</sup>	-	-
Mapoon Aboriginal Shire Council	31.10.2023	U	E*	-



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Local government 2023 (Report 8: 2023–24)

Entity	Date opinion issued	Financial statement opinion	Current year sustainability statement opinion <sup>1</sup>	Ministerial extension issued to date <sup>2</sup>
Opinion key:				
U = unmodified; Q = qualified; E = emphasis of matter. Refer to <a href="#">Appendix D</a> for definitions of these terms.				
<b>Councils and their controlled entities</b>				
Maranoa Regional Council	04.10.2023	U	E*	-
Mareeba Shire Council	04.10.2023	U	E*	-
McKinlay Shire Council	26.10.2023	U	E*	-
Moreton Bay City Council <sup>6</sup>	09.10.2023	U	E*	-
• Millovate Pty Ltd	30.10.2023	U	-	-
Mornington Shire Council	Not complete	-	-	31.03 2024
Mount Isa City Council	31.10.2023	U	E*	-
• Mount Isa City Council Owned Enterprises Pty Ltd	Not complete	-	-	-
Murweh Shire Council	23.10.2023	U	E*	-
Napranum Aboriginal Shire Council	31.10.2023	U	E*	-
Noosa Shire Council	25.10.2023	U	E*	-
North Burnett Regional Council	26.10.2023	U	E*	-
Northern Peninsula Area Regional Council	Not complete	-	-	31.01 2024
Palm Island Aboriginal Shire Council	Not complete	-	-	-
Paroo Shire Council	13.10.2023	U	E*	-
Pompuraaw Aboriginal Shire Council	08.09.2023	U	E*	-
Quilpie Shire Council	12.09.2023	U	E*	-
Redland City Council	12.09.2023	U	E*	-
• Redland Investment Corporation Pty Ltd	27.09.2023	U	-	-
Richmond Shire Council	26.10.2023	U	E*	-
• The Kronosaurus Komer Board Inc	23.11.2023	E*	-	-
Rockhampton Regional Council	26.10.2023	U	E*	-
Scenic Rim Regional Council	06.10.2023	U	E*	-
Somerset Regional Council	20.10.2023	U	E*	-
South Burnett Regional Council	17.10.2023	U	E*	-
• South Burnett Community Hospital Foundation Limited	27.11.2023	U	-	-
Southern Downs Regional Council	31.10.2023	U	E*	-
Sunshine Coast Regional Council	11.10.2023	U	E*	-
• SunCentral Maroochydore Pty Ltd	29.09.2023	U	-	-
• Sunshine Coast Arts Foundation Ltd	19.09.2023	U	-	-
• Sunshine Coast Events Centre Pty Ltd	11.09.2023	E*	-	-
Tablelands Regional Council	31.10.2023	U	E*	-
Toowoomba Regional Council	29.09.2023	U	E*	-
• Empire Theatres Foundation	Not complete	-	-	-
• Empire Theatres Pty Ltd	07.12.2023	U	-	-
• Toowoomba and Surat Basin Enterprise Pty Ltd	03.10.2023	U	-	-
Torres Shire Council	31.10.2023	U	E*	-
Torres Strait Island Regional Council	24.10.2023	U	E*	-
Townsville City Council	19.10.2023	U	E*	-
• NQ Spark Pty Ltd	Not complete	-	-	-

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Local government 2023 (Report 8: 2023–24)

Entity	Date opinion issued	Financial statement opinion	Current year sustainability statement opinion <sup>1</sup>	Ministerial extension issued to date <sup>2</sup>
Opinion key:				
U = unmodified; Q = qualified; E = emphasis of matter. Refer to <a href="#">Appendix D</a> for definitions of these terms.				
<b>Councils and their controlled entities</b>				
Western Downs Regional Council	18.10.2023	U	E*	-
Whitsunday Regional Council	15.08.2023	U	E*	-
Winton Shire Council	24.10.2023	U	E*	-
• Waltzing Matilda Centre Ltd	14.11.2023	U	-	-
Woorabinda Aboriginal Shire Council	Not complete	-	-	29.02.2024
• Woorabinda Pastoral Company Pty Ltd	Not complete	-	-	-
Wujal Wujal Aboriginal Shire Council	12.12.2023	U	E*	-
Yarrabah Aboriginal Shire Council	13.10.2023	U	E*	-
<b>By-arrangements audits<sup>7</sup></b>				
City of Logan Charitable Trust <sup>8</sup>	29.09.2023	E*	-	-
The Josephine Ulrick and Win Schubert Foundation for the Arts	01.09.2023	E*	-	-

Notes:

\* An emphasis of matter was issued to alert users of the statements to the fact that special purpose financial statements had been prepared.

<sup>1</sup> Only councils prepare sustainability statements (not local government-related entities).

<sup>2</sup> Ministerial extensions may only be obtained for councils (not local government-related entities).

<sup>3</sup> The legal name of the controlled entity changed from 'Major Events Gold Coast Pty Ltd' to 'Experience Gold Coast Pty Ltd' on 5 July 2023.

<sup>4</sup> We included an emphasis of matter in our audit reports for Invest Logan Pty Ltd to alert users that the financial statements were prepared on a basis other than a going concern. The company's sole shareholder, Logan City Council, approved on 22 March 2023, the orderly cessation of activities of its controlled entity with a view to carrying out a voluntary deregistration process and transferring its remaining net assets to the council.

<sup>5</sup> We included an emphasis of matter in our audit reports for Mackay Region Enterprises Pty Ltd to alert users that the company has ceased trading, and that on 23 November 2022 it was resolved the company be wound up. The company is dependent upon the ongoing financial support of Mackay Regional Council for the period from the closure of its bank account on 11 April 2023 until its deregistration date.

<sup>6</sup> The legal name of the council has changed from 'Moreton Bay Regional Council' to 'Moreton Bay City Council'. The Queensland Government affirmed this change, which was legislatively amended on 28 July 2023.

<sup>7</sup> If asked by a minister or public sector entity, and if the Auditor-General considers there is public interest, a financial audit of non-public sector entities may be performed 'by arrangement'.

<sup>8</sup> City of Logan Charitable Trust changed its name from City of Logan Mayor's Charity Trust during the year.

Source: Queensland Audit Office.

The following figure details the types of audit opinions we issued in accordance with Australian auditing standards for the 2022–23 financial year, for jointly controlled entities (entities controlled by multiple councils and other public sector entities).

## 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

Figure F2  
Our audit opinions for jointly controlled entities' financial reports for 2022–23

Entity	Date audit opinion issued	Type of audit opinion issued
<b>Opinion key:</b> U = unmodified; Q = qualified; E = emphasis of matter. (Refer to <a href="#">Appendix D</a> for definitions of these terms.)		
Central Western Queensland Remote Area Planning and Development Board (RAPAD)	27.11.2023	E*
Council of Mayors (SEQ) Pty Ltd	Not Complete	-
Local Government Association of Queensland Ltd	05.10.2023	U
• Local Buy Trading Trust	27.09.2023	Q <sup>1</sup>
• Peak Services Legal Pty Ltd	27.09.2023	E <sup>2</sup>
• Peak Services Holdings Pty Ltd	27.09.2023	E <sup>2</sup>
• Peak Services Pty Ltd	27.09.2023	E <sup>2</sup>
Major Brisbane Festivals Pty Ltd <sup>3</sup>	Not Complete	-
Queensland Local Government Mutual (LGM Queensland)	04.12.2023	U
Queensland Local Government Workers Compensation Self-Insurance Scheme (trading as Local Government Workcare)	04.12.2023	U
SEQ Regional Recreational Facilities Pty Ltd	Not Complete	-
Townsville Breakwater Entertainment Centre Joint Venture	Not Complete	-
Western Queensland Local Government Association	Not Complete	-

Notes:

\* An emphasis of matter was issued to alert users of the statements to the fact that special purpose financial statements had been prepared.

<sup>1</sup> We qualified our audit opinion for Local Buy Trading Trust because it was unable to provide us with enough evidence to confirm its revenue was complete. We also qualified our 2021–22 audit opinion for the same reason.

<sup>2</sup> We included an emphasis of matter in our audit opinions for Peak Services Holdings Pty Ltd, Peak Services Legal Pty Ltd, and Peak Services Pty Ltd to alert users of the financial statements of the entities' financial dependence on the Local Government Association of Queensland Ltd.

<sup>3</sup> The financial year of Major Brisbane Festivals Pty Ltd was 1 January 2023 to 31 December 2023. The 2023 audit opinion has therefore not yet been issued.

Source: Queensland Audit Office.

## G. Entities exempt from audit by the Auditor-General

We will not issue opinions on several entities because they are exempt from audit by the Auditor-General. The following table lists the entities, grouped by the reasons for the exemptions.

Figure G1  
Entities exempt from audit by the Auditor-General

Entity	Audit firm who performs the audit	Date opinion issued	Opinion
<b>Opinion key:</b> U = unmodified; Q = qualified; E = emphasis of matter. (Refer to <a href="#">Appendix D</a> for definitions of these terms.)			
<b>Exempt local government entities – small in size and of low risk</b> (s.30A of the <i>Auditor-General Act 2009</i> )			
Central Queensland Regional Organisation of Councils Limited	Evans Edwards & Associates Pty Ltd	10.11.2023	E*
Drive Inland Promotions Association Inc	KBP Audit Services	03.11.2023	U
Far North Queensland Regional Organisation of Councils	Jessups	29.09.2023	E*
Gulf Savannah Development Inc	SBB Partners	Not complete	-
North West Queensland Regional Organisation of Councils	SBB Partners	07.11.2023	U
Regional Queensland Council of Mayors Inc <sup>1</sup>	SBB Partners	Not complete	-
South West Queensland Regional Organisation of Councils	UHY Haines Norton	Not complete	-
Torres Cape Indigenous Council Alliance (TCICA) Inc	Grant Thornton Audit Pty Ltd	14.12.2023	E*
Whitsunday ROC Limited <sup>2</sup>	SBB Partners	Not complete	-
Wide Bay Burnett Regional Organisation of Councils Inc	Advice Centre	21.12.2023	Q <sup>3</sup> , E*
<b>Exempt local government entities – foreign-based controlled entities</b> (s.32 of the <i>Auditor-General Act 2009</i> )			
Gold Coast City Council Insurance Company Limited	PricewaterhouseCoopers CI LLP	17.08.2023	U

Notes:

\* An emphasis of matter was issued to alert users of the statements to the fact that special purpose financial statements had been prepared.

<sup>1</sup> The financial statements of the Regional Queensland Council of Mayors Inc will be for the period 1 April 2022 to 31 March 2023.

<sup>2</sup> Whitsunday ROC Limited trades as Greater Whitsunday Council of Mayors.

<sup>3</sup> The audit opinion for Wide Bay Burnett Regional Organisation of Councils Inc was qualified because it was unable to provide the auditor enough evidence to confirm its revenue was complete.

Source: Queensland Audit Office.

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## H. Local government entities for which we will not issue opinions

The Auditor-General will not issue audit opinions for the following public sector entities for the 2022–23 financial year, because they have not produced a financial report.

Figure H1  
Entities for which no opinions are issued

Entity	Parent entity	Reason
<b>Controlled entities</b>		
Brisbane Tolling Pty Ltd	Brisbane City Council	Dormant
CBIC Allara Pty Ltd	Brisbane City Council	Dormant
OC Invest Pty Ltd	Brisbane City Council	Dormant
Oxley Creek Transformation Pty Ltd	Brisbane City Council	Wound up <sup>1</sup>
Riverfestival Brisbane Pty Ltd	Brisbane City Council	Dormant
CBIC Investment Pty Ltd	City of Brisbane Investment Corporation Pty Ltd	Dormant
CBIC Valley Heart Pty Ltd	City of Brisbane Investment Corporation Pty Ltd	Dormant
Central Highlands (Qld) Housing Company Limited	Central Highlands Regional Council	Non-reporting <sup>2</sup>
Rattler Railway Company Ltd	Gympie Regional Council (previously)	Non-reporting <sup>3</sup>
HOTA Services Gold Coast Pty Ltd	HOTA Gold Coast Pty Ltd	Non-reporting <sup>4</sup>
IA Foundation Ltd	Ipswich City Council	Dormant
Ipswich City Enterprises Investments Pty Ltd	Ipswich City Council	Wound up <sup>5</sup>
Ipswich City Enterprises Pty Ltd	Ipswich City Council	Wound up <sup>5</sup>
Outback @ Isa Pty Ltd	Mount Isa City Council	Dormant
Palm Island Economic Development Corporation Pty Ltd	Palm Island Aboriginal Shire Council	Dormant
Redheart Pty Ltd	Redland City Council	Dormant
Cleveland Plaza Pty Ltd	Redland Investment Corporation Pty Ltd	Non-reporting <sup>6</sup>
Redland Developments Pty Ltd	Redland Investment Corporation Pty Ltd	Non-reporting <sup>6</sup>
RIC Toondah Pty Ltd	Redland Investment Corporation Pty Ltd	Non-reporting <sup>6</sup>
Toowoomba and Surat Basin Enterprise Development Fund Limited	Toowoomba and Surat Basin Enterprise Pty Ltd	Dormant
Empire Theatre Projects Pty Ltd	Toowoomba Regional Council	Wound up <sup>7</sup>
Empire Theatres Foundation Ltd	Toowoomba Regional Council	Dormant
Jondaryan Woolshed Pty Ltd	Toowoomba Regional Council	Wound up <sup>7</sup>
Whitsunday Coast Airport and Infrastructure Pty Ltd	Whitsunday Regional Council	Dormant
Winton Community Association Inc	Winton Shire Council	Dormant

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Entity	Parent entity	Reason
<b>Jointly controlled entities</b>		
Brisbane Festival Limited	Major Brisbane Festivals Pty Ltd	Dormant
QPG Shared Services Support Centres Joint Venture	Local Government Association of Queensland Ltd	Wound up <sup>8</sup>
Local Buy Pty Ltd	Local Government Association of Queensland Ltd	Dormant
Prewood Pty Ltd	Local Government Association of Queensland Ltd	Wound up <sup>8</sup>
Queensland Partnerships Group (LG Shared Services) Pty Ltd	Local Government Association of Queensland Ltd	Wound up <sup>8</sup>
South West Queensland Local Government Association	Multiple entities	Wound up <sup>9</sup>
South West Regional Economic Development Association	Multiple entities	Wound up <sup>9</sup>

**Notes:**

- <sup>1</sup> Oxley Creek Transformation Pty Ltd was de-registered on 3 March 2023.
- <sup>2</sup> The directors of Central Highlands (Qld) Housing Company Limited agreed to enter into voluntary liquidation on 12 September 2023, meaning from this date the entity was no longer controlled by Central Highlands Regional Council. The company will be deregistered 12 December 2023.
- <sup>3</sup> Rattler Railway Company Ltd ceased being a controlled entity of council at 30 June 2023 due to a constitutional change.
- <sup>4</sup> The transactions of HOTA Services Gold Coast Pty Ltd have been consolidated in the financial statements of HOTA Gold Coast Pty Ltd.
- <sup>5</sup> Ipswich City Enterprises Investments Pty Ltd and Ipswich City Enterprises Pty Ltd were de-registered on 2 July 2023.
- <sup>6</sup> The transactions of Cleveland Plaza Pty Ltd, Redland Developments Pty Ltd, and RIC Toondah Pty Ltd have been consolidated in the financial statements of Redland Investment Corporation Pty Ltd.
- <sup>7</sup> Empire Theatre Projects Pty Ltd and Jondaryan Woolshed Pty Ltd were de-registered on 23 November 2021 and 31 July 2022 respectively.
- <sup>8</sup> QPG Shared Services Support Centres Joint Venture and Queensland Partnerships Group (LG Shared Services) Pty Ltd were deregistered on 23 February 2023. Following this, Prewood Pty Ltd was de-registered on the 2 July 2023.
- <sup>9</sup> South West Queensland Local Government Association and South West Regional Economic Development Association were wound up and replaced by the South West Queensland Regional Organisation of Councils Inc.

Source: Queensland Audit Office.



Local government 2023 (Report 8: 2023–24)

# I. Audit opinions issued for prior financial years

The following table contains the audit opinions issued for prior financial years that were not finalised when we issued *Local government 2022* (Report 15: 2022–23).

Figure I1  
Audit opinions issued for prior financial years

Entity	Date opinion issued	Opinion	Current year sustainability statement opinion <sup>1</sup>
<b>Opinion key:</b> U = unmodified; Q = qualified; E = emphasis of matter. Refer to <a href="#">Appendix D</a> for the definitions of these terms.			
<b>Financial statements from 2020–21 financial year – Councils</b>			
Palm Island Aboriginal Shire Council	20.09.2023	Q <sup>2</sup>	Q <sup>2</sup> , E*
<b>Financial statements from 2021–22 financial year – Councils</b>			
Momington Shire Council	Not complete	-	-
Northern Peninsula Area Regional Council	Not complete	-	-
Palm Island Aboriginal Shire Council	Not complete	-	-
Woorabinda Aboriginal Shire Council	Not complete	-	-
<b>Financial statements from 2021–22 financial year – Controlled entities</b>			
Central Highlands (QLD) Housing Company Limited	12.07.2023	E*, E <sup>3</sup>	-
Cherish the Environment Foundation Ltd <sup>4</sup>	Not complete	-	-
Mackay Region Enterprises Pty Ltd	09.11.2023	E <sup>5</sup>	-
Western Queensland Local Government Association	Not complete	-	-
Woorabinda Pastoral Company Pty Ltd	Not complete	-	-
<b>Financial statements from 2021–22 financial year – Entities exempt from audit by the Auditor-General</b>			
Whitsunday ROC Limited	31.08.2023	U	-

Notes:

\* An emphasis of matter was issued to alert users of the statements to the fact that special purpose financial statements had been prepared.

<sup>1</sup> Only councils prepare sustainability statements (not local government-related entities).

<sup>2</sup> We issued a qualified opinion for Palm Island Aboriginal Shire Council's 2020–21 financial statements and its financial year sustainability statement. This was because council was unable to provide enough information about its lease and motel income for us to confirm revenue (and financial sustainability ratios based on this revenue) were correctly reported.

<sup>3</sup> We included an emphasis of matter in our opinion for Central Highlands (QLD) Housing Company Limited to alert users that this was the final financial report of the company and directors had decided on 12 September 2022 to cease trading, transfer the company's assets and enter voluntary liquidation.

<sup>4</sup> From 30 June 2022, Cherish the Environment Foundation Ltd is no longer considered a public sector entity.

<sup>5</sup> We included an emphasis of matter in our audit report for Mackay Region Enterprises Pty Ltd to alert users that the company has ceased trading, and that on 23 November 2022 it was resolved the company be wound up. The company is dependent upon the ongoing financial support of Mackay Regional Council for the period from the closure of its bank account on 11 April 2023 until its deregistration date.

Source: Queensland Audit Office.

## J. Our assessment of councils' financial governance

### Auditing internal controls

Entities design, implement, and maintain internal controls (people, systems, and processes) to deliver reliable financial reporting, effective and efficient operations, and compliance with applicable laws and regulations.

In undertaking our audit, we are required under the Australian auditing standards to obtain an understanding of an entity's internal controls relevant to the preparation of the financial report.

We assess internal controls to ensure they are suitably designed to:

- prevent, or detect and correct, material misstatements in the financial report (which could influence a user's decision-making)
- achieve compliance with legislative requirements and make appropriate use of public resources.

Our assessment determines the nature, timing, and extent of the testing we perform to address the risk of significant mistakes in the financial statements.

If we believe the design and implementation of controls is effective, we select the controls we intend to test further. We do this by considering a balance of factors including:

- the significance of the related risks
- the characteristics of balances, transactions, or disclosures (volume, value, and complexity)
- the nature and complexity of the entity's information systems
- whether the design of the controls addresses the risk of material misstatement and facilitates an efficient audit.

If we identify deficiencies in internal controls, we determine the impact on our audit approach, considering whether additional audit procedures are necessary.

We design our audit procedures to address the risk of material misstatement so we can express an opinion on the financial report. We do not express an opinion on the effectiveness of internal controls.

The deficiencies detailed in this report were identified during our audit and may have been subsequently resolved by the entity. They are reported here because they impacted on the overall system of control during 2022–23.

Significant deficiencies are breakdowns in internal control that we identified with substantial financial or reputational risk for councils that need to be addressed immediately.

Because of this, any significant deficiencies taking longer than 12 months to resolve are concerning. In this appendix we report both the total the number of significant deficiencies of each council, and the number they have that have been unresolved for more than 12 months.





### Financial statements preparation process

We assess the strength of councils' financial statement preparation processes using a maturity model (which is available on our website at [www.qao.qld.gov.au/reports-resources/better-practice](http://www.qao.qld.gov.au/reports-resources/better-practice)).

The model is entity-driven and is scalable to each entity's size and complexity. It aims to bring flexibility in responding to the qualitative factors that influence entities' practices.

The model facilitates sharing of better practices across the public sector. It also brings focus to entities' areas of development to allow them to reach their targeted positioning.

The 4 components for effective financial statement preparation processes are:

Quality month-end processes and reporting	
<ul style="list-style-type: none"> <li>Reconciliation</li> <li>Reporting</li> <li>Internal quality controls</li> </ul>	Month-end processes refer to the close-out of the current posting period and preparation of analysis reports. Quality month-end activities provide greater efficiencies in the preparation of year end reporting. Data quality, quality checking and internal reporting are the areas of focus.
Early financial statement close processes	
<ul style="list-style-type: none"> <li>Early close</li> <li>Audit and audit committee relationships</li> <li>Asset valuation</li> <li>Stocktakes</li> <li>Supporting policies and procedures</li> </ul>	These are the accounting procedures undertaken to close-out future account balances in the current posting period. Early close processes are performed before the balance date and are not fully re-performed during the financial statement preparation process. They usually include fair value measurement for property, plant and equipment; major estimates and judgements; material note preparation; and stocktakes.
Skilled financial statement preparation processes and use of appropriate technology	
<ul style="list-style-type: none"> <li>System</li> <li>Staff skills</li> <li>Data quality</li> <li>Internal controls</li> <li>Tailored disclosure</li> </ul>	High quality, timely financial statements are prepared using skilled staff, appropriate systems, and sufficient processes that rely on high-quality data sources and effective internal controls.
Timely identification and resolution of financial reporting matters	
<ul style="list-style-type: none"> <li>Matters are identified</li> <li>Analysis performed</li> <li>Consultation</li> </ul>	The timely resolution of financial reporting matters relates to areas of accounting and presentation that require judgement and have a range of potential solutions. Financial reporting matters include the application of new accounting standards, and reporting of new and/or complex transactions in a timely manner.

Each of these 4 components has elements describing the level of maturity within the financial statement preparation maturity model.

The 4 levels of maturity per component are:

- developing – an entity does not have key components of effective financial reporting, or they are limited
- established – an entity shows basic competency for financial reporting
- integrated – an entity's financial reporting practices are fundamentally sound, however some elements could be improved
- optimised – an entity is a leader of best practice for financial reporting.

Where a council has different maturity levels for each of the 4 components, their overall maturity may sit between 2 levels and be reported as a range – such as established to integrated.

Each council's desired level of maturity will differ – recognising what works for a council in a large city may not necessarily work for a smaller council in a regional town.

However, because councils have had stable business models without restructures for more than 10 years, they should be able to at least reach an established maturity level.

In 2020–21, we asked councils to self-assess their financial statement preparation processes using this model.

This year, we assessed the maturity levels of councils' financial reporting ourselves to make sure they reflect the reality of the strengths and weaknesses of their processes.

In this appendix, we report our assessment of the overall maturity of each council's financial statement preparation processes.

### Financial sustainability relative risk assessment

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The detailed criteria for assessing a council's financial sustainability are explained in [Appendix K – Figures K1 and K2](#). These are the current financial sustainability ratios that applied for the 2022–23 financial year. The overall assessment criteria are shown in Figure K3.

Colours used for the overall risk levels are lower risk (green), moderate risk (amber), and higher risk (red).


















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### Results summary

The following tables summarise the results of our assessment of the 77 councils' internal controls and financial statement process maturity, by council segment.

**Figure J1**  
**Our assessment of the financial governance of councils by segment**

Key:  
 Total SD = Total significant deficiencies  
 O/S SD = Number of significant deficiencies outstanding longer than 12 months at 30 June 2023  
 FS Maturity = Financial statement maturity levels  
 FSR = Financial sustainability risk  
 Days = Number of days to have audit opinion certified from 30 June 2023 (number of days between 30 June and 31 October is 123)

Coastal councils	Internal controls		FS Maturity	FSR	Days
	Total SD	O/S SD			
<b>Coastal councils</b>					
Bundaberg Regional Council	1	-	Integrated to optimised		104
Burdekin Shire Council	-	-	Integrated		70
Cairns Regional Council	-	-	Optimised		77
Cassowary Coast Regional Council	1	1	Established to integrated		105
Douglas Shire Council	-	-	Integrated		104
Fraser Coast Regional Council	-	-	Integrated		91
Gladstone Regional Council	-	-	Integrated		122
Gympie Regional Council*	5	4	Established to integrated		153
Hinchinbrook Shire Council	-	-	Established		123
Livingstone Shire Council	-	-	Established to integrated		122
Mackay Regional Council	-	-	Integrated		110
Noosa Shire Council	1	1	Established		117
Rockhampton Regional Council	1	1	Integrated		118
Townsville City Council	2	-	Established to integrated		111
Whitsunday Regional Council	-	-	Established to optimised		46

Notes:

\* For councils who had not completed their financial statements by 31 October 2023:

- the total unresolved significant deficiencies include only those reported by 31 October. These numbers are expected to increase as these councils complete their financial statements. Details of weaknesses reported to each council and the updates on the status of these issues are generally available on individual council websites
- the overall financial sustainability is assessed using their results from their most recently available audited financial statements.

Refer also to [Appendix L](#) which explains the new financial sustainability measures and associated benchmarks that will apply to councils from 1 July 2023.

Source: Queensland Audit Office.



## 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

### Key

Total SD = Total significant deficiencies

O/S SD = Number of significant deficiencies outstanding longer than 12 months at 30 June 2023

FS Maturity = Financial statement maturity levels

FSR = Financial sustainability risk

Days = Number of days to have audit opinion certified from 30 June 2023 (number of days between 30 June and 31 October is 123)

Indigenous councils	Internal controls		FS Maturity	FSR	Days
	Total SD	O/S SD			
Indigenous councils					
Aurukun Shire Council	-	-	Established	●	118
Cherbourg Aboriginal Shire Council	1	-	Established	●	119
Doomadgee Aboriginal Shire Council	-	-	Established	●	123
Hope Vale Aboriginal Shire Council	-	-	Optimised	●	28
Kowanyama Aboriginal Shire Council	1	-	Established	●	118
Lockhart River Aboriginal Shire Council*	-	-	Established to integrated	●	137
Mapoon Aboriginal Shire Council	1	1	Established	●	123
Mornington Shire Council*	4	4	Established <sup>#</sup>	●	Not complete
Napranum Aboriginal Shire Council	5	3	Established	●	123
Northern Peninsula Area Regional Council*	8	8	Established <sup>#</sup>	●	Not complete
Palm Island Aboriginal Shire Council*	10	10	Developing <sup>#</sup>	●	Not complete
Pompuraaw Aboriginal Shire Council	-	-	Integrated	●	70
Torres Shire Council	4	2	Developing to established	●	123
Torres Strait Island Regional Council	1	-	Established to integrated	●	116
Woorabinda Aboriginal Shire Council*	8	8	Developing <sup>#</sup>	●	Not complete
Wujal Wujal Aboriginal Shire Council*	2	-	Developing	●	165
Yarrabah Aboriginal Shire Council	2	2	Integrated	●	105

### Notes:

\* For councils who had not completed their financial statements by 31 October 2023:

- the total unresolved significant deficiencies include only those reported by 31 October. These numbers are expected to increase as these councils complete their financial statements. Details of weaknesses reported to each council and the updates on the status of these issues are generally available on individual council websites
- the overall financial sustainability is assessed using their results from their most recently available audited financial statements.

# Because the 2022 audits of Mornington Shire Council, Palm Island Aboriginal Shire Council, Northern Peninsula Area Regional Council, and Woorabinda Aboriginal Shire Council are not complete, we were unable to assess the financial statement maturity of these councils. We have instead reported their self-assessed financial statement maturity from 2021.

Refer also to [Appendix L](#), which explains the new financial sustainability measures and associated benchmarks that will apply to councils from 1 July 2023.

Source: Queensland Audit Office.



## 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

Key:












Total SD = Total significant deficiencies

O/S SD = Number of significant deficiencies outstanding longer than 12 months at 30 June 2023

FS Maturity = Financial statement maturity levels

FSR = Financial sustainability risk

Days = Number of days to have audit opinion certified from 30 June 2023 (number of days between 30 June and 31 October is 123)

Resources councils	Internal controls		FS Maturity	FSR	Days
	Total SD	O/S SD			
Resources councils					
Banana Shire Council	1	-	Established		119
Bulloo Shire Council	3	3	Established		95
Burke Shire Council*	-	-	Established to integrated		153
Central Highlands Regional Council	3	3	Integrated		117
Charters Towers Regional Council	-	-	Established		122
Cloncurry Shire Council*	3	3	Developing to established		Not complete
Cook Shire Council*	2	2	Established		168
Etheridge Shire Council*	3	3	Developing		138
Isaac Regional Council	2	-	Established to integrated		123
Maranoa Regional Council	2	1	Established		96
McKinlay Shire Council	1	1	Integrated		118
Mount Isa City Council	4	3	Established to integrated		123
Quilpie Shire Council	-	-	Established		74
Western Downs Regional Council	-	-	Integrated		110

Notes:

\* For councils who had not completed their financial statements by 31 October 2023:

- the total unresolved significant deficiencies include only those reported by 31 October. These numbers are expected to increase as these councils complete their financial statements. Details of weaknesses reported to each council and the updates on the status of these issues are generally available on individual council websites
- the overall financial sustainability is assessed using their results from their most recently available audited financial statements.

Refer also to [Appendix L](#), which explains the new financial sustainability measures and associated benchmarks that will apply to councils from 1 July 2023.

Source: Queensland Audit Office.



## 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

Key:










Total SD = Total significant deficiencies

O/S SD = Number of significant deficiencies outstanding longer than 12 months at 30 June 2023

FS Maturity = Financial statement maturity levels

FSR = Financial sustainability risk

Days = Number of days to have audit opinion certified from 30 June 2023 (number of days between 30 June and 31 October is 123)

Rural/Regional councils	Internal controls		FS Maturity	FSR	Days
	Total SD	O/S SD			
Rural/Regional councils					
Goondivindi Regional Council	1	-	Integrated		61
Lockyer Valley Regional Council	-	-	Integrated		116
Mareeba Shire Council	-	-	Established		96
North Burnett Regional Council	6	5	Established		118
Scenic Rim Regional Council	2	1	Established to integrated		98
Somerset Regional Council	-	-	Established		112
South Burnett Regional Council	-	-	Established to integrated		109
Southern Downs Regional Council	1	-	Integrated		123
Tablelands Regional Council	-	-	Integrated		123

Notes:

\* For councils who had not completed their financial statements by 31 October 2023:

- the total unresolved significant deficiencies include only those reported by 31 October. These numbers are expected to increase as these councils complete their financial statements. Details of weaknesses reported to each council and the updates on the status of these issues are generally available on individual council websites
- the overall financial sustainability is assessed using their results from their most recently available audited financial statements.

Refer also to [Appendix L](#) which explains the new financial sustainability measures and associated benchmarks that will apply to councils from 1 July 2023.

Source: Queensland Audit Office.



## 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

Key:

Total SD = Total significant deficiencies

O/S SD = Number of significant deficiencies outstanding longer than 12 months at 30 June 2023

FS Maturity = Financial statement maturity levels

FSR = Financial sustainability risk

Days = Number of days to have audit opinion certified from 30 June 2023 (number of days between 30 June and 31 October is 123)

Rural/Remote	Internal controls		FS Maturity	FSR	Days
	Total SD	O/S SD			
Rural/Remote					
Balonne Shire Council	-	-	Integrated to established	●	118
Barcaldine Regional Council*	2	1	Established	●	Not complete
Barcoo Shire Council	2	2	Established	●	110
Blackall-Tambo Regional Council*	-	-	Established	●	165
Boulia Shire Council	2	-	Integrated	●	123
Carpentaria Shire Council	6	6	Established	●	122
Croydon Shire Council	2	2	Developing	●	118
Diamantina Shire Council*	-	-	Established	●	Not complete
Flinders Shire Council	-	-	Established	●	123
Longreach Regional Council	-	-	Established	●	116
Murweh Shire Council	-	-	Established to Integrated	●	115
Paroo Shire Council	3	1	Established to Integrated	●	105
Richmond Shire Council	1	1	Developing to established	●	118
Winton Shire Council	-	-	Integrated	●	116

Notes:

\* For councils who had not completed their financial statements by 31 October 2023:

- the total unresolved significant deficiencies include only those reported by 31 October. These numbers are expected to increase as these councils complete their financial statements. Details of weaknesses reported to each council and the updates on the status of these issues are generally available on individual council websites
- the overall financial sustainability is assessed using their results from their most recently available audited financial statements.

Refer also to [Appendix L](#) which explains the new financial sustainability measures and associated benchmarks that will apply to councils from 1 July 2023.

Source: Queensland Audit Office.



## 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

Key:

Total SD = Total significant deficiencies

O/S SD = Number of significant deficiencies outstanding longer than 12 months at 30 June 2023

FS Maturity = Financial statement maturity levels

FSR = Financial sustainability risk

Days = Number of days to have audit opinion certified from 30 June 2023 (number of days between 30 June and 31 October is 123)

South East Queensland councils	Internal controls		FS Maturity	FSR	Days
	Total SD	O/S SD			
South East Queensland councils					
Brisbane City Council	-	-	Integrated to optimised.	●	49
Council of the City of Gold Coast	1	1	Established to integrated	●	74
Ipswich City Council	-	-	Integrated	●	108
Logan City Council	3	1	Established to integrated	●	87
Moreton Bay City Council	1	1	Integrated	●	101
Redland City Council	-	-	Integrated	●	74
Sunshine Coast Regional Council	2	1	Established to integrated	●	103
Toowoomba Regional Council	3	2	Established to integrated	●	91

Notes:

Details of weaknesses reported to each council and the updates on the status of these issues are generally available on individual council websites.

Refer also to [Appendix L](#), which explains the new financial sustainability measures and associated benchmarks that will apply to councils from 1 July 2023.

Source: Queensland Audit Office.





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## K. Current financial sustainability measures

Figure K1 details the current ratios (measures) used in the local government sector to indicate short-term and long-term financial sustainability. The guidelines quoted in the target range were issued by the Department of Housing, Local Government, Planning and Public Works (the department).

Figure K1  
Financial sustainability measures for councils

Measure	Formula	Description	Target range
<b>Operating surplus ratio</b>	<i>Net operating result divided by total operating revenue (excludes capital items)</i> Expressed as a percentage	Indicates the extent to which operational revenues raised cover operational expenses	Between <b>zero and 10 per cent</b> – per department-issued guidelines
	<p>A negative result indicates an operating deficit, and the larger the negative percentage, the worse the result. Operating deficits cannot be sustained in the long term. A positive percentage indicates that surplus revenue is available to support the funding of capital expenses, or to hold in reserve to offset past or future operating deficits.</p> <p>We consider councils as financially sustainable when they consistently achieve an operating surplus and expect that they can do so in the future, having regard to asset management and community service level needs.</p>		
<b>Net financial liabilities ratio</b>	<i>Total liabilities less current assets divided by total operating revenue</i> Expressed as a percentage	Indicates the extent to which a council's operating revenues (including grants and subsidies) can cover its net financial liabilities (usually loans and leases)	<b>Not greater than 60 per cent</b> – per department-issued guidelines
	<p>If net financial liabilities are greater than 60 per cent of operating revenue, the council has limited capacity to increase loan borrowings and may experience stress in servicing current debt.</p>		
<b>Asset sustainability ratio</b>	<i>Capital expenses on replacement of assets (renewals) divided by depreciation expenses</i> Expressed as a percentage	Indicates the extent to which assets are being replaced as they reach the end of their useful lives	<b>Greater than 90 per cent</b> – per department-issued guidelines
	<p>If the asset sustainability ratio is greater than 90 per cent, the council is likely to be sufficiently maintaining, replacing, and/or renewing its assets as they reach the end of their useful lives. While a low percentage may indicate that the asset base is relatively new (which may result from rectifying extensive natural disaster damage) and does not require replacement, the lower the percentage, the more likely it is that a council has inadequate asset management plans and practices.</p>		

Source: Queensland Audit Office.

Figure K2 details our risk assessment criteria for the financial sustainability measures.

**Figure K2**  
Risk assessment criteria for financial sustainability measures

Relative risk rating measure	Operating surplus ratio	Net financial liabilities ratio	Asset sustainability ratio
<b>Higher</b>	Less than negative 10% (i.e. losses) ●	More than 80% ●	Less than 50% ●
	Insufficient revenue being generated to fund operations and asset renewal	Potential long-term concern over ability to repay debt levels from operating revenue	Insufficient spending on asset replacement or renewal, resulting in reduced service levels and increased burden on future ratepayers
<b>Moderate</b>	Negative 10% to zero (i.e. losses) ●	60% to 80% ●	50% to 90% ●
	A risk of long-term reduction in cash reserves, and inability to fund asset renewals	Some concern over the ability to repay debt from operating revenue	Irregular spending, or insufficient asset management practices, creating a backlog of maintenance/renewal work
<b>Lower</b>	More than zero (i.e. surpluses) ●	Less than 60% ●	More than 90% ●
	Generating surpluses consistently	No concern over the ability to repay debt from operating revenue	Likely to be sufficiently replacing or renewing assets as they reach the end of their useful lives




Source: Queensland Audit Office.

We calculate our overall risk assessment of financial sustainability using the ratings determined for each measure, as shown in Figure K1, and the assignment of the risk assessment criteria, as shown in Figure K2.



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Figure K3  
Explanations of our relative risk assessments

Risk level	Risk criteria
Higher risk 	There is a higher risk of sustainability issues arising in the short to medium term if current operating income and expenses policies continue, as indicated by average operating deficits (losses) of more than 10 per cent of operating revenue.
Moderate risk 	There is a moderate risk of sustainability issues over the longer term if current debt financing and capital investment policies continue, as indicated by: <ul style="list-style-type: none"> <li>• a current net financial liabilities ratio of more than 80 per cent of operating revenue, or</li> <li>• an average asset sustainability ratio of less than 50 per cent, or</li> <li>• average operating deficits (losses) of between 2 per cent and 10 per cent of operating revenue, or</li> <li>• having 2 or more of the ratios assessed as moderate risk (see Figure I2).</li> </ul>
Lower risk 	There is a lower risk of concerns about financial sustainability based on current income, expenses, asset investment, and debt financing policies.

Source: Queensland Audit Office.

We use a 5-year average when assessing the operating surplus and asset sustainability ratios. This is because these are long-term indicators. Viewing the annual ratios in isolation does not provide insights into councils' long-term financial sustainability.

The net financial liabilities ratio, however, is more effective as a point-in-time ratio. The more recent the point in time, the more useful this ratio is in assessing councils' flexibility to increase debt.

