



GOVERNANCE COMMITTEE

AGENDA

Meeting to be held on Tuesday 19 May and
Wednesday 20 May 2026 at Longreach
Council Chambers, 96 Eagle St, Longreach



**Longreach
Regional Council**
Ilfracombe Isisford Longreach Yaraka

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Dear Councillors

Re: Meeting Notice for Governance Committee Meeting to be held on Tuesday 19 May and Wednesday 20 May 2026

Notice is hereby given that the Governance Committee Meeting of the Longreach Regional Council will be held in the Longreach Council Chambers, 96 Eagle Street, Longreach, Qld 4730 on Tuesday 19 May 2026 commencing at 9:00am (Closed Meeting) and Wednesday 20 May 2026 commencing at 10:30am.

Your attendance at this meeting is requested.

Yours faithfully



Brett Walsh
Chief Executive Officer
Enc

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

1 Opening of Meeting and Acknowledgment of Country	4
2 Leave of Absence.....	4
3 Declaration of any Prescribed / Declarable Conflicts of Interest by Councillors ..	4
4 Confirmation of Minutes	4
4.1 Confirmation of Minutes	4
5 Notices of Motion	12
6 Deputations.....	12
7 Closed Matters	13
7.1 Pre Budget Meeting.....	13
7.2 Proposed Amendments to Subordinate Local Law No. 2	13
7.3 Council to CEO Delegations Register	13
7.4 Childcare Update	13
8 General Business	14
8.1 Richmond - Mayor road trip.....	14
8.2 Kestrel Street Subdivision - Preliminary Layout	15
8.3 Community Forum (April) - Feedback.....	18
8.4 Customer Service Requests	35
8.5 Meetings Action Register	36
8.6 NBN Update.....	37
8.7 Governance / Briefing Day - discussion	52
8.8 Land tenure matters.....	92
9 Late Items	93
10 Closure of Meeting.....	93

1 Opening of Meeting and Acknowledgment of Country

2 Leave of Absence

3 Declaration of any Prescribed / Declarable Conflicts of Interest by Councillors

4 Confirmation of Minutes

4.1 Confirmation of Minutes

Recommendation

That the Committee confirms the Minutes dated 15 April 2026 as a true and accurate record of the meeting.

Appendices

1. Governance Committee Meeting – 15 April 2026 [**4.1.1** – 7 pages]



GOVERNANCE COMMITTEE

MINUTES

Meeting held on Wednesday 15 April 2026
At 96 Eagle St, Longreach



**Longreach
Regional Council**
Ilfracombe Isisford Longreach Yaraka

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING MINUTES

1 Opening of Meeting and Acknowledgment of Country.....	3
2 Leave of Absence	3
3 Declaration of any Prescribed / Declarable Conflicts of Interest by Councillors...	3
4 Confirmation of Minutes	4
4.1 Confirmation of Minutes	4
5 Notices of Motion	4
6 Deputations	4
7 General Business	4
7.1 Procurement Session (Councillors).....	4
7.2 Planning Scheme - Major Amendment	5
7.3 Weir designs	6
7.4 Customer Service Requests	6
7.5 Meetings Action Register	6
8 Late Items	6
9 Closed Matters	4
9.1 Childcare Update.....	5
10 Closure of Meeting	7

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING MINUTES

1 Opening of Meeting and Acknowledgment of Country

The Mayor declared the meeting open at **9:00 am**.

"We acknowledge the Traditional Custodians of the land on which we meet today, and we pay our respects to their elders past and present."

Present Councillors

Mayor	Cr AC Rayner
Deputy Mayor	Cr LJ Nunn
	Cr DJ Bignell
	Cr AJ Emslie
	Cr NA Gay
	Cr TM Hatch
	Cr AR Watts

Officers

Chief Executive Officer	Brett Walsh
Chief Financial Officer	David Wilson
Director of Communities	Tanya Johnson
Director of Works	André Pretorius
Director of Organisational Services	Grace Cronin-Jones
Manager of Planning, Economics and Governance	Simon Kuttner
Executive Officer of Governance	Sharon Calligaro

Apologies

Nil

2 Leave of Absence

Nil

3 Declaration of any Prescribed / Declarable Conflicts of Interest by Councillors

No declarations were made during this point of the meeting. During the course of the meeting, the following conflict of interest was declared:

Cr Bignell declared a prescribed conflict of interest in relation to part of a discussion the meeting had in relation to Item 9.1 Childcare Update. The nature of the conflict is that Cr Bignell's wife is an employee of a third party service provider that became the subject of discussion. Cr Bignell left the meeting for this part of the discussion from 1:41pm, returning at 1:46pm.

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING MINUTES

4 Confirmation of Minutes

4.1 Confirmation of Minutes

Recommendation

That the Committee confirms the Minutes dated 08 April 2026 as a true and accurate record of the meeting.

ENDORSED

5 Notices of Motion

Nil

6 Deputations

Nil

7 General Business

7.1 Procurement Session (Councillors)

Procurement training provided by Peak Services.

Attendance:

Peter Morichovitis, Peak Services joined the meeting via teleconference at 9:03am

Recommendation

Nil

The meeting adjourned for Morning Tea at 10:27am, and resumed at 10:58am with all those present prior to the adjournment in attendance.

Attendance:

Peter Morichovitis, Peak Services left the meeting at 12:32pm

The meeting adjourned for Lunch at 12:33pm, and resumed at 1:01pm with all those present prior to the adjournment in attendance.

9 Closed Matters

Attendance:

Mel Comerford, Astute Early Years Specialists, joined the meeting at 1:01pm

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING MINUTES**

Moved: Cr Andrew Watts / Seconded: Cr Tony Emslie

That pursuant to section 254J(1) of the Local Government Regulation 2012 the meeting be closed at 1:02 pm to discuss the following matters, which are considered confidential for the reasons indicated.

9.1 CHILDCARE UPDATE

This report is considered confidential in accordance with section 254J(3) (c), of the Local Government Regulation 2012, as it contains information relating to the local government's budget.

CARRIED 7 / 0

Attendance:

Cr Bignell left the meeting with a prescribed conflict of interest at 1:41pm and returned at 1:46pm.

Attendance:

Mel Comerford left the meeting at 1:55 pm

Moved: Cr Tracy Hatch Seconded: Cr Dale Bignell

That Council move out of closed session at 1:56 pm, to vote on item 9.1 Childcare Update.

CARRIED 7 / 0

9.1 Childcare Update

Reasons for Confidentiality

This item is considered confidential in accordance with section 245J (3) (c) of the *Local Government Regulation 2012*, as it contains information relating to the local government's budget.

Recommendation

That the Committee notes the report on the Longreach Childcare Service.

ENDORSED

7 General Business

7.2 Planning Scheme - Major Amendment

Consideration of a housing study prepared by Reel Planning as part of work towards a Major Amendment to the Longreach Region Planning Scheme 2015.

Attendance:

Tim O'Leary and Cathy Lee of Reel Planning joined the meeting via teleconference at 2:04pm

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING MINUTES

Recommendation

That the Committee receives the housing study, noting that it will further inform the development of a Major Amendment to the Longreach Region Planning Scheme 2015.

ENDORSED

Attendance:

Tim O'Leary and Cathy Lee of Reel Planning left the meeting at 2:42pm.

The meeting adjourned for a short recess at 2:43pm, and resumed at 2:52pm with all those present prior to the adjournment in attendance.

7.3 Weir designs

To provide and present an update on the 80% design of the weirs.

Recommendation

That the Committee receives the information, as presented.

ENDORSED

7.4 Customer Service Requests

Consideration of Customer Service Requests for the previous month.

Recommendation

That the Committee receives the Customer Service Request report, as presented.

ENDORSED

7.5 Meetings Action Register

Consideration of actions arising from previous meetings.

Recommendation

That the Committee receives the Meetings Actions Register report, as presented.

ENDORSED

8 Late Items

Nil

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING MINUTES

10 Closure of Meeting

There being no further business, the meeting was closed at **4:00 pm**.

Minutes Certificate

These minutes are unconfirmed	
Cr AC Rayner Mayor	Brett Walsh Chief Executive Officer

5 Notices of Motion

None received at time of agenda preparation.

6 Deputations

None received at time of agenda preparation.

7 Closed Matters

7.1 Pre Budget Meeting

Reasons for Closed Meeting

This report is considered closed to the public in accordance with section 245J (3) (c) of the *Local Government Regulation 2012*, as it contains information relating to the local government's budget.

7.2 Proposed Amendments to Subordinate Local Law No 2

Reasons for Closed Meeting

This report is considered closed to the public in accordance with section 245J (3) (e) of the *Local Government Regulation 2012*, as it contains information relating to legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government.

7.3 Council to CEO Delegations Register

Reasons for Closed Meeting

This report is considered closed to the public in accordance with section 245J (3) (e) of the *Local Government Regulation 2012*, as it contains information relating to legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government.

7.4 Childcare Update

Reasons for Closed Meeting

This item is considered closed to the public in accordance with section 245J (3) (c) of the *Local Government Regulation 2012*, as it contains information relating to the local government's budget.

8 General Business

8.1 Richmond – Mayor road trip

Mayor to provide debrief from recent field trip to Richmond Shire and Maxwelton.

Corporate Plan Alignment

Strategy
OUR ECONOMY
2.1.1 Advocate to and partner with regional organisations, industry stakeholders, and governments to support emerging economic development opportunities

Consultation:

Internal	External
Mayor and CEO	Mayor – Richmond Shire Council Department of Water

Officer Report

Responsible Officer:

Brett Walsh (Chief Executive Officer)

The Mayor recently attended a trip to Richmond Shire and Maxwelton to view the cultivation of sorghum crops in the region.

The Mayor and CEO met with the Dept of Water re water allocations.

Appendices

Nil

Recommendation:

That the Committee receives the presentation.

8.2 Kestrel Street Subdivision - Preliminary Layout

Consideration of preliminary layout for the proposed Kestrel Street subdivision, funded by the Queensland Government Residential Activation Fund.

Corporate Plan Alignment

Strategy
OUR COMMUNITY 1.1.3 Develop and implement a housing strategy to meet employee and community needs
OUR ECONOMY 2.1.1 Advocate to and partner with regional organisations, industry stakeholders, and governments to support emerging economic development opportunities 2.2.1 Facilitate growth through effective and sustainable land use planning and development
OUR FINANCES 4.1.3 External funding opportunities are maximised to diversify Council's revenue base and to reduce reliance on own source funding

Consultation:

Internal	External
Director of Organisational Services Director of Works Manager of Operations (Civil Construction) Utilities Manager Engineering Technical Officer	PSA Consulting (Australia) Engeny Urban Engineering

Officer Report

Responsible Officer:

Simon Kuttner (Manager of Planning, Economics, and Governance)

Council has successfully applied to the Queensland Government's Residential Activation Fund (RAF) – being awarded funding in two streams of the program; Construction and Planning. The Construction stream is funding the extension of McMaster Drive in Ilfracombe, opening five new residential lots. The Planning stream is funding the detailed design of the proposed Kestrel Street subdivision, which is the subject of this report.

Council has appointed PSA Consultants to be principal contractor of the Kestrel Street Subdivision design project. Before technical designs progress much further, it is timely to present to the committee the preliminary layout for the subdivision so that committee members can offer feedback on the layout. The preliminary layout has been optimised by PSA based on Council's stated objectives and is attached for reference.

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

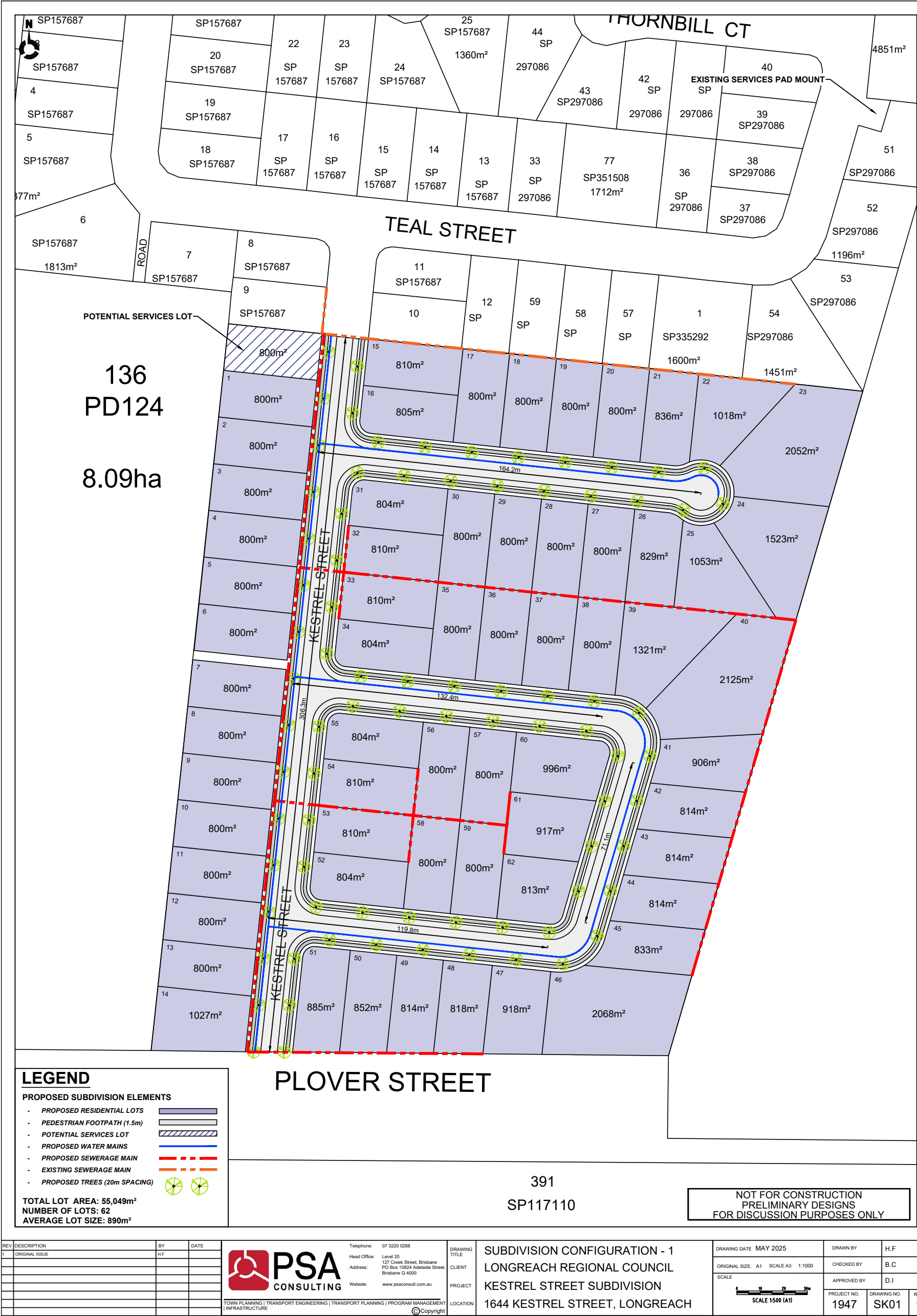
Appendices

1. 1947 S K 01 PSA LRC Planning Feasibility Assessment Kestrel St Subdivision
Configuration 1 Layout + [8.2.1 – 1 page]

Recommendation:

That the Committee receives the preliminary design of the proposed Kestrel Street subdivision, as presented.

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA



8.3 Community Forum (April) - Feedback

Consideration of the feedback received at the April Community Forums held within the region.

Corporate Plan Alignment

Strategy
OUR COMMUNITY
1.2.1 Actively engage with the community to foster inclusiveness, identity, heritage, and participation
OUR LEADERSHIP
5.2.2 Increase opportunities for meaningful community engagement to improve transparency and to strengthen community trust

Consultation:

Internal	External
Councillors, ELT, Managers	Community Members

Officer Report

Responsible Officer:

Sharon Calligaro (Executive Officer of Governance)

Report attached outlining the updated status from Directorates and feedback received from Community members who attended the Community Forums held across the region in April 2026.

Appendices

1. 2026 Longreach Community Forum Outcomes 13 April 2026 Draft [**8.3.1** - 3 pages]
2. 2026 Yaraka Community Forum Outcomes 14 April 2026 Draft [**8.3.2** - 5 pages]
3. 2026 Isisford Community Forum Outcomes 14 April 2026 Draft [**8.3.3** - 5 pages]
4. 2026 Ilfracombe Community Forum Outcomes 15 April 2026 Draft [**8.3.4** - 3 pages]

Recommendation:

That the Committee receives the report.

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Longreach Community Engagement Forum Outcomes

13 April 2026

The Longreach Community Engagement Forum was held in the Disaster Coordination Centre (Brolga Room) on 13 April 2026 at 5:30pm.

Council presented an update on its activities and then opened the forum to questions from local residents (9).

Items discussed included (both ongoing and new items):

Theme	Details	Status	Open/ Closed	Expected Completion Date
Roads	Barriers/bollards at QR crossings – difficult for motorised scooters to cross	Noted – QR installation?	Open. QR liaison and budgeting required.	
Community	Request for story boards to be installed along Thomson River at historical points (e.g. Ellis Point, Turd Island, The Cannons)	Tourism Coordinator to research with archival group	Open	Unknown – this will require some research so cannot be certain of an end date
Community	Has Council considered installing whirlybirds on the new Eagle Street seating project to aid in heat reduction?	Noted by Project Manager. There is no need to install whirly birds. Now that construction has been completed and the whole area opened up, the airflow has increased	Closed	
Community	Pool opening hours (significantly reduced)	TJ – advised that the Lessee had implemented the updated hours in response to the reduced pool fees	Closed	

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Theme	Details	Status	Open/ Closed	Expected Completion Date
		Also advised that local residents are eligible for 50% discount on pool entry for all pools in the Region. <i>Does not state this on the website. Website to be updated to reflect this change as well as refer to the local charges</i>		
Organisational Services	Kerbside collection – is there a date yet?	GCJ – still working on this, but will be advertised for later in the year	Open	
Community	Teal Street Houses (6 new houses) – when will they be occupied?	Advised that we have one house occupied. Council will collaborate with Minister of Housing to look at the assessment thresholds. We now have two houses rented and there are other applications in progress.	Open	
Items carried over from previous forum				
Community	Toilets on botanical walkway	This has not been budgeted for, will investigate the requirements, position, costs, etc for consideration only if funding becomes available	Closed	
Community	Storyboards to highlight rich history and local identities	Has been noted and Tourism Coordinator will work with Historical Group to come up with solution. Consultation underway including the main st story boards	Open	This will require a good amount of research and photos also. Uncertain of an end date
Infrastructure	Dust suppression trial outcomes	Results due Feb/March	Open	

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Theme	Details	Status	Open/ Closed	Expected Completion Date
Roads	Double barriers/bollards on botanical walkway – difficult for prams and mobility scooters to manoeuvre	Has been costed for FY27 budget to change the bollards (as per TMR specs)	Open	
Roads	Significant dips at some intersections	Will inspect sites. Treatments to form part of the Transport Plan	Open	

CEO noted the following future plans:

- Animal Management Facility – which is to be located at the NW corner of depot, facing Kite Street
- Main Roads have funded the upgrade of the Owl Street by-pass
- Installation of flood cameras (Aramac Creek, Camoola Park, Rodney Creek)
- Updating the “Welcome to Longreach” sign

Received thanks from locals to Council, the Champion family and AAM in regard to the temporary by-pass road that was constructed during the recent flood event to assist Cramsie residents in maintaining access to town throughout the event.

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA

Yaraka Community Engagement Forum Outcomes

14 April 2026

The Yaraka Community Engagement Forum was held in the Town Hall on 14 April 2026 at 1:00pm.

Council presented an update on its activities and then opened the forum to questions from local residents (11).