Our assessment of financial sustainability risk factors does not consider councils' long-term forecasts or credit assessments undertaken by the Queensland Treasury Corporation.

Figure K4  
Financial sustainability risk assessment by council category: Results at the end of 2022–23

Coastal councils	Avg. grant funding percentage <sup>1</sup>	Current operating surplus ratio %	Avg. operating surplus ratio %	Avg operating surplus ratio trend <sup>2</sup>	Net financial liabilities ratio %	Net financial liabilities ratio trend	Current asset sustainability ratio %	Avg. asset sustainability ratio %	Avg. asset sustainability ratio trend <sup>2</sup>	Relative risk assessment
<i>Coastal councils</i>										
Bundaberg Regional Council	19%	0.40%	2.96%	↘	-15.30%	↔	54.80%	45.96%	↘	Moderate
Burdekin Shire Council	25%	9.74%	5.05%	↔	-62.04%	↗	77.13%	91.55%	↘	Lower
Cairns Regional Council	17%	0.00%	-0.23%	↔	47.00%	↗	67.00%	88.40%	↘	Moderate
Cassowary Coast Regional Council	24%	2.00%	-1.49%	↔	-38.00%	↗	73.00%	91.20%	↔	Lower
Douglas Shire Council	26%	4.00%	-1.23%	↗	-36.00%	↗	94.00%	103.60%	↘	Lower
Fraser Coast Regional Council	23%	-1.44%	0.16%	↗	-20.78%	↘	44.45%	88.03%	↘	Lower
Gladstone Regional Council	14%	5.44%	-1.10%	↗	20.78%	↗	88.78%	69.09%	↗	Moderate
Cympie Regional Council*	27%	-0.68%	-4.13%	↔	-13.55%	↘	33.28%	98.98%	↔	Moderate
Hinchinbrook Shire Council	36%	1.40%	-10.28%	↗	-23.40%	↗	63.00%	77.32%	↗	Higher
Livingstone Shire Council	27%	1.16%	2.41%	↔	-21.30%	↗	70.57%	55.18%	↗	Lower
Mackay Regional Council	19%	-1.50%	-0.04%	↔	9.60%	↘	63.60%	66.68%	↔	Moderate
Niosa Shire Council	16%	3.18%	6.62%	↘	-11.54%	↘	158.59%	123.43%	↗	Lower
Rockhampton Regional Council	25%	-0.10%	0.80%	↘	51.20%	↘	73.20%	87.90%	↘	Lower
Townsville City Council	27%	-3.00%	-0.40%	↘	84.00%	↘	116.00%	78.80%	↗	Moderate
Whitsunday Regional Council	36%	6.04%	3.96%	↔	-13.24%	↗	79.97%	133.53%	↘	Lower
Coastal councils average	24%	1.78%	0.18%	↔	-4.17%	↔	77.16%	86.64%	↔	Moderate
Coastal councils – combined risk assessment			Lower		Lower					Lower

Notes:

- <sup>1</sup> Average grant funding percentage shows the 5-year average level of grant funding as a percentage of total revenue per council. This does not form a part of the financial sustainability ratios but has been included for contextual purposes. Refer also to further commentary in Chapter 5, which analyses the financial sustainability by grant funding levels.
- <sup>2</sup> Average ratio trend compares the average ratio from 2022–23 with the average ratio from 2021–22. Trends should be considered in conjunction with the Department of Housing, Local Government, Planning and Public Works's set benchmarks, and the analysis performed and explained in Chapter 5.

\* The 2022–23 audit for this council was unfinished at 31 October 2023. The sustainability measures reported were based on the most recent audited financial statements of this council.

Refer also to Figures K1, K2 and K3, which explain the financial sustainability measures and associated benchmarks.

Legend: ↗ An improving trend; ↔ No substantial change; ↘ A deteriorating trend.

Refer also to Appendix L, which explains the new financial sustainability measures and associated benchmarks that will apply to councils from 1 July 2023.

Source: Queensland Audit Office.

Local government 2023 (Report 8: 2023-24)

Indigenous councils	Avg. grant funding percentage <sup>1</sup>	Current operating surplus ratio %	Avg. operating surplus ratio %	Avg operating surplus ratio trend <sup>2</sup>	Net financial liabilities ratio %	Net financial liabilities ratio trend	Current asset sustainability ratio %	Avg. asset sustainability ratio %	Avg. asset sustainability ratio trend <sup>2</sup>	Relative risk assessment
<i>Indigenous councils</i>										
Aurukun Shire Council	58%	-12.00%	-11.80%	↑	83.00%	↑	13.00%	10.40%	↓	Higher
Cheerbourg Aboriginal Shire Council	58%	-46.26%	-14.97%	↑	22.89%	↑	13.94%	101.80%	↑	Higher
Doomadgee Aboriginal Shire Council	52%	12.00%	-12.40%	↑	-41.00%	↑	140.00%	75.00%	↑	Higher
Hope Vale Aboriginal Shire Council	51%	15.00%	9.31%	↑	-180.00%	↑	104.00%	89.40%	-	Lower
Kowanyama Aboriginal Shire Council	70%	-5.00%	-30.27%	↑	-45.00%	↑	117.00%	110.42%	↑	Higher
Lockhart River Aboriginal Shire Council*	74%	-8.00%	-3.36%	-	-54.00%	↓	136.00%	90.60%	-	Moderate
Mapoon Aboriginal Shire Council	72%	-3.00%	-24.14%	↑	-55.00%	-	0.00%	47.40%	↓	Higher
Mornington Shire Council*	43%	-10.70%	-26.59%	-	-16.00%	-	92.60%	194.54%	-	Higher
Napranum Aboriginal Shire Council	66%	-5.00%	-17.89%	-	-30.00%	↓	20.00%	17.20%	↓	Higher
Northern Peninsula Area Regional Council*	52%	-28.00%	-15.00%	-	-10.00%	-	57.00%	64.44%	-	Higher
Palm Island Aboriginal Shire Council*	63%	21.35%	-8.06%	-	-13.29%	-	118.55%	83.91%	↓	Moderate
Pumpuraw Aboriginal Shire Council	60%	9.00%	6.73%	↓	-246.00%	↓	55.00%	47.00%	↓	Moderate
Torres Shire Council	52%	-3.10%	-16.54%	↑	-66.84%	-	30.65%	82.97%	↓	Higher
Torres Strait Island Regional Council	64%	-84.00%	-83.19%	↓	-22.00%	↓	33.00%	27.40%	↓	Higher
Woorabinda Aboriginal Shire Council*	33%	-0.90%	-15.41%	-	-41.90%	-	104.40%	34.25%	-	Higher
Wujal Wujal Aboriginal Shire Council*	55%	-30.00%	-29.29%	-	54.00%	↑	41.00%	80.00%	-	Higher
Yarrabah Aboriginal Shire Council	51%	-23.00%	-32.80%	-	-30.00%	↑	32.00%	36.20%	↓	Higher
<b>Indigenous councils average</b>	<b>58%</b>	<b>-11.85%</b>	<b>-19.16%</b>		<b>-53.05%</b>		<b>65.18%</b>	<b>70.17%</b>		<b>Moderate</b>
<b>Indigenous councils – combined risk assessment</b>			<b>Higher</b>		<b>Lower</b>					<b>Higher</b>

Notes:

- Average grant funding percentage shows the 5-year average level of grant funding as a percentage of total revenue per council. This does not form a part of the financial sustainability ratios but has been included for contextual purposes. Refer also to further commentary in Chapter 5, which analyses the financial sustainability by grant funding levels.
- Average ratio trend compares the average ratio from 2022-23 with the average ratio from 2021-22. Trends should be considered in conjunction with the Department of Housing, Local Government, Planning and Public Works's set benchmarks, and the analysis performed and explained in Chapter 5.
- The 2022-23 audit for his council was unfinished at 31 October 2023. The sustainability measures reported were based on the most recent audited financial statements of his council.
- Palm Island Aboriginal Shire Council's ratios are based on the 2020-21 financial statements (more recently audited), for which the sustainability statement was qualified. The qualification impacts on the calculation of both the Operating Surplus Ratio and Net Financial Liabilities Ratio. Refer also to **Figures K1, K2 and K3**, which explain the financial sustainability measures and associated benchmarks. Legend: ↑ An improving trend; - No substantial change; ↓ A deteriorating trend. Refer also to Appendix L which explains the new financial sustainability measures and associated benchmarks that will apply to councils from 1 July 2023. Source: *Queensland Audit Office*.



Local government 2023 (Report 8: 2023–24)

Resources councils	Avg. grant funding percentage <sup>1</sup>	Current operating surplus ratio %	Avg. operating surplus ratio %	Avg operating surplus ratio trend <sup>2</sup>	Net financial liabilities ratio %	Net financial liabilities ratio trend	Current asset sustainability ratio %	Avg. asset sustainability ratio %	Avg. asset sustainability ratio trend <sup>2</sup>	Relative risk assessment
<i>Resources councils</i>										
Banana Shire Council	32%	21.29%	1.11%	↑	-25.91%	↑	104.19%	85.19%	↓	Lower
Bulloo Shire Council	52%	8.50%	-2.40%	-	-87.70%	↑	17.10%	51.55%	↓	Moderate
Burke Shire Council*	76%	-21.20%	-40.23%	-	-38.60%	↑	82.30%	85.38%	-	Higher
Central Highlands Regional Council	19%	2.07%	-1.13%	-	-9.95%	↑	73.23%	101.94%	↓	Lower
Charters Towers Regional Council	51%	4.00%	2.48%	↑	-55.00%	↓	60.00%	117.00%	↓	Lower
Cloncurry Shire Council*	52%	-15.62%	-8.90%	-	-23.24%	↓	87.55%	172.71%	-	Moderate
Cook Shire Council	84%	2.00%	-22.56%	-	-7.00%	↓	8.00%	67.75%	-	Higher
Etheridge Shire Council*	54%	1.85%	-2.71%	-	-32.68%	↓	0.00%	6.97%	-	Moderate
Isaac Regional Council	22%	4.45%	3.07%	-	-18.20%	↓	70.47%	143.56%	↓	Lower
Maranoa Regional Council	42%	-0.26%	3.23%	↑	-54.35%	-	83.52%	146.51%	↑	Lower
McKinlay Shire Council	71%	11.62%	-2.16%	↑	-149.87%	↑	210.37%	316.15%	↓	Moderate
Mount Isa City Council	25%	5.30%	0.05%	-	-44.48%	-	51.00%	51.12%	↓	Lower
Quilpie Shire Council	56%	9.00%	-1.81%	↑	-94.00%	↓	6.00%	35.00%	↓	Moderate
Western Downs Regional Council	25%	11.74%	7.56%	-	-125.34%	↑	127.47%	88.47%	↑	Lower
<b>Resources councils average</b>	<b>49%</b>	<b>3.20%</b>	<b>-4.60%</b>		<b>-54.81%</b>		<b>70.09%</b>	<b>105.09%</b>		<b>Moderate</b>
<b>Resources councils – combined risk assessment</b>			<b>Moderate</b>		<b>Lower</b>			<b>Lower</b>		<b>Moderate</b>

Notes:

<sup>1</sup> Average grant funding percentage shows the 5-year average level of grant funding as a percentage of total revenue per council. This does not form a part of the financial sustainability ratios but has been included for contextual purposes. Refer also to further commentary in Chapter 5, which analyses the financial sustainability by grant funding levels.

<sup>2</sup> Average ratio trend compares the average ratio from 2022–23 with the average ratio from 2021–22. Trends should be considered in conjunction with the Department of Housing, Local Government, Planning and Public Works's set benchmarks, and the analysis performed and explained in Chapter 5.

\* The 2022–23 audit for this council was unfinished at 31 October 2023. The sustainability measures reported were based on the most recent audited financial statements of this council.

Refer also to **Figures K1, K2 and K3**, which explain the financial sustainability measures and associated benchmarks.

Legend: ↑ An improving trend; – No substantial change; ↓ A deteriorating trend.

Refer also to **Appendix L**, which explains the new financial sustainability measures and associated benchmarks that will apply to councils from 1 July 2023.

Source: Queensland Audit Office.

Local government 2023 (Report 8: 2023-24)

Rural/Regional councils	Avg. grant funding percentage <sup>1</sup>	Current operating surplus ratio %	Avg. operating surplus ratio %	Avg operating surplus ratio trend <sup>2</sup>	Net financial liabilities ratio %	Net financial liabilities ratio trend	Current asset sustainability ratio %	Avg. asset sustainability ratio %	Avg. asset sustainability ratio trend <sup>2</sup>	Relative risk assessment
<b>Rural/Regional councils</b>										
Goondirindi Regional Council	38%	6.71%	2.74%	↑	-78.54%	↑	218.07%	133.76%	↑	Lower
Lockyer Valley Regional Council	29%	17.35%	8.19%	↑	19.98%	↑	164.56%	104.83%	↑	Lower
Maree/Barra Regional Council	39%	18.20%	14.70%	↑	-107.43%	↑	114.19%	141.85%	↓	Lower
North Burnett Regional Council	48%	-12.60%	-16.45%	-	-30.93%	↑	93.04%	101.81%	↑	Higher
Scenic Rim Regional Council	32%	7.00%	0.49%	-	7.00%	↑	168.00%	158.00%	↓	Lower
Somerset Regional Council	27%	1.00%	-0.29%	-	-41.00%	↓	131.00%	107.80%	↑	Lower
South Burnett Regional Council	28%	-4.50%	-0.28%	-	-13.90%	↑	65.20%	86.14%	-	Moderate
Southern Downs Regional Council	31%	4.07%	1.28%	-	-27.32%	-	152.30%	132.19%	↑	Lower
Tablelands Regional Council	27%	1.12%	0.20%	-	-56.34%	↑	49.99%	87.05%	↓	Lower
<b>Rural/Regional councils average</b>	<b>33%</b>	<b>4.25%</b>	<b>0.95%</b>	<b>Lower</b>	<b>-36.60%</b>	<b>Lower</b>	<b>128.48%</b>	<b>117.05%</b>	<b>Lower</b>	<b>Lower</b>

Notes:

- Average grant funding percentage shows the 5-year average level of grant funding as a percentage of total revenue per council. This does not form a part of the financial sustainability ratios but has been included for contextual purposes. Refer also to further commentary in Chapter 5, which analyses the financial sustainability by grant funding levels.
  - Average ratio trend compares the average ratio from 2022-23 with the average ratio from 2021-22. Trends should be considered in conjunction with the Department of Housing, Local Government, Planning and Public Works's set benchmarks, and the analysis performed and explained in Chapter 5.
- \* The 2022-23 audit for this council was unfinished at 31 October 2023. The sustainability measures reported were based on the most recent audited financial statements of this council. Refer also to **Figures K1, K2 and K3**, which explain the financial sustainability measures and associated benchmarks.
- Legend: ↑ An improving trend; - No substantial change; ↓ A deteriorating trend.
- Refer also to [Appendix L](#) which explains the new financial sustainability measures and associated benchmarks that will apply to councils from 1 July 2023.
- Source: Queensland Audit Office.



Local government 2023 (Report 8: 2023–24)

Rural/Remote councils	Avg. grant funding percentage <sup>1</sup>	Current operating surplus ratio %	Avg. operating surplus ratio %	Avg operating surplus ratio trend <sup>2</sup>	Net financial liabilities ratio %	Net financial liabilities ratio trend	Current asset sustainability ratio %	Avg. asset sustainability ratio %	Avg. asset sustainability ratio trend <sup>2</sup>	Relative risk assessment
<i>Rural/Remote councils</i>										
Balonne Shire Council	63%	7.10%	-4.99%	↑	-45.20%	↑	74.50%	59.04%	↑	Moderate
Barcaldine Regional Council*	48%	6.89%	-16.04%	↓	-27.73%	↓	224.72%	144.05%	↓	Higher
Barcoo Shire Council	46%	11.21%	-17.57%	↑	-49.76%	↑	62.16%	64.39%	↓	Higher
Blackall-Tambo Regional Council*	47%	11.00%	-7.98%	-	-53.00%	↓	68.00%	81.20%	-	Moderate
Boulia Shire Council	65%	7.00%	-21.97%	↑	-69.00%	↓	156.00%	89.46%	↑	Higher
Carpentaria Shire Council	68%	-4.71%	-13.13%	↑	-55.54%	↑	25.18%	30.29%	↓	Higher
Croydon Shire Council	80%	4.70%	4.69%	-	-102.60%	↑	78.50%	99.30%	↓	Lower
Diamantina Shire Council*	44%	-19.90%	-9.58%	-	-63.40%	↓	6.20%	45.98%	-	Moderate
Flinders Shire Council	42%	0.96%	9.36%	↓	-82.18%	↑	12.28%	58.75%	↓	Lower
Longreach Regional Council	56%	2.50%	-5.92%	↑	-30.20%	↑	94.10%	81.27%	↓	Moderate
Munweh Shire Council	60%	-5.30%	-10.80%	↑	-10.80%	↑	74.00%	87.86%	↓	Higher
Paroo Shire Council	74%	3.54%	-13.89%	↑	-60.76%	↑	42.21%	52.80%	↓	Higher
Richmond Shire Council	58%	-7.58%	-17.34%	↑	-47.06%	↑	111.66%	164.19%	↑	Higher
Winton Shire Council	62%	1.96%	-4.07%	↑	-98.07%	↓	202.98%	280.84%	↑	Moderate
<b>Rural/Remote councils average</b>	<b>68%</b>	<b>1.38%</b>	<b>-8.16%</b>		<b>-55.38%</b>		<b>88.32%</b>	<b>95.67%</b>		<b>Moderate</b>
<b>Rural/Remote councils – combined risk assessment</b>			<b>Moderate</b>		<b>Lower</b>			<b>Lower</b>		<b>Moderate</b>

Notes:

<sup>1</sup> Average grant funding percentage shows the 5-year average level of grant funding as a percentage of total revenue per council. This does not form a part of the financial sustainability ratios but has been included for contextual purposes. Refer also to further commentary in Chapter 5, which analyses the financial sustainability by grant funding levels.

<sup>2</sup> Average ratio trend compares the average ratio from 2022–23 with the average ratio from 2021–22. Trends should be considered in conjunction with the Department of Housing, Local Government, Planning and Public Works's set benchmarks, and the analysis performed and explained in Chapter 5.

\* The 2022–23 audit for his council was unfinished at 31 October 2023. The sustainability measures reported were based on the most recent audited financial statements of his council.

Refer also to **Figures K1, K2 and K3**, which explain the financial sustainability measures and associated benchmarks.

Legend: ↑ An improving trend; – No substantial change; ↓ A deteriorating trend.

Refer also to **Appendix L**, which explains the new financial sustainability measures and associated benchmarks that will apply to councils from 1 July 2023.

Source: *Queensland Audit Office*.



Local government 2023 (Report 8: 2023–24)

South East Queensland councils	Avg. grant funding percentage <sup>1</sup>	Current operating surplus ratio %	Avg. operating surplus ratio %	Avg operating surplus ratio trend <sup>2</sup>	Net financial liabilities ratio %	Net financial liabilities ratio trend	Current asset sustainability ratio %	Avg. asset sustainability ratio %	Avg. asset sustainability ratio trend <sup>2</sup>	Relative risk assessment
<i>South East Queensland councils</i>										
Brisbane City Council	14%	0.00%	1.25%	↔	143.00%	↔	67.00%	65.80%	↔	Moderate
Council of the City of Gold Coast	16%	-2.60%	-1.12%	↔	-10.20%	↔	64.00%	61.24%	↔	Moderate
Ipswich City Council	32%	1.52%	2.59%	↔	71.58%	↔	86.92%	69.25%	↔	Moderate
Logan City Council	21%	1.67%	1.70%	↔	2.28%	↔	106.13%	77.55%	↔	Lower
Moreton Bay City Council	24%	6.90%	14.19%	↔	27.00%	↔	61.50%	62.78%	↔	Lower
Redland City Council	10%	2.06%	-1.38%	↔	-48.80%	↔	53.72%	50.94%	↔	Moderate
Sunshine Coast Regional Council	26%	3.70%	5.31%	↔	59.50%	↔	70.40%	72.05%	↔	Lower
Toowoomba Regional Council	22%	1.24%	0.85%	↔	43.25%	↔	55.77%	69.54%	↔	Lower
<b>SEQ councils average</b>	<b>21%</b>	<b>1.81%</b>	<b>2.93%</b>		<b>35.96%</b>		<b>70.68%</b>	<b>66.16%</b>		
<b>SEQ councils – combined risk assessment</b>			<b>Lower</b>		<b>Lower</b>			<b>Moderate</b>		<b>Lower</b>

Notes:

- Average grant funding percentage shows the 5-year average level of grant funding as a percentage of total revenue per council. This does not form a part of the financial sustainability ratios but has been included for contextual purposes. Refer also to further commentary in Chapter 5, which analyses the financial sustainability by grant funding levels.
  - Average ratio trend compares the average ratio from 2022–23 with the average ratio from 2021–22. Trends should be considered in conjunction with the Department of Housing, Local Government, Planning and Public Works's set benchmarks, and the analysis performed and explained in Chapter 5.
- \* The 2022–23 audit for this council was unfinished at 31 October 2023. The sustainability measures reported were based on the most recent audited financial statements of this council.
- Refer also to **Figures K1, K2 and K3**, which explain the financial sustainability measures and associated benchmarks.
- Legend: ↗ An improving trend; ↔ No substantial change; ↘ A deteriorating trend.
- Refer also to [Appendix L](#), which explains the new financial sustainability measures and associated benchmarks that will apply to councils from 1 July 2023.
- Source: Queensland Audit Office.

## L. Future financial sustainability measures

The Department of Housing, Local Government, Planning and Public Works has introduced a new sustainability guideline – *Financial Management (Sustainability) Guideline (2023)* – that will apply from the 2023–24 financial year onwards.

The new guideline has considered the challenges that councils face, especially in rural and remote areas, and introduces additional ratios to measure financial sustainability. This guideline groups councils into tiers (based on their remoteness and their population) as shown in Figure L1.

**Figure L1**  
**Sustainability groupings of councils that apply from 1 July 2023**

<b>Tier 1 councils (1 council)</b>						Population of 1,000,000 or more residents
Brisbane CC						
<b>Tier 2 councils (11 councils)</b>						Population between 100,000 and 999,999 residents
Cairns RC	Gold Coast CC	Fraser Coast RC	Ipswich CC	Logan CC	Mackay RC	
Moreton Bay CC	Redland CC	Sunshine Coast RC	Toowoomba RC	Townsville CC		
<b>Tier 3 councils (7 councils)</b>						Population between 40,000 and 99,999 residents
Bundaberg RC	Gladstone RC	Gympie RC	Lockyer Valley RC	Noosa SC	Rockhampton RC	
Scenic Rim RC						
<b>Tier 4 councils (11 councils)</b>						Population between 20,000 and 39,999 residents
Cassowary Coast RC	Central Highlands RC	Isaac RC	Livingstone SC	Mareeba SC	Somerset RC	
South Burnett RC	Southern Downs RC	Tablelands RC	Western Downs RC	Whitsunday RC		
<b>Tier 5 councils (9 councils)</b>						Population between 10,000 and 19,999 residents
Banana SC	Burdekin SC	Charters Towers RC	Douglas SC	Goondiwindi RC	Hinchinbrook SC	
Maranoa RC	Mount Isa CC	North Burnett RC				
<b>Tier 6 councils (7 councils)</b>						Population between 2,000 and 9,999 residents
Balonne SC	Barcaldine RC	Cloncurry SC	Cook SC	Longreach RC	Murweh SC	
Torres SC						
<b>Tier 7 councils (15 councils)</b>						Population between 0 and 1,999 residents
Barcoo SC	Blackall-Tambo RC	Boulia SC	Bulloo SC	Burke SC	Carpentaria SC	
Croydon SC	Diamantina SC	Etheridge SC	Flinders SC	McKinlay SC	Paroo SC	
Quilpie SC	Richmond SC	Winton SC				
<b>Tier 8 councils (16 councils)</b>						Population less than 10,000 residents
Aurukun SC	Cherbourg ASC	Doomadgee ASC	Hope Vale ASC	Kowanyama ASC	Lockhart River ASC	
Mapoon ASC	Mornington SC	Napranum ASC	Northern Peninsula Area RC	Palm Island ASC	Pompuraaw ASC	
Torres Strait Island RC	Woorabinda ASC	Wujal Wujal ASC	Yarrabah ASC			

Note: ASC = Aboriginal Shire Council; CC = City Council; RC = Regional Council, SC = Shire Council.

Source: Compiled by the Queensland Audit Office, using the Department of Housing, Local Government, Planning and Public Works's *Financial Management (Sustainability) Guideline (2023)*.

Local government 2023 (Report 8: 2023–24)

### Sustainability measures

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The new guideline has 9 ratios on which councils are required to report in their financial sustainability statements, as a part of the financial statements. The council-controlled revenue, population growth, and asset renewal funding ratio measures are reported by councils for contextual purposes only and will not be audited by us.

We have summarised the 6 ratios that we will audit, including the target benchmarks in Figure L2.



Figure L2  
The financial sustainability ratios we will audit and benchmarks per the new financial sustainability guidelines

Ratio (measure)	Description	Formula	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5	Tier 6	Tier 7	Tier 8
Operating surplus ratio	An indicator of the extent to which operating revenues generated cover operational expenses.	Operating results <i>divided by</i> Operating expenses Expressed as percentage	> 0%	> 0%	> 0%	> 0%	> -2%	N/A *	N/A *	N/A *
Operating cash ratio	Measure of council's ability to cover its core operational expenses	Operating results <i>plus</i> depreciation and amortisation <i>divided by</i> Operating revenue Expressed as percentage	> 0%	> 0%	> 0%	> 0%	> 0%	> 0%	> 0%	> 0%
Unrestricted cash expense cover ratio	Indicator of the unconstrained liquidity available to council to meet ongoing and emergent financial demands	[Total cash & cash equivalents <i>plus</i> current investments <i>plus</i> available QTC working capital facility <i>less</i> externally restricted cash] <i>divided by</i> [Total operating expenditure <i>less</i> depreciation and amortisation <i>less</i> finance costs]	> 2	> 2	> 3	> 4	> 4	> 4	> 4	> 4
Asset sustainability ratio	Indicates the extent to which assets are being replaced as they reach the end of their useful lives	Capital expenses on replacement of assets (renewals) <i>divided by</i> depreciation expenses Expressed as a percentage	> 50%	> 60%	> 80%	> 80%	> 90%	> 90%	> 90%	> 90%
Asset consumption ratio	Measures the extent to which council's infrastructure assets have been consumed compared what it would cost to build a new asset with the same benefit to the community	Written down replacement cost of depreciable infrastructure assets <i>divided by</i> gross replacement cost of depreciable infrastructure assets Expressed as a percentage	> 60%	> 60%	> 60%	> 60%	> 60%	> 60%	> 60%	> 60%
Leverage ratio	Indicator of council's ability to repay its debts	Book value of debt <i>divided by</i> Operating results <i>plus</i> depreciation and amortisation Expressed in times	0–5	0–4	0–3	0–3	0–3	0–3	0–3	0–3

Note: \* Under the department's guidelines, for tiers 6 to 8, the operating surplus ratio is contextual only – meaning that although these councils need to report this ratio, they do not have a benchmark for this ratio to measure their performance against.

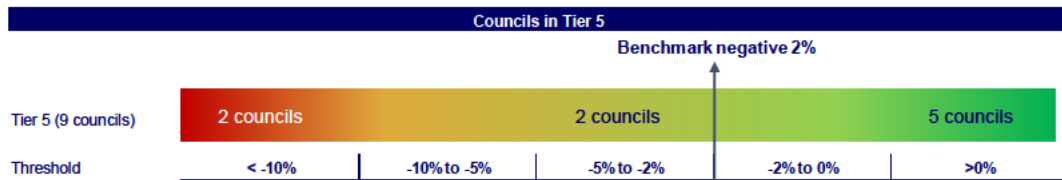
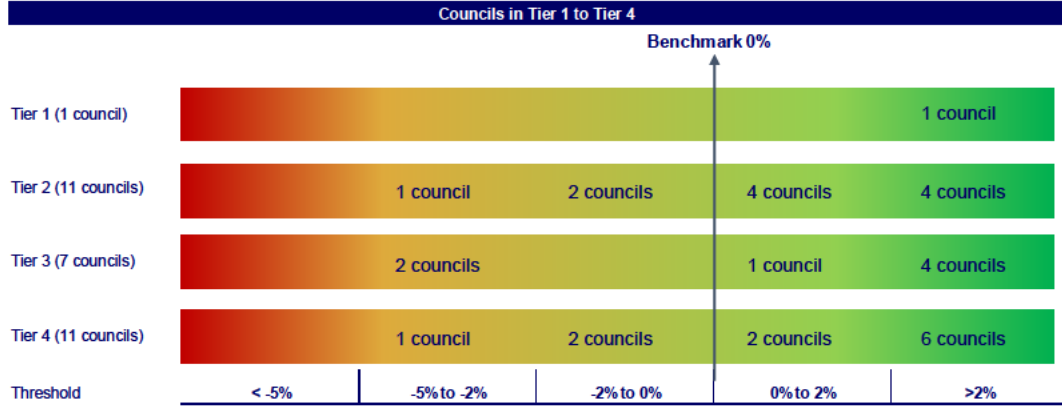
Source: Department of Housing, Local Government, Planning and Public Works's Financial Management (Sustainability) Guideline (2023).

# 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

In the following tables, we have replicated how these ratios would be presented under the department's risk framework. We have not applied our own risk assessment over these ratios.

**Figure L3**  
**Operating surplus ratio**



**Council in Tier 6 to Tier 8 (38 councils)**

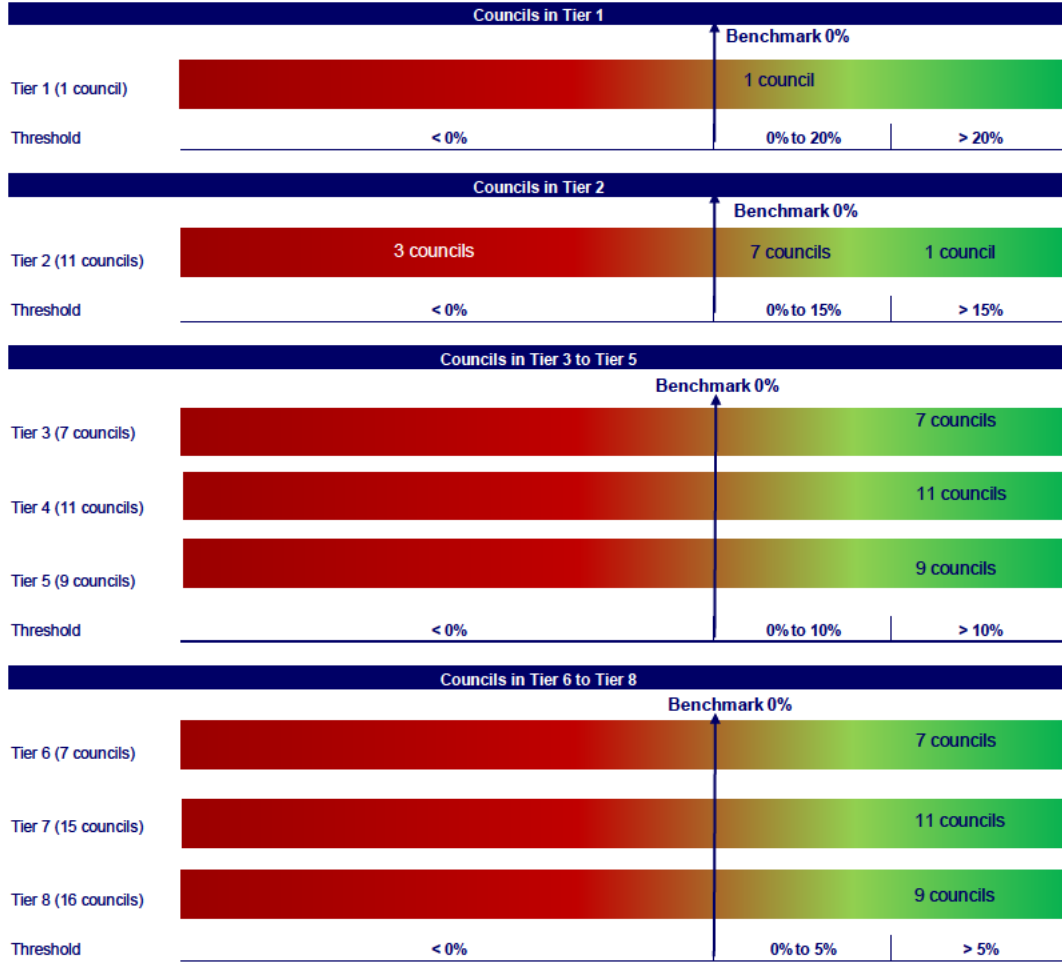
Councils in these tiers do not have a benchmark against which they need to measure their operating surplus ratios.

Source: Compiled by the Queensland Audit Office, from councils' certified financial statements available 31 October 2023 – refer to [Appendix C](#) for further information.

# 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

**Figure L4**  
**Operating cash ratio**

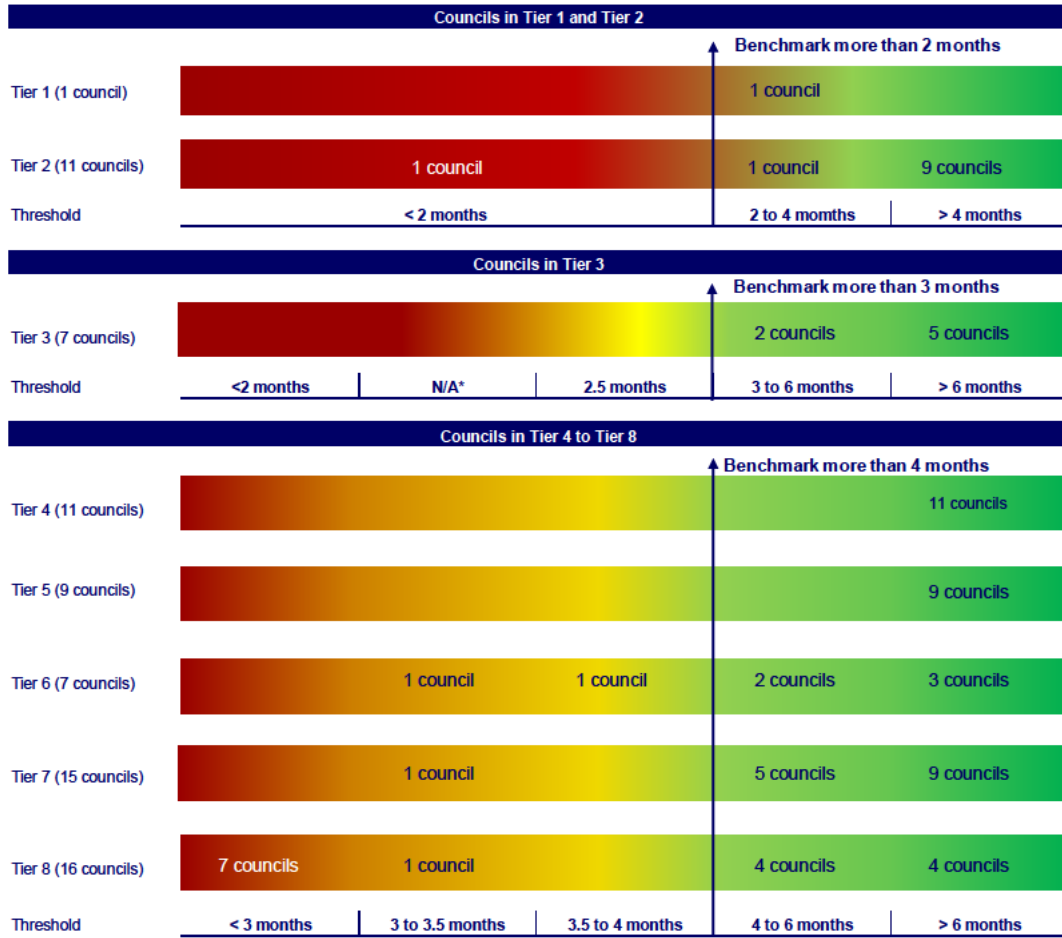


Source: Compiled by the Queensland Audit Office, from councils' certified financial statements available 31 October 2023 – refer to [Appendix C](#) for further information.

# 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

**Figure L5**  
Unrestricted cash expense cover ratio



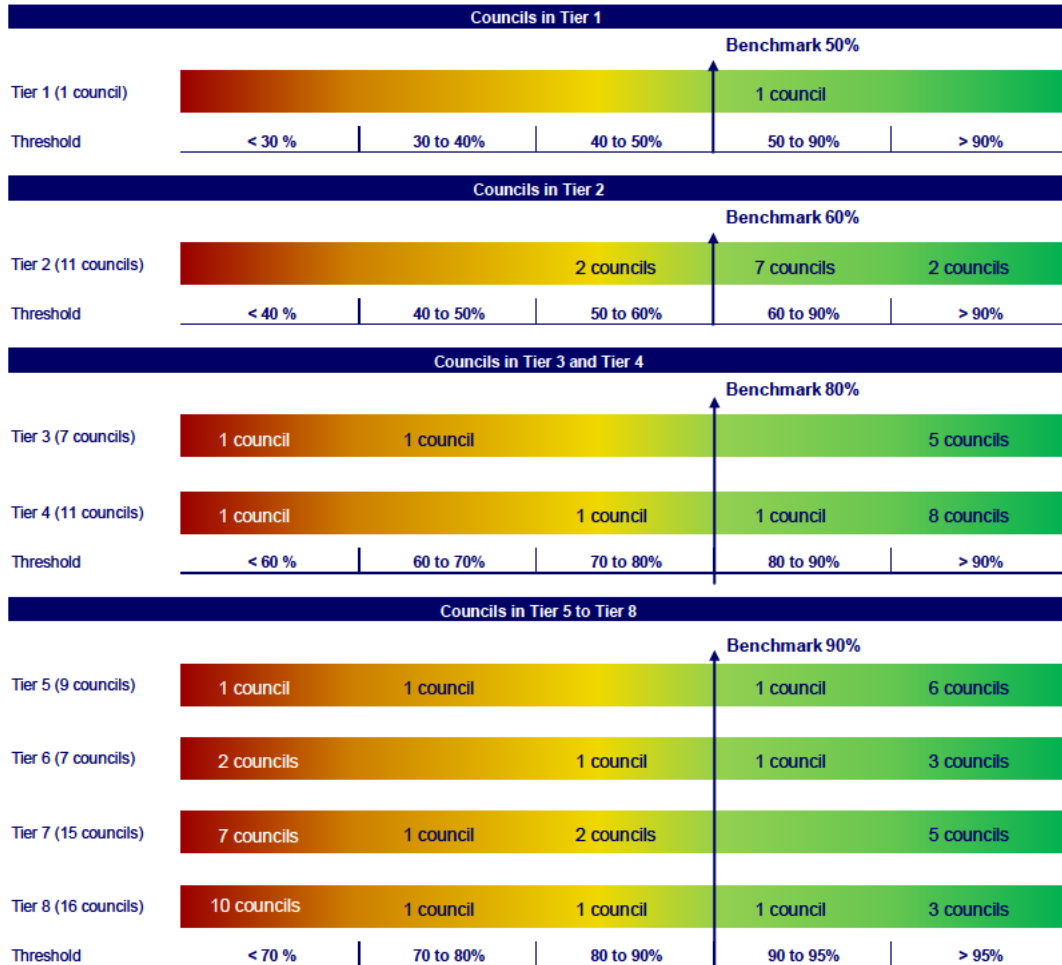
\* The N/A range included in tier 3 is per the department's Risk Framework – Financial Sustainability.

Source: Compiled by the Queensland Audit Office, from councils' certified financial statements available 31 October 2023 – refer to [Appendix C](#) for further information.

# 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

**Figure L6**  
**Asset sustainability ratio**



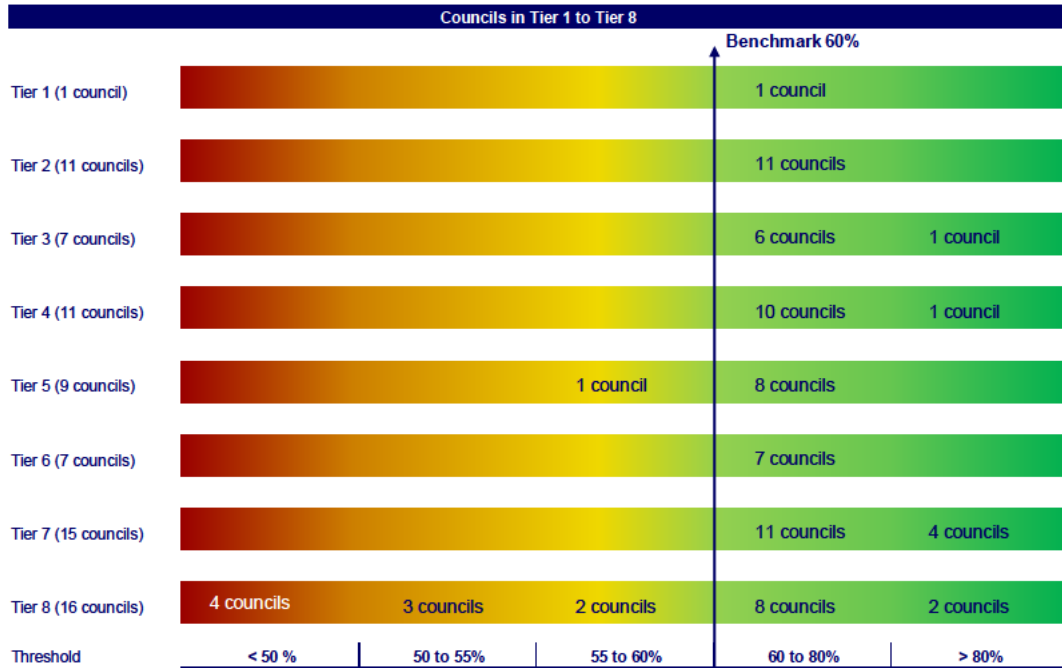
Source: Compiled by the Queensland Audit Office, from councils' certified financial statements available 31 October 2023 – refer to [Appendix C](#) for further information.



# 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

Figure L7  
Asset consumption ratio

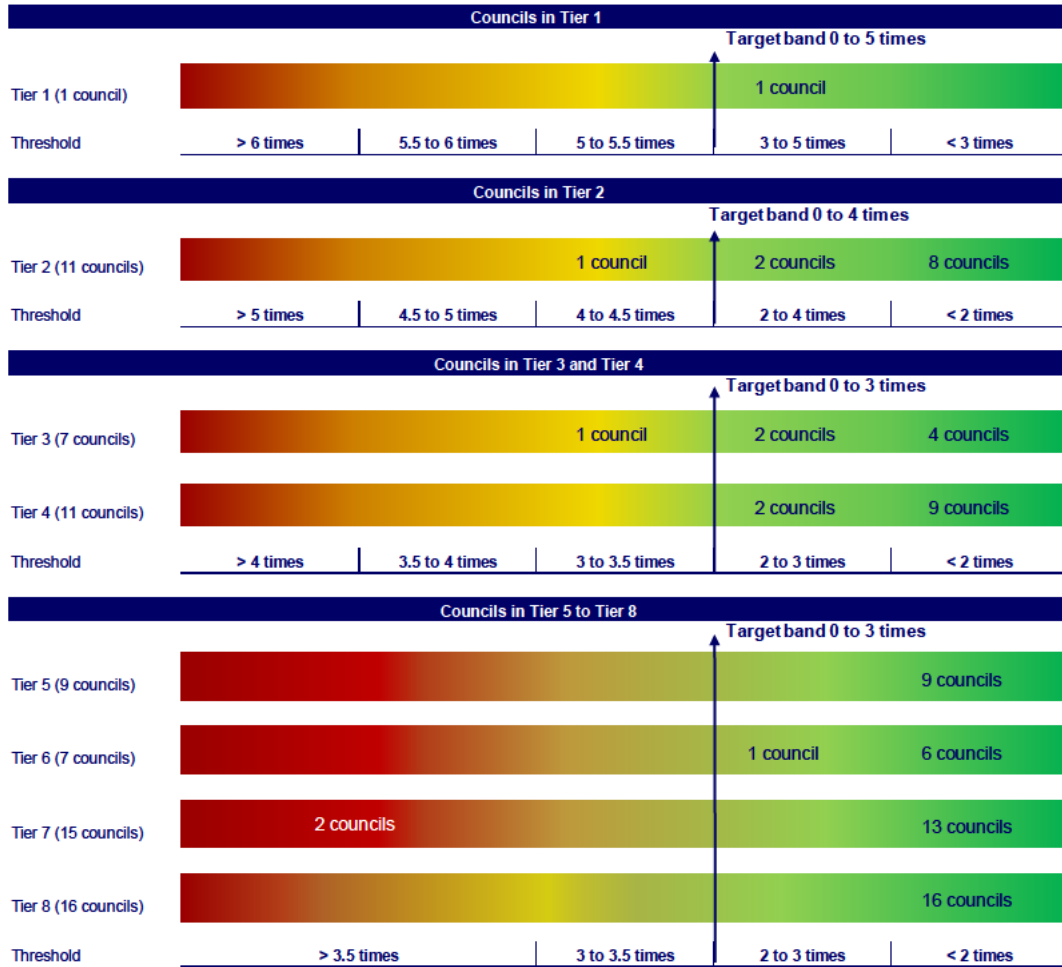


Source: Compiled by the Queensland Audit Office, from councils' certified financial statements available 31 October 2023 – refer to [Appendix C](#) for further information.

# 11.1 - Councillor Information Correspondence --Appendix 6

Local government 2023 (Report 8: 2023–24)

**Figure L8  
Leverage ratio**



Source: Compiled by the Queensland Audit Office, from councils' certified financial statements available 31 October 2023 – refer to [Appendix C](#) for further information.



[qao.qld.gov.au/reports-resources/reports-parliament](http://qao.qld.gov.au/reports-resources/reports-parliament)  
[qao.qld.gov.au/contact-us](http://qao.qld.gov.au/contact-us)

T: (07) 3149 6000  
E: [qao@qao.qld.gov.au](mailto:qao@qao.qld.gov.au)  
W: [www.qao.qld.gov.au](http://www.qao.qld.gov.au)  
53 Albert Street, Brisbane Qld 4000  
PO Box 15396, City East Qld 4002



Minister for Housing, Local Government and Planning  
Minister for Public Works

Our ref: MC23/6452

Your ref: Major Amendment Planning Scheme Amendment

1 William Street  
Brisbane Queensland  
GPO Box 806 Brisbane  
Queensland 4001 Australia  
T: +617 3719 7170  
E: [housing@ministerial.qld.gov.au](mailto:housing@ministerial.qld.gov.au)

30 January 2024

Councillor Tony Rayner  
Mayor  
Longreach Regional Council  
[mayor@longreach.qld.gov.au](mailto:mayor@longreach.qld.gov.au)

Dear Councillor Rayner

Thank you for the Longreach Regional Council's letter of 13 November 2023 to the Honourable Steven Miles MP, former Planning Minister, requesting approval to adopt Major Amendment No. 2 (the proposed amendment) to the *Longreach Regional Planning Scheme 2015*. As the new Minister for Housing, Local Government and Planning and Minister for Public Works, I am responding to your letter.

I am pleased to advise that in accordance with the Minister's Guidelines and Rules, I am satisfied the proposed amendment meets the requirements and the council may now adopt the proposed amendment.

I appreciate the effort that has gone into making the proposed amendment.

If you require further information, my Chief of Staff, Ms Clare Manton can be contacted on (07) 3719 7170 or by email at [clare.manton@ministerial.qld.gov.au](mailto:clare.manton@ministerial.qld.gov.au).

Yours sincerely

A handwritten signature in blue ink, appearing to be "MS", written over a light blue horizontal line.

Meaghan Scanlon MP  
**Minister for Housing, Local Government and Planning**  
**Minister for Public Works**

## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.2 - Australian Local Government Association (ALGA) 2024 National General Assembly, Australian Council of Local Government

#### 11.2 Australian Local Government Association (ALGA) 2024 National General Assembly, Australian Council of Local Government

File Ref:

Consideration of an invitation to submit motions to ALGA's 2024 National General Assembly, and an invitation to attend the Australian Council of Local Government.

#### Council Action

Deliver

#### Applicable Legislation

*Local Government Act 2009*

*Local Government Regulation 2012*

#### Policy Considerations

N/A

#### Corporate and Operational Plan Considerations

OUR LEADERSHIP	
Corporate Plan Outcome	
5.2	Informed and considered decision making based on effective governance practices

#### Budget Considerations

Nil

#### Previous Council Resolutions related to this Matter

*(Res-2023-01-010)*

*Moved Cr Emslie seconded Cr Bignell*

*That Council:*

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

*CARRIED 5/0*

#### Officer Comment

#### Responsible Officer/s:

*Simon Kuttner – Manager of Governance and Economy*

## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.2 - Australian Local Government Association (ALGA) 2024 National General Assembly, Australian Council of Local Government

---

#### **Background:**

The Australian Local Government Association (ALGA) is the National peak advocacy body for Local Government. It conducts liaison with departments, Ministers and other parliamentarians at the Commonwealth level to achieve better outcomes for local Councils.

Each year, ALGA calls for notices of motion to be considered and supported at a national level at the National General Assembly held annually June/July.

The theme of the Conference differs from year to year and the theme for this year, 2024, is 'Building Community Trust'.

#### **Issue:**

To be eligible for inclusion in the NGA Business Papers and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. Be relevant to the work of local government nationally;
2. Not be focused on a specific jurisdiction, location or region – unless the project or issue has national implications;
3. To be consistent with the themes of the NGA;
4. Complement or build on the policy objectives of your state and territory local government association;
5. Be from a council which is a financial member of their state or territory local government association;
6. Propose a clear action and outcome;
7. Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government;
8. Address issues that will directly improve the capacity of local government to deliver services and infrastructure for the benefit of all Australian communities;
9. Not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another; and
10. Be supported by sufficient evidence to support the outcome being sought and demonstrate the relevance and significance of the matter to local government nationally.

Motions to the National General Assembly must commence with the following wording:  
"This National General Assembly calls on the Australian Government to ..."

In addition to the National General Assembly, The Australian Council of Local Government (ACLG) will be held on Friday, 5 July 2024 at the National Convention Centre in Canberra. The ACLG was first established as a formal meeting between senior leaders of local government and the Australian Government in 2008.

## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.2 - Australian Local Government Association (ALGA) 2024 National General Assembly, Australian Council of Local Government

---

The re-establishment of the ACLG builds on the Australian Government's commitment to work with local governments to build liveable and socially equitable communities in Australia's cities and regions.

The Department of Infrastructure, Transport, Regional Development, Communications and the Arts works with ALGA to deliver this important event.

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

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

Likelihood: Unlikely  
Consequence: Insignificant  
Rating: Low (2/25)

Risk has been assessed based on proceeding as recommended.

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

Nil.

#### **Other Comments:**

A copy of the Discussion Paper from the Australian Local Government Association is attached.

#### **Appendices**

1. [2024-NGA-Motions-Discussion-Paper.pdf](#) ↓
2. [ACLG2024 - Signed Letter - Mayor Rayner.pdf](#) ↓

#### **Recommendation:**

*That Council:*

1. *Receives the Australian Local Government Association (ALGA) National General Assembly 2024 discussion paper; and,*
2. *Approves for the Mayor, Chief Executive Officer, and Councillor/s to attend the Australian Local Government Association (ALGA) National General Assembly and associated meetings scheduled for 2-4 July 2024, and the Australian Council of Local Government on 5 July 2024.*

# 2024 NGA

Building  
Community  
Trust

National Convention Centre  
Canberra



AUSTRALIAN  
LOCAL GOVERNMENT  
ASSOCIATION



2 - 4  
JULY  
2024

DISCUSSION  
PAPER





## KEY DATES

29 March 2024 | Acceptance of Motions

2 July 2024 | Regional Cooperation & Development Forum

3 - 4 July 2024 | National General Assembly

5 July 2024 | Australian Council of Local Government

## TO SUBMIT YOUR MOTION

VISIT: **ALGA.COM.AU**



The Australian Local Government Association (ALGA) is pleased to convene the 30th National General Assembly of Local Government (NGA), to be held in Canberra from 2-4 July 2024.

As convenor of the NGA, the ALGA Board cordially invites all councils to send representatives to this important national event.

The NGA is the premier national gathering of local governments, and provides councils with the opportunity to come together, share ideas, debate motions, and most importantly unite and further build on the relationship between local government and the Australian Government.

This discussion paper contains essential information for Australian councils considering submitting motions for debate at the 2024 National General Assembly of Local Government (NGA).

It is recommended that all councils and delegates intending to attend the 2024 NGA familiarise themselves with the guidelines for motions contained in this paper on page 6.

## **BACKGROUND TO ALGA AND THE NGA**

ALGA was established 1947. In structure, ALGA is a federation of member state and territory associations. Its mission is to achieve outcomes for local government through advocacy with impact, and maximise the economic, environmental and social wellbeing of councils and our communities.

Since 1994, the NGA has built the profile of local government on the national stage, showcased the value of councils, and most importantly demonstrated - particularly to the Australian Government - the strength and value of working with local government to help deliver on national priorities.

Debate on motions was introduced to the NGA as a vehicle for councils from across the nation to canvas ideas. Outcomes of debate on motions (NGA Resolutions) could be used by participating councils to inform their own policies and priorities, as well as their advocacy when dealing with federal politicians.

At the same time, they help ALGA and its member state and territory associations gain valuable insight into council priorities, emerging national issues, and the level of need and support for new policy and program initiatives.

Given the structure of ALGA, its Constitution, and level of resources, the NGA does not bind the ALGA Board. However, the Board carefully considers NGA resolutions as it determines ALGA's policies, priorities and strategies to advance local governments within the national agenda.

This is your NGA and ALGA is pleased to act as the convenor. ALGA's policies and priorities will continue to be determined by the ALGA Board in the interests of all councils.

**The ALGA Board thanks all councils for attending the NGA and those that will take the time to reflect on the purpose of debate on motions outlined in this paper, and to submit motions for debate at the 2024 NGA.**

# SUBMITTING MOTIONS

Australia is one of the world's great democracies. It is held in high regard across the world but should never be taken for granted.

## **The theme of the 2024 NGA is - Building Community Trust.**

This theme aims to explore the critical importance of trust in governments, between governments, its institutions, and its citizens. This trust is a fundamental building block of our nation's democracy.

While relatively low key, over the past decade there has been increasing public debate by scholars and policy makers about the level of trust in government, its institutions and indeed the operation of our democracy more broadly.

Mark Evans et al (2019) published research in 'The Conversation' indicating that Australians' trust in politicians (our political representatives) and democracy has hit an all-time low. This report indicates 'fewer than 41% of Australian citizens are satisfied with the way democracy works in Australia, down from 86% in 2007.

Public satisfaction has fallen particularly sharply since 2013, when 72% of Australian citizens were satisfied. Generation X is least satisfied (31%) and Baby Boomers most satisfied (50%). Some political authors suggest that these trends in part explain the rise in popularity and the relative success of independents and micro or single-issue parties.

These statistics should be of concern to every level of government and those interested in the future of our communities and Australia's democratic system.

It is said that 'trust is hard-earned, easily lost, and difficult to re-establish - and a key to absolutely everything.' While media and public attention frequently focuses on levels of trust in the national and state governments, local governments have an equally important role in building, maintaining and indeed, often repairing government-community relationships.

At its most fundamental level, the 2024 NGA focusses on the role of local government and how all levels of government can help each other build, maintain and strengthen government-community relationships.

This discussion paper is a call for councils to submit motions for debate at the 2024 NGA to be held in Canberra from 2-4 July 2024.

Motions for this year's NGA should consider:

- how all levels of government in Australia can build trust in each other and earn greater trust from the community;
- practical opportunities for the Australian Government to leverage the trust that local communities have in their local council;
- focus on practical programs that can strengthen the system of local government nationally to provide the services and infrastructure required to support and strengthen our communities; and
- new program ideas that that would help the local government sector to deliver the Australian Government's objectives.

Motions should be concise, practical and implementable and meet the guidelines for motions set out in the paper.

You are encouraged to read all the sections of the paper but are not expected to respond to every issue or question. Your council's motion/s must address one or more of the issues identified in the discussion paper.

Motions must be lodged electronically using the online form available on the NGA website at: [www.alga.com.au](http://www.alga.com.au) and received no later than 11:59pm AEST on Friday 29 March 2024.

All notices of motions will be reviewed by the ALGA Board's NGA Sub-committee prior to publishing the NGA Business Paper to ensure that they meet these guidelines. This sub-committee reserves the right to select, edit or amend notices of motions to facilitate the efficient and effective management of debate on motions at the NGA.

All NGA resolutions will be published on [www.nationalgeneralassembly.com.au](http://www.nationalgeneralassembly.com.au).

As the host of the NGA, ALGA will communicate resolutions to the relevant Australian Government Minister and publish Ministerial responses as they are received on this website.

Please note that if your council does submit a motion, there is an expectation that a council representative will be present at the NGA to move and speak to that motion if required.

We look forward to hearing from you and seeing you at the 2024 NGA.

# CRITERIA FOR MOTIONS

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. Be relevant to the work of local government nationally.
2. Not be focused on a specific jurisdiction, location or region – unless the project or issue has national implications.
3. Be consistent with the themes of the NGA.
4. Complement or build on the policy objectives of ALGA and your state or territory local government association.
5. Be submitted by a council which is a financial member of their state or territory local government association.
6. Propose a clear action and outcome ie call on the Australian Government to act on something.
7. Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.
8. Address issues that will directly improve the capacity of local government to deliver services and infrastructure for the benefit of all Australian communities.
9. Not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
10. Be supported by sufficient evidence to support the outcome being sought and demonstrate the relevance and significance of the matter to local government nationally.

Motions must commence with the following wording:

***This National General Assembly calls on the Australian Government to ...***

**Please note that resolutions of the NGA do not automatically become ALGA's national policy positions.**

# OTHER THINGS TO CONSIDER

It is important to complete the background section of the submission form. Submitters of motions should not assume that NGA delegates will have background knowledge of the proposal. The background section helps all delegates, including those with no previous knowledge of the issue, in their consideration of the motion. Please note, motions should NOT be prescriptive in directing how the matter should be pursued.

**Try to keep motions practical, focussed and capable of implementation to ensure that relevant Australian Government Ministers provide considered, thoughtful and timely responses.**

Try to avoid motions that are complex, contain multi-dot points and require complex cross-portfolio implementation.

All motions submitted will be reviewed by the ALGA Board's NGA Sub-committee, in consultation with state and territory local government associations, to determine their eligibility for inclusion in the NGA Business Papers.

When reviewing motions, the Sub-committee considers the criteria, clarity of the motion and the importance and relevance of the issue to local government.

If there are any questions about the substance or intent of a motion, ALGA will raise these with the nominated contact officer. With the agreement of the submitting council, these motions may be edited before inclusion in the NGA Business Papers.

To ensure an efficient and effective debate, where there are numerous motions on a similar issue, the NGA Sub-committee will group these motions together under an overarching strategic motion. The strategic motions will have either been drafted by ALGA or will be based on a motion submitted by a council which best summarises the subject matter.

Debate will occur in accordance with the rules for debate published in the Business Papers and will focus on the strategic motions. Associated sub-motions will be debated by exception only or in accordance with the debating rules.

Any motion deemed to be primarily concerned with local or state issues will be referred to the relevant state or territory local government association and will not be included in the NGA Business Papers.

All motions require:

- a contact officer;
- a clear national objective;
- a summary of the key arguments in support of the motion; and
- endorsement of your council.

**Motions should be lodged electronically using the online form available at [www.alga.asn.au](http://www.alga.asn.au).  
Motions should be received no later than 11:59pm AEST on Friday 29 March 2024.**

# SETTING THE SCENE

The theme for NGA24 'Building Community Trust' aims to focus on the role of local government in the Australian system of government and explore the critical importance of trust in governments, between governments, its institutions, and our citizens.

In a recent essay on Capitalism after the Crisis (2023) the Treasurer the Hon Dr Jim Chalmers MP wrote:

*'Our mission is to redefine and reform our economy and institutions in ways that make our people and communities more resilient, and our society and democracy stronger as well.'*

The need to strengthen our democracy was also emphasised the Prime Minister the Hon Anthony Albanese MP in a speech at Queensland's Woodford Folk Festival toward the end of 2022:

*'I urge anyone who thinks our democracy is unassailable to have a look around the world. Even some of the oldest, most stable democracies have come under attack from a whole range of corrosive, insidious forces. No one is immune. Our democracy is precious, something we have carefully grown and nurtured from one generation to the next. One of our core responsibilities is to make it stronger, and the key to that strength is transparency and accountability.'*

In early 2023 the Australian Government established a taskforce to advise government on 'what can be done – practically – to strengthen Australian democracy'.

The 2024 NGA provides you - the elected representatives of Australia's local councils and communities - with the opportunity to engage with the Federal Government and key Ministers.

Further, it is your opportunity to advocate for new or expanded programs and key policy initiatives that could strengthen local governments, its capacity to deliver services and infrastructure to local communities across the nation. This service delivery is critical to build, maintain and strengthen the trust of our citizens.

This year's call for motion focusses on twelve priority areas:

- Intergovernmental relations;
- Financial sustainability;
- Roads and infrastructure;
- Emergency management;
- Housing and homelessness;
- Jobs and skills;
- Community services;
- Closing the Gap and Aboriginal and Torres Strait Islander Reconciliation;
- Data, digital technology and cyber security;
- Climate change and renewable energy;
- Environment; and
- Circular economy.





# 1. INTERGOVERNMENTAL RELATIONS

'Australia's federal structure, built upon reciprocal financial, legislative and policy responsibilities, requires intelligent cooperation on issues of strategic national significance.'

National Cabinet is a forum for the Prime Minister, Premiers and Chief Ministers to meet and work collaboratively. National Cabinet was established on 13 March 2020 and is chaired by the Prime Minister. The National Cabinet is a key mechanism in Australia's current intergovernmental architecture.

A representative of local government, the President of ALGA, is invited to meet with National Cabinet once each year. The President of ALGA also attends one meeting per year of the Council on Federal Financial Relations comprising the Commonwealth Treasurer as Chair and all state and territory treasurers.

A substantial body of research, from Australia and internationally, has highlighted that governments that work together are generally more successful in achieving shared national objectives, including economic recovery from events like the COVID-19 pandemic as well as in service and infrastructure delivery.

This research reinforces the need for local government to be included in relevant ministerial forums that support national priorities – from housing affordability to reaching net-zero emissions. ALGA currently participates in National Cabinet (1/year), Council on Federal Financial Relations (1/year), Infrastructure Transport Ministers Meeting, National Emergency Managers Meeting, Local Government Ministers Forum, Joint Council on Closing the Gap, Planning Ministers Meeting, Meeting of Environment Ministers, Energy and Climate Change Ministers and the Road Safety Ministers Meeting, to represent local government views.

Local government input can provide a community voice, enabling our intergovernmental forums to make decisions with greater legitimacy and authority.

*Given the importance of trust in governments, between governments and its citizens, how can intergovernmental arrangements be further improved in Australia?*

*Are there ways of maintaining and enhancing the community's trust in local government?*

*Are there new initiatives and programs that could be adopted to improve the level of cooperation and collaboration between the Australian Government and local government?*

## 2. FINANCIAL SUSTAINABILITY

Trust in governments is highly correlated with their ability to fulfill the implicit social contract between government and its citizens by keeping promises.

Local government is the third sphere of government in Australia's system of government. Councils are comprised of locally elected representatives who understand local needs and engage locally on strategies to meet those needs.

Councils are responsible for providing a wide range of critical local area services including planning, libraries, waste management systems, transport and infrastructure (eg roads and footpaths, parks, sporting grounds and swimming pools) and social services.

These services are critical to the wellbeing, liveability and productivity of all local communities, and therefore the nation. Equally important is the sustaining of democratic processes at the local and regional level.

Local government's total annual expenditure in 2021 -22 was approximately \$43.6 billion. Non-financial assets including roads, community infrastructure such as buildings, facilities, airports, water, and sewerage (in some states) including land, are valued at \$539 billion [ABS Government Finance Statistics, Australia, 2021-22].

In 2021-22, the Australian Government provided \$2.6 billion in Financial Assistance Grants funding to councils. This included \$1.3b which was brought forward from the 2021-22 estimate and paid through state and territory governments in 2020-21.

Nationally, local government derives nearly 90% of its revenue from its own sources (including rates and services charges), compared to around 50% for state governments. Grants from other levels of government make up just over 10% of local government's total revenue, however these grants are particularly important in areas with a low-rate base, and/or high growth rates, and rapidly expanding service and infrastructure needs.

In 2021-22 Financial Assistance Grants to local governments was less than 0.6% of Commonwealth taxation revenue (CTR), a significant drop from 1996 when these grants were at 1% of CTR. In 2023-24 Financial Assistance Grants have fallen to 0.5% of Commonwealth taxation.

*What improvements are needed to the intergovernmental financial transfer system, particularly the Commonwealth transfers to local government, to enhance the community's trust in local government and by extension all governments?*

*Noting that Commonwealth tied funding is provided with detailed requirements how can this system be improved to provide flexibility and maximize the benefit to local communities?*

## 3. ROADS AND INFRASTRUCTURE

ALGA's 2021 National State of the Assets Report (NSoA) is currently being updated and expected to be launched in 2024. The most recent NSoA shows that while most local government assets such as roads, bridges, buildings, parks and recreation, stormwater, water and wastewater, and airports and aerodromes are generally in good to very good condition, around 10% are not fit for purpose, and around 20–25% are only fair and over time will need attention.

The last NSoA found that in 2019–20 non-financial infrastructure assets were valued at \$342 billion and were depreciating at \$7.7 billion per year. Replacement costs of these infrastructure assets were in the order of \$533 billion.

Local government assets make up a significant proportion of the physical structure of local communities and often provide critical access to and support for citizens to engage in state and national assets and opportunities.

For example, local roads provide important “first and last-mile access” for communities and industry to road networks, integral to economic development and community connection. Local sporting grounds can provide access for community groups to build community participation that has social, health and economic benefits.

*Are there programs or initiatives that the Australian Government could adopt to improve the long-term sustainability of local government infrastructure?*

*Are there programs or initiatives that the Australian Government could provide to improve the sector's capacity to manage local government infrastructure and to integrate these plans into long-term financial plans?*

*Are there programs or initiatives that the Australian Government could develop to maintain, strengthen and enhance the reputation of Australia's infrastructure providers, including local government?*

## 4. EMERGENCY MANAGEMENT

In 2022 alone, 46 disasters were declared across Australia, covering more than 300 different council areas. In recent years, almost every Australian council has been impacted in some way by fires, floods, or cyclones.

Last year's flooding caused a damage bill of approximately \$3.8 billion to local roads across Queensland, New South Wales, Victoria and South Australia. This was just a fraction of the total disaster costs incurred by governments across the country.

There have been numerous NGA motions in recent years regarding natural disasters and this has been a significant priority in ALGA's advocacy program.

In 2022 ALGA successfully advocated for a new \$200 million per year Disaster Ready Fund, with the first round of funding allocated in June 2023. This fund will support councils and communities to mitigate against the risk of future disasters and help address the significant imbalance between mitigation and recovery spending.

Councils are encouraged to draw on their practical experience of the improvements that could be made to managing emergencies.

Please note that many aspects of emergency management are state or territory responsibilities, and your motions should focus on how the Australian Government could assist.

*What new programs, or improvements to existing programs, could the Australian Government develop to partner with local government to improve the current natural disaster management systems to further assist in recovery and build resilience?*

## 5. HOUSING AND HOMELESSNESS

Almost every Australian council and community is facing challenges around a lack of affordable housing.

Alarming research by the UNSW City Futures Research Centre shows 640,000 Australian households – or one in 15 households – are under housing stress.

All levels of government, including councils, have a fundamental role to play in addressing this crisis, which is being compounded by high interest rates, rising construction costs and skills shortages.

At a national level, ALGA is a signatory to the National Housing Accord, and in 2023 successfully advocated for a new \$500 million Housing Support Program for state and local governments to deliver supporting infrastructure for new housing developments.

While the provision of affordable housing is not a local government responsibility, councils have a role to play in ensuring there is enough suitably located land available for housing and that a diversity of housing stock is supported. Councils also want to ensure that new housing developments are supported with the necessary services and infrastructure to create liveable and sustainable communities.

Many councils are also addressing thin markets and developing land and housing themselves, delivering local solutions to meet the needs of their communities.

Councils also want to ensure that they engaged with planning decisions that affect local communities. Taking planning powers away from councils does not always support the best local outcomes.

Councils also play an important role addressing some of the causes of homelessness, including social inclusion programs that can assist mental health and family violence issues, as well as providing support for people currently experiencing homelessness.

*What new programs and policies could the Australian Government develop to partner with local government to support the provision of more affordable housing?*

*How can the Australian Government work with councils to address the causes and impacts of homelessness?*

## 6. JOBS AND SKILLS

Local government is a major employer in Australia providing employment, career advancement and training opportunities for more than 190,800 Australians, across an estimated 400 occupations.

However, councils are facing significant jobs and skills shortages that are constraining their capacity to deliver services and build and maintain local infrastructure.

ALGA's 2022 National Local Government Workforce Skills and Capability Survey indicated that more than 90 percent of Australia's 537 councils were experiencing skills shortages.

The survey also showed that for approximately two-thirds of these councils, these shortages were impacting on project delivery.

In particular, councils are facing a shortage of planners, engineers, building surveyors, environmental officers and human resources professionals.

Skills shortages occur for a variety of reasons including an inability to compete against the private sector, worker accommodation, support services for families, ageing of the workforce and geographic isolation.

*Are there programs or initiatives that the Australian Government could implement that would enhance local government's capacity to attract and retain appropriately skilled staff now and into the future?*

*Are there programs or changes to existing programs that would increase local government's ability to employ apprentices and trainees?*

*Are there other initiatives that the Australian Government could provide to improve the sector's ability to plan and develop skills fit for the future?*

## 7. COMMUNITY SERVICES

Councils provide a wide range of services based on local characteristics, needs, priorities, and the resources of their community. Indeed, it is this level of responsiveness and accountability to the local community that is an essential feature of democratic local governments worldwide.

Some of these services are provided to address market failure, and many of them are provided by councils on behalf of other levels of government.

It is important to note that nationally local government is more than 83% self-sufficient ie funded at the local level either through rates, fees and charges, sale of goods and services, or interest. The Australian Bureau of Statistics data shows that total local government annual expenditure in 2021-22 was \$43.6 billion.

Only 17% comes from grants and subsidies from other levels of government. Unfortunately, many of these grants and subsidies are tied, or require matching funding which restricts the ability to address local priorities in the way the council and community might need.

Arguably there is no greater obligation upon government than to maintain the trust that citizens have in meeting their community services obligations and promises, particularly to society's most vulnerable.

Local government community services are broadly defined, and may include but are not limited to:

- environmental health including food safety;
- childcare, early childhood education, municipal health;
- aged care, senior citizens;
- services to people living with disability;
- programs to address disadvantage, to reduce poverty and homelessness;
- sporting and recreational programs;
- arts and cultural activities, programs and festivals;
- tourism and economic development activities; and
- library services.

*Noting the funding arrangements for the provision of local government community services are there programs and initiatives that the Australian Government could implement to improve the delivery of these services?*

*Are there reforms or improvements in national community services program that would help local governments support the Australian Government to deliver on its national objectives?*

## 8. CLOSING THE GAP AND ABORIGINAL AND TORRES STRAIT ISLANDER RECONCILIATION

In 2021, ALGA co-signed a landmark national agreement to close the gap between Indigenous and non-Indigenous Australians. At the heart of the National Agreement on Closing the Gap Partnership are four agreed priority reform targets and 19 socio-economic targets in areas including education, employment, health and wellbeing, justice, safety, housing, land and waters, and Aboriginal and Torres Strait Islander languages.

The Indigenous Voice Co-design Final Report to the Australian Government was released in December 2021. The Local & Regional Voice will contribute to achieving the Closing the Gap outcomes by providing avenues for Indigenous voices to be heard, including to provide feedback to government on Closing the Gap.

As the level of government closest to the people, councils have an essential role supporting and helping to steer the development of policies and programs in partnership with local Indigenous peoples that address closing the gap priorities at the local and regional level.

Local government plays a positive role in reconciliation and celebrating Indigenous culture and identity, and sustainably funded could work effectively to reduce Indigenous disadvantage in all its forms.

On 14 October 2023, Australians voted in a referendum about whether to change the Constitution to recognise the First Peoples of Australia by establishing a body called the Aboriginal and Torres Strait Islander Voice. The referendum did not pass.

*Are there programs or initiatives that the Australian Government could adopt to assist local government to advance reconciliation and close the gap?*

*Are there practical programs or initiatives that local government and the Australian Government could introduce to maintain, build and strengthen the level of trust between Aboriginal and Torres Strait Islanders and governments?*



# 9. DATA, DIGITAL TECHNOLOGY AND CYBER SECURITY

Provision of information technology to all Australians is vital to innovation, economic growth, and social equity. However, it is potentially even more important to regional Australia where the tyranny of distance increases the inequity of services available – including education, health, economic and social. Innovative technology is becoming more broadly available and could boost productivity and economic growth.

Councils around Australia continue to embrace new technologies to improve their service delivery standards and broaden consultation and engagement with their local communities. However, implementation can be hindered without access to basic technological infrastructure and the necessary IT skills and resources.

In recent times, cyber-attacks on major corporations and other businesses have resulted in significant data breaches. It is a timely reminder as digital information, services and products become an increasing feature of modern business operation including in local government.

Like all risks, local government must manage the risk of cyber-attacks and address cyber security. At a national level, there is limited understanding of local governments' vulnerability to cyber-attacks, preparedness and adequacy of risk management strategies or business continuity planning.

While this is primarily a responsibility of the sector itself, governments at all levels must work together to ensure that the public have confidence in government information management systems and its security.

*Drawing upon your council's experience, and your knowledge of other councils within your state or territory, are there programs and initiatives that the Australian Government could implement to help local government develop its digital technology services and infrastructure?*

*Are there actions the Australian Government could take to improve cyber security within the local government sector?*

# 10. CLIMATE CHANGE AND RENEWABLE ENERGY

Australia's changing climate presents a significant challenge to governments, individuals, communities, businesses, industry, and the environment.

The Australian Government has committed to address climate change and in June 2022 submitted its revised National Determined Contribution (NDC) to the United Nations Framework Convention on Climate Change. The revised NDC included reaffirming a target of net zero emissions by 2050 and committing to reduce greenhouse gas emissions by 43% from 2005 levels.

Local governments have played an important leadership role in addressing climate change, and councils have supported a wide range of community-based programs and initiatives to lower the carbon footprint of their own business operations and of their local communities.

As a sector, local government has been an advocate and active participant in the debate for lowering carbon emissions, is sourcing renewable energy, has responded creatively to reduce greenhouse gas emissions from landfills, and facilitated the construction of green buildings and water sensitive design of cities and towns.

Local government has been at the forefront in addressing the impacts of climate change and adaptation to climate change. In particular, councils have a practical understanding of the risk and impact of climate change on Australia's infrastructure and physical assets, natural ecosystems, local economies and their community.

*Noting the Australian Government's approach to reducing emissions, are there partnerships, programs, and initiatives that local government and the Australian Government can form to achieve Australia's 2050 net zero emissions target?*

*Are there initiatives that could assist local governments to build trust in the community for implementation of key climate change and emissions reduction initiatives?*

# 11. ENVIRONMENT

Australia's 537 local councils play an essential role in providing, regulating and managing Australia's environmental services and infrastructure.

Whether it's biodiversity, biosecurity, natural resource management (NRM), contaminated lands, waste management, water resources, sustainability or roadside environments, councils are responsible for educating households and businesses on environment policy, as well as driving environmental programs and initiatives in their local communities.

In recent years the National General Assembly has considered a range of environmental issues, and passed resolutions on biodiversity, biosecurity, conservation, climate change and water security.

*How could the Australian Government partner with local government to strengthen Australia's environmental services and infrastructure?*

*What new programs could the Australian Government partner with local government in to progress local regional and national objectives?*



## 12. CIRCULAR ECONOMY

Local government is responsible for the management of household and domestic waste and has a critical role to play in further developing the circular economy.

Australia's 537 councils manage approximately 26 percent of Australian waste, either directly or through contractual arrangements. Each year, local governments collect around 9.7 million tonnes of waste from kerbside bin services, sort it at material recovery facilities (MRFs), and dispatch what can be recycled to reprocessing facilities in Australia and overseas.

Where waste cannot be recovered it is landfilled, and local governments in most jurisdictions must pay a significant levy per tonne for landfilled waste, as well as incur the operational costs of maintaining and managing a landfill.

Collecting, treating, and disposing of Australian domestic waste costs local government an estimated \$3.5 billion annually. Local government also dedicates resources to administering community waste-education programs, collecting litter, addressing illegal rubbish dumping, and ensuring compliance with waste bylaws.

In November 2023, Australia's Environment Ministers agreed that the Federal Government would establish new regulations for packaging as well as mandate how packaging is designed, develop minimum recycled content requirements and prohibit harmful chemicals being used. These changes are expected to have a positive impact on the amount of waste sent to landfill, and the costs borne by councils and their communities.

*How could the Australian Government further strengthen product stewardship arrangements to support local governments in their endeavours to increase recycling and reduce the volume of waste?*

*How could the Australian Government partner with local government to advance the circular economy?*

# CONCLUSION

Thank you for taking the time to read this discussion paper and your support for the 2024 National General Assembly of Local Government.