Items discussed included (both ongoing and new items):

Theme	Details	Status	Open/ Closed	Expected Completion Date
Tourism	Mt Slowcombe sign – confusing for tourists, they don't realise they have to turn off at the "Bellvue" sign and that the 2km indicated on the big sign (just before the turnoff) isn't indicating the turnoff another 2km up the road.	Look at installing a "Mt Slowcombe" sign under the "Bellvue" sign at the actual turnoff road. Will look at changing the wording on the sign.	Open	
Tourism	Australia Day – lots of roo poo in the park, can we look at installing a fence around the park to keep roos out? <i>One resident commented that it would make it look like a compound.</i>	There are no plans to put a roo fence around the town.	Closed	
Tourism	Install sign to cemetery & rail sign (including new town map sign)	Tourism co-ordinator has this in progress for the signs and lines team to erect signage when they have work down there. The rail sign will be erected by the Maintenance officer	Open	
Community	- Fix the tennis court fence - Resurface the tennis court	Council will endeavour to patch the fence but will need lifting equipment	Open	

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Theme	Details	Status	Open/ Closed	Expected Completion Date
		Community advised they need people to be playing to keep it going (no plans to resurface at this stage)		
Community	Maintenance on gutters at Kiama Park	Plumber from blackall engaged to carry out plumbing inspections on assets. Awaiting contractor availability	Open	
Community	Create an avenue of trees on Retreat Road	Look at planting on railway side (away from power lines). Suggestions were Peltophorums or similar to botanical walkway (native), Paperbark. – Again awaiting plumber to carry out water works	Open	
Community	One of the BBQ plates not working (park side)	Will be inspected – referred to Facilities co-ordinator for repair	Open	
Roads	No through road sign to be installed	Will be installed	Open	
Roads	The Mt Slocombe grid approaches need to be repaired	Project programmed in 26/27 FY for reseal.	Open	
Roads	Isisford Yaraka River Road causeway requires full rehabilitation after the 2025 flood event	Will be scoped under flood damage assessment.	Open	
Community	Flagpoles on Mt Slowcombe	Council's responsibility – any required repairs need to be sent through to Council prior to purchase	Closed	
Community	Supply of Avgas	Council will not supply Avgas	Closed	
Roads	No markers on washouts – Yaraka Isisford River Road (towards Yaraka)	Require more information		

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Theme	Details	Status	Open/ Closed	Expected Completion Date
Tourism	Signs are faded (as you come into town)	Will remove the faded signs -	open	
Items carried over from previous forum				
Community	Can the amenities be upgraded to have disability access?	Project manager to inspect current disability facility. Options being considered (as not compliant)	Open	
Infrastructure	Move the three tanks in water yard to Kiama Park	In progress. Programmed for April 2026	Open	
Organisational Services / Communities	Can the kangaroos and other pest animals be removed from inside Kiama Park? Can the perimeter fence be fixed and maintained to keep the roos out? Also suggested to have internal fence (similar to Isisford Rec Centre)	Regulatory Services team to collaborate with Communities team to discuss options for mitigations permit and licenced shooters to complete activity. Fence is Council asset so will be maintained by Council. - Will get Maintenance officer to inspect fence line	Open	
Tourism	Pavers installed at ANZAC memorial	Maintenance officer is aware and will be visiting Yaraka in the coming months, will meet with community member to get a solution.	Open	
Community	Install an external light on toilet at Kiama Park	Has been passed on in a CSR, requires electrical contractor	Open	
Community	Bench seats from Isisford – to be installed along the Yaraka footpath	Need to confirm that we still have these before they can be moved and installed in Yaraka	Open	
Tourism	Can the goods shed be repaired and turned into a museum? (Council to	Maintenance officer to review the building when visiting Yaraka to	Closed	

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Theme	Details	Status	Open/ Closed	Expected Completion Date
	established ownership and building condition before any further consideration)	complete maintenance requests – This is not on Council land and will not be progressed		
Roads	Road to Retreat in poor condition	Works will be completed under flood damage package.	Open	
Infrastructure	Desilt the Kiama Park dam South Dam needs repair work to wall (worries it will fail)	The dam was desilted and enlarged in 2024. The bywash was also fixed. The remaining will be programmed for desilting once it is dry. There is currently no urgency to do this since the dam can store approximately 30 Megalitres	Open	
Community	Can the historical storyboard signs be refreshed, and placed in correct place (the one located beside old shop should be near the Telstra phone exchange)	Tourism Coordinator has been working on this with Isisford Historical group to replace all signs within town. Original templates are with the former Isisford Shire council records. No progress on this so far – awaiting information from external sources	Open	

Council advised / Notes:

- stormwater drainage assessment currently underway at the airport.
- Facility review and plans will be undertaken for each facility (including Rail Museum)
- A comment was made in relation to the Rates Discount Period extension – CEO advised that with the circumstances, Council only had a day to make the decision, as it was a “just in case” situation due to the flood event.

General Discussion / Pool:

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

- Usage is low, limited opening hours as at present have to ring Susan to open it when anyone wants to use it.
- Community should be able to use the pool without supervision
- General consensus is pool should stay, best asset, health advantages, provides enjoyment
- Community asked if they could apply for grants to assist with pool – RESPONSE: not at this stage as Council is not normally eligible to apply for the type of funding that Community Groups can apply for
- Suggestion to bring the options paper to Community Group/Progress Association for consultation prior to presentation to Council for decision

General Discussion / Sticky Florestina:

- Concerns that it is being spread by Council / contractor trucks doing roadworks
- Look at having vehicles washed down prior to moving between properties, weed poisoned at the gravel pit
- Oma gravel pit (and Oma Station) infested with Sticky Florestina
- Property owner (Joe McKillop – Pemberly Stn) has made comments that he won't allow vehicles in to access water as he has concerns that they will bring in the weed
 - André advised that he will seek advice from Regulatory Services and Biosecurity for guidance in control measures
 - Mayor advised that after speaking with Sean Dillon, Minister Perrett will not be deeming this a weed of concern at present

General Discussion:

- Susan raised concerns regarding the new policy procedures for Community Grants stating that it makes it hard for their event as it is currently not eligible under the new conditions. RESPONSE: they could look at using the grant for a different purpose (not providing prizes as they currently do).

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Isisford Community Engagement Forum Outcomes

14 April 2026

The Isisford Community Engagement Forum was held in the Town Hall on 14 April 2026 at 5:30pm.

Council presented an update on its activities and then opened the forum to questions from local residents (12).

Items discussed included (both ongoing and new items):

Theme	Details	Status	Open/ Closed	Expected Completion Date
Community	- Replace stage curtain (in hall) - Update Monarch photo (replace Queen with King)	Facilities Co-ordinator will program works. Picture of the King is already in Isisford 27/04/2026		
Infrastructure	Grey Water ponds	Not currently used due to water licence restrictions. Will be reviewed under Water Servicing Strategy		
Infrastructure	Relocation of workshop/depot (community support for moving to crusher yard)	Cost analysis on all options to be undertaken: repair existing or relocate?		
Infrastructure	Seal truck stop	Future budget to seal		
Infrastructure	Bitumen St Mary & St Catherine Streets (across from the Police Station)	To line up the kerb & channelling		
Infrastructure	Old depot – is it an option to be cleaned up as a possible housing block?	Will form part of a broader strategy		
Finance	Have you considered putting CCTV out the front of the office	DW – will have IT Manager contact Sally		
Community	Painting the pool	Yes – is in the budget		

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Community	Would Council consider dropping the camping fees or lowering to the previous rate?	Council would have a discussion given the current fuel issue is something we haven't experienced before		
Roads	During the work at the fuel depot, can they spread the dirt on the River Road as the road through camping area needs some repairs	Could potentially have contamination issues with the dirt, but will investigate.		
Infrastructure	Wire sticks up on side of weir and gabion baskets (fish are getting caught in them)	Will need to revisit the design but can remove the wire once the water levels have dropped. Safety perspective - access to the weir is restricted (under legislation). May need additional signage to warn of the hazards.		
Community	The front of the existing plaque at the weir has been scratched	Can it be replaced (look at bronze plaque)?	This is Infrastructure	
Roads	St Chad's Street – pile of dirt has been dropped along the road (no notice received by the resident) – what are they doing?	Notices are normally sent out. The dirt is to reform and gravel the road.	Closed. Michael spoke with the resident	
Items carried over from previous forum				
Tourism	The new OBIC sign has a typo "Isisfordia"	Tourism Co-ordinator has inspected and will replace, the banner has also become unattached on one corner. New banner has arrived.	Open	
Tourism	Follow up on the return of the new fossil	This is continuous and we cannot make the process any faster, the scientist still has yet to publish his paper. There are monthly follow ups with the Tourism Coordinator and the University leadership team	Open	

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Tourism	More marketing for fossils/dinosaur trail	Tourism co-ordinator has engaged with Dinosaur Experiences Australia and Council has signed up with them. They have also committed to assisting us in working with the University of Qld for the new fossil	Open	
Tourism	Create a First Nations display at the back of the OBIC	Director of Communities and Tourism Coordinator met with a representative of the historical Group and discussed options for this display, the scientist working on the Fossil has also been able to do a lot of work surrounding the history of the first nations people. We will work with them on what the possibilities are.	Open	
Tourism	Create a shearers' hall of fame in existing shed in the park	This project has started and we are fully supportive of this initiative. Council will facilitate power to be connected to the shed and Historical group source further	Open	
Tourism	Tourism Manager to meet with the Isisford Historical Group on a regular basis	This will occur and has started as at 8 January 2026 – Group need to advise when they are meeting	Open	
Community	State government support for community housing	Council is negotiating with the State for the sale of a parcel of land for two community housing units.	Open	
Community	Council to consult with community on options for redevelopment of multi-purpose area	Will work on a facility plan in consultation with the community.	Open	
Community	Advocate for permanent police officer in Isisford	Regular and ongoing advocacy by the Mayor	Open	

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

Community	Tennis court surface needs replacement or removal	This will be incorporated into a facility plan for the Multipurpose area.	Open	
Community	SES shed power has been cut off at construction site	Power has been restored. Building work is subject to further funding.	Open	
Roads	Signage at end of by-pass (St Mary Mackillop Street) – clear directions	Will inspect site at St Osyth and St Agnes Streets. Our records indicate that driver confusion occurs here.	Open	
Roads	Gravel re-sheeting on Isisford to Oma Road	Programmed as part of flood damage and potentially 26/27 Budget.	Open	
Roads	Traffic count for Isisford to Oma Road	Council has historic traffic data. The Works Department have installed traffic counters again to obtain updated data.	Open	
Roads	New kerbing for St Catherine Street	This project is planned for the 2028/29 financial year.		
Gardens	Dead trees in centre median of St Mary Street	Trees removed		
Business	Business breakfast for Isisford	GCJ Update - Manager of Economy working to have presenter arranged to confirm a date to host a business breakfast. Date TBC once presenter secured.		

General Discussion:

- Cocky Bignell – intersection near office (in front of pub), spoke to a policeman who advised that as it's not a roundabout, you can cut the corner
- Where is the water coming from for the Isisford Emmet Road re-sheet?
 - André will look into this, should be part of the flood funding considerations
 - LRAP process – bores for roadworks have been included in our priority list

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

- Community member noted that the watering lane into Yuranigh Ponds (Emmet Rd) is often pumped dry by Council prior to them having a chance to use it. It would be good if council could look at additional water sources like putting funding into bores.
- Sticky Florestina – what is Council’s policy regarding vehicle washdown
 - Council would implement best practice after consultation with Regulatory Services
 - There is also a general obligation for the landholder to try to control it (it is currently not a declared weed)
- Jock – Wellshot Station has been locked out of the Government Dams (had a water agreement). He has been cut off but no explanation provided.
 - SK spoke to Jock who advised that this had happened several years ago so not something that has only recently occurred
- Jock also mentioned that cows can get their head stuck in the new trough that was installed and die. Will need to be looked at.
- How much of Oma Road will get re-sheeted?

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Ilfracombe Community Engagement Forum Outcomes

15 April 2026

The Ilfracombe Community Engagement Forum was held in the Recreation Centre on 15 April 2026 at 5:30pm.

Council presented an update on its activities and then opened the forum to questions from local residents (8).

Items discussed included (both ongoing and new items):

Theme	Details	Status	Open/ Closed	Expected Completion Date
Infrastructure	Switchboard at the Dam	Waiting for Ergon to install additional transformer (to provide sufficient power to town)	Open	October 2026
Infrastructure	Evaporation reduction options	Reaching out to large irrigation schemes at WA & NSW to see their processes	Open	December 2026
Infrastructure	New smart water meters	Expected to be installed in the new FY	Open	September 2026
Communities	Wellshot Centre – lights	TJ to follow up if a timer issue TJ – 27/04/2026 Have followed up with PFM and will have the timer changed to finish at 6:00pm		June 2026
Communities	Machinery Mile – lights (some not working)	Electrician to attend to this issue. PFM has engaged Electrician	Open	June 2026
Infrastructure	Disabled parking at Office/Post Office	Plans in progress. Needs a new kerb crossover.	Open	September 2026
Infrastructure	Can we construct an additional wall to stop water running away from Dam	No, due to licensing restrictions.	Closed	n/a
Infrastructure	Automated harvesting pump	Pump should kick in at a certain height.	Closed	n/a
Infrastructure	Additional generator for RO plant	In discussions with electrical contractor.	Open	September 2026
Items carried over from previous forum				
Tourism	Can machines be placed ahead of footpath (new machinery mile loop/extension) being laid – will this help with funding?	No it is our intention that the path is installed prior to placement of the machines	Open	

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Water	Develop a Management Plan for the RO Plant including ways to connect generator	In Progress	Open	
Water	Replace the water pipeline to the racecourse	15/04/26 - Due to be completed by 30 June 2026	Open	
Water	New electrical switchboard and pumps at Murray MacMillan Dam	Contract awarded. Work in progress.	Open	
Roads	Can a wind indicator or signage (high wind area) be established on the highway between Longreach and Ilfracombe	Will request TMR to consider. We have not received any reports to date from travellers and truckies regarding high wind.	Closed	
Economy	Sale of old bottle museum for future development	Property will go to market in 26/27FY.	Closed	
Housing	Sale of old tennis courts for housing development	GCJ – Lands Officer at Department of Resources has been assigned to application for Torrs Road closure and progressing matter. While Council's Project Manager is commencing investigations for RFQ to demolish Tennis Courts in current financial year. 09/02/2026	Open	
Housing	Extend McMaster Drive west from school to create new housing lots	Council has received funding to develop six lots for housing – Works Department are the Project Managers. 15/04/26 - Waiting on road and water connection but will be available for public sale.	Closed	
Community	What is happening to the bottles from the bottle museum?	The valuable items in the collection will be retained for display and the remainder offered for sale.	Open	
Community	Construct a pathway to extend Machinery Mile	Will be presented as a budget item for 26/27 Land Tenure to also be reviewed.	Open	
Community	Consult with QPS to explore land options for a rifle range	GCJ 22/01/2025 – report tabled at the January Governance meeting. Planning and Development to move forward with engaging with Department of Resources to progress		

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

		making land available for term lease to the Longreach Sporting Shooters Assoc.		
Community	Assess plants on arbours in the park.	Council will assess the current plants to ensure they are climbing. Note that the shade cloth has been replaced. Parks and Gardens supervisor is aware and will look at another option that will do better than what is there. 15/04/26 - Will speak to Di Mill regarding plant types. Have referred to P & G supervisor		

General Discussion:

- Dan Forster – thanked Council for all the efforts put in to assist with Water Security for the town.
- Current water storage in Murray McMillan Dam is approximately 460ML (increase from 430ML)
- Review underway of current Drought Management Plan to assist with future water security
- Fuel management – If the situation worsens, Council will maintain critical services and prioritise other services into additional categories of important and routine
- Infestation of cockroaches at Leichhardt Street – AP would follow up to see if there have been other reports

8.4 Customer Service Requests

Consideration of Customer Service Requests for the previous month.

Corporate Plan Alignment

Strategy

OUR LEADERSHIP

5.3.1 Deliver quality, timely, and efficient service to prioritise customer needs and outcomes

Consultation:

Internal	External
Relevant officers	Relevant customers

Officer Report

Responsible Officer:

Council officers as assigned by the Customer Service team.

Attached for the information of the committee is a confidential summary of Customer Service Requests over the previous month.

Disclaimer: Please note this report is only current as at 13/05/2026. Staff are continuously working in this space so it can change frequently.

Appendices

1. CONFIDENTIAL REDACTED - Outstanding CSR Report 13.05.2026 [**8.4.1** - 19 pages]

Recommendation:

That the Committee receives the Customer Service Request report, as presented.

8.5 Meetings Action Register

Consideration of actions arising from previous meetings.

Corporate Plan Alignment

Strategy

OUR LEADERSHIP

5.2.1 Maintain a robust strategic and policy framework that meets statutory requirements, mitigates risks, and drives effective governance practices

Consultation:

Internal	External
Relevant Managers ELT	Councillors

Officer Report

Responsible Officer:

Senior staff as assigned in the Action Register

Attached is a confidential summary of the actions arising from previous meetings.

Appendices

1. CONFIDENTIAL REDACTED - Actions Register May 2026 Gov Meeting [**8.5.1** - 7 pages]

Recommendation:

That the Committee receives the Meetings Actions Register report, as presented.

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

8.6 NBN Update

Consideration of NBN presentation.

Corporate Plan Alignment

Strategy
OUR ECONOMY
2.1.1 Advocate to and partner with regional organisations, industry stakeholders, and governments to support emerging economic development opportunities

Consultation:

Internal	External

Officer Report

Responsible Officer:

Sharon Calligaro (Executive Officer of Governance)

Presentation on NBN by Emma Murphy, Regional Development and Engagement Manager, Central Queensland.

Appendices

1. Longreach nbn Local RDE Briefing [**8.6.1** - 14 pages]

Recommendation:

That the Committee receives the presentation.



NBN BRIEFING PACK LONGREACH

20 MAY 2026

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WHO IS RESPONSIBLE FOR WHAT?



nbn – Wholesaler providing fixed internet services

- ✓ Built the nbn network
- ✓ Maintain and upgrade the nbn network
- ✓ Sell wholesale internet product to the Retail Service Provider



Retail Service Provider (RSP)

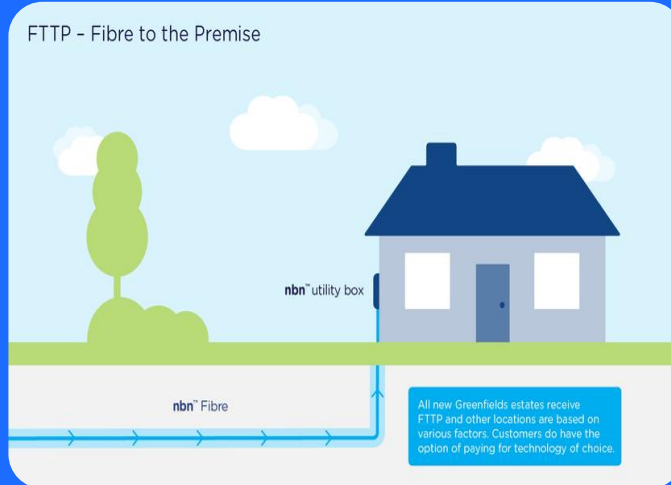
- ✓ Sells an internet service to end users
- ✓ Point of contact for orders, concerns and faults
- ✓ May provide a router for your service

The nbn Local Team

- **Increase awareness and participation in nbn's network evolution programs**
- **Develop and strengthen meaningful relationships and partnerships in local communities**
- **Lift digital ability and awareness through targeted local programs**
- **Respond to disaster events in communities and increase community preparedness**
- **Covering 22 Regions across all rural & regional Australia**



REGIONAL NBN TECHNOLOGIES



Fixed Line

Such as Fibre to the Premises (FTTP) and Hybrid Fibre Coaxial (HFC) or utilises copper and/or fibre cables, either underground or aerial cable and connects to the nbn equipment at a premises.