## **A FINAL REMINDER:**

- » Motions should be lodged electronically at [www.alga.com.au](http://www.alga.com.au) and received no later than 11.59pm on Friday 29 March 2024.
- » Motions must meet the criteria published in this paper.
- » Motions should commence with the following wording: 'This National General Assembly calls on the Australian Government to...'
- » Motions should not be prescriptive in directing how the matter should be pursued.
- » Motions should be practical, focussed and relatively simple.
- » It is important to complete the background section on the form.
- » Motions must not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
- » When your council submits a motion there is an expectation that a council representative will be present at the 2024 National General Assembly to move and speak to that motion if required.
- » Resolutions of the National General Assembly do not automatically become ALGA's national policy positions. The resolutions are used by the ALGA Board to inform policies, priorities and strategies to advance local governments within the national agenda.

We look forward to hearing from you and seeing you at the 2024 National General Assembly in Canberra.





AUSTRALIAN  
**LOCAL GOVERNMENT**  
ASSOCIATION

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Deakin, ACT, 2600 | [alga@alga.asn.au](mailto:alga@alga.asn.au)

[www.alga.com.au](http://www.alga.com.au)

**11.2 - Australian Local Government Association (ALGA) 2024 National General Assembly,  
Australian Council of Local Government --Appendix 2**

OFFICIAL



**THE HON CATHERINE KING MP**  
Minister for Infrastructure, Transport,  
Regional Development and Local Government

**THE HON KRISTY McBAIN MP**  
Minister for Regional Development, Local Government  
and Territories

MC24-00074

Mayor Tony Rayner  
Longreach Regional Council  
PO Box 144  
ILFRACOMBE QLD 4727

Dear Mayor Rayner,



**Save the date for the 2024 Australian Council of Local Government**

We are writing to advise that the Australian Council of Local Government (ACLG) will be held on Friday, 5 July 2024 at the National Convention Centre in Canberra. A Gala Dinner is also planned for the evening of Thursday, 4 July 2024. The 2024 National Awards for Local Government will be announced in conjunction with the 2024 ACLG events.

We would appreciate if you could please keep these dates free to attend both events.

Last year's ACLG was a great success with 686 delegates attending, representing 296 Councils, with 201 Mayors attending. The feedback we received from our Ministerial colleagues in attendance last year was that they found the engagement with local government representatives across the Forum and Dinner extremely valuable.

The ACLG in 2024 will again bring Ministers and local governments together to discuss key issues and workshop potential solutions, especially those in which local government plays a leading role. The Commonwealth will meet the costs of the ACLG Forum and the ACLG Gala Dinner, however each attendee will need to bear the cost of their travel and accommodation.

More information regarding event registrations, forum agenda and the 2024 National Awards for Local Government will be sent out by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts in due course.

For ACLG enquiries contact: [ACLGInbox@infrastructure.gov.au](mailto:ACLGInbox@infrastructure.gov.au). For NALG enquiries contact: [Awards@infrastructure.gov.au](mailto:Awards@infrastructure.gov.au).

We look forward to meeting you at the events and to the important conversations we will have.

Yours sincerely

Handwritten signature of Catherine King in blue ink.

**CATHERINE KING**

Handwritten signature of Kristy McBain in blue ink.

**KRISTY McBAIN**

PO Box 6022 Parliament House, Canberra ACT 2600 Tel: (02) 6277 7520

OFFICIAL



**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.3 - Workplace Health and Safety Report**

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**11.3 Workplace Health and Safety Report**

File Ref:

This report provides a summary of Council's health and safety performance as at 31 January 2024, highlighting issues, risks and opportunities impacting on employee health and safety in the workplace.

**Council Action**

Recognise

**Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012*

*Workplace Health and Safety Act 2011*

*Workplace Health and Safety Regulations 2011*

**Policy Considerations**

Workplace Health and Safety Policy No 10.2

**Corporate and Operational Plan Considerations**

OUR LEADERSHIP	
Corporate Plan Outcome	
5.1	Council will have a values driven culture.

**Budget Considerations**

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

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

**Responsible Officer/s:** *Grace Cronin-Jones, Manager of Human Resources, Safety and Wellness*

**Background:**

Workplace Health and Safety provides a monthly update report of Council's health and safety performance.

**Issue:**

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

## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.3 - Workplace Health and Safety Report

- There were five personal injury incidents reported in January:
  - Two incidents which were minor and required first aid only; and
  - The remaining three incidents were also considered minor, however, required medical treatment and were the result of slips, trips and falls and poor ergonomics. All workers have returned to full duties.
- There were four incidents reported of property damage as follows:
  - A VMS signage board was damaged during a weather event;
  - Two report of damage at Council facilities to fire and first aid equipment, with one incident reported as wilful damage.
  - The remain incident was glass damage of a vehicle windscreen.
- There were no incidents considered notifiable under Queensland Workplace Health and Safety requirements.

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



#### **Safety Updates/Consultation**

- Work has commenced in relation to an audit program of Council’s critical risks across all functions areas. Due to the number of identified categories of Critical Risk and the number of diverse functions Council undertakes, this audit will be conducted from January through to 31 March 2024. This will involve a number of site visits, interactions with all levels of staff and assessing how Council’s SMS treats the current categories of critical risk and our overall alignment to ISO45001.

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

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

Likelihood:           Possible  
 Consequence:       Minor

## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.3 - Workplace Health and Safety Report

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Rating: M6

Risk assessments continue to be applied across our various work to ensure that suitable controls for hazards are implemented.

**Environmental Management Factors:**

Nil

**Other Comments:**

Nil

***Recommendation:***

*That Council receives the Workplace Health and Safety Update for January 2024, as presented.*

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.4 - Information Report - Planning & Development Report**

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**11.4 Information Report - Planning & Development Report**

File Ref:

This report provides an update on Development Services that has occurred during the month of January 2024.

**Council Action**

Deliver

**Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012*

**Policy Considerations**

n/a

**Corporate and Operational Plan Considerations**

<b>OUR COMMUNITY</b>	
<b>Corporate Plan Outcome</b>	
1.1	Council infrastructure and services support liveability and community amenity.

<b>OUR ECONOMY</b>	
<b>Corporate Plan Outcome</b>	
2.2	Council infrastructure and services support local industries and growth opportunities.

<b>OUR LEADERSHIP</b>	
<b>Corporate Plan Outcome</b>	
5.2	Informed and considered decision making based on effective governance practices.

**Budget Considerations**

Nil

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

**Responsible Officer/s:**

*Emily O'Hanlon, Business Support Officer*

*Simon Kuttner, Manager of Governance and Economy*

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.4 - Information Report - Planning & Development Report**

**Background**

This information report provides a monthly update on the planning services that Council provides to support planning and development activity across the local government area.

**Issue:**

**1. DEVELOPMENT ASSESSMENT**

No new applications have been received by Council since the last monthly report. There are no applications currently under assessment.

**2. GENERAL PLANNING SERVICES, ENQUIRIES AND ADVICE**

**2.1 CUSTOMER REQUESTS**

The following customer requests have been received and responded to over the past month:

<b>PLANNING ENQUIRIES</b>			
<b>Date received</b>	<b>Customer Details</b>	<b>Details of Enquiry</b>	<b>Status</b>
23/01/24	State Government Entity	<u>Request</u> Council received notification of a State government housing project.  <u>Advice</u> <ul style="list-style-type: none"> <li>• The site is in the Low density residential zone</li> <li>• The project will proceed under the Public housing exemption and not require Council approval.</li> <li>• No further action from Council is required.</li> </ul>	Closed
30/01/24	State Government Entity	<u>Meeting</u> Council met with the State government regarding a State government accommodation project. The project will proceed under the Public housing exemption and not require Council approval.	Closed
<b>PLANNING AND DEVELOPMENT CERTIFICATES</b>			
<b>Date received</b>	<b>Customer details</b>	<b>Type</b>	<b>Status</b>

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.4 - Information Report - Planning & Development Report**

<b>PLANNING ENQUIRIES</b>			
<b>Date received</b>	<b>Customer Details</b>	<b>Details of Enquiry</b>	<b>Status</b>
15/01/24	Conveyancing company	Council received a Standard Planning and Development Certificate for a landholding in the Low Density Residential Zone.	Issued
<b>EXEMPTION CERTIFICATES</b>			
Nil			
<b>SURVEY PLAN ENDORSEMENT</b>			
Nil			

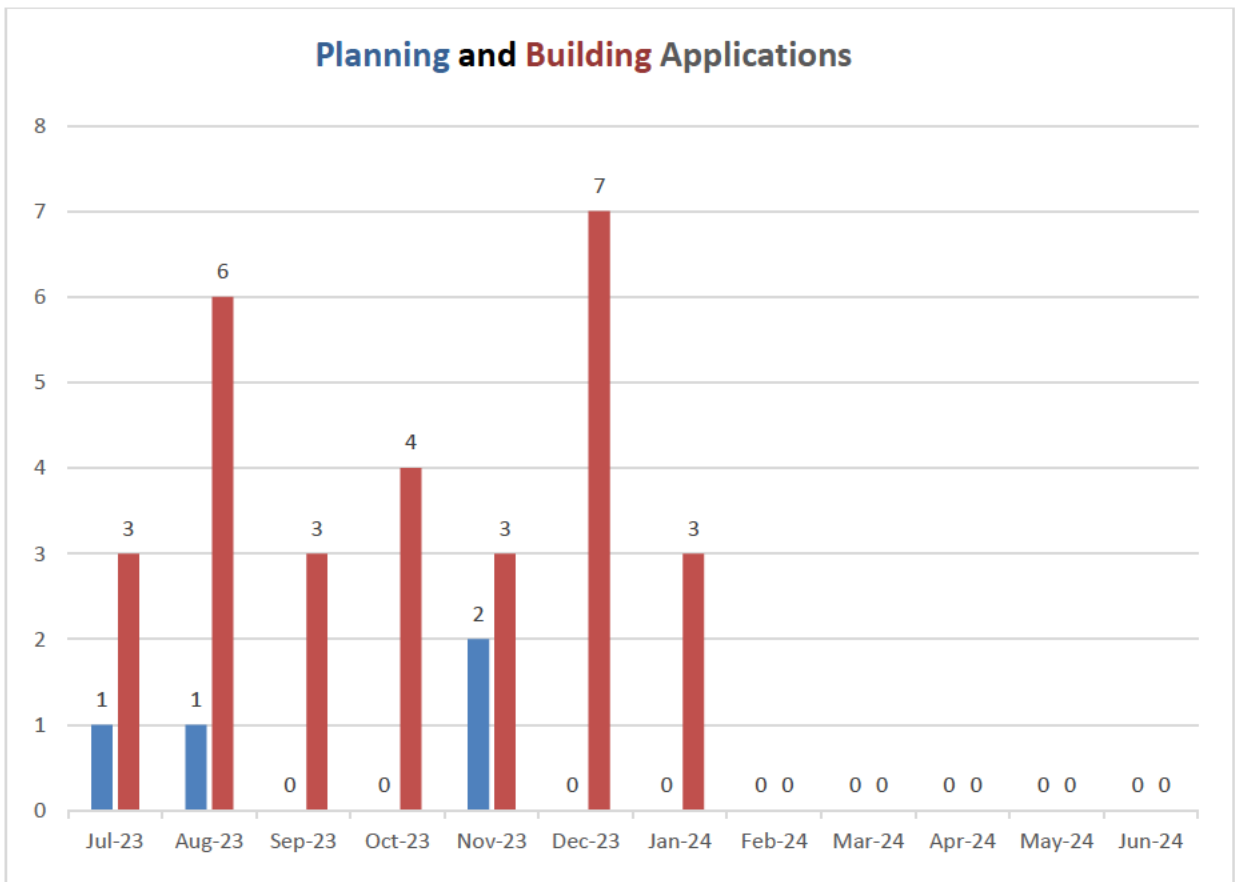
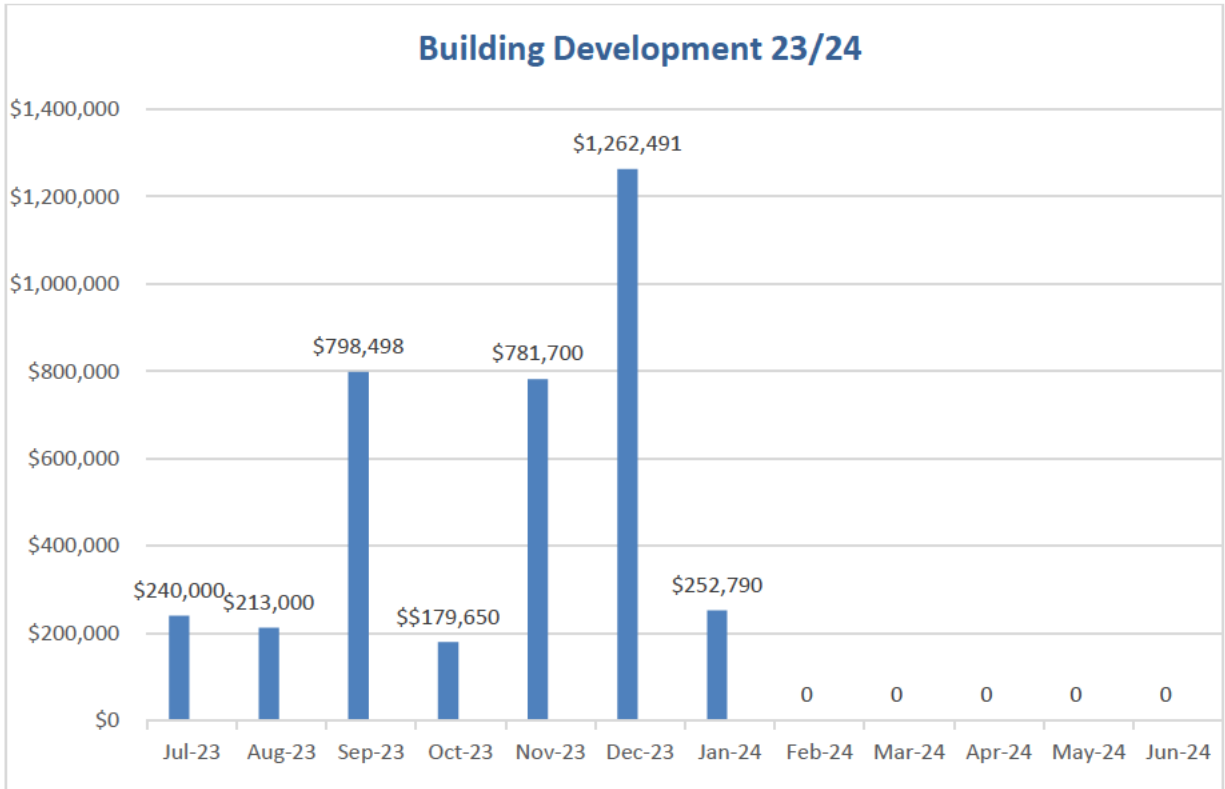
**Development Applications Received**

<b>Application Type</b>	<b>January</b>	<b>YTD</b>
Building (Council Certifier)	2	18
Building (Private Certifier)	1	9
Certificate of Classification	1	1
Change of Classification	0	0
Endorsement of Survey Plan	0	0
Exemption Certificate	0	2
Material Change of Use	0	0
Minor Change (MCU)	0	0
Minor Change (Op Works)	0	0
Building Work (Assessable)	0	0
Operational Works	0	0
Plumbing & Drainage	6	12
Reconfiguration of a Lot	0	2
Siting Variation	0	3
Building Record Searches/ Planning Certificates	4	12
Operational Works - Bore	2	3
<b>Total</b>	<b>16</b>	<b>62</b>

**Project Value of Building Applications**

<b>Date</b>	<b>Development Type</b>	<b>Development Details</b>	<b>Value of Work</b>	<b>Location</b>
Carried forward			\$3,413,481	
18/01/2024	Building	Extension to Dwelling	\$142,790	Longreach
22/01/2024	Building	Shed	\$50,000	Longreach
30/01/2024	Building	Shed	\$60,000	Longreach
<b>January</b>			<b>\$252,790</b>	
<b>Total</b>		<b>Total Development for '23/'24 Year</b>	<b>\$3,666,271</b>	

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.4 - Information Report - Planning & Development Report**



**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.4 - Information Report - Planning & Development Report**

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**2.2 LONGREACH REGIONAL COUNCIL PLANNING SCHEME - PROPOSED MAJOR AMENDMENT PROJECT**

Reel Planning has been engaged to assist Council to undertake a proposed major amendment to the *Longreach Regional Council Planning Scheme 2015*.

On 13 November 2023, Reel Planning on behalf of Council submitted a notice to the Planning Minister to request approval to adopt the major amendment.

On 30 January 2024 the Planning Minister advised Council that the proposed amendment meets the relevant requirements and that the Council may now adopt the proposed amendment.

The next step for Council is to resolve to adopt the proposed amendment, however this step cannot occur whilst Council is in the caretaker period.

**Risk Management Factors:**

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

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

Risk has been calculated based on proceeding as recommended.

**Environmental Management Factors:**

Nil

**Other Comments:**

Nil

**Recommendation:**

*That Council receives the Planning and Development information report, as presented.*



**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.5 - Information Report - Governance**

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**11.5 Information Report - Governance**

File Ref:

This report provides an update on a range of activities that have occurred over the previous month for the Governance Directorate.

**Council Action**

Recognise  
Deliver

**Applicable Legislation**

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

**Policy Considerations**

Nil

**Corporate and Operational Plan Considerations**

OUR LEADERSHIP	
Corporate Plan Outcome	
5.2	Informed and considered decision making based on effective governance practices

**Budget Considerations**

Nil

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

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

**Background:**

Officers provide an information update to Council on a monthly basis to outline achievements, challenges and statistical information for the various functional areas of Council.

**Issue:**

**Chief Executive Officer Update**

Following is a summary of activities undertaken for the period to 7 February 2024:

**Strategic Leadership**

- Attend monthly RAPAD meeting (Longreach)

## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.5 - Information Report - Governance

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- Attend monthly CEOs of the West (COWS) meeting (zoom)
- Attend DDMG meetings re potential flooding

#### **Operational Management**

- Lodge Business Case for Longreach Water Security project
- Lodge Regional Interests Development Application (RIDA) for the Thomson River Weirs
- Pursue discussions re Starlight's Lookout land tenure

#### **Financial Management**

- Negotiate tender for sale of Lot 201
- Attend budget workshops with operational and finance teams

#### **Workforce Capability**

- Attend leadership training for managers and supervisors
- New regional Environmental Health Officer commenced
- Receive results from staff culture survey

#### **Stakeholder Engagement**

- Meet with Peter Britton re land development opportunities
- Meet with Qld Reconstruction Authority re flood damage and storm damage
- Meet with Qld Airports Ltd re airport land
- Meet with Australia Day Ambassador, Ross McKinnon
- Attend the launch of the new renal unit construction at Longreach Hospital
- Attend Longreach State School leadership inductions
- Meet with the owners of the Longreach Motor Inn re upgrades
- Meet with Gavin Hill, District Director of Transport & Main Roads, re future projects
- Attend Australia Day events in Longreach and Ilfracombe
- Meet with Patrick Nolan, Artistic Director of Opera Queensland
- Meet with Lance Smith re Outback Trailblazer
- Meet with Qld Helicopters re future plans

#### **Risk Management**

- Attend Longreach Regional Council Safety Committee meeting

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.5 - Information Report - Governance**

**Calendar of Council Events**

<b>February 2024</b>			
14 Wednesday 9.00am-5.00pm	Council Briefing	Fairmount Room, Longreach Civic Centre	Councillors Executive Leadership Team
15 Thursday 9.00am-3.00pm	Ordinary Council Meeting	Recreational Centre, Ilfracombe	Councillors Executive Leadership Team Open to the public
<b>March 2024</b>			
13 Wednesday	Budget Workshop	Fairmount Room, Longreach Civic Centre	Councillors Executive Leadership Team
14 Thursday 9.00am-3.00pm	Ordinary Council Meeting	Fairmount Room, Longreach Civic Centre	Councillors Executive Leadership Team Open to the public
16 Saturday	LG Election	Postal Vote	

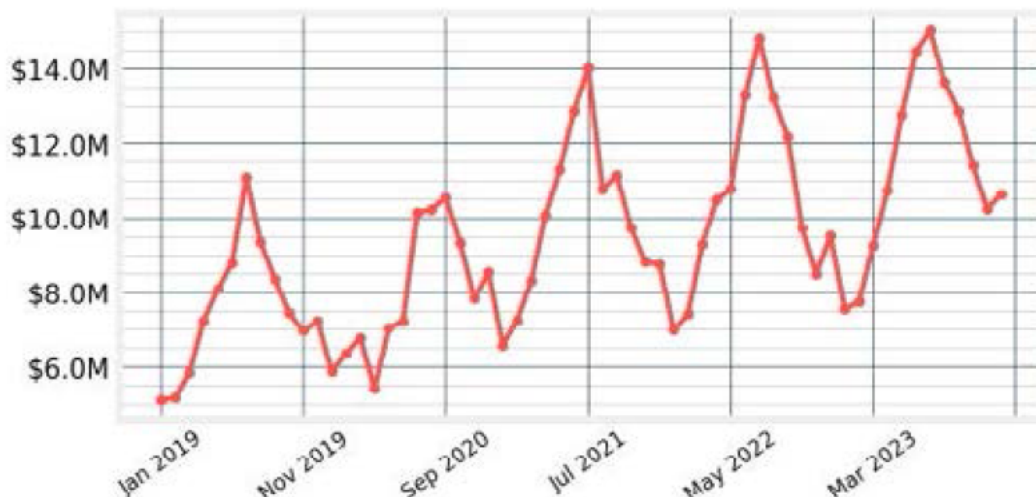
**Economic/Consumer Spending Data (Spendmapp)**

January data has not yet been released. Presented here is data for December 2023:

Total Local Spend was \$10.6M. This is an 11.67% increase from the same time last year.  
 Resident Local Spend was \$7.9M. This is a 14.26% increase from the same time last year.  
 Visitor Local Spend was \$2.8M. This is a 4.87% increase from the same time last year.  
 Resident Escape Spend was \$7.5M. This is a 13.57% increase from the same time last year.

Total Local Spend

The total amount spent with merchants within the Longreach Regional Council LGA.



The Top 3 Suburbs by Resident Escape Spend for December 2023

Resident Escape Spend by destination Suburbs (i.e. where the spending goes to).

- Emerald: \$400k
- Yeppoon: \$220k
- West Rockhampton: \$210k

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.5 - Information Report - Governance**

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Night Time Economy for December 2023

The biggest spending night of the month of December 2023 was Friday 8 December.



**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.5 - Information Report - Governance**

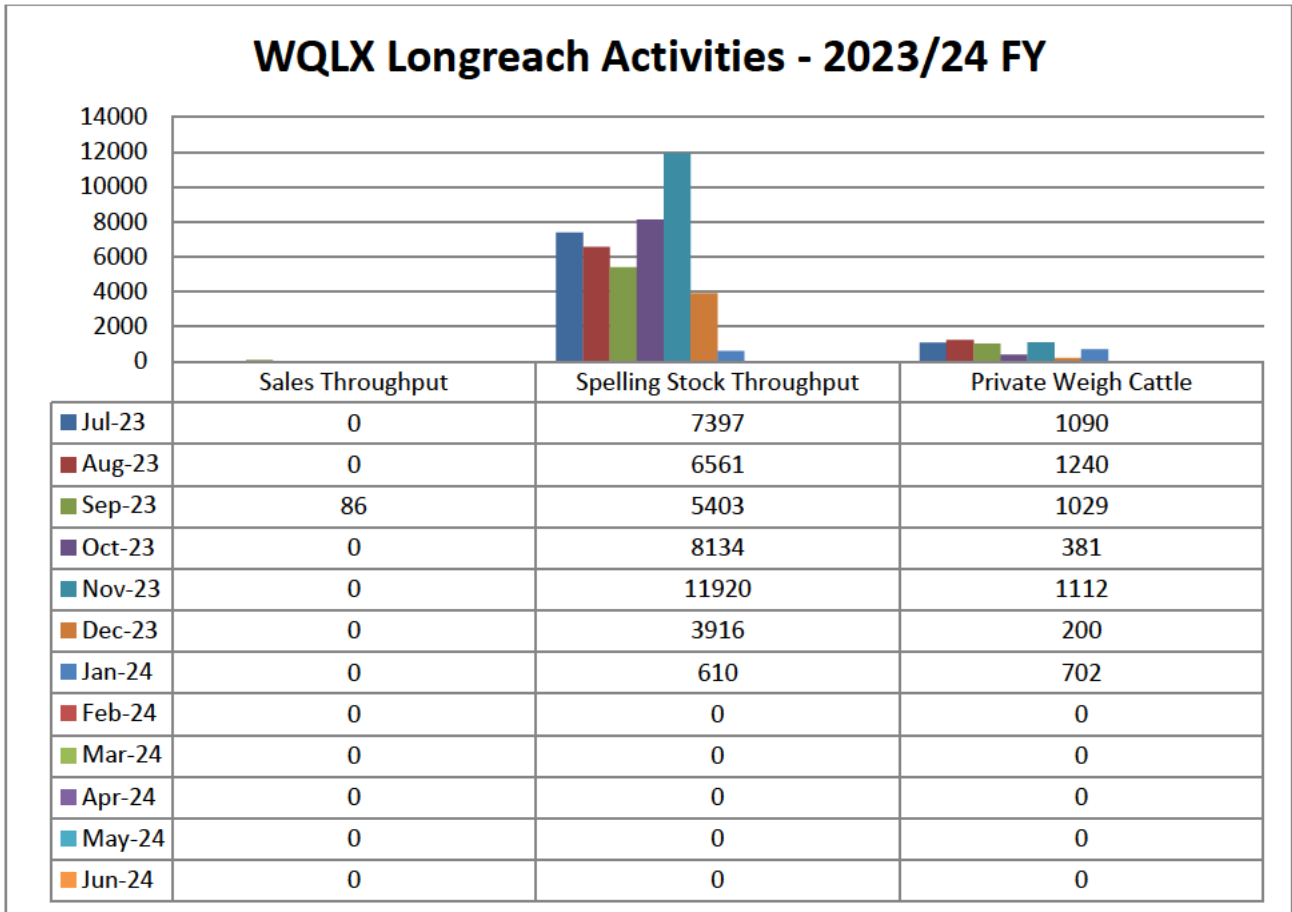
**Human Resources**

**Staffing Levels as at 31 January 2024**

ALL Employees FTE	Operational	Admin/ Supervisors	Contract	Total	Last Month	30/06/2023
Full Time	80.0	53.0	13.0	146	151	145.0
Permanent Part Time	3.12	3.21	0.83	7.16	6.86	7.7
Contracted Staff (Consultants)	-	-	-	-	-	-
<b>Total Permanent Employees</b>	<b>83.12</b>	<b>56.21</b>	<b>13.83</b>	<b>153.16</b>	<b>157.86</b>	<b>152.7</b>
Temporary Full Time	2.0	2.0	-	<b>4.0</b>	<b>3.0</b>	<b>5.0</b>
Temporary Part Time	-	0.7	-	<b>0.7</b>	<b>0.7</b>	-
Apprentices - Trades	3.0	-	-	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
Traineeships	-	-	-	-	-	-
Casual Staff	1.73	0.48	-	<b>2.21</b>	<b>4.38</b>	<b>4.1</b>
<b>Total Temporary Employees</b>	<b>6.73</b>	<b>6.17</b>	<b>-</b>	<b>12.9</b>	<b>11.07</b>	<b>12.1</b>
<b>Total Current Employees FTE</b>	<b>89.85</b>	<b>62.38</b>	<b>13.83</b>	<b>166.06</b>	<b>168.93</b>	<b>164.8</b>
Current Vacant Positions	10.0	5.0	-	<b>15.0</b>	<b>11.0</b>	<b>13.0</b>
<b>Complement FTE</b>				<b>181.06</b>	<b>179.93</b>	<b>177.8</b>

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.5 - Information Report - Governance**

**Saleyards – Throughput Figures**



**Regulatory Services – Compliance (Local Laws)**

Throughout January, Regulatory Services Compliance Officers continued with routine tasks, including town patrols, monitoring illegal water use, overgrown vegetation, feral animal control, abandoned vehicles, pest weed spraying and various animal related non-compliances. All Longreach Regional Council townships were on Level 1 Water Restrictions during January, allowing sprinkler use between 6:00am-9:00am and 5:00pm-8:00pm daily for residential use.

The main points of interest for January were:

1. The total number of animals impounded during January was 10, 9 of which were impounded for wandering at large, and 1 was seized pending investigation for a dog attack.
2. With the warm weather, Officers closely monitored excessive watering and watering outside of approved hours. Officers have handed out multiple flyers regarding watering times during the month, and have noted that for many illegal watering occasions, timers had been turned on to maximum time and left on while the resident was not at home, or the timer is faulty. There were 14 breaches of water restrictions, all at residential properties. There were a few occasions of excessive watering also, which is deemed as watering within the allowed times, but more than is required as water runs off into gutters, sometimes running for multiple blocks.

**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.5 - Information Report - Governance**

**Regulatory Services Tasks Completed – January 2024**

<b>Animals</b>	<b>73</b>	<b>Water</b>	<b>79</b>
Dogs Impounded	10	Watering / Sprinkler Patrols	39
Domestic Cats Impounded	0	Illegal Water Usage – Residential	14
Pound Releases	6	Illegal Water Usage – Business/Public	0
Animals Euthanised – unclaimed/abandoned	1	Water Leaks Reported/Observed	0
Animals Euthanised – surrendered	2	Water Exemption Applications/Permits	1
Animals Rehomed	1	Notices / Fines Issued	12
Feral Cats Trapped and Euthanised	2	<b>Property</b>	<b>103</b>
Dog Attacks / Investigations	1	Town Common Patrols	4
Dogs Involved in Attacks	1	Common Gates Open / Damaged	3
Dog Traps Issued	1	Town Patrols – Longreach	26
Cat Traps Issued	5	Town Patrols – Ilfracombe	18
Wandering Dogs (not impounded)	6	Town Patrols – Isisford	1
Wandering Animals Reported / Impounded (other than dogs)	2	Town Patrols – Yaraka	1
Wandering Animal Posts on FB – not reported to Council (minimum)	25	Camping / Apex Park / River Patrols	5
Barking Dogs Reported	2	Overgrown / Unsightly Reports (initial + follow up) (private + LRC-controlled)	44
Animal Inspections – Extra dogs/cats, adequate housing, insecure enclosure, compliance checks	1	Overgrown / Unsightly Notices Issued (unattended, falling within follow-up timeframes)	1*
Assist with Animal Welfare	0	Notices / Fines Issued	0
Notices / Fines Issued	4 CN 3 VA	<b>Other</b>	<b>73</b>
<b>Vehicles</b>	<b>9</b>	Customer Service Requests	31
Abandoned Vehicles “Tagged Out”	9	Equipment Maintenance	4
Vehicles Impounded / Processed	0	After Hours Call Out	1
Impounded Vehicle Release	0	Impound Facility Maintenance	6
<b>Environmental Health</b>	<b>4</b>	Illegal Dumping / Littering	25
Complaints/Queries Received	4	Pest Weed Spraying by LLO	0
*2 <sup>nd</sup> inspection for overgrown/unsightly falling February, notices then issued		<b>Total</b>	<b>341</b>

## 11. CHIEF EXECUTIVE OFFICER'S REPORT

### 11.5 - Information Report - Governance

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#### **Regulatory Services – Environmental Health**

Various food safety-related queries were received and advice was provided. Main queries involved signage placement, street permits, mobile food business licencing, and food safety matters.

#### **Regulatory Services – Rural Lands**

##### **Town Commons**

**Agistment** – All four (4) town Commons are being used for Agistment – horses only on Longreach Common, cattle and horses on Ilfracombe Common, cattle only on Isisford and Yaraka Commons

##### **Ongoing Town Common Issues:**

- Poor quality or lack of boundary fences between Landholders and Town Commons, including flood-damaged sections of fencing
- Infrastructure being damaged by vehicles, particularly gates being run over
- Gates being left open, causing a safety issue for the horses being agisted on the Commons
- Illegal dumping of rubbish
- Pest weeds –
- Longreach Common; Jumping Cholla, Parkinsonia, Prickly Acacia, Rubber Vine, Sticky Florestina.
- Ilfracombe Common: Prickly Acacia, Parthenium, Sticky Florestina, Parky
- Isisford Common: Rubber Vine, Prickly Acacia, Parthenium, Parkinsonia, Sticky Florestina, Tiger Pear
- Yaraka Common: Parkinsonia

##### **Stock Routes & Reserves**

There were no travelling stock permits granted throughout the month, however there is some interest for coming months.

##### **Permit to Occupy (PTO)**

There were no PTOs submitted to Council this month.

##### **Water Facilities (WF)**

No water facility inspections were completed, however are planned for after completion of capital works projects.

##### **Pest Weeds**

Ongoing Pest Weed Issues:

- Lack of awareness, support and obligations within the Community in regards to Pest Weeds i.e. Parthenium, Sticky Florestina, Cacti.
- Continual rains, which will delay/slow down pest weed spraying programs, as well as increase the spread and density of pest weeds



**11. CHIEF EXECUTIVE OFFICER'S REPORT**  
**11.5 - Information Report - Governance**

- New and emerging Pest Weeds

*Main spraying projects for January:*

- Tiger Pear in Ilfracombe Common
- Sticky Florestina around Ilfracombe and along roadsides
- Prickly Acacia along highway
- Leucaena and Mimosa around stables precinct
- Parkinsonia and Sticky Florestina along Glendulloch Road

**Pest Animals**

*Wild Dog / Feral Cat Bounties - Year to Date*

<b>Division</b>	<b>Scalp Bounty - Dog 23/24 YTD</b>	<b>Contract Dog Trapper 23/24 YTD</b>	<b>Scalp Bounty - Cat 23/24 YTD</b>
1	43	0	0
2	0	8	0
3	93	0	0
4	49	0	0
<b>Total</b>	<b>185</b>	<b>8</b>	<b>0</b>

Summary of main tasks / issues completed by Rural Lands department during the month:

- ❖ Pest weed spraying as required
- ❖ Facility maintenance and vegetation management
- ❖ Town common fencing

**Risk Management Factors:**

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

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

Low risk, informational report only.

**Environmental Management Factors:**

Nil

**Other Comments:**

Nil

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

**12. FINANCE REPORT**  
**12.1 - Monthly Financial Statements**

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**12. FINANCE REPORT**

**12.1 Monthly Financial Statements**

File Ref:

*See overleaf*

## 12. FINANCE REPORT

### 12.1 - Monthly Financial Statements

## Longreach Regional Council Financial Dashboard

for the month ending Jan 2024  
(all amounts in \$millions)

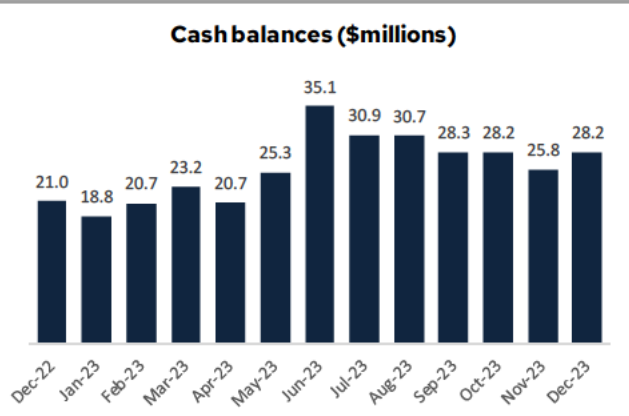
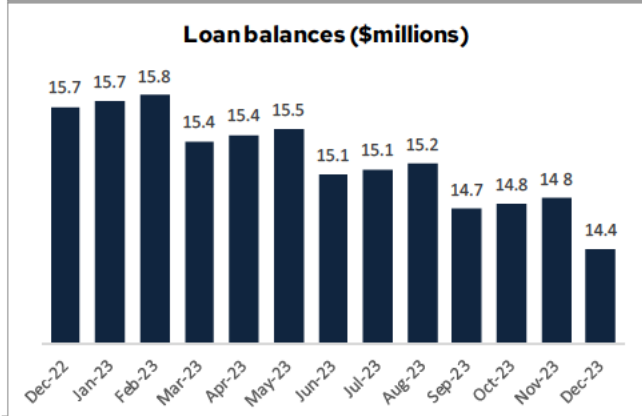
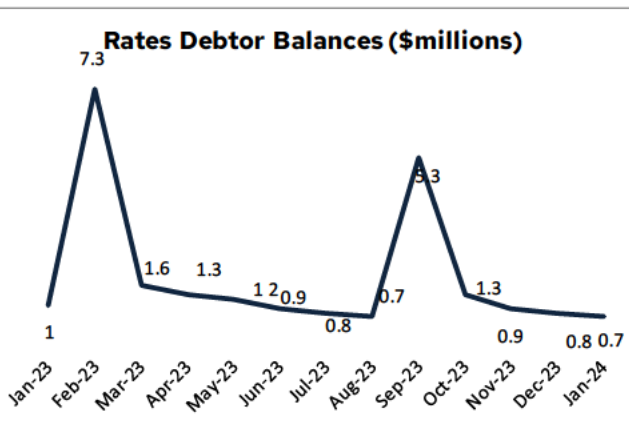
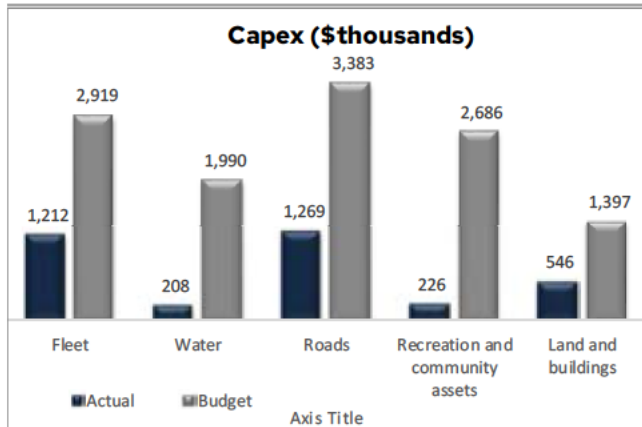
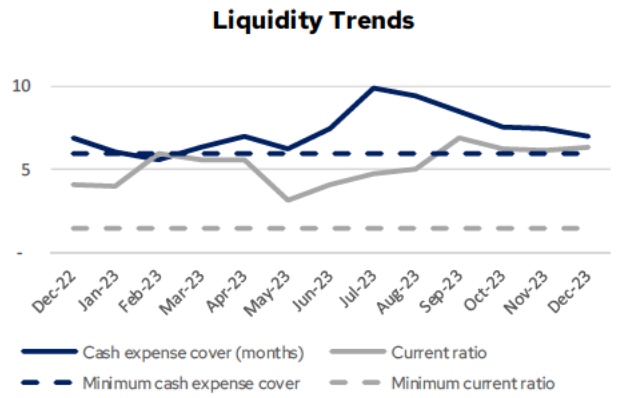
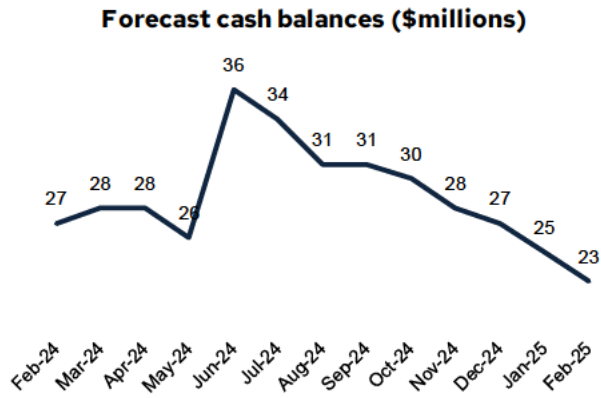
Income statement	YTD	Budget YTD	Variance	Last YTD	Variance
Revenue	\$23.3	\$22.2	\$1.1	\$22.7	\$0.6
Expenses	\$30.2	\$31.3	\$1.1	\$28.1	(\$2.0)
Net result	(\$6.9)	(\$9.1)	\$2.2	(\$5.4)	(\$1.4)

Balance sheet	Jan 2024	Jun 2023	Movement	Last YTD	Movement
Total assets	\$406.7	\$418.8	(\$12.2)	\$386.0	\$20.7
Total liabilities	\$21.6	\$26.5	\$4.9	\$29.0	\$7.4
Total equity	\$385.1	\$392.0	(\$6.9)	\$357.0	\$28.1

Cash flow	YTD	Last YTD	Movement	Cash expense cover
Operating cash flow	(\$5.5)	(\$3.4)	(\$2.0)	7 months
Capex	(\$3.5)	(\$2.1)	\$1.4	Current ratio
Other investing cash flow	\$1.5	\$1.0	\$0.5	5:1
Loan repayments	(\$0.7)	(\$1.9)	\$1.2	Unrestricted Cash Balance
Net cash flow	(\$8.2)	(\$6.4)	(\$1.8)	\$26.0



## **12. FINANCE REPORT**

### **12.1 - Monthly Financial Statements**

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Consideration of the financial statements for the period ending 31 January 2024:

#### **Financial performance**

- Both revenue and expenses are higher due to flood damage works being ahead of schedule to budget, which is a positive result. Revenue has improved compared with the same time last year.
- Expenses are being managed within budget with only a few programs exceeding their YTD expense budget.
- Council's net result is better than budget and worse than last YTD's result.
- Overall financial performance is sound. The YTD loss will be reversed in the second half of the year with the February rates processing and the receipt of the Financial Assistance Grant in June.

#### **Financial position**

- Total assets have decreased since the beginning of the financial year with a decrease in cash and because capital expenditure has been less than depreciation.
- Total liabilities have decreased since 1 July due to a reduction in contract liabilities and as loan repayments are made.
- Total equity has decreased since 1 July due to the reduction in total assets.
- Overall, Council's financial position has declined but is expected to improve in the second half of the year with the receipt of the Financial Assistance Grant and as capital expenditure is made.

#### **Cash flow**

- Closing cash balance was \$26.9 million (\$26.0 million unrestricted).
- Operating cash flow was (\$5.5) million, which is a worse result than the same period last YTD. This is caused by most of the FAG being paid in June last year.
- Capital expenditure is higher than last YTD which is a good result, although still behind the full year budget.
- Loan repayments are lower than last year because last year included the early repayment of \$1.6 million of unutilized LWDEFS loan money.
- Net cash flow is worse than last YTD, due to the timing of the FAG receipt and higher capex.
- The forecast cash balances are expected to increase slightly after the February rates receipt and then decline until the forecast 75% prepayment of the FAG in June.

#### **Liquidity**

- Council maintains 7 months of cash expense cover.
- Current ratio is 5:1 (\$5 of current assets to every \$1 of current liabilities).
- Short and long term forecasts indicate that Council will remain in a sound financial position.

## 12. FINANCE REPORT

### 12.1 - Monthly Financial Statements

- Council has one remaining term deposit to increase its return on investment, illustrated in the table below:

Term Deposit	Maturity date	Rate
\$8,000,000	5/07/2024	5.63%

#### Debtors

- There is \$117k of unpaid rates that are over 1-year old (less than 1% of total rates revenue) and a total of \$295k on payment plans.

	Current	1 year	2 years	3 years
Outstanding rates	\$420,588.50	\$196,976	\$58,543	\$58,749
Number of assessments	69	65	24	14

#### Risks

- The main risks to Council's short term financial performance, position and cash flow are:

Risk	Description	Treatment	Rating
Change in timing and amount of Financial Assistance Grant.	There is a change to the methodology used by the Commonwealth to prepay the Financial Assistance Grants. If the prepayment is discontinued or the amount changes, it will impact the financial result and cash position for FY24.	Maintain a cash balance large enough that Council will be able to continue providing services until the FY24 grant payments are received. Maintain forecasting and prepare to be flexible in how Council operates.	This risk has materialized in FY23. There remains material uncertainty over the FAG timing and amount for FY24, however council has sufficient funds on hand to adapt to any short-term shortfall.
Project related grant income is not realized. Reputational damage with funding bodies.	If projects are not completed within the timeframes according to the grant conditions, grant income may not be realized in FY24.	Improve project reporting and risk assessments. Improve cross-functional communications across project teams, grant administration and procurement.	Likelihood – Possible Consequence – Major (capital grant income is a significant part of Council's ability to fund capex) Rating – High
Costs continue to increase rapidly placing pressure on Council's ability to sustainably provide services.	The cost of wages, goods and services, particularly construction materials continue to increase at a higher rate than previously experienced, increasing the cost of providing services and	Prioritise services and projects to allocate limited resources to the most important community areas.  Maintain reporting and forecasting to identify issues and where necessary, revise budgets.	Likelihood – Almost certain Consequence – Moderate Rating - High

## 12. FINANCE REPORT

### 12.1 - Monthly Financial Statements

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	maintaining assets.		
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#### **Appendices**

1. Financial Statements 31.01.2024.pdf [↓](#)
2. Directorate Reports for January.pdf [↓](#)
3. Capital List 23.24.pdf [↓](#)
4. Grants Report [↓](#)

#### **Recommendation:**

*That Council receives the monthly financial statements for the period ending 31 January 2024, as presented.*

## 12.1 - Monthly Financial Statements --Appendix 1

Statement of financial performance	YTD Actual	YTD Budget	Last YTD	Full year budget	Adjusted for FAG timing scenario
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Revenue</b>					
Rates, levies and charges	6,038	6,137	6,000	12,151	12,151
Fees and charges	1,332	1,513	1,182	2,595	2,595
Recoverable works income	4,329	4,278	3,864	7,329	7,329
Other revenue	1,113	644	822	1,104	1,104
Operating grants, subsidies and contributions	8,593	7,151	8,998	24,666	13,766
Capital grants, subsidies and income	1,723	2,347	1,410	5,069	5,069
Profit on sale of assets	150	80	430	640	640
<b>Total revenue</b>	<b>23,278</b>	<b>22,151</b>	<b>22,706</b>	<b>53,553</b>	<b>42,654</b>
<b>Expenses</b>					
Employee expenses	9,474	10,082	8,036	17,283	17,283
Materials and services	15,015	15,887	14,905	26,608	26,608
Finance expenses	422	379	437	650	650
Depreciation	5,247	4,908	4,761	8,559	8,559
Other expenses	-	-	-	-	-
<b>Total expenses</b>	<b>30,158</b>	<b>31,256</b>	<b>28,139</b>	<b>53,100</b>	<b>53,100</b>
<b>Net surplus or (deficit)</b>	<b>(6,880)</b>	<b>(9,105)</b>	<b>(5,433)</b>	<b>453</b>	<b>(10,447)</b>
<b>Operating deficit</b>	<b>(6,880)</b>	<b>(9,105)</b>	<b>(5,433)</b>	<b>453</b>	<b>(10,447)</b>
	(1,873)	(2,427)	(1,841)	(5,709)	(5,709)
<b>Operating deficit</b>	<b>(8,753)</b>	<b>(11,532)</b>	<b>(7,273)</b>	<b>(5,255)</b>	<b>(16,156)</b>

Statement of financial position	YTD Actual	Actual June	Full year budget	Adjusted for FAG timing scenario
	\$'000	\$'000	\$'000	\$'000
<b>Current assets</b>				
Cash and cash equivalents	26,883	35,079	29,659	18,759
Current trade and other receivables	4,786	6,238	3,573	3,573
Inventories	1,084	1,092	593	593
<b>Non-current assets</b>				
Trade and other receivables	11,075	11,075	10,433	10,433
Property, plant and equipment	362,855	365,359	372,390	372,390
Other non-current assets	-	-	-	-
<b>Total assets</b>	<b>406,683</b>	<b>418,843</b>	<b>416,648</b>	<b>405,748</b>
<b>Current liabilities</b>				
Trade and other payables	1,768	5,958	2,066	2,066
Current borrowings	1,292	1,292	1,357	1,357
Current provisions	3,041	3,174	3,252	3,252
<b>Non-current liabilities</b>				
Borrowings	13,178	13,764	12,411	12,411
Provisions	2,305	2,315	2,583	2,583
<b>Total liabilities</b>	<b>21,585</b>	<b>26,503</b>	<b>21,669</b>	<b>21,668</b>
<b>Net community assets</b>	<b>385,098</b>	<b>392,340</b>	<b>394,980</b>	<b>384,080</b>
<b>Community equity</b>				
Asset revaluation reserve	174,368	172,692	177,323	177,323
Retained surplus	210,730	219,287	217,657	206,757
<b>Total community equity</b>	<b>385,098</b>	<b>391,979</b>	<b>394,980</b>	<b>384,080</b>

## 12.1 - Monthly Financial Statements --Appendix 1

<b>Statement of cash flows</b>	<b>YTD Actual</b>	<b>Full year budget</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Cash flows from operating activities</b>		
Receipts from ratepayers and customers	14,263	23,272
Receipts from grants	5,659	25,903
Payments to employees	(9,617)	(17,283)
Payments to suppliers	(15,447)	(28,521)
Interest paid	(317)	(620)
<b>Net cash inflow/(outflow) from operating activities</b>	<b>(5,458)</b>	<b>2,751</b>
<b>Cash flows from Investing activities</b>		
Receipts from capital grants	1,322	5,479
Receipts from sale of assets	150	640
Payments for capital expenditure	(3,519)	(12,995)
<b>Net cash inflow/(outflow) from investing activities</b>	<b>(2,046)</b>	<b>(6,876)</b>
<b>Cash flows from financing activities</b>		
Loan repayments	(692)	(1,295)
<b>Net cash outflows from financing activities</b>	<b>(692)</b>	<b>(1,295)</b>
<b>Net cash inflow/(outflow)</b>	<b>(8,196)</b>	<b>(5,420)</b>
Opening cash balance	35,079	35,079
<b>Closing cash balance</b>	<b>26,883</b>	<b>29,659</b>

<b>Statement of changes in equity</b>	<b>YTD Actual</b>	<b>Full year budget</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Accumulated surplus</b>		
Opening balance	219,287	204,297
Recognise land sold in prior years	-	-
Net profit or (loss)	(6,880)	408
<b>Closing accumulated surplus</b>	<b>212,406</b>	<b>204,705</b>
<b>Asset revaluation reserve</b>		
Opening balance	172,692	150,095
Other comprehensive income	-	2,955
<b>Closing asset revaluation reserve</b>	<b>172,692</b>	<b>153,050</b>
<b>Total community equity</b>	<b>385,098</b>	<b>357,755</b>



12.1 - Monthly Financial Statements --Appendix 2

Longreach Regional Council  
 Program Report  
 for the YTD January 2024

Program	Revenue		Expenses		Net result	
	YTD	Budget YTD	YTD	Budget YTD	YTD	Budget full year
<b>Office of the CEO</b>						
Human resources	-	-	(768)	(827)	(768)	(827)
Governance	-	-	(467)	(530)	(467)	(530)
Elected member expenses	-	-	(330)	(391)	(330)	(391)
Disaster management and regional coordination	9	91	(103)	(100)	(95)	(16)
Economic development	-	-	(98)	(83)	(98)	(83)
Local laws	86	187	(523)	(793)	(437)	(606)
Health and environmental services	14	8	(19)	(45)	(4)	(64)
Development services	32	35	(109)	(91)	(78)	(96)
<b>Total Office of the CEO</b>	<b>141</b>	<b>321</b>	<b>(2,417)</b>	<b>(2,860)</b>	<b>(2,276)</b>	<b>(3,975)</b>
<b>Infrastructure Services</b>						
Infrastructure administration	-	-	(304)	(561)	(304)	(561)
Depot and airstrips	-	-	(273)	(278)	(273)	(278)
Roads, streets and stormwater	42	-	(3,589)	(4,092)	(3,539)	(6,410)
2020 NDRA Event	290	-	-	-	290	-
2021 NDRA Event	8	-	(1)	-	7	-
2022 NDRA event	7,413	6,417	(7,413)	(6,417)	-	-
Contract works	4,264	4,232	(4,266)	(3,906)	(1)	1,381
Fleet management	267	215	1,135	303	1,403	887
Sewerage	843	835	(442)	(469)	401	366
Waste management	528	538	(493)	(484)	35	54
Water	1,697	1,708	(2,150)	(1,955)	(453)	(247)
<b>Total Infrastructure Services</b>	<b>15,354</b>	<b>13,944</b>	<b>(17,797)</b>	<b>(17,859)</b>	<b>(2,435)</b>	<b>(3,916)</b>
					<b>(2,435)</b>	<b>(4,400)</b>

1 2 3 4 5 5

12.1 - Monthly Financial Statements --Appendix 2

Program	Revenue		Expenses		Net result	
	YTD	Budget YTD	YTD	Budget YTD	YTD	Budget full year
<b>Community Services</b>						
Child Care	1,453	1,394	(1,461)	(1,586)	(8)	(192)
Community development and events	20	-	(253)	(211)	(233)	(211)
Donations and sponsorship	-	-	(65)	(94)	(65)	(94)
RADF	1	-	(51)	(38)	(50)	(38)
Community administration	15	-	(517)	(480)	(502)	(480)
Libraries	13	-	(110)	(113)	(97)	(113)
Community centres and halls	12	20	(171)	(206)	(159)	(186)
Public conveniences	7	4	(100)	(142)	(93)	(137)
Council housing	29	43	(144)	(135)	(115)	(91)
Showgrounds and sporting facilities	26	35	(475)	(437)	(449)	(402)
Cemeteries	98	76	(152)	(209)	(54)	(133)
Parks and gardens	27	-	(1,109)	(1,496)	(1,082)	(1,496)
Swimming pools	5	5	(721)	(692)	(716)	(687)
Tourism, museums and VIC	113	84	(576)	(549)	(463)	(801)
<b>Total Community Services</b>	<b>1,819</b>	<b>1,662</b>	<b>(5,907)</b>	<b>(6,386)</b>	<b>(4,087)</b>	<b>(7,936)</b>
<b>Financial Services</b>						
Insurance	-	-	(715)	(691)	(715)	(691)
Finance	959	705	(926)	(875)	33	(170)
Asset management	-	-	(66)	(203)	(66)	(203)
Rates	2,801	2,809	(108)	(82)	2,693	2,712
LWDEFS	241	237	(233)	(232)	7	77
Internal recharges	10	-	(309)	-	(299)	-
Corporate administration	(3)	-	(533)	(479)	(536)	(479)
IT	50	-	(872)	(1,097)	(822)	(1,097)
Land, leased out assets and commercial businesses	114	125	(264)	(492)	(150)	(366)
<b>Total Financial Services</b>	<b>4,171</b>	<b>3,877</b>	<b>(4,026)</b>	<b>(4,150)</b>	<b>145</b>	<b>(288)</b>
<b>Total Council Operating Result</b>	<b>21,485</b>	<b>19,804</b>	<b>(30,146)</b>	<b>(31,256)</b>	<b>(8,654)</b>	<b>(11,467)</b>
						<b>(7,533)</b>

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**Notes to the program report**

- 1 - Disaster Management income will come in throughout the year, Regional Coordination subscription paid for full year.
- 2- Economic yearly subscription paid.
- 3- Reserves upgrades funding to come in.
- 4- Development Services high due to town planning expenses.
- 5- Flood Damage and Contract works ahead of schedule.
- 6- Christmas Events and school holidays expenses in this period this will slow down.
- 7-RADF carry over projects from the previous year expended.
- 8- Debt recovery cost offset against rates

## 12.1 - Monthly Financial Statements --Appendix 3

Infrastructure	.Current Budget	.Actual Cost YTD	
23.24 Raising Thomson River Weirs- Initial Construction	400,000	-	
23/24 Bailey Street Gravel	96,000	9,558	
23/24 Chlidcare Footpath	105,000	-	
23/24 Concrete Slab For Wtp Generator / Chlorine Area	35,000	27,554	
23/24 Corella Lane Pave And Seal	125,000	3,207	
23/24 Electrical Swtichboards Upgrade At Murray Mcmillan Dam	25,000	151	
23/24 Exclusion Fencing Of Town Raw Water Storage (Dams)	30,000	10,618	
23/24 Isisford- Bimerah Road Gravel Re-Sheet	225,000	67,239	
23/24 Local Laws Buggy	30,000	-	
23/24 Pave And Seal Turn Around At Ior Fuel Pod (Lrci4)	148,000	-	
23/24 Replacment Of Elevated Reservoir & Stand At Wtp	500,000	-	
23/24 River Reading Arno Crossing	18,000	-	
23/24 Rural Property Signs Upgrade Stage 1 (Lrci4)	100,000	-	
23/24 Rural Road Signs Upgrade (LRCI4)	150,000	67,952	
23/24 Stip Funded Project	270,000	1,440	
23/24 Tids Drainage Upgrade Bustard/Crow Land, Bustard Cassowary	50,000	58,878	
23/24 Tids Isisford Rebhab & New Kerb St Mary S Street	200,000	241,873	
Dsdilgp Grant 21-22 Isisford Weir Replacement	-	53,843	
FLEET MANAGEMENT- Capital Works Plant & Equipment	2,880,692	1,201,906	
LGGSP Longreach Sewer Relining	300,000	-	
Lggsp Longreach Water Mains Replacement	700,000	37,079	
Ptiip 23/24 Ilfracombe (East) Bus Stop	33,800	1,248	
Ptiip 23/24 Ilfracombe (West) Bus Stop	41,400	950	
Ptiip 23/24 Longreach Bus Stop	41,100	26,062	
R2R 23/24 All Areas Grid Renewal	225,000	37,425	
R2R 23/24 Bogewong Alroy Road (Replace Concrete Floodway)	75,000	74,558	
R2R 23/24 Bude Road Gravel Re-Sheet	75,000	54,400	
R2R 23/24 Crossmoor Road Gravel Re-Sheet	359,688	362,769	
R2R 23/24 Rehabilitate Road To Weed Washdown Facility	95,000	-	
R2R 23/24 Town Street Reseal	450,000	5,950	
Race Horse Training Pool	15,000	-	
Stonehenge River Road- Prep & Reseal 4 Mile Creek	85,000	77,371	
Tids 23/24 Silsoe Road Reseal	100,000	108,481	
Tids 23/24 Stonhenge River Road Reseal	100,000	72,806	
W4Q 21-24 Water Mains Replacement Stage 2 Isisford	-	39,245	
W4Q Covid Ilfracombe Wtp Automation	-	320	
W4Q Covid Isisford Wtp Upgrade	140,000	35,862	
Electronic Readers for Fuel Bowsers	35,000	-	
<b>Grand Total</b>	<b>8,258,680</b>	<b>2,680,410</b>	<b>32%</b>
<b>Communities and Project Management</b>	<b>Current Budget.</b>	<b>Actual Cost YTD.</b>	
22.23 New Executive Housing.	650,000	491,548	
23/24 Apex Park - Instal 2 New Shade Structures Over Existing Chairs	30,000	-	
23/24 Apex Park - New Bar Bench On Water Side Off Main Shed	30,000	-	
23/24 Beersheba Park Shade Structure Lrci4	55,000	17,029	
23/24 Build New Multipurpose Court (Lrci4)	500,000	101,813	
23/24 Civic Centre Shade Structure	200,000	15,600	
23/24 Construct New Kitchen And Dining Area At Wave Structure	700,000	-	
23/24 Longreach Swimming Pool Mower	8,000	-	
23/24 Pool Pump Isisford	10,000	41,165	
23/24 Refit Back Of Library Into Disaster Management Centre	820,000	-	
23/24 Repair Obic Wall (Lrci4)	100,000	664	
23/24 Restump House Jarley Street Yaraka	50,000	-	
23/24 Ses Support Grant - Longreach Ses Flood Boat Shed	96,836	58,773	
23/24 Squash Courts Upgrade Longreach (sport &rec)	370,000	-	
Longreach Administration Building Air Conditioning Replacement	350,000	12,878	
LRCI P4 Eagle Street Improve Swan Street 23/24	200,000	888	
LRCI P3 New planting, irrigation, turf, shade structure, seating and path		26,000	
LRCI P3 Eagle Street Beautification 22.23		5,540	
23/24 Chlorinators Longreach Wading Pool	-	32,753	
<b>Grand Total</b>	<b>4,169,836</b>	<b>804,653</b>	<b>19%</b>

## Grant/s Information

(current as of Thursday, 01 February 2024)

### Completed Grants

The below table outlines those Grants that were active as at, or since 01 July 2023, and have now been finalised.

Grant number	Name	Title	Grant subsidy	Income received	Income remaining	Grant starts	Grant ends
GC2023192	DEPARTMENT OF EDUCATION AND TRAINING	ECEC - Kindy Uplift Program 2023	\$ 3,084	\$ 3,084	\$ -	28/03/2023	31/12/2023
GC2023232	QUEENSLAND FIRE & EMERGENCY SERVICES	SES - QFES Annual Subsidy 2023/2024	\$ 19,646	\$ 19,646	\$ -	15/09/2023	30/06/2024
GC2020096	QUEENSLAND RECONSTRUCTION AUTHORITY	DRFA NDRRA 2019/20 - LRC.0017.1920E.REC	\$ 11,880,409	\$ 11,880,409	\$ -	19/11/2020	21/08/2023
GC2023236	STATE LIBRARY OF QLD	SLQ - Service Development Subsidy 2023-2024	\$ 8,775	\$ 8,775	\$ -	29/09/2023	30/06/2024
GC2023237	STATE LIBRARY OF QLD	SLQ - First 5 Forever Subsidy 2023-2024	\$ 4,607	\$ 4,607	\$ -	29/09/2023	30/06/2024
<b>Total</b>			<b>\$ 11,916,521</b>	<b>\$ 11,916,521</b>	<b>\$ -</b>		

### Lodged Grants

The below table provides a list of Grant opportunities that have been applied for. At time of writing, the outcome of these Grants has not been determined.

Grant number	Name	Title	Grant subsidy	Income received	Income remaining	Grant starts	Grant ends
GC2023204	DEPARTMENT OF EDUCATION AND TRAINING	Professional Development & Paid Practicum Subsidy - FY24	\$ 13,680	\$ -	\$ 13,680	01/07/2023	30/06/2024
GC2023211	DEPARTMENT OF HOUSING & PUBLIC WORKS	MIIF_Longreach Aquatic Centre Solar Project	\$ 415,000	\$ -	\$ 415,000	23/09/2023	16/11/2023
GC2024248	DEPARTMENT OF HOUSING & PUBLIC WORKS	Access Tourism - Powerhouse Accessibility	\$ 250,000	\$ -	\$ 250,000	01/12/2023	30/06/2024
GC2023208	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	Growing Regions Program - FY24	\$ 4,511,344	\$ -	\$ 4,511,344	05/07/2023	17/01/2024
GC2023229	DEPARTMENT OF PREMIER AND CABINET-OFFICE FOR RURAL & REGIONAL QLD (ORRQ)	Queensland Remembers - Regional Monument Refurbishment	\$ 16,200	\$ -	\$ 16,200	23/08/2023	03/10/2023
GC2023180	DEPARTMENT OF TRANSPORT & MAIN ROADS	STIP - Longreach State High School - Parking & Drop-off Area	\$ 450,000	\$ -	\$ 450,000	12/09/2022	30/06/2024
GC2023246	DEPARTMENT OF TRANSPORT & MAIN ROADS	Cycling Network Local Government 2024-25	\$ 56,250	\$ -	\$ 56,250	15/12/2023	30/06/2025
GC2023194	QUEENSLAND TREASURY	HIF - Teal Street Development 2023	\$ 4,567,030	\$ -	\$ 4,567,030	01/09/2023	30/10/2025
<b>Total</b>			<b>\$ 10,279,503</b>	<b>\$ -</b>	<b>\$ 10,279,503</b>		

**Approved Grants**

Outlined below are all Grants that are currently active in the SynergySoft system. The below includes multi-year funding rounds, where income will be received at agreed milestones and/or scheduled dates until the completion dates.

Grant number	Name	Title	Grant subsidy	Income received	Income remaining	Grant starts	Grant ends
GC2023193	Department of Agriculture & Fisheries	QCFG - Queensland Community Fishing Grants 2023	\$ 5,000	\$ 5,000	\$ -	27/04/2023	01/07/2024
GC2021119	DEPARTMENT OF EDUCATION AND TRAINING	CCCF Round 3 2021/2024 - Sustainability Support - 4-G9703A3/4-G8QDYQ6/4-G8XYQBB	\$ 870,000	\$ 750,000	\$ 120,000	01/07/2021	30/06/2024
GC2023184	DEPARTMENT OF EDUCATION AND TRAINING	QKFS_Longreach Kindergarten Service_01 January 2023 to 31 December 2023	\$ 45,353	\$ 45,353	\$ -	01/01/2023	31/12/2023
GC2023185	DEPARTMENT OF HOUSING & PUBLIC WORKS	MIPI - Longreach Squash Courts Upgrade	\$ 328,692	\$ 164,346	\$ 164,346	28/06/2023	31/12/2024
GC2024249	DEPARTMENT OF HOUSING & PUBLIC WORKS	Access Starter - Visitor Information Application	\$ 5,000	\$ 5,000	\$ -	17/01/2024	30/06/2024
GC2024251	DEPARTMENT OF HOUSING & PUBLIC WORKS	QLD Connects - Seed Funding - FrankyAI project	\$ 55,000	\$ -	\$ 55,000	24/01/2024	30/09/2024
GC2019011	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	Roads 2 Recovery 2019/24	\$ 7,177,052	\$ 5,136,317	\$ 2,040,735	30/06/2019	30/06/2024
GC2021142	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 1 LRCH Childcare Playground Replacement	\$ 162,000	\$ 141,785.60	\$ 20,214	01/01/2021	30/06/2024
GC2022146	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 2 Yaraka Tree Line	\$ 11,000	\$ 9,627.42	\$ 1,373	01/01/2022	30/06/2024
GC2022147	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 3 Isisford MPC Kiosk Repair	\$ 19,500	\$ 17,066.79	\$ 2,433	01/01/2022	30/06/2024
GC2022148	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 4 Isisford Park Renovations	\$ 44,500	\$ 38,947.28	\$ 5,553	01/01/2022	30/06/2024
GC2022149	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 6 ILF Rec Centre Maintenance	\$ 50,000	\$ 43,760.99	\$ 6,239	01/01/2022	30/06/2024
GC2022150	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 8 LRCH Showgrounds landscaping	\$ 70,000	\$ 61,265.38	\$ 8,735	01/01/2022	30/06/2024
GC2022151	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 9 LRCH Showground Audio Upgrade	\$ 50,000	\$ 43,760.99	\$ 6,239	01/01/2022	30/06/2024
GC2022153	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 11 Painting of LRCH Civic Centre	\$ 70,000	\$ 61,265.38	\$ 8,735	01/01/2022	30/06/2024
GC2022154	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 12 LRCH Edkins Park Ablution Block	\$ 330,000	\$ 288,822.52	\$ 41,177	01/01/2022	30/06/2024
GC2022155	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 13 LRCH Eagle St Beautification	\$ 60,000	\$ 52,513.19	\$ 7,487	01/01/2022	30/06/2024
GC2022156	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 14 LRCH Eagle St Landsborough HWY and Pelican St	\$ 775,000	\$ 678,295.32	\$ 96,705	01/01/2022	30/06/2024
GC2022157	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 15 Isisford Footpaths	\$ 70,000	\$ 61,265.38	\$ 8,735	01/01/2022	30/06/2024
GC2022159	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 17 Longreach Footpaths	\$ 98,000	\$ 85,771.54	\$ 12,228	01/01/2022	30/06/2024
GC2022160	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 16 Isisford Airport Road	\$ 335,000	\$ 293,198.62	\$ 41,801	01/01/2022	30/06/2024
GC2023187	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 18 Longreach Showgrounds Rodeo Arena Resurfacing	\$ 31,000	\$ 27,131.81	\$ 3,868	21/03/2023	30/06/2024
GC2023188	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 19 Powerhouse Museum Centenary Garden	\$ 25,000	\$ 21,880.49	\$ 3,120	21/03/2023	30/06/2024
GC2023189	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 20 Wool Pavillion Concreting	\$ 120,000	\$ 105,026.37	\$ 14,974	21/03/2023	30/06/2024
GC2023190	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP3 - 21 Longreach Library Roof Replacement	\$ 71,350	\$ 62,446.93	\$ 8,903	21/03/2023	30/06/2024

12.1 - Monthly Financial Statements --Appendix 4

Grant number	Name	Title	Grant subsidy	Income received	Income remaining	Grant starts	Grant ends
GC2023213	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_01 Eagle & Swan Street New Crossover & Shelter	\$ 200,000	\$ 80,000	\$ 120,000	17/08/2023	30/06/2024
GC2023214	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_02 Outer Barcoo Interpretation Centre Wall & Drainage Replacement	\$ 100,000	\$ 40,000	\$ 60,000	17/08/2023	30/06/2024
GC2023215	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_03 Beersheba Park Shade Structure	\$ 55,000	\$ 22,000	\$ 33,000	17/08/2023	30/06/2024
GC2023216	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_04 Yarakal IOR Fuel Turn Around	\$ 148,000	\$ 59,200	\$ 88,800	17/08/2023	30/06/2024
GC2023217	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_05 Ilfracombe Multi-purpose Court	\$ 500,000	\$ 200,000	\$ 300,000	17/08/2023	30/06/2024
GC2023218	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_06 Apex Park High Bar Installation	\$ 30,000	\$ 12,000	\$ 18,000	17/08/2023	30/06/2024
GC2023219	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_07 Apex Park Shade Structure Installation	\$ 30,000	\$ 12,000	\$ 18,000	17/08/2023	30/06/2024
GC2023220	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_08 Ilfracombe Street Number Replacement	\$ 35,000	\$ 14,000	\$ 21,000	17/08/2023	30/06/2024
GC2023221	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_09 Longreach Showgrounds Canteen Repair	\$ 30,000	\$ 12,000	\$ 18,000	17/08/2023	30/06/2024
GC2023222	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_10 Banner Poles (Ilfracombe & Isisford)	\$ 20,000	\$ 8,000	\$ 12,000	17/08/2023	30/06/2024
GC2023223	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_11 Apex Park Beautification	\$ 37,000	\$ 14,800	\$ 22,200	17/08/2023	30/06/2024
GC2023224	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_12 Isisford Bin Cage Replacement	\$ 15,000	\$ 4,470	\$ 10,530	17/08/2023	30/06/2024
GC2023225	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_13 Isisford - Bimerah Gravel Resheet	\$ 225,000	\$ 90,000	\$ 135,000	17/08/2023	30/06/2024
GC2023226	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_14 Rural Road Signage Upgrade	\$ 150,000	\$ 60,000	\$ 90,000	17/08/2023	30/06/2024
GC2023227	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_15 Corella Lane Pave & Seal	\$ 125,000	\$ 50,000	\$ 75,000	17/08/2023	30/06/2024
GC2023228	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_16 Bailey Street Upgrade	\$ 96,000	\$ 38,400	\$ 57,600	17/08/2023	30/06/2024
GC2023233	DEPARTMENT OF INFRASTRUCTURE & REGIONAL	LRCIP4_17 Longreach Childcare Centre Footpath (Galah Street to Childcare Centre)	\$ 93,980	\$ 37,592	\$ 56,388	17/08/2023	30/06/2024
GC2023247	DEPARTMENT OF PREMIER AND CABINET - OFFICE FOR RURAL & REGIONAL QLD (ORRQ)	Great Australian Bites 2024	\$ 17,600	\$ 12,000	\$ 5,600	15/12/2023	30/06/2024
GC2023199	DEPT OF PREMIER AND CABINET OFFICER FOR RURAL AND REGIONAL QLD	Queensland Day Sponsorship Program 2024	\$ 7,500	\$ -	\$ 7,500	01/01/2024	30/06/2024
GC2022175	DEPARTMENT OF TRANSPORT & MAIN ROADS	MWPC - CN17474 - 95B Longreach - Jundah Road	\$ 5,117,550	\$ 4,680,977	\$ 436,572	30/06/2022	22/12/2023
GC2023179	DEPARTMENT OF TRANSPORT & MAIN ROADS	STIP - Our Lady's Primary School - Turn around facility	\$ 230,000	\$ 115,000	\$ 115,000	12/09/2022	30/06/2024
GC2023181	DEPARTMENT OF TRANSPORT & MAIN ROADS	WLG - Walking Local Government Grant 2022/2023	\$ 25,000	\$ 25,000	\$ -	30/06/2023	30/06/2024
GC2023202	DEPARTMENT OF TRANSPORT & MAIN ROADS	TIDS - CN-21356 2023/2024 Transport Infrastructure Development Scheme	\$ 225,000	\$ -	\$ 225,000	01/07/2023	30/06/2024
GC2023238	DEPARTMENT OF TRANSPORT & MAIN ROADS	MWPC - CN21072 Cramsie Muttuburra Road (Pavement Rehab & Widening)	\$ 1,762,126	\$ 506,304	\$ 1,255,822	30/06/2023	30/06/2024
GC2019036	DEPT OF LOCAL GOVERNMENT & PLANNING	BoRR4 Long 0056 - Railway Siding Extension	\$ 500,000	\$ 250,000	\$ 250,000	12/12/2019	01/05/2024
GC2021116	DEPT OF LOCAL GOVERNMENT & PLANNING	W4Q 2021/2024 - 1/2 ISISFORD Water Mains Replacement - Stage 2	\$ 870,000	\$ 783,000	\$ 87,000	01/07/2021	30/06/2024
GC2021117	DEPT OF LOCAL GOVERNMENT & PLANNING	W4Q 2021/2024 - 2/2 LRCH Water Mains Replacement (Highway & Railway) - Stage 2	\$ 250,000	\$ 225,000	\$ 25,000	01/07/2021	30/06/2024
GC2022169	DEPT OF LOCAL GOVERNMENT & PLANNING	LGSP 2022/2024 - Water and Sewerage Replacement	\$ 600,000	\$ 163,636	\$ 436,364	01/07/2022	30/06/2024
GC2023186	DEPT OF LOCAL GOVERNMENT & PLANNING	FAG's - Financial Assistance Grant's 2023/2024 FY	\$ 12,296,832	\$ 12,072,768	\$ 224,064	30/04/2023	30/06/2024
GC2023243	Dept. OF EMPLOYMENT, SMALL BUSINESS & TRAINING	First Start_IT Trainee (2024)	\$ 16,500	\$ 15,000	\$ 1,500	01/12/2023	31/12/2024
GC2023244	Dept. OF EMPLOYMENT, SMALL BUSINESS & TRAINING	First Start_Isisford Trainee (2024)	\$ 16,500	\$ 15,000	\$ 1,500	01/12/2023	31/12/2024
GC2023245	Dept. OF EMPLOYMENT, SMALL BUSINESS & TRAINING	First Start_Communities Trainee (2024)	\$ 16,500	\$ 15,000	\$ 1,500	01/12/2023	31/12/2024
GC2023239	NATIONAL AUSTRALIA DAY COUNCIL LIMITED	NADC_Australia Day 2024	\$ 10,000	\$ 8,000	\$ 2,000	26/10/2023	30/06/2024
GC2022174	QUEENSLAND FIRE & EMERGENCY SERVICES	SES Support - Driving safely for Longreach	\$ 17,597	\$ -	\$ 17,597	01/07/2023	30/06/2024
GC2022176	QUEENSLAND FIRE & EMERGENCY SERVICES	SES Support - Sensor lights for Flood Boat Shed	\$ 3,795	\$ -	\$ 3,795	01/01/2023	30/06/2024
GC2023191	QUEENSLAND FIRE & EMERGENCY SERVICES	SES Support Grant 2022/2023 - Longreach SES New Flood Boat Shed	\$ 80,362	\$ -	\$ 80,362	21/03/2023	30/06/2024
GC2021129	QUEENSLAND RECONSTRUCTION AUTHORITY	DRFA NDRRA 2021/2023 - LRC.0019.2021F.REC	\$ 11,547,221	\$ 9,134,746	\$ 2,412,476	12/08/2021	30/06/2024
GC2022173	QUEENSLAND RECONSTRUCTION AUTHORITY	QRRF - 2022-2023 Regional Disaster Management Coordinator	\$ 207,500	\$ 62,250	\$ 145,250	01/01/2023	30/06/2026
GC2023195	QUEENSLAND RECONSTRUCTION AUTHORITY	DRFA - LRC.0025.2122J.REC (21 April to 12 May 2022 events)	\$ 14,930,610	\$ 7,217,276	\$ 7,713,334	09/05/2023	30/06/2024
GC2023197	QUEENSLAND RECONSTRUCTION AUTHORITY	DRFA - LRC.0026.2122B.WPF - WP3 Flood Studies	\$ 103,500	\$ 31,050	\$ 72,450	31/05/2023	30/06/2024
GC2023198	QUEENSLAND RECONSTRUCTION AUTHORITY	GRQ - Get Ready Queensland 2023/24 - LRC.0027.2324A.GQR	\$ 9,700	\$ 8,730	\$ 970	01/07/2023	30/06/2024
GC2023212	QUEENSLAND RECONSTRUCTION AUTHORITY	DRFA - LRC.0023.2122F.REC - Tallundilly Creek Reconstruction	\$ 658,363	\$ 187,665	\$ 470,698	21/08/2023	30/06/2024
GC2022166	Translink Division - Transport Dept	PTIIP - Long Distance Coach Stops Grant	\$ 75,000	\$ 37,500	\$ 37,500	01/06/2022	30/06/2024
		<b>Total</b>	<b>\$ 62,363,183</b>	<b>\$ 44,520,212</b>	<b>\$ 17,842,971</b>		

**12. FINANCE REPORT**  
**12.2 - Information Report - Finance**

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**12.2 Information Report - Finance**

File Ref:

This report provides an update on a range of activities that has occurred during the month of January 2024 for the Finance Directorate.

**Council Action**

Deliver

**Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012*

**Policy Considerations**

N/A

**Corporate and Operational Plan Considerations**

OUR SERVICES	
Corporate Plan Outcome	
2.1	Sustainable infrastructure and services that represent value for money, are environmentally responsible, and are responsive to community needs.

OUR FINANCES	
Corporate Plan Outcome	
4.1	Improved financial performance and strategic financial management.

OUR LEADERSHIP	
Corporate Plan Outcome	
5.3	Council delivers a positive customer experience in all service areas.

**Budget Considerations**

Nil.

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

**Responsible Officer/s:** *David Wilson, Chief Financial Officer*

**Background:**

Officers are requested to provide an information update to Council on a monthly basis to outline achievements, challenges and statistical information for the various functional areas in Council.