Satellite

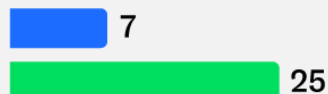
Utilises fibre cables to a ground station and then satellite dishes beam a signal to a satellite. The satellite then relays the signal to a dish at the premises. The dish connects to the nbn equipment at a premises.

HOUSEHOLD DATA CONSUMPTION INCREASES

Household data consumption has increased 10% over the last 12 months driven by increases in devices and the amount we use on the internet including quality of consumption.



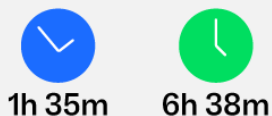
Average connected
devices per household



... subscribers, Australia



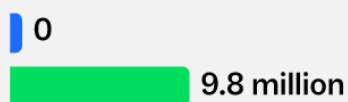
Average daily
time spent online



Average nbn household
data consumption (GB)



NETFLIX **Disney+**
... subscribers, Australia



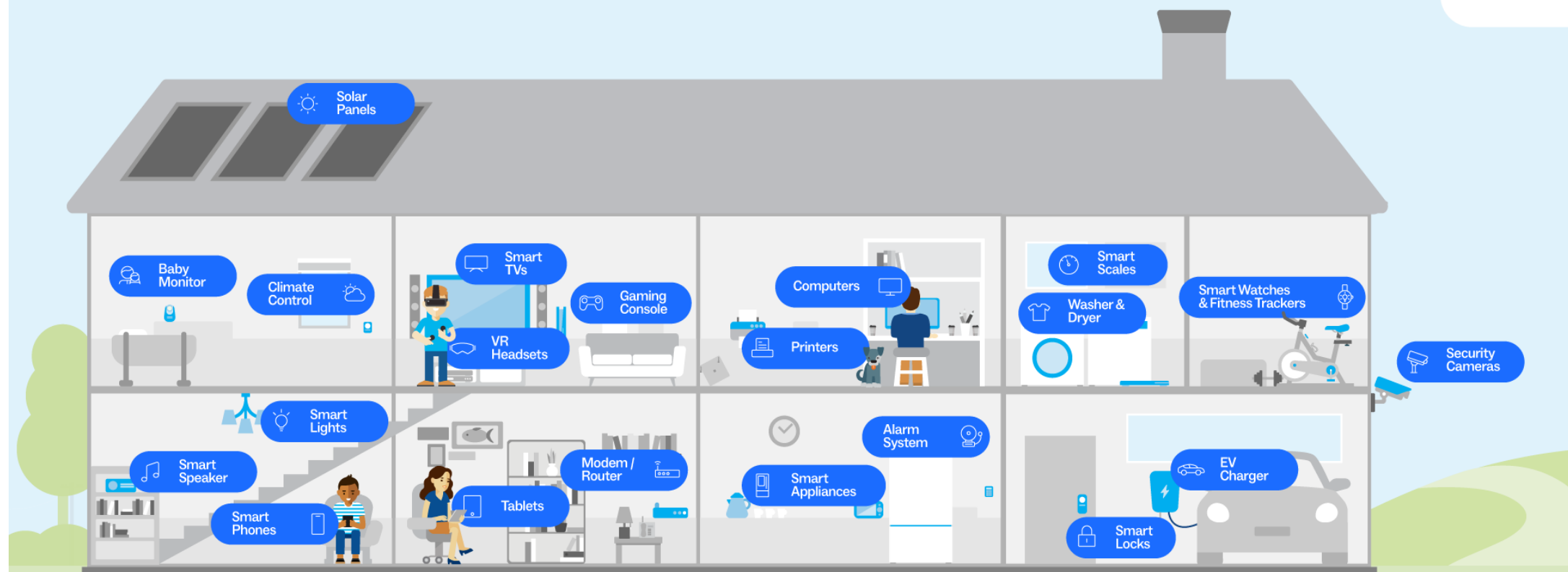
Aussie households in the past decade  2013  2024

Sources: Ookla, Akamai, Statista, nbn strategic network insights data December 2024.



THE AVERAGE HOME THIS YEAR WILL HAVE 25 CONNECTED DEVICES

It's not just laptops and tablets, but also smart TVs, printers, smart appliances, solar, home security and more.

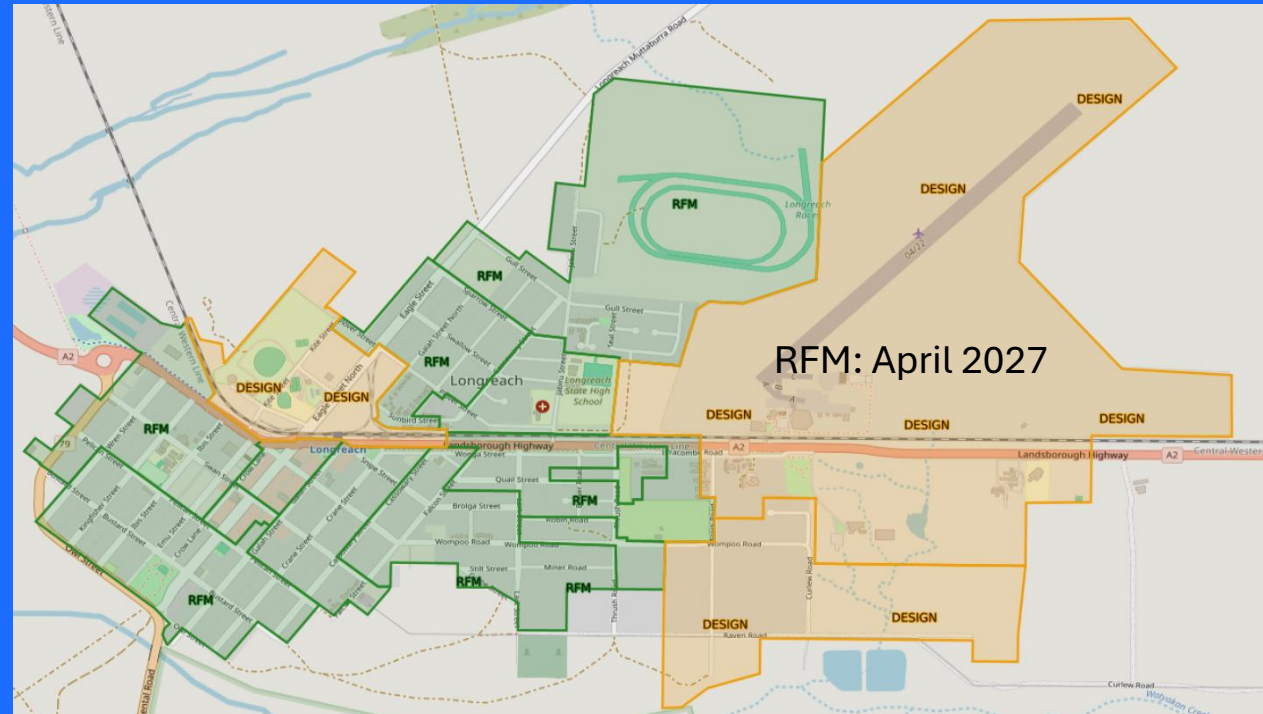


Fibre upgrade program

Customers on Fibre to the Node (FTTN) or Fibre to the Curb (FTTC) technologies in selected areas may be eligible to upgrade to Fibre to the Premises (FTTP) with a plan based on our eligible higher wholesale speed tiers.

The **nbn** fixed line footprint is on track to be 90 per-cent gigabit capable by December 2025, as a result of the Government's commitment to invest \$2.4 billion to roll out more fibre an additional 1.5million premises across Australia.

Customers can check the eligibility of their premises, find out about the installation process, peruse FAQs, or register for updates by visiting the nbn website: <https://nbn.fm/FibreUpgrade>