## 12. FINANCE REPORT

### 12.2 - Information Report - Finance

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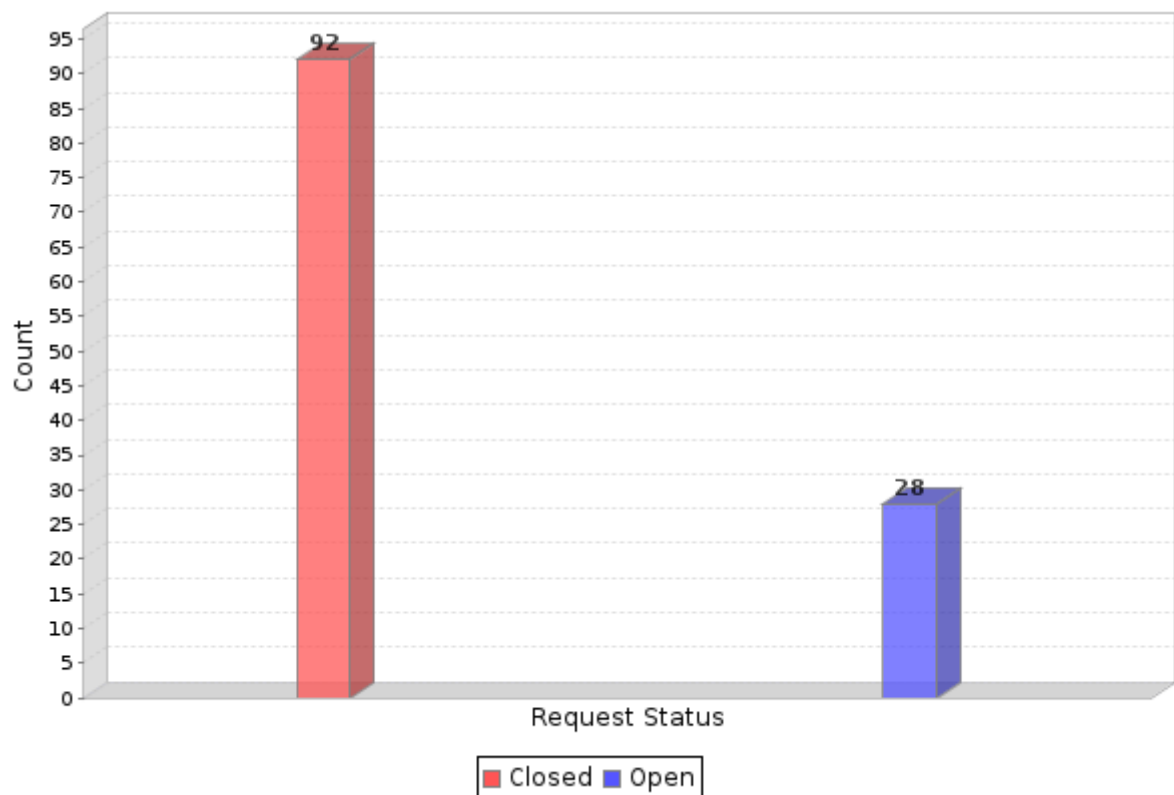
#### Issue:

#### Innovation and Business Improvement

During January the Innovation and Business Improvement Team awarded the Azure Migration & Microsoft 365 Project to a company named Fourier Technologies. Fourier have been delivering managed services for 25 years and have a great reputation within their Local Government and Corporate customers. They have completed number of projects for Council previously such as an ICT Review and fibre optic cable replacement projects across Council facilities.

Fourier will be visiting Council in January to commence the project which we are aiming to have completed before the end of financial year.

There were a total of 120 IT related requests logged throughout January. Of the 120 requests logged, 92 requests were completed, 28 requests remain open in the helpdesk system:



#### Public Wi-Fi Usage

Throughout January the public Wi-Fi network supplied by Longreach Regional Council in Eagle Street and Apex Park saw an average of 185 users per day connect to the network with 766 unique people over this period, for a total use of 638.58GB of data.

**12. FINANCE REPORT**  
**12.2 - Information Report - Finance**

**Procurement**

<b>Purchasing Thresholds for Purchase Orders YTD</b>			
<b>Order Value</b>	<b>Amount</b>	<b>Order Value</b>	<b>Value Invoiced</b>
\$100 Under	185	\$ 10,345.92	\$ 7,060.44
\$101-\$5,000	1241	\$ 1,079,794.38	\$ 926,318.20
\$5,001 - Under \$15,000	319	\$ 2,060,403.00	\$ 1,742,039.08
\$15,001 - under \$200,000	173	\$ 7,467,183.23	\$ 5,115,395.34
\$200,000 or more	17	\$ 10,218,066.30	\$ 3,716,226.82
<b>Total</b>	<b>1935</b>	<b>\$ 20,835,792.83</b>	<b>\$11,507,039.88</b>

The table above shows the number of payments made by purchasing threshold outlined in the procurement policy for 2023/24 financial year and the total amount spent in each threshold.

**2023/2024**

**Contracts Awarded January**

<b>VP Number Request Name</b>	<b>Supplier</b>	<b>Value of Contract Exc. GST</b>	<b>Purpose</b>
LRC432023 – Longreach Squash Court Facility Upgrade	Neuendorf Constructions	<b>\$369,250.00</b>	<b>Construction</b>
VP395191 – Supply & Delivery of One Diesel 20T Vibrating Smooth Drum Roller	Hastings Deering (Australia) Limited	<b>\$260,000.00</b>	<b>Plant</b>
Longreach Water Mains Upgrade	Newlands Civil Construction Pty Ltd	<b>\$791,227.71</b>	<b>Water Construction</b>

**Suppliers with expenditure >\$200,000 YTD 23/24**

<b>Creditor Name</b>	<b>Sum Of Invoice Amount</b>	<b>Purpose</b>
Rayner's Western Hire Pty Ltd	\$ 2,318,708.41	Plant And Labour Hire
Moore Civil & Plant Hire Pty Ltd	\$ 1,051,641.46	Plant And Labour Hire
Tropic Petroleum	\$ 917,826.67	Fuel And Lubricants
Jtcox Concrete & Precast Pty Ltd	\$ 759,680.97	Quarry Supplies
Champion Contracting	\$ 736,473.50	Quarry Supplies

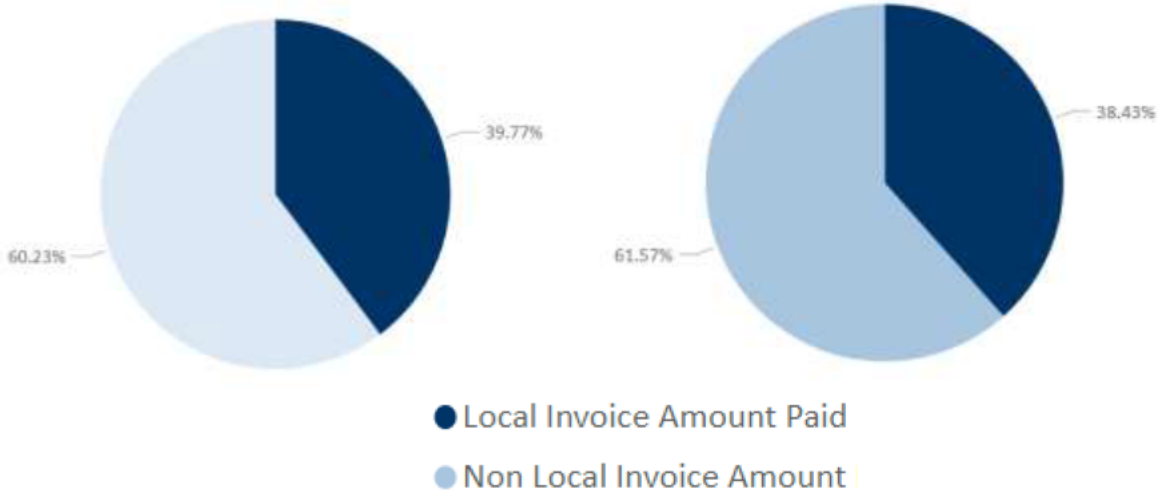
**12. FINANCE REPORT**  
**12.2 - Information Report - Finance**

Sopharr Pty Ltd T/A Kent Construction	\$	600,527.90	Construction
Boral Resources (Qld) Pty Limited	\$	549,502.17	Quarry Supplies
George Bourne & Associates	\$	549,092.40	Engineering Services
Oma Contracting	\$	524,300.00	Plant Hire
Lgm Assets	\$	523,712.89	Worker Compensations
Central Highlands Auto Pty Ltd	\$	522,030.64	Plant
Hastings Deering (Australia) L	\$	491,666.37	Plant Hire
Ergon Energy Corporation Limited	\$	475,092.34	Power
Fulton Hogan Industries Pty Ltd	\$	348,873.99	Quarry Supplies
Proterra Group	\$	331,990.03	Waste Management
Midland Pty Ltd	\$	323,139.54	Plant
Western Queensland Livestock Exchange Pty Ltd	\$	301,189.19	Saleyards
Ngh Nq Pty Ltd	\$	251,030.00	Consultancy
Local Government Workcare	\$	248,463.50	Insurance
Telstra Limited	\$	244,902.69	Telecommunications
Wideland Trucks & Equipment Pty Ltd	\$	243,774.14	Plant And Equipment Parts

**Local Spend Vs Non Local Spend Ytd**

**2023/2024**

**2022/2023**



YEAR	LOCAL	NON LOCAL
2023/2024	\$7,524,738.49	\$11,393,827.59
2022/2023	\$8,081,127.71	\$12,948,119.51

The graphs outlined above depicts the spend year to date for 2023/2024 financial year and the 2022/2023 financial year comparisons, broken down by local v non local expenditure.

**12. FINANCE REPORT**  
**12.2 - Information Report - Finance**

The definition of a 'local' in the finance system to generate this report was any businesses that have an address of Longreach, Ilfracombe, Isisford or Yaraka compared to other businesses in the finance system.

**Current Quotes and Tenders**

The below table outlines the current quotes and tenders that have either been finalised during this period or that are currently yet to be awarded.

<b>NOVEMBER</b>				
<b>TENDER/RFQ</b>	<b>No.</b>	<b>PLATFORM</b>	<b>RESPONSES</b>	<b>LOCAL Y/N</b>
VP382290 – Supply & Delivery of two (2) Diesel 4WD Utility Vehicles	26	Vendor Panel Local Buy Panel	5	Yes
VP389046 – Supply, Cart, Heat & Spray Bitumen	56	Vendor Panel Local Buy Panel	2	No
VP389069 – Supply Pre-Coated Aggregate (Ex-Bin)	6	Vendor Panel Pre Qual Panel LRC082021	2	Yes
LRC422023 – Supply Fire & First Aid Services	Public Tender	QTender	1	Not Yet Awarded
VP391089 – Azure Architect Design, Migration & Managed Service	11	Vendor Panel Local Buy Panel	4	No
VP390449 – Supply & Delivery of one (1) Diesel 14' Motor Grader	3	Vendor Panel Local Buy Panel	3	No
VP392871 – Supply, Cart, Heat and Spray Bitumen	60	Vendor Panel Local Buy Panel	3	No
VP392893 – Supply Pre-Coated Aggregate (X-Bin)	6	Vendor Panel Pre-Qual Panel LRC082021	1	Yes
<b>DECEMBER</b>				
<b>TENDER/RFQ</b>	<b>No.</b>	<b>PLATFORM</b>	<b>RESPONSES</b>	<b>LOCAL Y/N</b>
VP395029 – Supply & Delivery of Six Light Vehicles	6	Vendor Panel Local Buy		Not Yet

**12. FINANCE REPORT**  
**12.2 - Information Report - Finance**

		Panel		Awarded
VP395191 – Supply & Delivery of One Diesel 20T Vibrating Smooth Drum Roller	9	Vendor Panel Local Buy Panel	4	No
LRC432023 – Longreach Squash Court Facility Upgrade	Public Tender	QTender	3	Yes
LRC372023 – Disposal Two Former Railway Buildings Purchase and Removal	Public Tender	QTender	2	No
LRC442023 – Sale of Lot 201 on SP 340125	Public Tender	QTender	1	Not Awarded
<b>JANUARY</b>				
<b>TENDER/RFQ</b>	<b>No.</b>	<b>PLATFORM</b>	<b>RESPONSES</b>	<b>LOCAL Y/N</b>
LRCQ012024 – Supply & Delivery 7.5T Hoist (4 Column)	4	Email	4	Not Yet Awarded
VP397433 – Supply & Install Longreach Lioness Park Shade Structure	8	Vendor Panel Pre Qual Panel LRC102021	1	Not Yet Awarded
VP397757 – Tractor Slashing and Brush Cutting (Wet Hire)	8	Vendor Panel Pre Qual Panel LRC102021		Not Yet Awarded

**Future Requests for Quote and Tenders**

REQUEST	QUOTE/TENDER
Civic Centre Shade Replacement	TENDER
Apex Park Bar Fence and Privacy Screen	QUOTE

**Asset Management**

At present in the Asset Management space we have been busy preparing new Asset Management Plans for the new budget year.

Pinnacle Asset Management Software is due to Go Live on the 15<sup>th</sup> February. This will be only Buildings & Communities that will be using the software. Water & Sewerage will follow and be completed by April 2024 with Roads and other infrastructure to follow with a completion date of 30 June 2024.

Training will be carried out in the month of February with people having access to the trial website to familiarise themselves with the layouts.

## 12. FINANCE REPORT

### 12.2 - Information Report - Finance

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These systems will improve Council's proactive asset maintenance and upgrade programs and form the basis for updated asset management plans.

Proterra Group have completed all their inspections. Reports have been provided to Director of Works and Water & Sewerage Manager for review. A review meeting will be held in February to discuss findings and actions required.

With the above in mind we are undertaking a desktop review on how we can better utilise our sewerage treatment plant on how we can use this to reduce the demand on our domestic water supply. Recycled water can be used on roads, irrigation, concrete processing. All this will then allow us to produce a Grant application allowing for a working plan to be created by an industry leader.

#### **Future works & projects**

- Longreach Council Chambers – Air Conditioning upgrade (Tender Closes 12/10)
- Stocktake of all plant & equipment (Due by Mar 2024)
- Road Network - assets Inspection and condition reports (Due June 2024)
- Grid Network - assets Inspection and condition reports (Due June 2024)
- Stormwater works – Priority 2 works costing for budget consideration 24/25

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

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

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

Low risk, informational report only.

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

Nil

#### **Other Comments:**

Nil

#### **Recommendation:**

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

**13. COMMUNITIES REPORT**  
**13.1 - Sponsorship - Somerset Storyfest Ltd**

**13. COMMUNITIES REPORT**

**13.1 Sponsorship - Somerset Storyfest Ltd**

File Ref:

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

**Council Action**

Advocate  
 Deliver

**Applicable Legislation**

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

**Policy Considerations**

Sponsorship 11.07

**Corporate and Operational Plan Considerations**

OUR COMMUNITY	
Corporate Plan Outcome	
1.1	Council infrastructure and services support liveability and community amenity.
1.2	Council recognises cultural heritage and supports inclusion of all peoples.

OUR ECONOMY	
Corporate Plan Outcome	
2.1	Collaborative engagement with stakeholders to maximise economic opportunities.

OUR FINANCES	
Corporate Plan Outcome	
4.1	Improved financial performance and strategic financial management.

**Budget Considerations**

Total budget for Sponsorship for 2023/24 is \$50,000.00

Category	Budget	Approved Funding YTD	Budget required to meet Sponsorship requests for February 2024	Budget Remaining for future applications
Sponsorship	\$50,000.00	\$37,004.82	\$11,606.70	\$1,388.18

**13. COMMUNITIES REPORT**  
**13.1 - Sponsorship - Somerset Storyfest Ltd**

**Previous Council Resolutions related to this Matter**

*(Res-2023-06-167)*

*Moved Cr Bignell seconded Cr Smith*

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

<b>Organisation</b>	<b>Event/ Project Activity</b>	<b>Event Date</b>	<b>Grant Approved</b>
Somerset Storyfest Ltd	Storyfest Out West	27 – 28 July 2023	<b>Financial \$5,229.95</b> <b>In-Kind \$4,065.30</b>
<i>In-Kind \$4 065.30 - Showgrounds Hire (\$3,182.70), Portable Stage (\$489.60), PA system (\$97.80), Rectangle Table Hire (\$295.20)</i>			
		<b>TOTAL</b>	<b>\$9,295.25</b>

**Officer Comment**

**Responsible Officer:** Abby Lewis, Customer Service Coordinator

**Authorised by:** Karyn Stillwell, Director of Communities

Following the success of the inaugural Storyfest event in 2022 and 2023, Storyfest is back again in 2024 to host a 3-day writer’s festival. This festival will be held at the Longreach Showgrounds from Wednesday 4 September to Friday 6 September 2024. The aim of Storyfest is to expose children from Longreach and the greater Central Western Region to authors and books that they otherwise wouldn’t have. Storyfest have incorporated new partnerships in 2024, such as Qantas Founders Museum and Dan Walker from Camden Park Station.

The panel recognises that applications in the Sponsorship category are limited to a maximum of \$10,000 per event, and that Council may negotiate higher sponsorship agreements where the event presents opportunities commensurate with the level of Sponsorship and benefits being provided.

**Panel Recommendation**

The application was reviewed by a panel and scored against the criteria of the Longreach Regional Council’s Sponsorship Assessment Guidelines. The panel felt that contributing to the In-Kind Support amount would be an appropriate use of sponsorship funds. There are also very limited funds in the Sponsorship budget for the rest of the financial year, and there are still multiple requests coming through. The recommendation is to support Storyfest to the value of █% of the amount requested. Other funding for this event has also been sourced.

The total grant recommended of █ contribution will go towards the cost of:



**13. COMMUNITIES REPORT**  
**13.1 - Sponsorship - Somerset Storyfest Ltd**

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

<i>Grant Requested</i>	<i>Grant Recommended</i>
<b>Financial \$6,234.10</b> <b>In-Kind \$7,419.00</b> <b>Total \$13,653.10</b>	[REDACTED]

**Appendices**

1. Storyfest Application.pdf [↓](#)

**Recommendation:**

*That Council approves the allocation of funds from the **2023/2024 Sponsorship budget** as contained in the following table, in accordance with the Sponsorship Policy No 11.07:*

<b>Organisation</b>	<b>Event/Project Activity</b>	<b>Event Date</b>	<b>Grant recommended</b>
Somerset Storyfest Ltd	Storyfest Out West	4-6 September 2024	[REDACTED]
		<b>TOTAL</b>	[REDACTED]



# APPLICATION FORM

## CONTACT INFORMATION:

Name: Somerset Storyfest Ltd  
 (Business/Community/  
 Organisation Group)  
 Contact person's name: Gabriela Lennon  
 Postal address: Somerset Drive Mudgeeraba QLD 4213  
 Telephone: [REDACTED]  
 Mobile: [REDACTED]  
 Email: [REDACTED]

## PROJECT/ACTIVITY DETAILS:

Project name: Storyfest Out West  
 Project date: Wednesday 4 to Friday 6 September 2024  
 Brief description of project: Following the success of its inaugural event in 2022, and the astounding support in 2023, Storyfest is again heading Out West to host a 3-day writers' festival in Longreach. We will be bringing 9 authors with us, and engaging writers and presenters who are local to Longreach. Following your leadership, other local towns have requested us to deliver similar events, so in 2024 Storyfest is undertaking a 3 week regional tour as an expansion of Storyfest Out West. We will deliver Storyfest South West in St George (26 to 28 August) and Storyfest Central Queensland in Emerald (10 to 12 September). This would not have been possible without your prior support. The aim of this event is to expose children from Longreach and the greater central western region to authors and books that they otherwise wouldn't have available. We are thrilled to extend our partnerships incorporating the Charles Fouldes's Museum and Dan Walker from Camden Park Station. The programme has been curated in consultation with Longreach Community Members.

\$ Amount requested: \$ 13653.10  
 (Please advise if cost relating to this request. LRC fees and charges are located on the LRC website or just call Council for assistance)

What will sponsorship money be used for? The sponsorship money will cover the cost of equipment that is required to be hired from the Longreach Event Hire company to deliver this event. As advised by Longreach Regional Council staff, it is now recommended to hire furniture from Longreach Event Hire rather than utilisation of existing council owned furniture. Unfortunately, this additional

Financial component of Council Grant \$ 6234.10  
 In-kind support requested \$ 7419



**DETAILED BUDGET BREAKDOWN**

<b>INCOME</b>	<b>Amount</b>	<b>EXPENSES</b>	<b>Amount</b>	<b>Tick what is being funded by Council</b>
List any source of income supply i.e other sponsorship, ticket sales, cash contributions, etc.		List any expenses incurred by your organisation for the project or event the application relates to.		
Tickets	\$ 25,000	Admin and Wages	\$ 14,500	
Books	\$ 8,000	Advertising and Marketing	\$ 10,000	
Grants/Donations	\$ 33,000	Functions	\$ 18,000	
Sponsorships	\$ 49,765	Books Purchased	\$ 3,500	
Functions	\$ 10,000	Writers' Fees and Travel	\$ 55,500	
Contribution from LRC	\$ 6234.1	Contractors and Equipment	\$ 30,500	✓
<b>TOTAL</b>	<b>\$ 132,000</b>	<b>TOTAL</b>	<b>\$ 132,000</b>	

Comments or other details:

As per the recommendation of the council, additional chairs are being hired through Longreach Event Hire instead of from Longreach Regional Council

**In-Kind support component**

List items and \$ amounts (e.g. stage, chairs, tables)

Please refer to the fees and charges: [www.longreach.qld.gov.au/rates-fees-charges/rates-fees-charges-1](http://www.longreach.qld.gov.au/rates-fees-charges/rates-fees-charges-1)

	<b>Amount</b>	<b>Other comments</b>
Hire of Entire Longreach Show Grounds \$1103.30x 6 days	\$ 6619.80	
Portable Stage Hire \$84.90 x 6 days	\$ 509.40	
PA System \$33.90 x 6 days	\$ 203.40	
Extra Wheelie Bins \$14.40 x 6 days	\$ 86.40	
	\$	
	\$	
	\$	



### ELIGIBILITY ASSESSMENT:

1. Is your project or activity based within the Longreach Regional Council Area or do you reside permanently within the boundaries of Longreach Regional Council.

Yes  No

If NO, does your project or activity demonstrate benefits to Longreach Regional Council communities?

Yes  No

2. Please explain how your project/activity demonstrates strong community or individual benefit, or need and support?

Following the successes of our first two Storyfest Out West festivals, we have been inundated with requests to continue this event for regional children. Storyfest sponsored students from LSOE to attend our Writers' Festival on the Gold Coast and following that they expressed the need for this kind of event in their community. Students in Longreach had never met an author before and their engagement with authors and illustrators have encouraged them to enjoy reading. To allow other students from Longreach and the whole central western region, this same opportunity it was decided that Storyfest would go Out West. Storyfest has held Community consultations in Longreach to ensure there is a need and a support for this event, the answer has been yes!

3. Do you have an event management plan for the project/activity which includes insurance and a risk management strategy?

Yes  No

If YES, please provide a copy of the Event Management Plan

If NO, please contact Council to discuss prior to lodging an application for your project/activity.

4. Is this a 'one-off' event?

Yes  No

If NO, how will you fund future projects/activities?

Storyfest will continue to seek funding through corporate sponsorship, state funding, in kind support from local entities and from the Storyfest Development Fund. It is planned to become an annual event in Longreach. We have been fortunate to receive support from Qantas nationally and Arts Queensland.

5. How do you intend to acknowledge Council's support (if approved) at the event or within the project or activity?

Longreach Regional Council's logo will be included in the Storyfest Out West Festival Guide, on the Storyfest Website, in email campaigns, on sponsors boards around the festival site and verbally acknowledged during the event. An invitation will be issued to the mayor to offer a welcome on the stage at the Prologue Party on Wednesday 4 September 2024.

6. Have you sought funding through other avenues for your project/activity (grants, corporate sponsorship, fundraising)?

Yes  No

If YES please provide details?

Donations to the Storyfest Development Fund - Annual Giving Day held in April is to support the Storyfest Regional Tour, which includes Storyfest Out West in Longreach. Partnership with Longreach School of Distance Education. Partnership with Outback Pioneers is confirmed. Funding from Arts Queensland has been confirmed. Funding with Qantas Airlines has been confirmed.



**SUPPORTING DOCUMENTATION CHECKLIST**

- Evidence of the event or project (e.g. quotes, facilities bookings, etc.)
- Relevant public liability insurance (if required)
- Evidence of alternative avenues for financial support have been investigated
- A copy of the organisations most recent bank statement
- A detailed budget of running expenses for the event

\* If groups are unable to provide evidence of the event or project due to the dependency of funding or extenuating circumstances, please indicate on the application form. Council may still consider the application based on supplied information (e.g. budget).

**DECLARATION BY RECIPIENT:**

- I certify that to the best of my knowledge, information detailed in this application (and relevant attachments) is true and correct.
- I understand I may be asked to provide the Council with additional information on the funded project.

Signature:

Note: If you are under the age of 18, your legal guardian must also sign this application.

*G Lennon*

Date: 25.10.2024

Name in Full: Gabriella Lennon

Business/Community/Organisation Group: Somerset Storyfest

Position in Group or Organisation: (if applicable) Event Support Officer

Privacy Collection Statement: Longreach Regional Council is committed to ensuring that your privacy is protected and will take all reasonable steps to ensure that all personal information is secure. Council is collecting your personal or community groups information for the purpose of assessing your application for Sponsorship.

**SUBMIT**

**13. COMMUNITIES REPORT**  
**13.2 - Sponsorship - Opera Queensland**

**13.2 Sponsorship - Opera Queensland**

File Ref:

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

**Council Action**

Advocate

Deliver

**Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012*

**Policy Considerations**

Sponsorship 11.07

**Corporate and Operational Plan Considerations**

OUR COMMUNITY	
Corporate Plan Outcome	
1.1	Council infrastructure and services support liveability and community amenity.
1.2	Council recognises cultural heritage and supports inclusion of all peoples.

OUR ECONOMY	
Corporate Plan Outcome	
2.1	Collaborative engagement with stakeholders to maximise economic opportunities.

OUR FINANCES	
Corporate Plan Outcome	
4.1	Improved financial performance and strategic financial management.

**Budget Considerations**

Total budget for Sponsorship for 2023/24 is \$50,000.00

Category	Budget	Approved Funding YTD	Budget required to meet Sponsorship requests for February 2024	Budget Remaining for future applications
Sponsorship	\$50,000.00	\$37,004.82	\$11,606.70	\$1,388.48

**13. COMMUNITIES REPORT**  
**13.2 - Sponsorship - Opera Queensland**

**Previous Council Resolutions related to this Matter**

*(Res-2022-10-001)*

*Moved Cr Hatch seconded Cr Martin*

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

<b>Organisation</b>	<b>Event/ Project Activity</b>	<b>Event Date</b>	<b>Grant Approved</b>	<b>Conditions of Approval/Payment</b>
Opera Queensland	Festival of Outback Opera	20-22 May 2023	Financial \$10,000.00 In-Kind \$3,343.30	NIL
<i>In-Kind \$3,343.30 (3x days hire Civic Centre \$1,909.50, 1x day hire Showgrounds \$1,060.60, 2x gazebo hire 3 days \$210.00, 2x portable stage \$163.20)</i>				
		<b>TOTAL</b>	<b>\$13,343.30</b>	

**Officer Comment**

**Responsible Officer:** Abby Lewis, Customer Service Coordinator

**Authorised by:** Karyn Stillwell, Director of Communities

Festival of Outback Opera returns to Longreach in 2024 with a variety of events to attract local audiences, as well as national and international travellers for an unforgettable festival and outback experience. The festival will run from 14 - 20 May 2024 at both Winton and Longreach, at different locations in each town. Opera Queensland aims to establish Festival of Outback Queensland as a tourism attraction for high value travellers while increasing its community engagement in 2024.

Longreach will continue the legacy of Outback Opera's major outdoor performance 'Singing in the Night', the Opera Ball and a free performance of our 2024 Touring Production 'Do We Need Another Hero?'. These will be joined, inspired by local feedback, by a new festival community day with free activities and performances to engage more deeply with locals and festival attendees.

The application was reviewed by a panel and scored against the criteria of the Longreach Regional Council's Sponsorship Assessment Guidelines. Organisers have asked for \$10k towards the cost of equipment (\$1,200) and the community programme (\$8,000). No information has been provided as yet as to what the community programme consists of (other than a free performance of the 2024 touring production). The applicant has noted that the variety of the community programme will be dependent on the amount of money received from Longreach Regional Council. In addition, the applicant has advised that the event aims to receive \$318,000 in income, including ticket sales and other grants - see application for further details).

**13. COMMUNITIES REPORT**  
**13.2 - Sponsorship - Opera Queensland**

The applicant has also requested that Council provide 2 staff members to assist with event preparation but this request is unable to be fulfilled. The applicant will be advised to recruit locals directly if assistance is required.

There are very limited funds in the Sponsorship budget for the rest of the financial year, and multiple requests are still coming through. The panel's view was to support Opera Queensland to the value of █%. The panel felt that contributing to equipment hire would be an appropriate use of sponsorship funds, as well as supporting a local business to help deliver events.

The panel recognises that applications in the Sponsorship category are limited to a maximum of \$10,000 per event, and that Council may negotiate higher sponsorship agreements where the event presents opportunities commensurate with the level of Sponsorship and benefits being provided.

**Panel Recommendation**

The total grant recommended of █ financial will go towards the cost of:

- █;

The total In-Kind support recommended of █ will go towards the cost of:

- █

<i>Grant Requested</i>	<i>Grant Recommended</i>
<b>Financial \$10,000.00</b> <b>In-Kind \$4,455.70</b> <b>Total \$14,455.70</b>	<div style="background-color: black; width: 100px; height: 40px; margin: 0 auto;"></div>

**Appendices**

1. [Opera Application.pdf](#) ↓

**Recommendation:**  
 That Council approves the allocation of funds from the **2023/2024 Sponsorship budget** as contained in the following table, in accordance with the Sponsorship Policy No 11.07:

<b>Organisation</b>	<b>Event/Project Activity</b>	<b>Event Date</b>	<b>Grant Recommended</b>
Opera Queensland	Festival of Outback Opera	14-20 May 2024	█
		<b>TOTAL</b>	█





# APPLICATION FORM

## CONTACT INFORMATION:

Name	Opera Queensland
(Business/Community/ Organisation Group)	
Contact person's name	Laura Hansford
Postal address:	PO Box 5792 West End QLD 4101
Telephone:	[REDACTED]
Mobile:	
Email:	[REDACTED]

## PROJECT/ACTIVITY DETAILS:

Project name:	Festival of Outback Opera
Project date:	14-20 May 2024
Brief description of project	<p>Festival of Outback Opera (FOO) returns to Longreach in 2024 with a variety of events to attract local audiences, as well as national, and international travellers for an unforgettable festival and outback experience.</p> <p>Opera Queens and (OQ) aims to establish FOO as a tourism attraction for high-value travellers while also increasing its community engagement activities in 2024.</p> <p>Our plan for the Longreach half of the festival is to continue the legacy of our major outdoor performance 'Singing in the Night', the Opera Ball and a free performance of our 2024 Touring Production 'Do We Need Another Hero?'. These will be joined, inspired by local feedback, by a new festival community day with free activities and performances to engage more deeply with locals and festival attendees.</p> <p>OQ is seeking council support to realise the festival community day activities and the performance of 'Do We Need Another Hero?', OQ's touring production in 2024.</p>
<b>\$ Amount requested:</b> Please add in-kind costing to this request; BC Fees and Charges are located on the LRC website or, just call Council for assistance	\$ 14,455.70
What will sponsorship money be used for?	<ul style="list-style-type: none"> <li>- Salaries and wages for artists and arts workers engaged in the festival community day program and Longreach performance of 'Do We Need Another Hero?'</li> <li>- Equipment hire for festival community day events (outdoor furniture, lighting and sound equipment)</li> </ul>
Financial component of Council Grant	\$ 10,000.00
In-kind support requested	\$ 4,455.70



## DETAILED BUDGET BREAKDOWN

INCOME	Amount	EXPENSES	Amount	Tick what is being funded by Council
List any source of income (supply i.e. other sponsorship, ticket sales, cash contributions, etc)		List any expenses incurred by your organisation for the project or event (the application relates to)		
Box Office (ticket sales)	\$ 53575	Community Performance (Do We Need A)	\$ 8,800	<input checked="" type="checkbox"/>
Arts Qld	\$ 140,000	Event equipment hire (Longreach Festival)	\$ 1,200	<input checked="" type="checkbox"/>
Donations	\$ 75,000	Other Festival events - salaries & wages	\$ 79694	
Sponsorship (cash & in-kind)	\$ 48500	Other Festival events - event operation & equipment	\$ 10116	
	\$	Travel & Accommodation	\$ 88198	
	\$	Marketing and PR	\$ 39000	
<b>TOTAL</b>	<b>\$ 318075</b>	<b>TOTAL</b>	<b>\$ 318075</b>	

Comments or other details:

The above budget reflects all Longreach events of Festival of Outback Opera with detailed expenses for the requested Longreach Regional Council Sponsorship contribution to finance the free community program including a performance of 'Do We Need Another Hero?' and basic event equipment for the Longreach Festival Community Day and a full week of a Festival Hub (Information Hub). Please also refer to the attached overall Festival budget in the supporting documents.

Longreach Regional Council sponsorship contributes to creating a buzzing Festival Community Day in town on Sunday 19th May 2024. The variety of programming on the day will depend on the LRC contribution and the Festival's success in securing additional funding or sponsorship for additional artists.

### In-Kind support component

List items and \$ amounts (e.g. stage, chairs, tables)

Please refer to the fees and charges:

[www.longreach.qld.gov.au/rates-fees-charges/rates-fees-charges/](http://www.longreach.qld.gov.au/rates-fees-charges/rates-fees-charges/)

	Amount	Other comments
Portable Stage (12 pieces 2 x 1m; 1 piece 1 x 1m; 2 sets steps)	\$ 84.90	19th - For Festival Community Day
3 x 6m Portable Gazebo	\$ 36.40	19th - For Festival Community Day
Council staff - event support	\$ 1468.00	19th + 20th May - 2 staff for bump-in & out
3 x 3m Portable Gazebo	\$ 218.40	Festival Hub Longreach Tue 14 - Sun 19
Landsborough Auditorium (includes Stage, Hall, Change Rooms)	\$ 2648.00	17-20 May - Festival Wet Weather Plan
	\$	
	\$	



### ELIGIBILITY ASSESSMENT:

1. Is your project or activity based within the Longreach Regional Council Area or do you reside permanently within the boundaries of Longreach Regional Council.

Yes  No

If NO, does your project or activity demonstrate benefits to Longreach Regional Council communities?

Yes  No

2. Please explain how your project/activity demonstrates strong community or individual benefit, or need and support?

Festival of Outback Opera brings high-value travelers to Longreach in the tourism shoulder season. In 2022, the Festival generated a direct and incremental expenditure of \$837,434 attributable to the 2 LGA's economies visited by the Festival. For the Longreach community, the Festival offers an opportunity to engage with the art form opera in a rich and meaningful way and attend performances and engagement activities like workshops without traveling to metro areas. In 2024, Opera Queensland will significantly increase community benefits in terms of the variety of events offered as well as the economic impact. Please refer to supporting documents for 2023 Economic Impact Study.

3. Do you have an event management plan for the project/activity which includes insurance and a risk management strategy?

Yes  No

If YES, please provide a copy of the Event Management Plan

If NO, please contact Council to discuss prior to lodging an application for your project/activity

4. Is this a 'one-off' event?

Yes  No

If NO, how will you fund future projects/activities?

Festival of Outback Opera is funded by Arts Queensland and in the 4th year with continued funding for a fifth year in 2025. Additional funding and sponsorship support are required and will be applied for each year individually.

5. How do you intend to acknowledge Council's support (if approved) at the event or within the project or activity?

Longreach Regional Council (LRC) will be mentioned in all communication regarding the Longreach Festival Program as a supporting partner (logo placement, speech mentioning etc.).

LRC will also have the opportunity to supply banners and/or contribute a stall (incl staff) to the Festival Hub and Festival Community Day to promote their own community offers during the festival or contribute to the Festival Community Day activities as mutually agreed ahead of the event.

6. Have you sought funding through other avenues for your project/activity (grants, corporate sponsorship, fundraising)?

Yes  No

If YES, please provide details?

Festival of Outback Opera is supported by Arts Queensland and significant private donations.

Opera Queensland is also applying for further funding by Festivals Australia, Tourism and Events Queensland, and is close to confirming significant corporate sponsorships to cover funding deficits.



**SUPPORTING DOCUMENTATION CHECKLIST**

- Evidence of the event or project (e.g. quotes, facilities bookings, etc.)
- Relevant public liability insurance (if required)
- Evidence of alternative avenues for financial support have been investigated
- A copy of the organisations most recent bank statement
- A detailed budget of running expenses for the event

If groups are unable to provide evidence of the event or project due to the dependency of funding or extenuating circumstances please indicate on the application form. Council may still consider the application based on supplied information (ie budget)

**DECLARATION BY RECIPIENT:**

- I certify that to the best of my knowledge, information detailed in this application (and relevant attachments) is true and correct
- I understand I may be asked to provide the Council with additional information on the funded project.

Signature:

Note: If you are under the age of 18, your legal guardian must also sign this application

Date: 08/01/2024

Name in Full: Laura Hansford

Business/Community/Organisation Group: Opera Queens and

Position in Group or Organisation: (if applicable) Director Learning, Regional & Community

Privacy Collection Statement: Longreach Regional Council is committed to ensuring that your privacy is protected, and will take all reasonable steps to ensure that all personal information is secure. Council is collecting your personal or community groups information for the purpose of assessing your application for Sponsorship.

**SUBMIT**

**13. COMMUNITIES REPORT**  
**13.3 - Information Report - Community Services**

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**13.3 Information Report - Community Services**

File Ref:

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

**Council Action**

Deliver

**Applicable Legislation**

Local Government Act 2009

Local Government Regulation 2012

**Policy Considerations**

n/a

**Corporate and Operational Plan Considerations**

<b>OUR COMMUNITY</b>	
<b>Corporate Plan Outcome</b>	
1.1	Council infrastructure and services support liveability and community amenity.
1.2	Council recognises cultural heritage and supports inclusion of all peoples.
1.3	The region's natural environment is managed, maintained and protected.

<b>OUR LEADERSHIP</b>	
<b>Corporate Plan Outcome</b>	
5.2	Informed and considered decision making based on effective governance practices

**Budget Considerations**

As per approved 2023/24 budget

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

**Responsible Officers:** *Community Services Officers*

**Background**

Officers are requested to provide an information update to Council on a monthly basis to outline achievements, challenges and statistical information for the various functional areas in Council.

**13. COMMUNITIES REPORT**  
**13.3 - Information Report - Community Services**

**Library Services**

January was a quiet month for the Library, with everyone still on holidays. It was more popular with families catching up over coffee after the Christmas and New Year's break. February will provide more foot traffic with new opening hours and with the school term back underway for 2024.

**Library Statistics (financial year)**

	Longreach		Ilfracombe		Isisford	
	Jan	YTD	Jan	YTD	Jan	YTD
Items Borrowed	270	2,929	8	144	0	184
New Members	13	62	0	2	0	0
Total Members	1609		147		73	

**Swimming Pools**

In collaboration with the Longreach Regional Council, Australia Day celebrations were held at the Longreach Aquatic Centre in January. It was a fun and memorable day with lots of games, a sausage sizzle, and the inflatables running. There were 289 attendees during the Australia Day opening hours, who enjoyed cooling off on a hot Australia Day. There was scavenger hunt with \$10 vouchers that were thankfully all found and redeemed on the day. Overall, it was a fun day enjoyed by all.

ALTS ran a number of first aid and lifeguard course during the last week of January for both local and district individuals.

Pool usage statistics for January.

	Longreach		Ilfracombe		Isisford		Yaraka	
	Jan	YTD	Jan	YTD	Jan	YTD	Jan	YTD
<b>Adults</b>	1184	6098	120	2558	41	188	15	70
<b>Children</b>	1556	7145	76	956	42	138	10	66

**Funeral Services**

<b>CEMETERY DETAILS / FIGURES - JANUARY 2024 (by type)</b>	
Church & Grave Side Funeral	1
Church Service Only	
Graveside Funeral	1
Memorial Service	
Cremation	1
Interment of Ashes - Private / Family Only	1
Interment of Ashes - Graveside Service	
Plaques arranged by LRC	2
Undertaker Service Only	1

## **13. COMMUNITIES REPORT**

### **13.3 - Information Report - Community Services**

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#### **Childcare Services**

##### **Spotlight on January**

We have welcomed some new families as well as new staff to the Childcare Centre this year which has been exciting! It is always refreshing to see new faces and for our service to have the opportunity to shine! Something we hear often when families relocate to Longreach from bigger cities is that they love how big and natural our environment is compared to those they're used to. They love that we have real grass for the children to play on and trees in our play spaces. Many childcare centres use astro turf and have very small yards. Our environment is something we pride ourselves on and it is comments like this from new families that help to cement the reason why.

Our 2024 bookings have already changed significantly since they were confirmed in November last year. Several families have altered their original bookings by reducing days originally requested or removing them all together due to unplanned relocation or changes in circumstances. Despite this being frustrating with the amount of time and effort that goes into allocating enrolments to ensure ratios are maintained and staffing levels are adequate for the amount of children booked in, it has been a blessing to have less children than we were expecting due to some changes to our staffing. We aren't taking any more bookings at this time but hope to build our team back up to full capacity with this recruitment round.

Our new Kindergarten children have arrived and begun what will be an exciting year to prepare them for school in 2025! This year will bring many adventures for our Kindy cohort including transition days to the two local primary schools and some excursions to local events such as Under 8's day. We are also hoping that our Kindy children will have the opportunity to assist us with volunteering for Meals on Wheels again. We are just waiting to hear whether the COVID-19 vaccination restriction will be lifted as our little ones are too young to be vaccinated. Watch this space as our time volunteering for Meals on Wheels with the children was a wonderful opportunity to build our community partnerships and it was heart-warming to see the interactions between the children and our elderly residents.

The rollout of the Free Kindy program has been successful and all of our families are benefiting from this QLD Government incentive. From our 22 Kindy children, only 4 attend just for the Kindy program which runs 5 days a fortnight from 8.45am - 2.45pm during school terms. For these families, Kindy is completely free with the QLD Government paying for their care. 13 are attending Kindy as well as long daycare hours on a full time basis and another 5 are attending Kindy as well as long daycare 6 days a fortnight. These families have the Kindy hours paid for by the QLD Government and the families are paying for the extra hours they attend. These figures show how beneficial our long daycare operational hours are to families in our community.

See attachment for January in photo form!

## 13. COMMUNITIES REPORT

### 13.3 - Information Report - Community Services

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#### **Horticulture and Community Facilities**

The Longreach Horticulture and Town Services team continued the clean-up and removal of dead trees and branches after the storm.

The team is currently conducting an irrigation audit to enhance the overall efficiency of our irrigation systems. The audit involves a comprehensive assessment of our current irrigation infrastructure, including:

- **Sprinkler System Inspection:** We are evaluating the performance of each sprinkler head to identify any issues such as clogs, misalignment, or damage.
- **Water Distribution Analysis:** Our team is reviewing water distribution patterns to ensure uniform coverage across the entire area.
- **Controller Assessment:** We are examining the irrigation controller settings to ensure they are programmed for optimal efficiency and water conservation.
- **Leak Detection:** Checking for any leaks in the irrigation system to prevent water wastage.

The whole team attended snake awareness training which was very informative. Multiple different species of both venomous and non-venomous snakes were presented to the attendees. They learnt to identify different species like Eastern Browns, Death Adder, Mulga/King Brown, Red Belly Black and Jungle Python. Part of the training also involved Snake Bite First Aid.



We are working in collaboration with sporting groups to enhance the condition of our ovals in preparation for the upcoming sports seasons.



## 13. COMMUNITIES REPORT

### 13.3 - Information Report - Community Services

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#### Team member honours

Congratulations to Robert Anderson, our Horticulture and Town Services Team Leader on receiving the Australia Day Citizen of the Year Award for Isisford. This is very well deserved and we are very proud of him and the work he does on behalf of Council.



#### Tree Project

In 2024, our primary focus will be on an extensive tree planting initiative designed to transform and enrich our communities. To promote biodiversity and resilience, we will carefully select a variety of native and well-adapted tree species that thrive in our local environment. We will implement a comprehensive care and maintenance plan to ensure the healthy growth and longevity of the newly planted trees.

#### Facility Usage

The following community facilities were utilised in January -

Longreach Showgrounds	Heart Bus Australia, Senior Rugby League Training, Longreach State High School Year 7 Day Camp, Fitness Group
Longreach Civic Centre	Memorial Service, Snake Awareness Training, Australia Day Award Ceremony and Citizenship Ceremony
Isisford Hall	Snake Awareness Training
Ilfracombe Rec Centre	Open to community during Power Outage, Australia Day Award Ceremony and Celebrations, Private Birthday Party

## 13. COMMUNITIES REPORT

### 13.3 - Information Report - Community Services

#### Water Tower Lights

The water tower lights were lit up in specific colours for the following occasions –

12 January	National Corrections Day	Blue
26 January	Australia Day	Blue

#### **Communications Activity - Statistics for December 2023**

##### **Website:**

- 7,379 sessions
- 14,203 page views
- After the Home landing page, the most popular pages are
  - Careers
  - 'Whats', 'Whats' on' (Events pages)
  - Disaster
  - Meetings – Agendas - Minutes
  - Pools
- Most people have found the website through an organic search, such as through Google
- 57.5% of people use desktop as a device, followed by 41.5% mobile device
- See attachment for the data

##### **Facebook:**

- 3,800 followers (3,796 followers in December)
- 29 posts in total between 1-31 January 2024
- Post topics – Main ones were about Australia Day events and winners, power outages, job advertisement, upcoming events.
- See attachment for the data

#### **ILLY Distribution: Total number delivered per town**

DELIVER TO:	Street	Roadside	Boxes	Counter	TOTAL
<b>4727 - ILFRACOMBE LPO</b> (127 Points) LONGREACH REGIONAL Intrastate Select		27	84	16	127
<b>4730 - LONGREACH LPO</b> (2,036 Points) LONGREACH REGIONAL Intrastate Select	1,490	103	443		2,036
<b>4731 - ISISFORD LPO</b> (137 Points) LONGREACH REGIONAL Intrastate Select			46	91	137
<b>4731 - YARAKA CPA</b> (20 Points) LONGREACH REGIONAL Intrastate Select				20	20
<b>TOTALS:</b>					<b>2,320</b>

**13. COMMUNITIES REPORT**  
**13.3 - Information Report - Community Services**

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**Community Development**

**Australia Day**

Australia Day was celebrated all over the region, thanks to National Australia Day Funding.

Longreach welcomed 5 new Australian Citizens before heading into the awards ceremony with special guest Ambassador Ross McKinnon AM. Afterwards the community enjoyed a free community breakfast provided by the Longreach Lions. The Longreach pool was the place to be from 10am to 1pm with inflatable, games and a free sausage sizzle provided by the Longreach Scouts.

In Isisford the IIRDA (Isisford Industry Recreation and Development Association) cooked breakfast for the community before the start of the awards ceremony. Afterwards the younger community member ran back and forth between the pool and the water slide. The Yaraka community enjoyed a free BBQ dinner provided by the Yaraka Hotel.

The events in Ilfracombe were sponsored by the Great Australia Bites program. They kicked-off with the traditional cricket which saw 8 teams competing for the title. Food was available all afternoon and provided by the Wellshot Hotel, Taffy's and the IDPA (Ilfracombe District and Progress Association). A free bus shuttle was available from Longreach, and the crowd was entertained by Ronny Beezly and Jag N the Rollers. The Awards Ceremony was as well supported by Ambassador Ross McKinnon AM. Younger generations enjoyed the novelty games like egg and spoon racing in the afternoon.

In addition, all seniors in the region were invited to a free senior's lunch at the RSL Longreach, Wellshot Hotel in Ilfracombe and the Whitman's Café in Isisford thanks to the Great Australian Bites Funding.

Below are the winners for each Australia Day awards category:

<b>Category</b>	<b>Winner</b>
	<b>Longreach</b>
Citizen of the year	Andrew Watts
Senior Achievement of the year	Melanie Palmer
Junior Achievement of the year	Jozette Jones
Community Event/Group of the year	Longreach Rodeo Association
	<b>Isisford</b>
Citizen of the year	Robert Anderson
Senior Achievement of the year	Matthew Berryman
Junior Achievement of the year	<i>No nominations</i>
Community Event/Group of the year	Isisford Fishing Competition
	<b>Ilfracombe</b>
Citizen of the year	George Woodfield
Senior Achievement of the year	<i>No nominations</i>
Junior Achievement of the year	Max Bruggeman
Community Event/Group of the year	<i>No nominations</i>

**13. COMMUNITIES REPORT**  
**13.3 - Information Report - Community Services**



**Upcoming events February and March 2024 ([longreach.qld.gov.au/events](https://longreach.qld.gov.au/events))**

<b>February &amp; March 2024</b>			
Saturday 17 February 9am – 7pm	Longreach 9s Rugby League Carnival	Longreach Showgrounds	Free entry for spectators
Saturday 17 February 8.30am – 3.30pm Sunday 18 February 10am – 3.00pm	Youth Leadership Retreat	Longreach Civic Centre- Fairmount	Free workshop for all youth between 13 and 25 years
Sunday 3 March 8am – 12pm	Clean-up Australia Day	Apex Park Thomson River	“Battle of the trash” Community group can win \$500
Friday 8 March 9am – 1pm	International Women’s Day	Qantas Park	Craft station, morning tea and give-aways
Saturday 23 March 8am – 11am	Easter	Edkins Park	Easter Egg Hunt, Easter Bunny and Easter Craft

## 13. COMMUNITIES REPORT

### 13.3 - Information Report - Community Services

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#### **Partnership with National Broadband Network (NBN)**

We are connecting NBN with our senior groups in the region and all our schools. They are planning a trip in March to deliver free sessions in all towns. The focus for the seniors will be:

- Scams Awareness – how to recognise a scam and what to do if you think you have been scammed.
- Digital Legacy – What you need to know about your digital footprint and digital assets after you pass.
- NBN101 – What is NBN? How do I get connected and how do I know if I'm getting the best from my current connection?

The topics for the school sessions will be around cyber safety and not trusting everybody you meet online – all of which is essential in a world where children are online on a regular basis (often times with little to no supervision).

#### **Project Management**

##### **Ilfracombe Multi-Purpose Court**

Progress continues with the new multi-purpose court in Ilfracombe with the foundations almost complete. Recent weather has provided us with a test of the water diversion which has proudly served its purpose well and kept water away from the foundations.

- ✓ Working towards an active community
- ✓ New facilities for Ilfracombe



Further information on progress on the following projects can be found in the attached Project Dashboards for:

- Summary of all Projects

## 13. COMMUNITIES REPORT

### 13.3 - Information Report - Community Services

- Longreach Squash Court Upgrade
- Ilfracombe Multi-Purpose Court
- Apex Park Beautification
- Eagle and Swan Street Beautification

#### After Hours Message Centre - January 2024

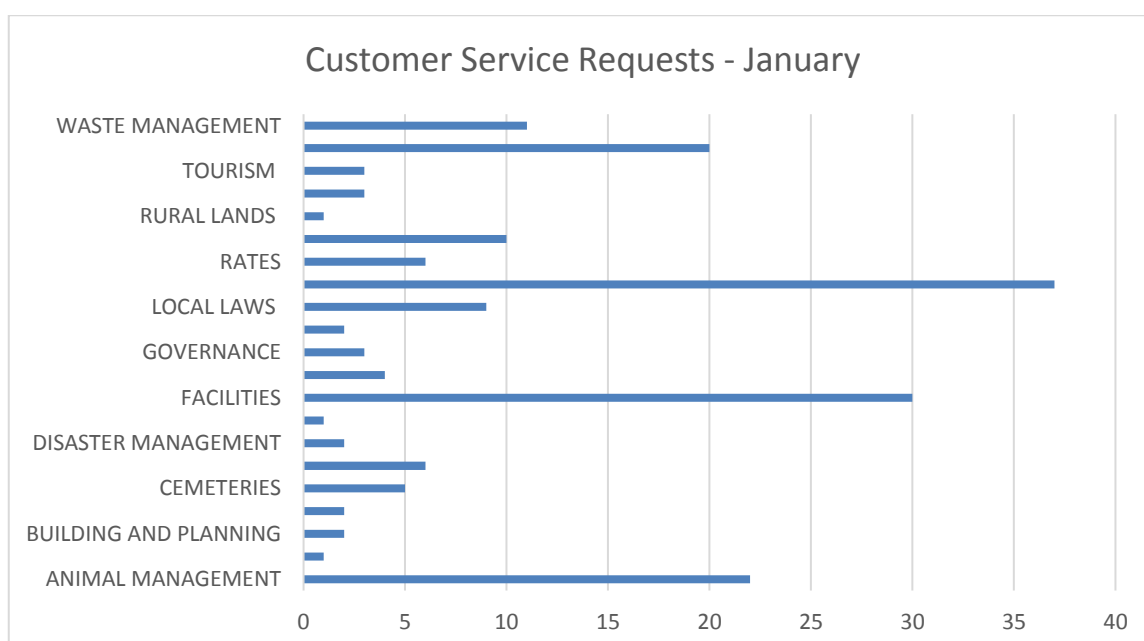
Incoming Calls Received	No. of Hang Ups	Total
36	73	109

During the month of January 2024 there were 36 after hours' calls received. The calls were related to the following sections of Council:

CATEGORY	NUMBER OF CALLS
Disaster Management	1
Water and Sewerage	8
Waste	2
Local Laws/Animal Management	12
Facilities	1
Funeral/ Undertaker Services	1
Tourism/VIC	4
Parks and Gardens	4
Roads	1
Other / Events	2

#### Customer Service Requests

A total of **180 Customer Service Requests** were received for the month of January 2024. Of these requests **100** were **completed** in January 2024.



**13. COMMUNITIES REPORT**  
**13.3 - Information Report - Community Services**

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The following Customer Service Requests present in the system as **completed**, **outstanding** or **in progress** as at 31 January 2024.

<b>COMPLETED</b>	<b>OUTSTANDING</b>	<b>IN PROGRESS</b>	<b>TOTAL</b>
100	60	20	180

**Tourism Update**

January has been a busy time as staff are in the final stages of planning for the Longreach Region Guide and it is now ready for print. The guide will be first launched at the Moreton Bay Caravanning and Camping Expo 16, 17 and 18 February 2024. Longreach and Winton collaborated to market our regions in digital media over the summer. This has been well received and celebrates the people, our landscapes and experiences. Our aim is to showcase the wide open spaces and the people that make our communities what they are, and the emotion that invokes when you see this vision. These advertisements have been broadcast right across the eastern states and into WA, reaching more potential visitors to our region than what we can get to by print media or face to face.

**Experience Longreach Website** had 5,594 page views for the month of January 2024

**Experience Longreach Facebook Page:** Followers 6,607 + 241 this month  
 Reach of 185, 949 + 1.1k  
 Content Interactions 3.1k + 247%

**Top Facebook Posts:**  
 Discover Ilfracombe reel 94.8k reach  
 Thomson River Festival 74.3k reach

**Longreach Region Explore Centre Statistics Visitors through the door**  
**January 2024**

<b>Nov 2023</b>	<b>Dec 2023</b>	<b>Jan 2024</b>	<b>2023/2024 YTD</b>	<b>2022/2023 total</b>
337	152	151	13,132	22866

No bookings were made by information centre staff on behalf of Operators for the month of December.

<b>Information Requests 2023-2024</b>	<b>January 2024</b>	<b>2023 -2024 YTD</b>
Phone calls	81	577
Emails	22	276
General Information over the Counter	8	11,240
Information packs posted	33	152
Phone Bookings	58	112
Over the Counter Bookings	0	1714

**13. COMMUNITIES REPORT**  
**13.3 - Information Report - Community Services**

**Longreach Powerhouse and Historical Museum Statistics (financial year) 2023-24:**

Nov 2023	Dec 2023	Jan 2024	2023/2024 YTD	2022/2023 total
83	24	Closed	3143	4205

**Longreach Regional Council Approved Camping Areas (financial year) 2023-2024:**

Location	Jan 2024 Vans	2023 -2024 YTD Vans
Apex Park	0	4562
Emergency Camping Passes	0	80
Barcoo Weir/Oma Waterhole	0	1856
Isisford Emergency Passes	0	82
Yaraka	0	363

**Strategy and planning**

The Communities team are also working on a number of other initiatives and projects such as:

Walking Network Plan (grant funded)	In progress	Staff are working with CPR group to develop a walking network plan for Longreach. This work will be done in-conjunction with the Infrastructure team who are working on a grant application (for design work only) for a Cycling Network. Community engagement is part of the project.
Finalisation of facility concept plans	In progress	Isisford Racecourse Concept Plan – this has been worked on with user groups. The final version of the concept is being finalised and will come to Council for endorsement in February or March 2024. Actions/projects in the concept plan are subject to availability of future grant funding.
Ilfracombe Heritage Strategy	In progress	The basis of this project is to investigate how to optimise the heritage buildings/collections in Ilfracombe, and create improved visitor experiences. GBA Consulting Engineers have been engaged to do some significance assessment reports on the collections and provide strategic advice to Council on how to manage these assets. They will build on previous work that has been done to date. Grant applications are being sought to progress this work
Tree and Greening project	In progress	Actions resulting from the horticulture specialist’s report are being worked through and integrated into the relevant team’s work programme. Procurement for trees is underway.
Reconciliation Action	Not yet started - 2024	



**13. COMMUNITIES REPORT**  
**13.3 - Information Report - Community Services**

Plan	
Destination Management Plan (with Governance team)	Planning underway
Community Engagement Policy	Planning underway
Development of a Customer Experience Strategy	Planning underway

**Risk Management Factors:**

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

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

Low risk, informational report only.

**Environmental Management Factors:**

Nil

**Other Comments:**

Nil

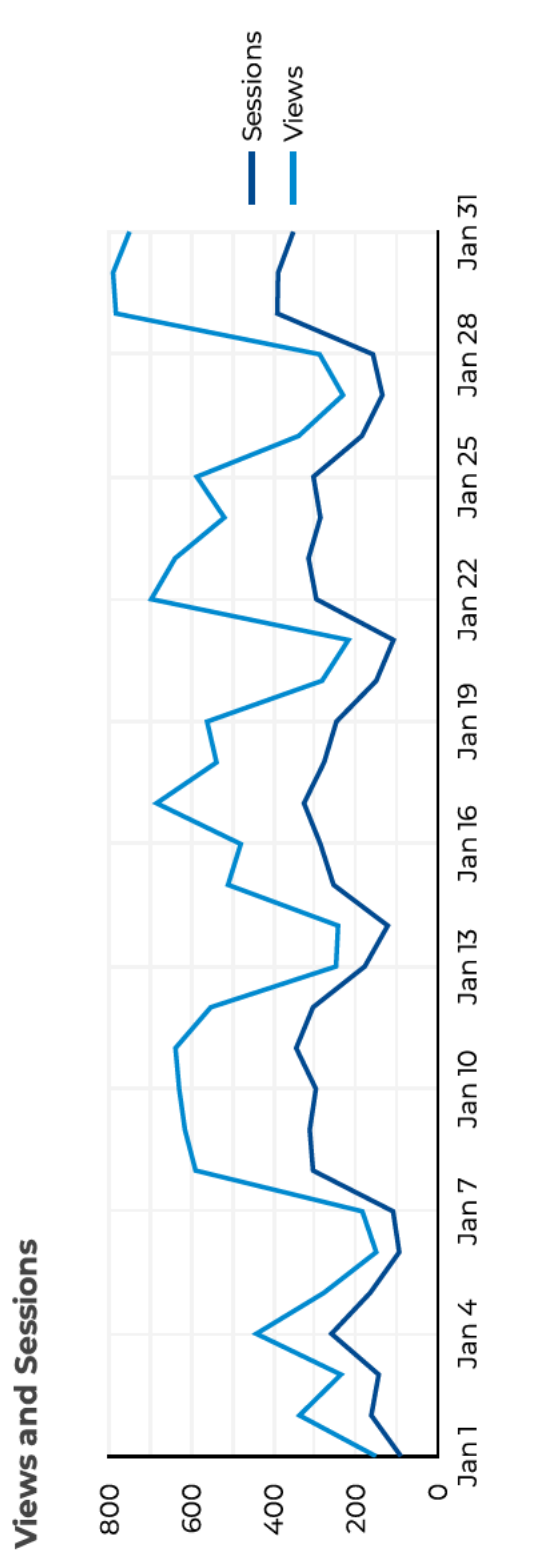
**Appendices**

1. Website Stats January 2024 [↕](#)
2. Facebook Reach January 2024 [↕](#)
3. Facebook visits January 2024 [↕](#)
4. Facebook new likes and followers January 2024 [↕](#)
5. Childcare Photos [↕](#)
6. 23.24 Projects Dashboard [↕](#)
7. 23.24 Main Projects Dashboard [↕](#)

**Recommendation:**

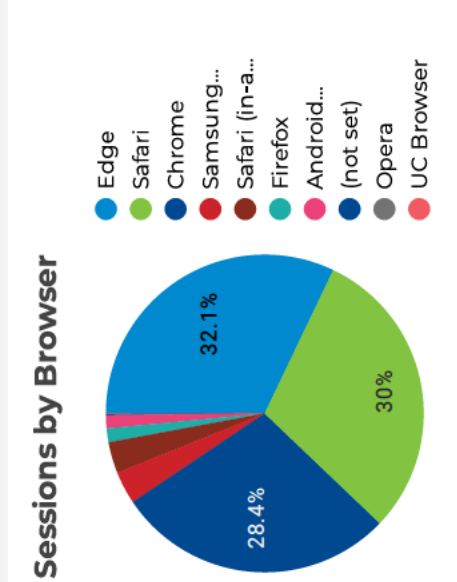
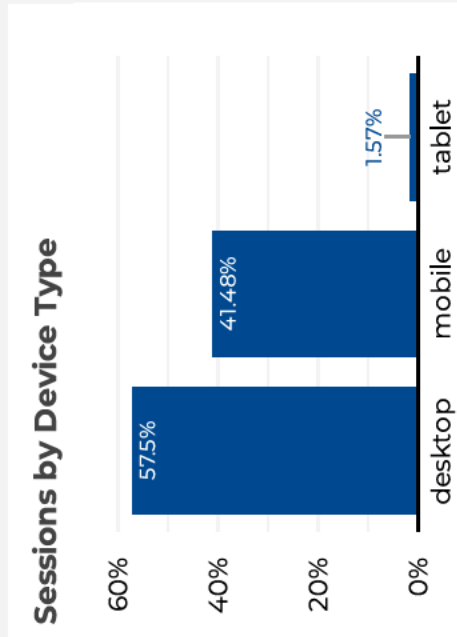
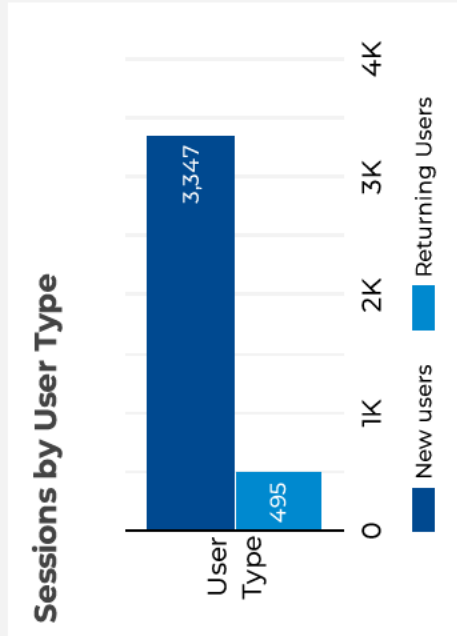
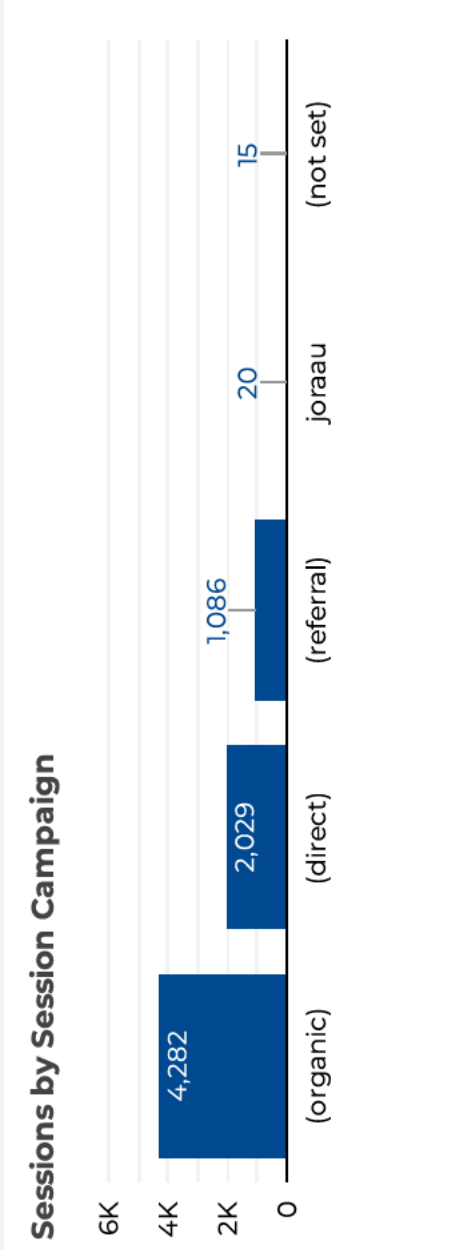
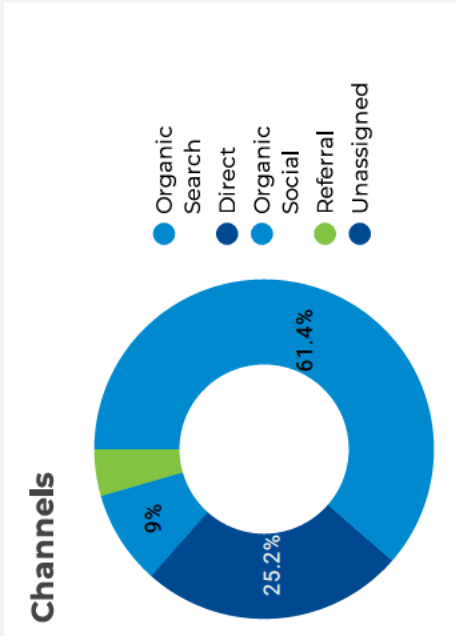
*That Council receives the Community Services information report, as presented.*

Sessions	<b>7,379</b>
Views	<b>14,203</b>
Views / Session	<b>1.92</b>



### Top 10 Pages

Rank	Page path	Views
1.	/	5,339
2.	/careers	902
3.	/whats	788
4.	/current-vacancies	449
5.	/roads	440
6.	/whats-on	366
7.	/site-search/results/	359
8.	/disasters	199
9.	/meetings-agendas-minutes	188
10.	/swimming-pools	174



### Top 10 Referral Sources

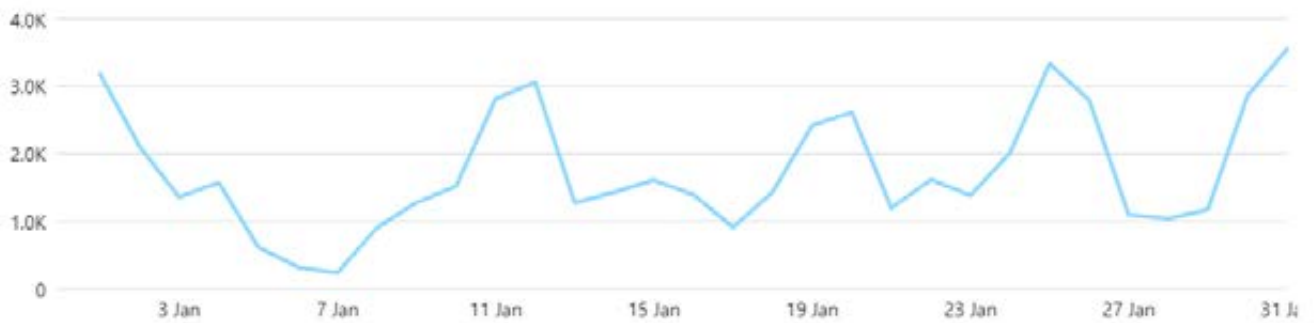
Rank	Session source	Sessions	Views
1.	google	3,940	7,571
2.	(direct)	2,029	3,623
3.	bing	290	710
4.	galaxy.lgaq.digital	289	680
5.	m.facebook.com	218	252
6.	lrc.infoxpert.edrms	192	541
7.	l.facebook.com	81	106
8.	l.facebook.com	61	142
9.	experiencelongrea...	43	130
10.	au.search.yahoo.c...	28	72

### 13.3 - Information Report - Community Services --Appendix 4

#### Reach

##### Facebook reach ⓘ

19,371 ↓ 73.8%



#### Visits

##### Facebook visits ⓘ

9,716 ↑ 46.1%



#### New likes and follows

##### Facebook Page new likes ⓘ

74 ↑ 32.1%





*Around the rooms!*



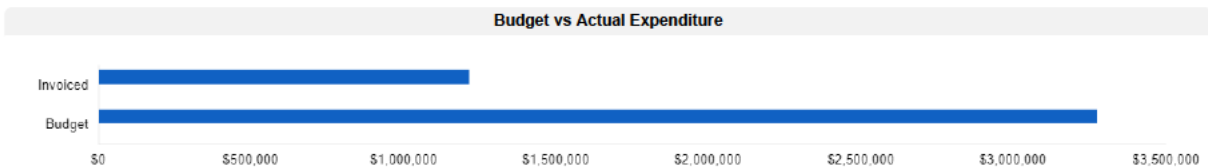
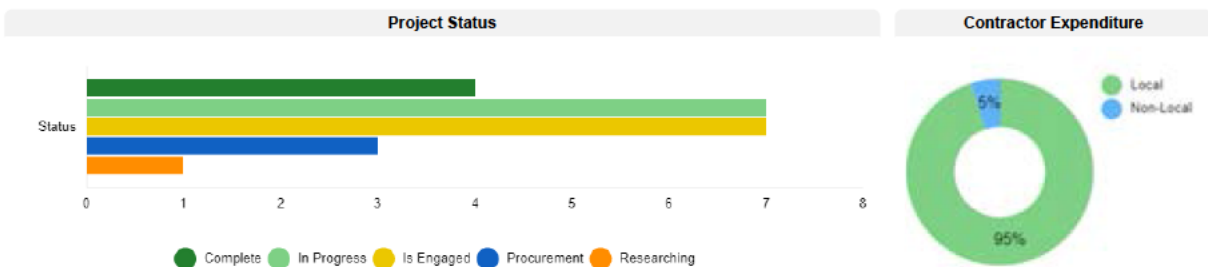


## Around the Rooms!



## 13.3 - Information Report - Community Services --Appendix 6

23.24 Project Status - Council				
Project	Description	Progress	Status	Funded By
Executive House Construction	An additional house for Council executive staff.		Complete	Longreach Regional Council
Eagle Street Beautification - 22/23	Additional plant and refurb centre median in front of glasson house.		Complete	Local Roads and Community Infrastructure Program
Powerhouse Museum Centenary Garden Beautification	Install a new sensory garden.		Complete	Local Roads and Community Infrastructure Program
Longreach Apex Park old tower disposal	Remove redundant water tower.		Complete	Local Roads and Community Infrastructure Program
Longreach Administration Building Air Con Replacement	New air-con units and ductwork for the Longreach Admin building.	Contractor engaged and materials being ordered. Work started in January on upgrading the ductwork to improve the airflow. Unit replacements are now scheduled to start March.	In Progress	Longreach Regional Council
Showground Electrical conduits	Relay conduits of east side of oval to compliant standards.	Conduits have been relayed. Waiting for bitumen to be laid in front of bar and canteen in February.	In Progress	Longreach Regional Council
Longreach SES New Flood Boat Shed	Install new powered 12m by 7m shed on SES block on Minor Road.	Electrical install scheduled to start in February 2024. Shelving construction commenced in January and will be installed in the new shed in February.	In Progress	Longreach Regional Council SES Support Grant
Ilfracombe Multi-purpose court	Construct a new multi-purpose court in Ilfracombe next to the rec centre. Allow the existing rec centre facilities to be utilised more as the area becomes the sporting hub of Ilfracombe.	Foundation work continued on WB 15th January with arrival of roadbase. Concrete pad will commence in February.	In Progress	Local Roads and Community Infrastructure Program
Longreach Apex Park fence upgrades	Upgrade fence with additional rails and fresh paint.	Existing fence in progress of being upgraded.	In Progress	Local Roads and Community Infrastructure Program
Longreach VIC painting	Painting of the Longreach VIC.	Painting complete. New signage has been ordered.	In Progress	Longreach Regional Council
Longreach Bar and Canteen upgrade	Bring bar and canteen to modern compliance standards.	Exhaust fan has been installed. Re-seal of doors scheduled, and plumbing upgrades engaged to be completed prior to footy season.	In Progress	Local Roads and Community Infrastructure Program
Longreach Beersheeba Place - Shade Structure	Install 5x5m shade structure, drinking fountain and picnic table.	Materials have arrived. Installation to commence in February.	Is Engaged	Local Roads and Community Infrastructure Program
Longreach Squash Court Upgrade	Construct a new clubhouse area onto the existing facility and resurface squash courts walls.	Tender evaluation has been completed and contract awarded. Work to commence in mid-year to reduce impact on playing season and based on contractors' availability.	Is Engaged	Longreach Regional Council Minor Infrastructure Program
Isisford OBIC Rat Wall	Install rat walls, additional downpipes and drainage to divert water away from building's foundations.	Worked scheduled to commence February. Delay due to weather. Communications with plumber and concreter has been ongoing.	Is Engaged	Local Roads and Community Infrastructure Program
Longreach Apex Park - Install 2 new shade structures over existing chairs	Install 2 3x3m shade structures.	Structures ordered & due late February. Install scheduled in March.	Is Engaged	Local Roads and Community Infrastructure Program
Longreach Apex Park bar bench & privacy screen	New bar bench underneath existing open shed frame facing the river.	Material costs confirmed. Scheduled to be completed in February.	Is Engaged	Local Roads and Community Infrastructure Program
Longreach Cemetery Plinth Repairs	Relay concrete sections that are cracking. New concrete will be in 2m slabs, designed to reduce risk of future cracking.	Costs have been established. To confirm areas to repair.	Is Engaged	Longreach Regional Council
Longreach Childcare Fence Replacement	New external and internal fencing throughout childcare.	Delay in delivery of materials. Now scheduled in commence on 10/2/24. All work scheduled to be completed over multiple weekends, outside of opening times.	Is Engaged	Longreach Regional Council
Longreach - Civic Centre Shade	Replace damaged shade with a barrel vault fabric structure.	Quotes being reviewed with crane plan for installment being finalised.	Procurement	Longreach Regional Council
Longreach Eagle Street Improve Swan/Eagle Street 23/24	Install a garden bed to replace the existing turning section between the Swan Street toilet and the Eagle Street roundabout. Beautify the existing toilet block with a mural.	Working with Infrastructure on the garden bed construction and local input for the mural design.	Procurement	Local Roads and Community Infrastructure Program
Longreach Lioness Park Shade	Two shade structures fully covering main playground and swings.	Procurement in progress. Due 2nd Feb.	Procurement	Longreach Regional Council
Ilfracombe Post Office Relocation	Upgrade Ilfracombe Council building to incorporate postal services, visitor information, library council services and meeting rooms.	Design in progress regarding the fitout. Another meeting with Auspost occurred in January to discuss the design.	Researching	Longreach Regional Council





Project: Longreach Squash Court Upgrade		Status	Engaged	5/2/24	
<b>Purpose:</b>	Construct a new clubhouse area onto the existing facility and resurface squash courts walls. This will ensure safe and cost-effective operation of the site, accommodate additional community level activities, increase participation and improve the quality of the participant experience.	<b>Recent Deliverables</b>	Reviewed submissions and awarded contract to Neuendorf Construction.	<b>Milestones, Tasks, Outcomes to deliver next period</b>	
<b>Project Team:</b>	Executive Sponsor: Karyn Stillwell Department Sponsor: Debbie Hall Project Manager: Joel Perry		Provide project update to Department Sponsor.	Meeting with Longreach Squash to occur.	
<b>Funding Source:</b>	Total current project budget is \$365,214, comprised of \$328,692 from the Department of Tourism, Innovation and Sport (Minor Infrastructure Program) and a further \$36,522 commitment from Council.		Provide project update to Department Sponsor.	Provide project update to Department Sponsor.	
<b>Key Stakeholders:</b>	Longreach residents and ratepayers, Longreach Regional Council and Longreach Squash.				
<b>Budget</b> <p>■ Total spend to date ■ Council Funding ■ Minor Infrastructure Program</p>		<b>Risks</b>	<b>Previous status</b>	<b>Current status</b>	<b>Status Description</b>
		Overall	Green	Green	Main focus awarding contract and confirming delivery timeframe for minimal disruption to squash playing seasons.
		Time	Yellow	Yellow	Work aimed to start early/mid 2024 which will disrupt playing season.
		Budget	Green	Green	Scope designed to fall under budget to ensure sufficient contingency is left available.
		Scope	Green	Green	Specifications and design with Architect is complete.
		Communication	Green	Green	General updates provided to stakeholders on project progress.