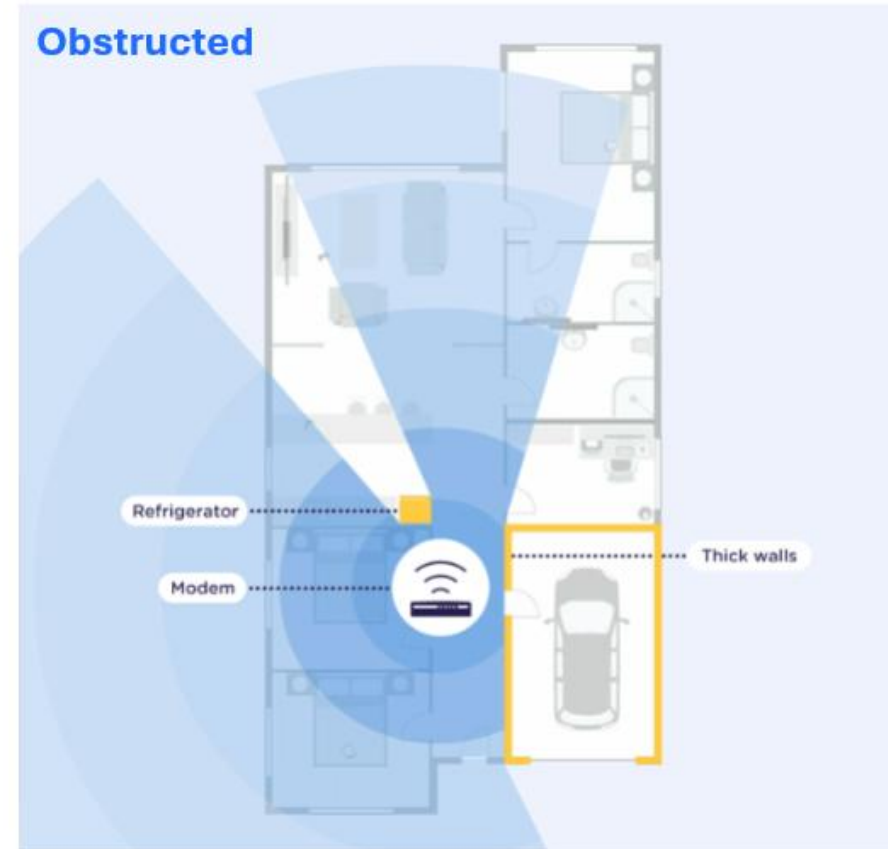
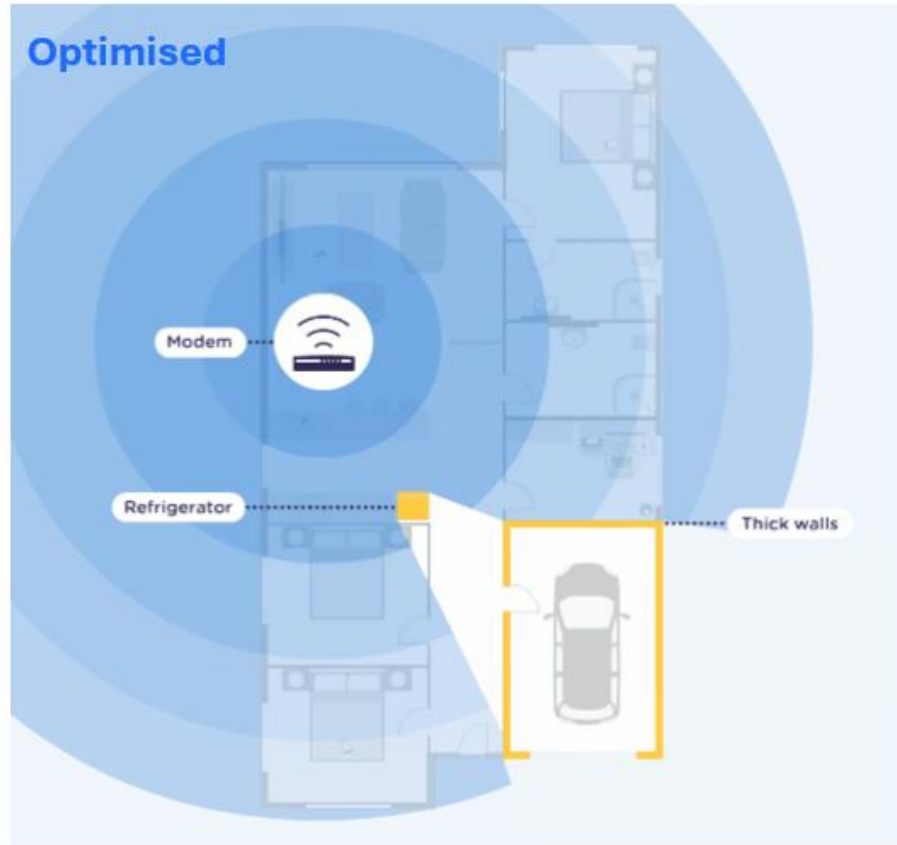


x2p RFO
1,581
of the current
1,637 Premises (96.6%)

x2p Orders Completed
124
FTTC 0 Premises
FTTN 124 Premises

STRENGTHEN YOUR **WI-FI SIGNAL STRENGTH**

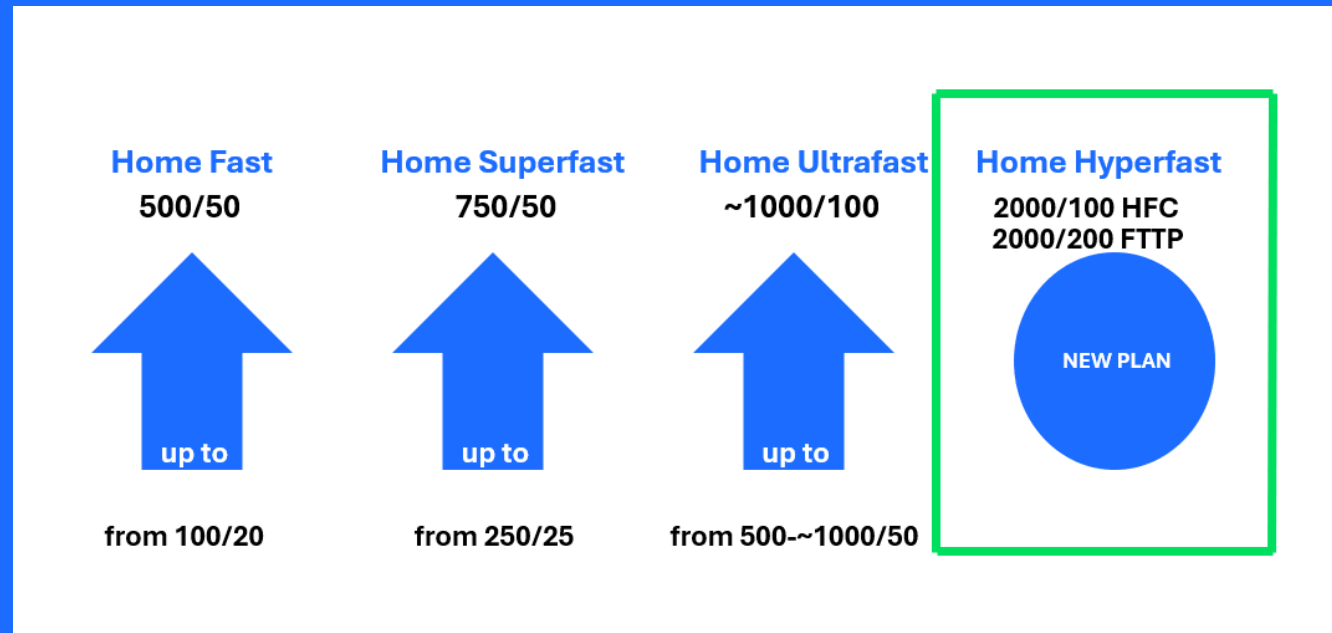
nbn[®]



Accelerate Great

Accelerated, high-speed wholesale products will be available to internet retailers to sell to eligible residential and business customers connected to the **nbn**® network via Fibre to the Premises (FTTP) or Hybrid Fibre Coaxial (HFC) technology from **September 2025**.

There are no changes to the **nbn** wholesale pricing of these speed tiers arising from the speed increases. Independent to the speed increases initiative, nbn's prices will continue to be reviewed annually in accordance with the Special Access Undertaking (SAU) price controls. [Click here for the nbn media release.](#)



Low Earth Orbit Satellite

On 5/8/25, nbn announced that it has signed a landmark agreement with Amazon's Project Kuiper to introduce Low Earth Orbit – or LEO – satellite broadband to eligible customers in parts of regional, rural and remote Australia. nbn's wholesale LEO satellite offering powered by Project Kuiper, is planned to be available to both eligible existing and new customers within nbn's current satellite footprint.

Transitioning to LEO satellite broadband powered by Project Kuiper is the next step in the journey of nbn connecting people and powering progress in regional, rural and remote Australia.

Amazon is planning to launch its Project Kuiper LEO service in Australia from around the **middle of 2026**.

You can read more about the announcement [here](#).



nbn Local Emergency Management Support

nbn[®]



PLANNING & PREPARATION

We build local relationships with emergency authorities in 'peace time'. We regularly take part in emergency management exercises and community awareness initiatives.



RESPONSE & SUPPORT

We have Emergency Management Liaison Officers on the ground with our Road Muster satellite vehicles, and can provide connectivity to police, fire and emergency authorities; and help people reach loved ones and access news, weather alerts and road closure information.



COMMUNITY RECOVERY

We support local communities through the recovery effort, providing ongoing connectivity if needed, advice on how to reconnect services, and a listening ear and a friendly face, when it's needed the most.

Emergency Management

Most internet-connected devices require power to operate.

While the nbn network has in-built power resiliency, it requires power at the exchange, at nodes or towers and within the home or business to operate.

Equipment connected via the nbn network will not work during a power outage that affects the premise or any part of the connection to the premises.

For more information in regard to emergency events where you may lose connectivity, visit: nbn.com.au/Emergency

Download Emergency Preparedness Fact Sheets

[English](#)

[العربية \(Arabic\)](#)

[Pilipino \(Filipino\)](#)

[Italiano \(Italian\)](#)

[正體字 \(Simplified Chinese\)](#)

[ไทย \(Thai\)](#)

[Tiếng Việt \(Vietnamese\)](#)

Preparing for an emergency event where you may lose connectivity



Be prepared

- Alternative communications and power



Stay mobile

- Charged mobile phone and portable battery



Stay updated

- Battery-powered radio
- Follow @NBN_Australia



Back-up

- Create a digital back-up of valuable information on a USB or on the cloud

Community Outreach Program



- Business and Community Roundtables / Breakfasts
- Community Information Sessions – nbn 101 & Upgrades
- Digital Planning with Council Staff
- Digital Planning for Small Communities
- Digital Literacy Programs
- Connectivity Drop-In Sessions



Thank you

Emma Murphy
Regional Development & Engagement Manager

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**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

8.7 Governance / Briefing Day - discussion

Consideration of the interaction between the Councillor Briefing Session Policy No. 3.7 and the Governance Standing Committee.

Corporate Plan Alignment

Strategy
OUR LEADERSHIP
5.2.1 Maintain a robust strategic and policy framework that meets statutory requirements, mitigates risks, and drives effective governance practices

Consultation:

Internal	External
Councillors and ELT	

Previous Council Resolutions related to this Matter

Mayoral Minute:

Res-2025-03-74

Moved: Cr Tony Rayner

That Council, pursuant to section 264 of the Local Government Regulation 2012, establishes a standing committee, as follows:

- 1. The name of the committee is the Governance Committee;*
- 2. All Councillors are the members of the Committee;*
- 3. The Terms of Reference for the Committee are outlined in the below table.*

Terms of reference – Governance Committee
Scope <i>The Governance Committee will be a standing committee of Council, and these Terms of Reference will provide guidance for the matters that are to be referred to and considered by the Committee.</i>
Aim <i>To consider matters relating to the governance and business operations of Council and make recommendations to Council.</i>
Role <i>The Committee's role is to deal with strategic aspects of Council's governance and business activities, giving detailed deliberation to these matters, and making recommendations to Council. Activities will include:</i> <i>• receiving briefings from the Executive Leadership Team;</i> <i>• receiving deputations from the public;</i> <i>• discussing strategic issues of Council;</i> <i>• reviewing Council policies and plans;</i> <i>• reviewing strategic items in the Ordinary Council Meeting agenda; and,</i> <i>• considering other governance related issues.</i>

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Membership

All Councillors are members of the Committee. The Mayor is the Chair of the Committee, and the Deputy Mayor is the Deputy Chair of the Committee.

Quorum

A quorum of the Committee is a majority of its members.

Meeting frequency

The Committee will meet on the Wednesday prior to each Council meeting, and at other times as is necessary.

Reporting requirements

The Committee is required to keep minutes of its meetings pursuant to section 254F of Local Government Regulation 2012.

CARRIED 5 / 2

Cr Emslie and Cr Bignell asked that their votes against the resolution be minuted.

Officer Report

Responsible Officer:

Brett Walsh (Chief Executive Officer)

Council resolved to form the Governance Standing Committee in March 2025. Meetings previously occurred under the Councillor Briefing Session Policy No. 3.7.

Since the adoption of the Governance Framework in April, and in light of recent discussions with industry advisors, it is timely to consider the relevance of the Councillor Briefing Session Policy. The Chief Executive Officer will lead a discussion on these matters for consideration at a future Council meeting.

Appendices

1. 03-07-councillor-briefing-session-policy [**8.7.1** - 5 pages]
2. Governance Framework - Policy Framework - Delegations and Authorisations Policy [**8.7.2** - 33 pages]

Recommendation:

Nil

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA

Councillor Briefing Session Policy		 Longreach Regional Council Ilfriccombe Isistord Longreach Yaraku
Policy Number:	3.7	
Policy Category:	Councillor Briefing Session Policy	
Authorised by:	Res-2024-11-298	
Date approved:	21 November 2024	
Review Date:	21 November 2026	

OBJECTIVE

This policy establishes guidelines for the conduct of non-decisional briefing sessions for Councillors and officers to discuss matters and obtain and exchange information.

SCOPE

The Councillor Briefing Session Policy applies to all Councillors and employees of Council and is to be applied during all Council Briefing Sessions.

LEGISLATION

Local Government Act 2009

Local Government Regulation 2012

Human Rights Act 2019

Code of Conduct for Councillors in Queensland

DEFINITIONS

Council – means Longreach Regional Council.

Councillors – means the Mayor, Acting Mayor, Deputy Mayor or Elected Member.

CEO – means the Chief Executive Officer of Longreach Regional Council whether in an acting, temporary or permanent role at the time including the delegate of the Chief Executive Officer (as appropriate) for the taking of minutes of a meeting of Council.

LGA – means the *Local Government Act 2009* and its regulations.

Briefing Session - is a non-decision making forum convened by the CEO or Mayor that creates an opportunity for Councillors and officers to be informed about, and canvass, matters of proposed policy or other strategic issues, as well as providing a forum for Councillors to be made aware of, and informed about, issues of significance.

Prescribed conflict of interest – has the meaning given in the *Local Government Act 2009*, sections 150EG, 150EH and 150EI.

Declarable conflict of interest – has the meaning given in the *Local Government Act 2009*, section 150EN.

Ordinary business matter - has the meaning given in the *Local Government Act 2009*, section 150EF.

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

POLICY STATEMENT

1. Intent

- 1.1. The intent of this policy is to establish guidelines for the conduct of non-decision making Council Briefing Sessions.
- 1.2. Transparent meeting procedures underpin representative democracy and ensure public confidence in Council's decision-making process. Briefing Sessions are intended to provide a valuable opportunity to enhance the decision-making process by providing an opportunity for Councillors to ask questions and seek clarification of information prior to formal meetings.
- 1.3. This policy provides direction and leadership to Councillors and Council officers on the conduct and value of informal Briefing Sessions.
- 1.4. This policy is consistent with the local government principles identified in section 4 of the *Local Government Act 2009*.

2. Principles

- 2.1 The principal functions of Briefings Sessions are to:
 - 2.1.1 Share information (rather than for the purpose of debating issues or otherwise discharging Council's deliberative and decision-making functions);
 - 2.1.2 Provide officers with the opportunity to advise Councillors of their professional opinion on matters, including available options and recommendations;
 - 2.1.3 Provide Councillors with the opportunity to seek clarification on matters;
 - 2.1.4 Provide updates prior to a formal Council meeting;
 - 2.1.5 Provide an opportunity for the CEO and senior council officers to address any Councillor questions and provide additional background; and
 - 2.1.6 Receive presentations from external parties assisting Council.
- 2.2 Briefing Sessions provide the necessary background information to enable Councillors to more effectively discuss and debate complex issues during subsequent formal meetings.
- 2.3 A formal decision, or implied decision, must not be made at a Briefing Session.
- 2.4 Debate or discussion between Councillors which, directly or indirectly, results in consensus building must not be conducted at a Briefing Session.
- 2.5 Councillors need to be aware of their responsibilities with regard to the *Local Government Act 2009* and its associated regulations and must refrain from consensus building or participating in the formation of decisions at Briefing

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

Sessions.

- 2.6 Any matter requiring a Council decision that is canvassed in an informal Briefing Session with Councillors must be reported by the responsible officer to a meeting of Council for determination.
- 2.7 The Briefing Sessions are not formal meetings of Council and are not open to the public unless otherwise invited.
- 2.8 Paragraph 2.9 applies if:
 - 2.8.1 a matter is to be, or is being, discussed at a Briefing Session; and
 - 2.8.2 the matter is not an ordinary business matter; and
 - 2.8.3 a Councillor at the Briefing Session:
 - 2.8.3.1 has a prescribed conflict of interest in the matter; or
 - 2.8.3.2 has a declarable conflict of interest in the matter.
- 2.9 The Councillor must: -
 - 2.9.1 inform the Briefing Session about the prescribed conflict of interest or declarable conflict of interest in the matter; and either
 - 2.9.1.1.1 leave the briefing session until the conclusion of the discussion on the matter
 - 2.9.1.1.2 ask remaining Councillors to permit the Councillor to participate in discussion and decision on that matter

3. Schedule

- 3.1 Briefing Sessions shall be held in accordance with the Council meeting calendar.
- 3.2 In the event of there being no business formally listed, the Briefing Session will not convene, and the Office of the CEO shall advise Councillors of the cancellation as soon as practicable.
- 3.3 The Mayor or CEO may call Briefing Sessions as necessary so that Councillors may be informed about emergent matters.

4. Participants

- 4.1 Briefing Sessions are generally attended by all Councillors, the CEO (or a delegate of the CEO), the Executive Leadership Team, any managers or other officers who have an interest in an item on the agenda and any other relevant officers.
- 4.2 While no quorum is required for a Briefing Session, consideration should be given to the usefulness of holding the Briefing Session given the matters to be canvassed at the Session.
- 4.3 External persons may attend Briefing Sessions upon invitation from the Mayor

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

or CEO.

- 4.4 An external person who will be attending a Briefing Session shall only be present at the Briefing Session during discussion of their particular agenda item.

5. Chairperson

- 5.1 The CEO shall chair the Briefing Sessions. In the event that the CEO is not present, the CEO's delegate (preferably another member of Council's Executive leadership Team) shall chair the Briefing Session.
- 5.2 The Chairperson shall assume responsibility for the good governance and order of the briefing session. The Chairperson is responsible for determining the order of business for the briefing session.

6. Administration

- 6.1. A Councillor wishing to place an item on the agenda for a future Briefing Session must apply in writing to the CEO who will action the item, generally within fifteen (15) business days before the day of the Briefing Session. This timeframe is to enable officers to provide the necessary background information and context to allow Councillors to have all of the relevant information available to them relating to the matter. A Councillor may also, during the course of a Briefing Session, request an item be placed on the agenda of a future Briefing Session.
- 6.2. The agenda for a Briefing Session will be distributed at least seven (7) days prior to the Briefing Session.
- 6.3. Briefing Session summaries must have a clear statement identifying the aims of the briefing. Such as:

6.3.1 Option 1 – Operation Action

This report is for the briefing of Councillors prior to the matter being dealt with operationally.

6.3.2 Option 2 – Council Resolution Required

This report is for the briefing of Councillors prior to consideration of the matter at a future Council meeting.

6.3.3 Option 3 – Seeking input from Councillors

(a) This report is seeking to canvass options on [_____] issue;
or

(b) This report is seeking feedback with regard to [_____] issue;
or

(c) This report is seeking to identify any further clarification Council may require with regard to [_____] agenda item.

- 6.4. Minutes of matters canvassed at a Briefing Session will not be recorded as Briefing Sessions are an informal meeting and no decisions are taken. However, the CEO may prepare a record of matters canvassed at each Briefing Session

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA

and may present the record of same to all Councillors subsequent to the Briefing Session.