Project: Ilfracombe Multi-Purpose Court		Status	In Progress	5/2/24
<b>Purpose:</b>	Construct a new multi-purpose court in Ilfracombe next to the rec centre. Allow the existing rec centre facilities to be utilised more as the area becomes the sporting hub of Ilfracombe.	<b>Recent Deliverables</b>	Foundation and water diversion completed.	<b>Milestones, Tasks, Outcomes to deliver next period</b> Compaction test to be completed. If result is under 95%, then further work will be completed.
<b>Project Team:</b>	Executive Sponsor: Karyn Stillwell Project Manager: Joel Perry		Structure offsite fabrication in progress.	Concrete slab work to commence after compaction test result's over 95%.
<b>Funding Source:</b>	Total current project budget is \$500,000, comprised of \$450,000 from the Local Roads and Community Infrastructure (LRCI) Program and a further \$50,000 commitment from Council.			Structure offsite fabrication in progress.
<b>Key Stakeholders:</b>	Ilfracombe residents and ratepayers, Longreach Regional Council, Ilfracombe District & Progress Association (LDPA) and Sport and Rec			
<b>Budget</b> <p>■ Total spend to date ■ Council Funding ■ Minor Infrastructure Program</p>		<b>Risks</b>	<b>Current status</b>	<b>Status Description</b>
		Overall		Only financial risk has currently been identified.
		Time		No risk of delays identified to date to take project past 23/24 financial year.
		Budget		Engineered certified structure will exceed the original budget. This is to ensure strong foundations and wind load rating.
		Scope		Scope confirmed.
		Communication		General updates provided to stakeholders on project progress.





**Project:** Apex Park Beautification

**Status:** In Progress 5/2/24

**Recent Deliverables:**

- Bar bench laser cut privacy screen finalised. Design includes birds, animals and the words 'Welcome to Apex Park'.
- Fencing in progress of being upgraded with new gates being fabricated and deteriorated posts replaced near the river.

**Milestones, Tasks, Outcomes to deliver next period:**

- Shade structures to arrive.
- Bar bench and privacy screen to be completed.
- Fencing to continue progress, with painting of all fencing aimed to commence.

**Purpose:** Remove old water tower; upgrade fence; install bar bench and install shade structures.

**Project Team:** Executive Sponsor: Karyn Stillwell  
Project Manager: Joel Perry

**Funding Source:** Total current project budget is \$85,000, comprised of \$54,000 from the Local Roads and Community Infrastructure (LRCI) Program and a further \$31,000 commitment from Council.

**Key Stakeholders:** Longreach residents, ratepayers and Longreach Regional Council.

### Budget

Category	Amount
Project Budget	\$80,000
Total spend to date	~\$85,000

■ Total spend to date ■ Minor Infrastructure Program

### Risks

Risks	Previous status	Current status	Status Description
Overall	Green	Green	Main focus on scheduling delivery timeframe to ensure all work is completed prior to 2024 tourism season.
Time	Green	Green	Bar bench and privacy screen aimed to be completed before Clean up Australia Day on the 3rd March.
Budget	Green	Green	Nil risk.
Scope	Green	Green	Nil risk.
Communication	Green	Green	General updates provided to stakeholders on project progress.

### Project Timeline

Project completion



<b>Project:</b> Eagle and Swan Street Beautification		<b>Status:</b> Engaged		5/2/24
<b>Purpose:</b> To improve the streetscape area around the Swan Street toilet block.		<b>Recent Deliverables</b>		<b>Milestones, Tasks, Outcomes to deliver next period</b>
<b>Project Team:</b> Executive Sponsor: Karyn Stillwell Project Manager: Joel Perry		Further discussions regarding fabrication of Shade structure in front of Glasson House.		Mural design to be reviewed.
<b>Funding Source:</b> Total current project budget is \$200,000, comprised of \$180,000 from the Local Roads and Community Infrastructure (LRCI) Program and a further \$20,000 commitment from Council.		Garden bed installation discussed with Ergon to ensure nil risk to nearby power line and conduits. A vac truck will be utilised to reduce risk.		Fabrication of shade structure in front of Glasson House to commence.
<b>Key Stakeholders:</b> Longreach residents and ratepayers and Longreach Regional Council.		Mural on the Swan street toilet block in progress.		

Risks	Previous status	Current status	Status Description
Overall	Green	Green	Main focus on confirming scope and scheduling delivery timeframe.
Time	Green	Yellow	Delays occurred to due to qualified contractor availability. Current risk of new shade structure install occurring early in tourism season.
Budget	Green	Green	Finalising the design/scope currently in progress to limit budget overrun risk.
Scope	Green	Green	Currently finalising scope with engagements with community to be completed.
Communication	Green	Green	General updates provided to stakeholders on project progress.

### Budget

■ Total spend to date  
■ Council Funding  
■ Minor Infrastructure Program

### Timeline

Planning: Mar-23 to Aug-23  
 Confirm Scope: Oct-23  
 Procurement: Nov-23  
 Project completion: Apr-24 to Jul-24

**14. WORKS REPORT**  
**14.1 - Information Report - Works**

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**14. WORKS REPORT**

**14.1 Information Report - Works**

File Ref:

This report provides an update on a range of activities that has occurred during the month of January 2024 for the Works Directorate.

**Council Action**

Deliver

**Applicable Legislation**

*Local Government Act 2009*

*Local Government Regulation 2012*

**Policy Considerations**

n/a

**Corporate and Operational Plan Considerations**

<b>OUR COMMUNITY</b>	
<b>Corporate Plan Outcome</b>	
1.1	Council infrastructure and services support liveability and community amenity.
1.2	Council recognises cultural heritage and supports inclusion of all peoples.
1.3	The region's natural environment is managed, maintained and protected.

<b>OUR LEADERSHIP</b>	
<b>Corporate Plan Outcome</b>	
5.2	Informed and considered decision making based on effective governance practices

**Budget Considerations**

As per approved 2023/24 budget.

**Previous Council Resolutions related to this Matter**

Nil

**Officer Comment**

**Responsible Officer/s:** *Andre Pretorius, Director of Works*  
*Guy Goodman, Manager of Operations*

**Background:**

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Officers are requested to provide an information update to Council on a monthly basis to outline achievements, challenges and statistical information for the various functional areas in Council.

**Manager of Operations Update - Current projects underway**

Project		% completed	Budget	Spent to date	Comments
<b>R2R Projects</b>					
Rehabilitate road to weed wash-down facility	Road Rehabilitation	0%	\$ 95,000.00	\$ 0.00	Project to commence in February 2024.
All areas grid replacement	Install Grids	8%	\$ 225,000.00	\$ 30,000.00	Project started late January.

Project		% completed	Budget	Spent to date	Comments
<b>TIDS Projects</b>					

Project		% completed	Budget	Spent to date	Comments
<b>NDRRA Projects 2022 Event</b>					
Isisford-Bimerah Road	Medium formation grade	70%	\$ 190,000.00	\$ 110,000.00	Project started in September 2023.
Campsie Access Road	Medium formation grade	18%	\$ 290,000.00	\$ 20,000.00	Project started in January 2024.
Arundel Road	Medium formation grade	60%	\$ 108,000.00	\$ 77,000.00	Project started in May 2023.
Yambacollie Road	Medium formation grade	20%	\$ 187,000.00	\$ 35,000.00	Project started in January 2024.
Bogewong Road	Medium formation grade	35%	\$ 625,000.00	\$ 250,000.00	Project started in May 2023.
Withywine Noonbah Road	Medium formation grade	45%	\$ 223,000.00	\$ 140,000.00	Project started in November 2023.
Crossmoor Road	Medium formation grade	98%	\$ 170,000.00	\$ 160,000.00	Project started in May 2023.
Vergemont Road	Heavy formation grade	30%	\$ 1,140,000.00	\$ 186,000.00	Project started in November 2023.
Hazelwood Whisky	Medium formation grade	15%	\$ 350,000.00	\$ 26,000.00	Project started in January 2024.

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Dandaraga Road	Medium formation grade	100%	\$ 55,000.00	\$ 37,000.00	Project started in November 2023. Completed.
Stonehenge River Road	Medium formation grade	90%	\$ 635,000.00	\$ 485,000.00	Project started in July 2023.
Yaraka-Bimerah Road	Medium formation grade	80%	\$ 186,000.00	\$ 132,000.00	Project started in December 2023.
Starlights Lookout Road	Medium formation grade	55%	\$ 191,000.00	\$ 83,000.00	Project started in December 2023.

Project		% completed	Budget	Spent to date	Comments
<b>MWPC</b>					
Longreach – Jundah road	Pave and seal, culvert upgrade	95%	\$ 5,100,000.00	\$ 4,620,127.00	Concrete works have commenced. Concrete culverts are being delivered to site. Surveying completed. Crews have commenced works on detours. 2km of sub base completed. Two replacement culvert structures completed. Variation in culvert pricing, waiting on reply from Main Roads. Rain has delayed project. Culvert variation authorised. Assessed and awarded culvert tenders. Variation culverts installed. Mixing last section of sub-base. Carting of base material commenced. Base course completed. First seal completed. Grid installed. Waiting on time-frame to complete final seal. Final seal to be completed February 2024.
Cramsie- Muttaborra Road	Pave and seal, widening	35%	\$ 2,000,000.00	\$ 319,000.00	Detour started in November 2023. 1 km of sub base completed, currently carting in base course. First 1km seal completed prior to Christmas shut down. Detour constructed for second section.
Project		% completed	Budget	Spent to date	Comments
<b>Town Streets Projects</b>					
Street Maintenance	Pot Hole Patching				Ongoing
Project		% completed	Budget	Spent to date	Comments
<b>RMPC Projects</b>					
Project		% completed	Budget	Spent to date	Comments
<b>LRCI4 Projects</b>					

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All Areas	Rural Road Signage Upgrade	55%	\$ 150,000.00	\$ 68,000.00	Data pickup has been completed. Signage tenders have been assessed and awarded tenders. Signage delivered. Installation commenced October.
Isisford / Yaraka Area	Rural Property Signage Upgrade	0%	\$ 100,000.00	\$ 0.00	Project to commence in July 2023. Correspondence/emails sent out to property owners to confirm details. Reviewing data. Aim to place orders before Christmas close down.
Yaraka	Pave & Seal around IOR Fuel Pod	0%	\$ 148,000.00	\$ 0.00	Project scoped in July 2023. Project to commence in February 2024.
Isisford – Bimerah Road	Gravel Resheet	35%	\$ 225,000.00	\$ 62,000.00	Project to commence in August 2023. Chainages for gravel have been determined. Gravel currently being stockpiled. Carting gravel to commence in late October. 50% gravel carted, project on hold due to rain.
Baileys Street	Gravel Resheet	10%	\$ 96,000.00	\$ 10,000.00	Project started in January 2024. Material carted to site.

**Maintenance Graders Locations**

Note – All available maintenance graders will be working on formation grading projects for the 2022 flood damage in conjunction with normal maintenance grading programme.

**Engineering Technical Officer Update**

**Current projects and operational undertakings underway for 2023/2024**

<b>Water &amp; Sewer Projects</b>			
<b>Project</b>	<b>Location</b>	<b>% Completed</b>	<b>Comments</b>
Water Mains Replacement	Longreach	25%	<ul style="list-style-type: none"> <li>• Tender evaluation completed. Not awarded.</li> <li>• Direct negotiations in progress under a revised scope.</li> <li>• Tender has been awarded. Works to commence March 2024.</li> </ul>
WTP ELR Replacement/Repair	Ilfracombe	10%	<ul style="list-style-type: none"> <li>• Preliminary structural assessment report has been received. Investigation options for the replacement of the tank.</li> </ul>
Exclusion fencing at Yaraka Town Dam	Yaraka	15%	<ul style="list-style-type: none"> <li>• Works scheduled to commence early 2024, pending weather conditions.</li> <li>• Fencing materials have arrived.</li> </ul>
Concrete slab for WTP Generator & Chlorine Area	Longreach	100%	<ul style="list-style-type: none"> <li>• New slab and electrical connection installed.</li> <li>• Shelter has been re-instated.</li> <li>• Completed January 2024.</li> </ul>

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Digital Water Meter Trial	Ilfracombe	25%	<ul style="list-style-type: none"> <li>Works program scheduled for Q2 2024. Trial planned to commence with communications install and staged rollout of meters.</li> <li>Ongoing planning with internal and external parties.</li> <li>Materials have arrived. Local contractor to perform installation of aerials etc.</li> </ul>
Refurbishment of Murray, Shannon & Isisford Dam Pumps	Ilfracombe & Isisford	80%	<ul style="list-style-type: none"> <li>Pipework, floats and cabling will be installed during warmer weather conditions.</li> <li>Pad has been installed at Murray Dam for safe access.</li> </ul>
Upgrade to Murray McMillan Dam Switchboard	Ilfracombe	-	<ul style="list-style-type: none"> <li>Project on hold. To be reviewed during the 24/25 budgeting process.</li> </ul>
Isisford CED Ponds Repairs	Isisford	95%	<ul style="list-style-type: none"> <li>Site assessment has been undertaken. Works are programmed for early 2024. Removal of vegetation in progress.</li> <li>Pond completed. Fencing repaired.</li> </ul>
DRFA Flood Risk Management Program	Longreach	30%	<ul style="list-style-type: none"> <li>Community Flood Action Plan feedback period has concluded. 1 x submission was received with the suggestion of a levy bank along Watyakan Creek from near the Kangaroo Meat Works to the Thomson Development Road Bypass to help protect the southern areas of town from future flooding.</li> <li>Procurement process for the Longreach Flood Study to commence in early 2024.</li> <li>QRA has granted an extension for the program until 30/06/2026.</li> </ul>
Reservoir Cleaning (RAPADWSA Project)	All Sites	70%	<ul style="list-style-type: none"> <li>Works have been completed at Ilfracombe. Contractor will return to finish cleaning at Isisford and Longreach in early 2024.</li> </ul>
Mains Scouring (RAPADWSA Project)	All Sites	60%	<ul style="list-style-type: none"> <li>Contractor has been completed works at Ilfracombe, Isisford and Yaraka.</li> <li>Longreach to be completed early 2024.</li> </ul>
Flood Gauge Camera Arno Crossing Barcoo River	Yaraka	20%	<ul style="list-style-type: none"> <li>Installation delayed due to rain. Re-scheduled for early 2024 pending weather and site access.</li> </ul>

<b>Waste Projects</b>			
<b>Project</b>	<b>Location</b>	<b>% Completed</b>	<b>Comments</b>
Land Parcels	Longreach	80%	<ul style="list-style-type: none"> <li>Ongoing communication with DoR in relations to extension the Longreach Landfill to the west.</li> </ul>

<b>Grants &amp; Funding Projects</b>			
<b>Project</b>	<b>Location</b>	<b>% Completed</b>	<b>Comments</b>
Passenger Transport Infrastructure			

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Investment Program	Ilfracombe	5%	<ul style="list-style-type: none"> <li>Works to commence in 2024.</li> </ul>
School Transport Infrastructure Program	Our Lady's	10%	<ul style="list-style-type: none"> <li>Carpark design – final drawings being reviewed.</li> <li>Site works scheduled for 2024.</li> <li>Project has been granted extension to 30<sup>th</sup> June 2025.</li> </ul>
	LSHS	5%	<ul style="list-style-type: none"> <li>Agreement negotiations are progressing.</li> <li>Site works scheduled for 2024.</li> <li>Project has been granted extension to 30<sup>th</sup> June 2025.</li> </ul>

**Plant & Fleet**

Project	Task	Comment
Plant Replacement	Plant Procurement and Disposal	<ul style="list-style-type: none"> <li>New plant ordered in 2022/23 continued to arrive with the following items still outstanding.</li> <li>2 x Kenworth Trucks – due Jul/Aug 2024</li> <li>Hearse – due April/May 2024.</li> <li>Replacement activity for 2023/24 includes orders out for</li> <li>2 x Toyota utility vehicles</li> <li>1 x Caterpillar 150 M grader; and</li> <li>1 x Caterpillar 20T smooth drum roller.</li> </ul>
Plant Utilisation	Plant Utilisation data from NAVMAN for Prime Movers, Graders & Loaders	<ul style="list-style-type: none"> <li>Navman Plant Utilisation Report for Prime Movers &amp; Heavy Plant November 2023 – January 2024 is attached.</li> <li>Plant utilisation fluctuated due to the end of year Shutdown period and stabilised at the end of January 2024.</li> </ul>
Workshop Operations	General Update	<ul style="list-style-type: none"> <li>The shutdown period enabled the workshop to reduce a significant a backlog of plant maintenance actions and now with most crews back and operational the workshop is settling to its normal operational stride.</li> </ul>
SES Support Grant 2023/2024	Vehicle Upgrade	<ul style="list-style-type: none"> <li>Replacement vehicle was commissioned into service in January 2024.</li> </ul>
New Fleet Management Information System (FMIS)	Implement	<ul style="list-style-type: none"> <li>Council officers are working on stage 1 of this project focussing on getting the foundations right. This includes: <ul style="list-style-type: none"> <li>Clean and accurate fleet master data</li> <li>Identifying all business processes surrounding fleet management and how the system can support these.</li> <li>Repairs and Maintenance <ul style="list-style-type: none"> <li>Proactive Planned Maintenance Schedules</li> <li>Scheduling of unplanned maintenance include mobile app to allow operators to log unplanned repairs and maintenance.</li> <li>Management of a repairs and maintenance bookings calendar</li> </ul> </li> <li>Transactions – Fuel import file including odometer readings</li> </ul> </li> </ul>



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Project	Task	Comment
		<ul style="list-style-type: none"> <li>• Management Reporting</li> </ul>

**Waste Management**

<b>Waste Facilities Update</b>
<p>Longreach Waste Facility</p> <ul style="list-style-type: none"> <li>• 6 monthly hazard inspections completed. Noted large amount of tyres, construction and scrap metal waste.</li> <li>• Proterra are continuing to recruit for an additional operational team member. Staff from other locations are currently filling in personnel gaps.</li> <li>• Met with Proterra representatives in December to discuss operations and various opportunities for regional recycling options.</li> </ul> <p>Ilfracombe Waste Facility</p> <ul style="list-style-type: none"> <li>• Contractor is conducting routine cleaning of the facility.</li> </ul> <p>Isisford Waste Facility</p> <ul style="list-style-type: none"> <li>• Contractor conducting twice weekly covering of general waste.</li> </ul> <p>Yaraka Waste Facility</p> <ul style="list-style-type: none"> <li>• Contractor conducting regular covering of general waste.</li> </ul>

**Water & Sewerage**

<b>Water Operations</b>
<p>All Sites - Water Treatment &amp; Network - General Update</p> <ul style="list-style-type: none"> <li>• Weir and Dam levels at all sites are shown in Table 1 below.</li> <li>• Routine water network maintenance undertaken and Customer Service Requests responded to as required across all sites.</li> <li>• Review of the DWQMP is in progress until early 2024.</li> </ul> <p>Longreach Water Treatment &amp; Network</p> <ul style="list-style-type: none"> <li>• WTP operating as normal.</li> </ul> <p>Ilfracombe Water Treatment &amp; Network</p> <ul style="list-style-type: none"> <li>• Ilfracombe WTP &amp; RO Plant – operating as normal.</li> </ul> <p>Isisford Water Treatment &amp; Network</p> <ul style="list-style-type: none"> <li>• Isisford WTP – operating as normal.</li> <li>• Close monitoring of WTP is being undertaken to manage current run in the Barcoo River.</li> <li>• De-brief session following recent water incident undertaken. Completed.</li> </ul> <p>Yaraka Water Treatment &amp; Network</p> <ul style="list-style-type: none"> <li>• Yaraka WTP – operating as normal.</li> </ul>
<b>Sewerage Operations</b>
<p>Longreach Pump Stations &amp; STP</p> <ul style="list-style-type: none"> <li>• Routine maintenance undertaken as required.</li> </ul> <p>Ilfracombe Pump Stations &amp; CED Ponds</p> <ul style="list-style-type: none"> <li>• Routine maintenance undertaken as required.</li> </ul> <p>Isisford Pump Station &amp; CED Ponds</p>

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- Routine maintenance undertaken as required.

**Table 1 – Estimated Current Weir/ Dam Levels (~ approximate level)**

Dam	Approx. Current Level (m)	Approx. % Full	DMP Height Full	Comments
Longreach Town Weirs	1.49m	114%	1.3m	Recent rainfall in the catchment has filled the Thomson River.
Shannon Dam	12.5m	100%	14.5m	Water is regularly pumped from Murray McMillan to keep Shannon Dam at full levels.
Murray MacMillan Dam	~7.2m	75%	10.3m	Recent rainfall in the catchment has increased dam level.
Isisford Dam	~9.5m	94.5%	11m	Pumping of water from the Barcoo River has increased dam level.
Isisford Weir	1.3m	100%	1.3m	
Yaraka North Dam	12.5m	100%	12.5m	Recent rainfall has filled the dam.
Yaraka South Dam	12.5m	100%	12.5m	Recent rainfall has filled the dam.



*Yaraka Town Dams filled – January 2024*

**Risk Management Factors:**

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

Likelihood: Rare  
 Consequence: Insignificant  
 Rating: Low (1/25)  
 Low risk, informational report only.

**Environmental Management Factors:**

Nil

**Other Comments:**

**14. WORKS REPORT**  
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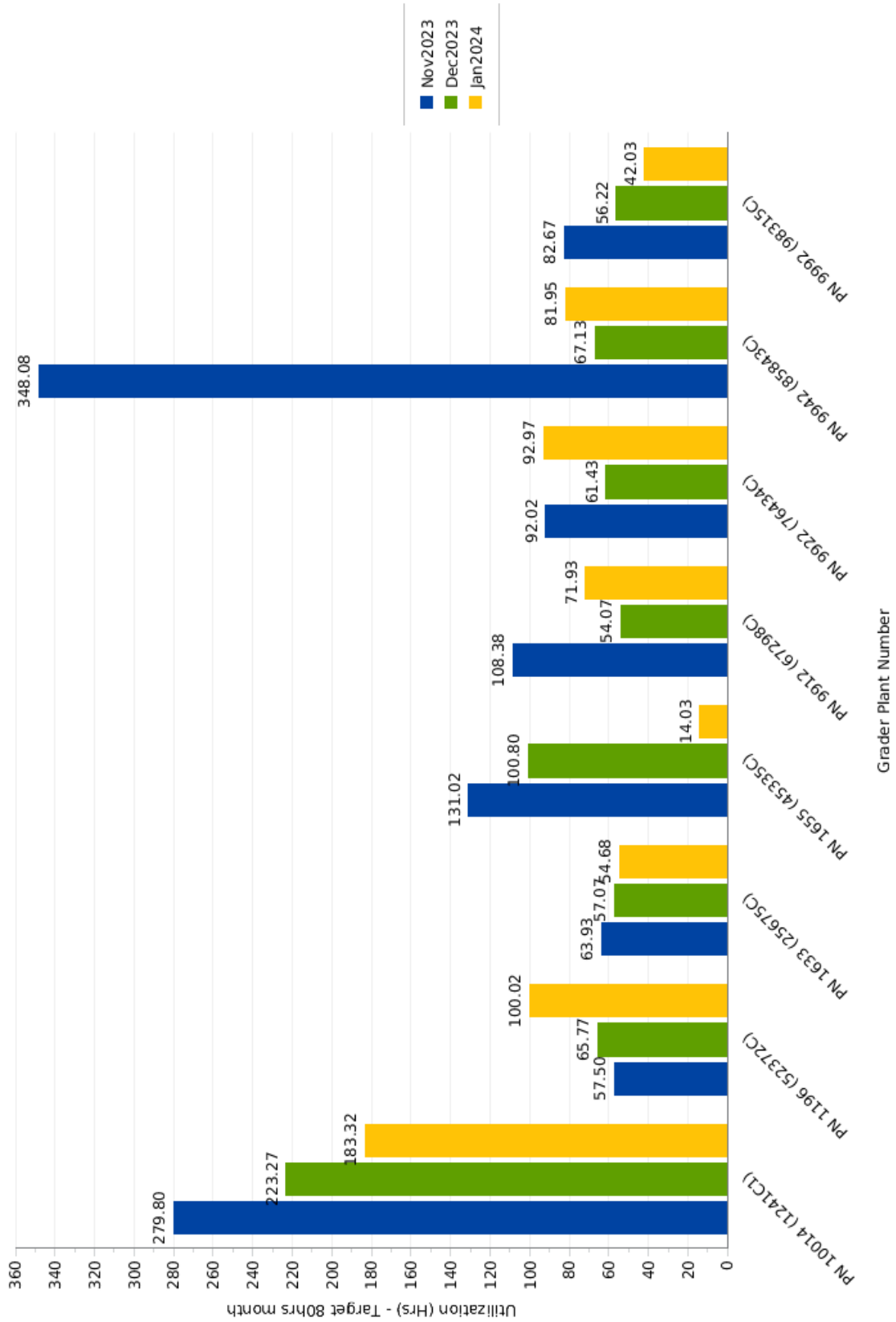
**Appendices**

1. Plant Utilisation November 2023 - January 2024 [↓](#)

***Recommendation:***

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

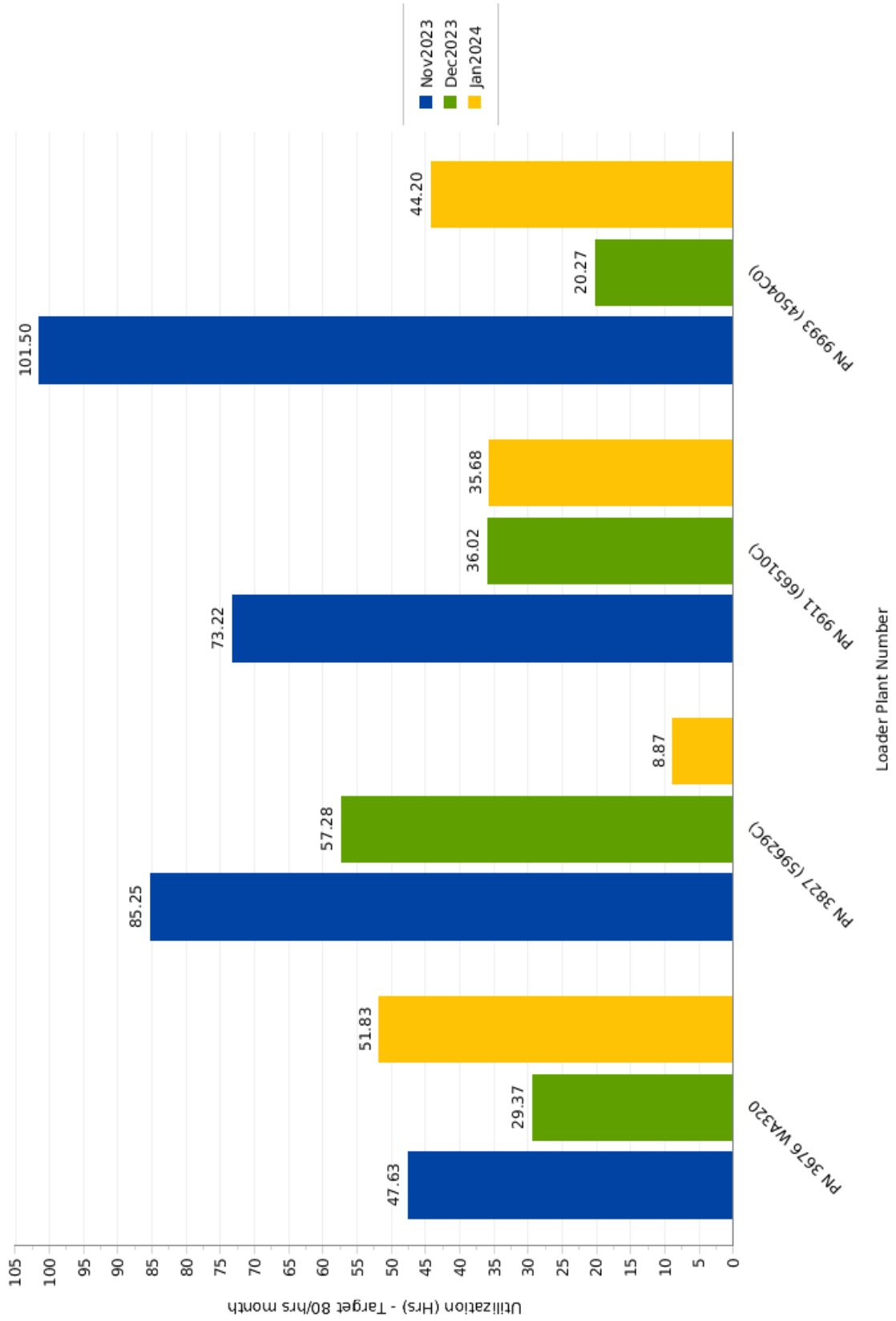
Grader Utilisation



Grader Utilisation

Grader Plant Number	Month	Utilization (Hrs) - Target 80hrs month
PN 10014 (1241C1)	Nov2023	279.80
	Dec2023	223.27
	Jan2024	183.32
PN 1196 (52372C)	Nov2023	57.50
	Dec2023	65.77
	Jan2024	100.02
PN 1633 (25675C)	Nov2023	63.93
	Dec2023	57.07
	Jan2024	54.68
PN 1655 (45335C)	Nov2023	131.02
	Dec2023	100.80
	Jan2024	14.03
PN 9912 (67298C)	Nov2023	108.38
	Dec2023	54.07
	Jan2024	71.93
PN 9922 (76434C)	Nov2023	92.02
	Dec2023	61.43
	Jan2024	92.97
PN 9942 (85843C)	Nov2023	348.08
	Dec2023	67.13
	Jan2024	81.95
PN 9992 (98315C)	Nov2023	82.67
	Dec2023	56.22
	Jan2024	42.03

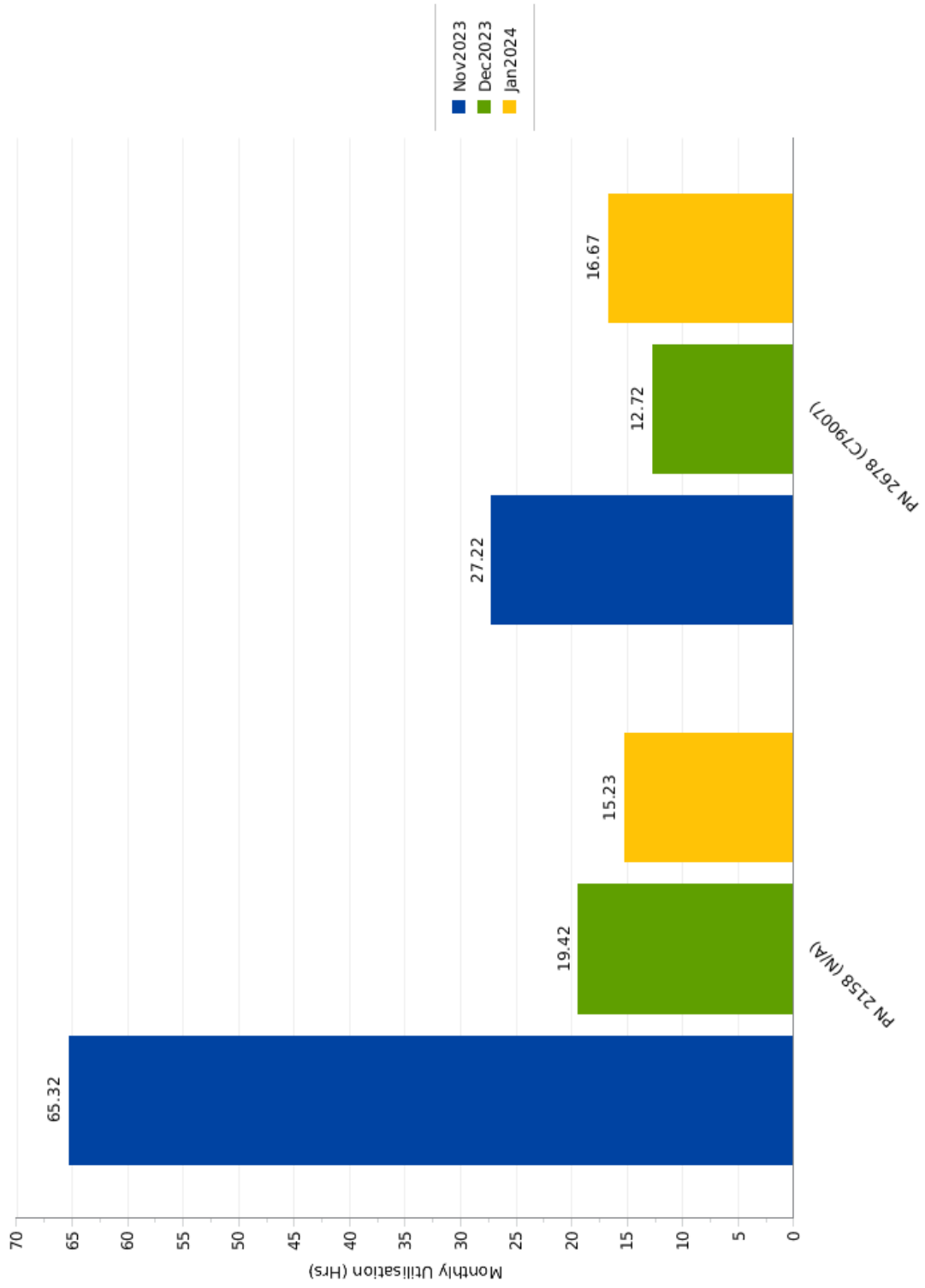
Loader Utilisation



Loader Utilisation

Loader Plant Number	Month	Utilization (Hrs) - Target 80/hrs month
PN 3676 WA320	Nov2023	47.63
	Dec2023	29.37
	Jan2024	51.83
PN 3827 (59629C)	Nov2023	85.25
	Dec2023	57.28
	Jan2024	8.87
PN 9911 (66510C)	Nov2023	73.22
	Dec2023	36.02
	Jan2024	35.68
PN 9993 (4504C0)	Nov2023	101.50
	Dec2023	20.27
	Jan2024	44.20

Stabiliser & Scraper Utilisation



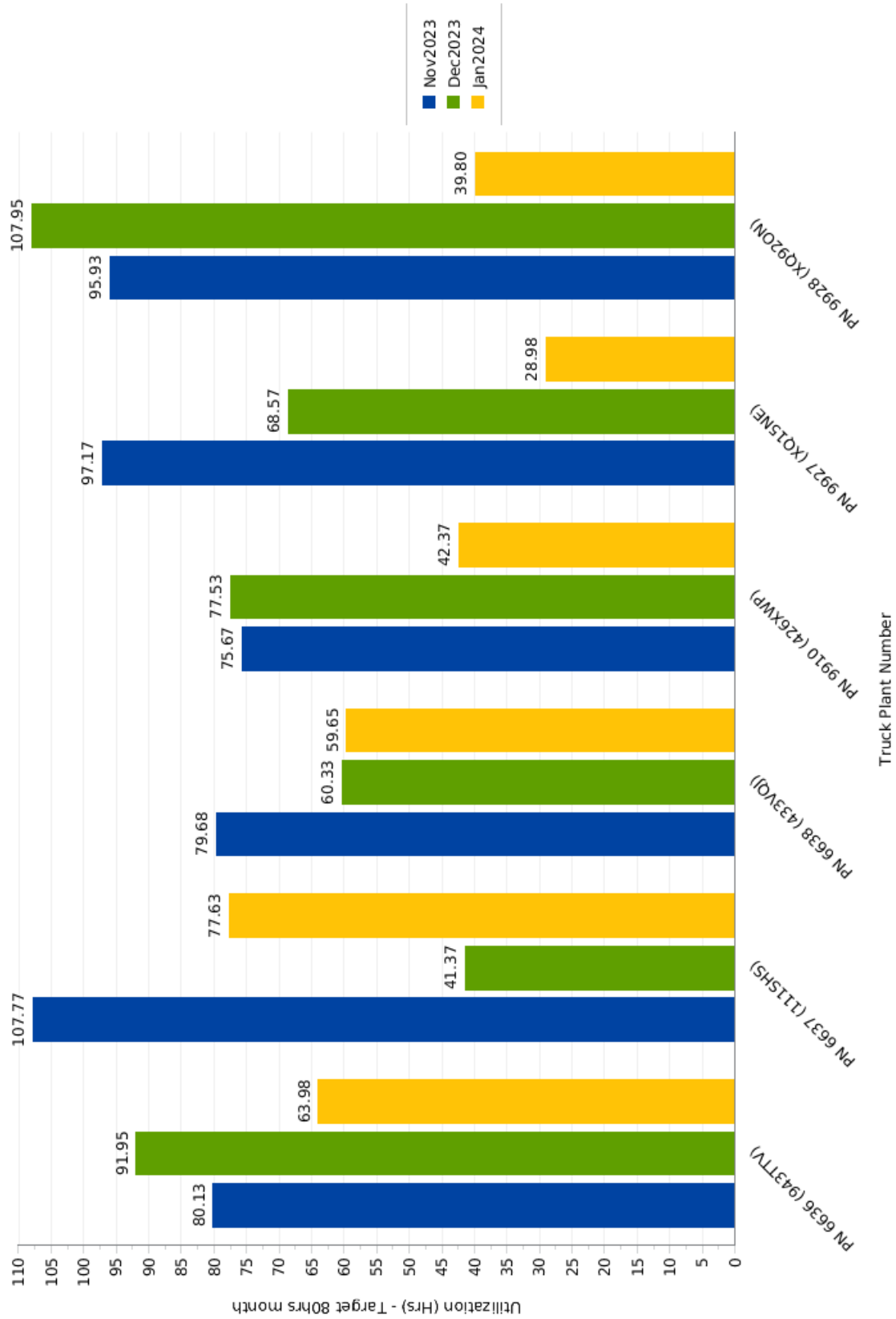
Stabiliser PN #2678 - Scraper PN #2158



Stabiliser & Scraper Utilisation

	Month	
	Nov2023	Dec2023
	Monthly Utilisation (Hrs)	Monthly Utilisation (Hrs)
Stabiliser PN #2678 - Scraper PN #2158		
PN 2158 (N/A)	65.32	19.42
PN 2678 (C79007)	27.22	12.72
		Monthly Utilisation (Hrs)
		15.23
		16.67

Truck Utilisation



Truck Utilisation

	Truck Plant Number	PN 6637 (111SHS)	PN 6638 (433VQJ)	PN 9910 (426XWP)	PN 9927 (XQ15NE)	PN 9928 (XQ92ON)
Month	Utilization (Hrs) - Target 80hrs month	Utilization (Hrs) - Target 80hrs month	Utilization (Hrs) - Target 80hrs month	Utilization (Hrs) - Target 80hrs month	Utilization (Hrs) - Target 80hrs month	Utilization (Hrs) - Target 80hrs month
Nov2023	80.13	107.77	79.68	75.67	97.17	95.93
Dec2023	91.95	41.37	60.33	77.53	68.57	107.95
Jan2024	63.98	77.63	59.65	42.37	28.98	39.80

**LONGREACH REGIONAL COUNCIL  
ORDINARY MEETING AGENDA**

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**15. LATE ITEMS**

**15.1 Special Meeting - Land and Pest Management Advisory Committee Minutes and Recommendations - 09 February 2024**

The full report will be tabled at the meeting.

**16. LATE CLOSED MATTERS**

***Recommendation:***

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

**16.1 Outback Queensland Masters Golf Series**

The full report will be tabled at the meeting.

*This report is considered confidential in accordance with section 254J(3) g, of the Local Government Regulation 2012, as it contains information relating to: negotiations relating to a commercial matter involving the council for which a public discussion would be likely to prejudice the interests of the council.*

**17. CLOSURE OF MEETING**