RELATED DOCUMENTS

- Code of Conduct for Councillors in Queensland

Authorised by resolution as at 21 November 2024:



Brett Walsh
Chief Executive Officer



Governance Framework

Contents

Purpose	3
What is Governance	3
Essential Local Government Principles	3
Status and Power	3
1. Principle One – Transparent and effective processes, and decision-making in the public interest.	6
1.1. Organisational Structure	6
1.2. Decision Making	6
1.3. Ordinary Council Meeting.....	7
1.4. Special Meeting	7
1.5. Mayor and Councillor In-Camera Session	7
1.6. Chief Executive Officer and Councillor In-Camera Session.....	7
1.7. Governance Committee	8
1.8. Advisory Committee.....	8
1.9. Workshops	8
1.10. Conflict of Interest	8
1.11. Human Rights	8
1. Principle Two – Sustainable development and management of assets and infrastructure, and delivery of effective services.	9
1.1. Planning Scheme	9
1.2. Annual Budget.....	9
1.3. Long Term Asset Management Plan	9
1.4. Long Term Financial Forecast	9
1.5. Procurement.....	9
2. Principle Three – Democratic representation, social inclusion and meaningful community engagement.	10
2.1. Customer Service Charter and Customer Experience	10
2.2. Community Engagement.....	10
2.3. Media Releases and Social Media.....	10
2.4. IILY – Council Newsletter	10
3. Principle Four – Good governance of, and by, local government	11
3.1. Planning.....	11
3.1.1. Community Plan.....	11
3.1.2. Corporate Plan	11

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

3.1.3.	Annual Operational Plan	11
3.1.4.	Directorate Plans	12
3.2.	Data Information and Management	13
3.2.1.	Councillors and Access to Information	13
3.2.2.	Information Communication Technology (ICT) Governance	13
3.2.3.	Right to Information	13
3.2.4.	Information Privacy	13
3.2.5.	Confidentiality	13
3.3.	Risk Management	14
3.3.1.	Enterprise Risk Management	14
3.3.2.	Fraud and Corruption	14
3.3.3.	Disaster Management	14
3.3.4.	Business Continuity Plans	14
3.3.5.	Insurance	14
3.4.	Legislative Framework	14
3.4.1.	Local Laws	15
3.4.2.	Statutory Registers	15
3.5.	Policy Framework	15
3.5.1.	Strategic Policies	15
3.5.2.	Organisational Policies	15
4.	Principle Five – Ethical and legal behaviour of councillors, local government employees and councillor advisors	16
4.1.	Performance and Culture	16
•	Customer Experience	16
•	Frank, Honest and Curious Questioning	16
•	Communication and Engagement	16
•	Effective Management Structure	16
•	Leadership Capability	16
•	Innovation	16
4.2.	Ethical Behaviour	17
4.2.1.	Employee Code of Conduct	17
4.2.2.	Councillor Code of Conduct	17
4.3.	Complaints Management	17
4.4.	Public Interest Disclosure	17
4.5.	Roles and Responsibilities	18
4.5.1.	Councillors	18
4.5.2.	Mayor	18
4.5.3.	Chief Executive Officer and Employees	18
4.6.	Delegations	19
4.7.	Authorised Person	19

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

Purpose

The Framework is not a policy or statement of intent, but rather a documented framework which outlines Longreach Regional Council's governance structure, policies and practices. It provides an overview of the governance model that has been implemented to assist elected members, management and employees in meeting their governance responsibilities and accountabilities.

Council is committed to the good governance of local government, high standards of accountability, open, transparent and ethical processes, and seeks continuous improvement across all operations.

What is Governance

Governance is an important concept and impacts on all sectors of the community. Governance encompasses the systems by which the Council is controlled and operates, and the mechanisms by which it, and its people, are held to account. Good governance supports Council to make fair decisions and to act in the best interests of the community. Furthermore, the practice and promotion of good governance is critical for ensuring that Council:

- has a legal and ethical basis to function,
- makes decisions in the interest of its stakeholders and community and,
- behaves as a good corporate citizen.

Essential Local Government Principles

There are legislative principles that Council is required to comply with and that guide this Framework to ensure that Council is accountable, effective, efficient and sustainable. The Queensland Local Government Act 2009 (Section 4) requires anyone performing a responsibility under the Act to do so in accordance with the following five core principles:

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

Status and Power

The Local Government Act provides that Council is a body corporate, which may sue and be sued, and is responsible for the good rule and local government of its area. The Local Government Act (Section 9) provides for how these powers can be exercised, namely:

- a) a local government has the power to do anything that is necessary or convenient for the good rule and local government of its local government area
- b) a local government can only do something that the State can validly do
- c) a local government may take account of Aboriginal tradition and Island custom
- d) a local government may exercise its powers:
 - i. inside the local government area; or
 - ii. outside the local government area:
 - A. with the written approval of the Minister; or
 - B. in accordance with its powers to conduct joint government activities.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

Longreach Regional Council provides services and infrastructure to the community across the following core functions:

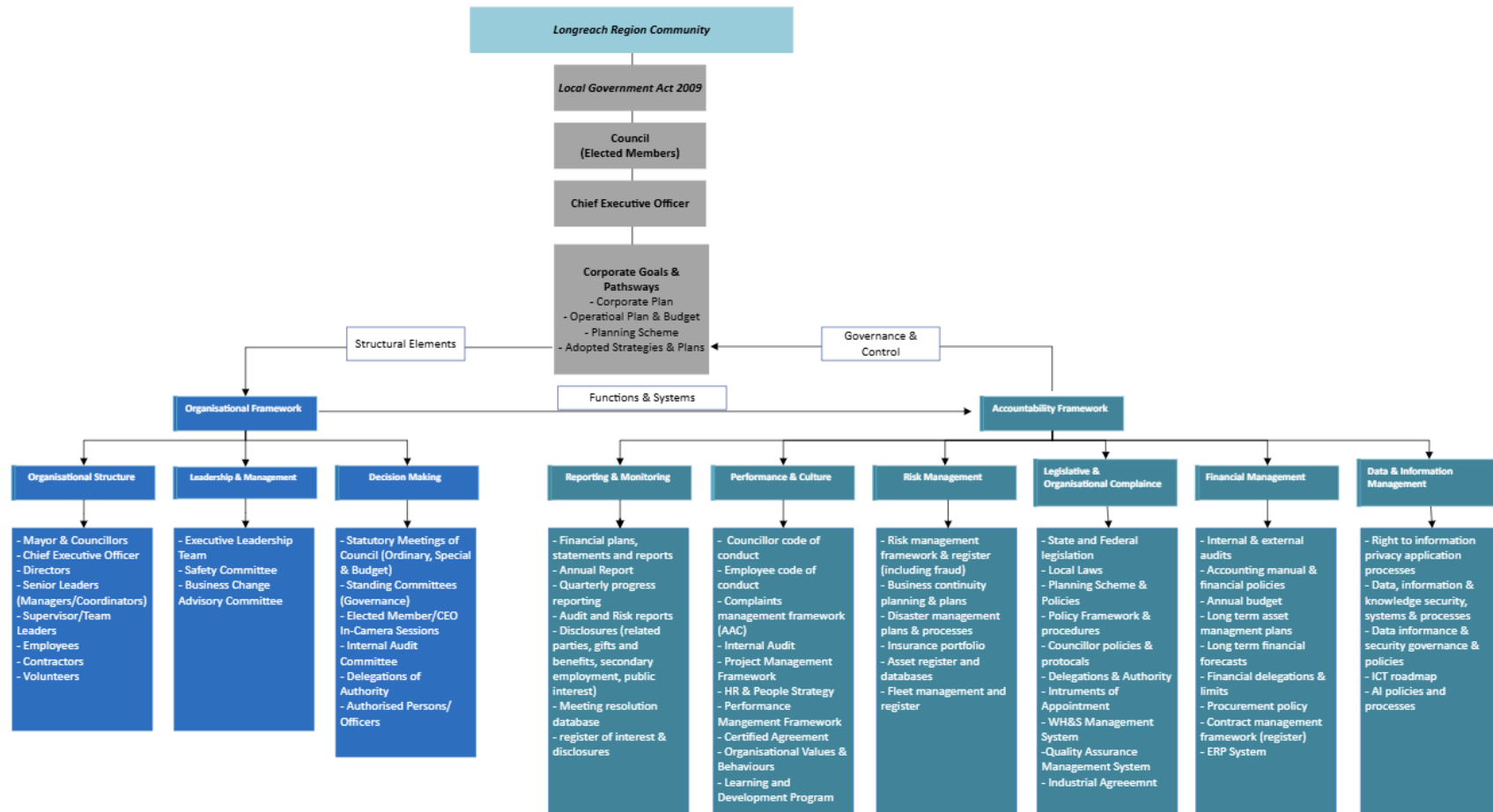
- transport infrastructure such as roads (sealed and unsealed), pathways and aircraft landing areas
- water and wastewater
- stormwater
- public buildings
- community recreation
- environmental health
- waste management
- libraries
- childcare services
- tourism

Council is also responsible for a range of regulatory functions including:

- planning and land use
- building and development approvals
- animal management
- rural lands and stock route management
- biosecurity
- environmental protection and management including vegetation management
- pest animal and weed management
- licensing, advertising signs, footpath dining
- prescribed activities
- food safety
- trade waste

The nature of these functions is such that Council plays an important role in community governance, and its decisions, actions and services impact directly on residents, customers and visitors in its area.

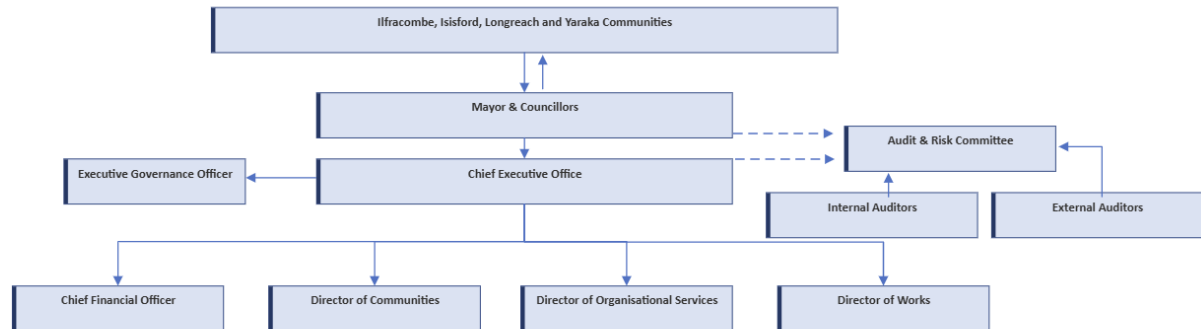
LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA



LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

1. Principle One – Transparent and effective processes, and decision-making in the public interest.

1.1. Organisational Structure



1.2. Decision Making

Council may exercise its powers by:

- Making a resolution at an Ordinary Meeting of Council, or
- Making a resolution at a Special Meeting of Council, or
- Making a resolution at a Governance Committee meeting of Council, or
- The Chief Executive Officer or other officer under a formal delegation, (*Refer to clause 5.6*), or
- The Mayor or other councillor under a formal delegation.

Council has adopted the following process for decision making:

- Council officers prepare a report on a matter for consideration by Council at an Ordinary or Special or Governance Meeting. Council will then decide on the matter by resolution at the relevant Meeting, having regard to the recommendation.
- Council officers may prepare a report on a matter for consideration by an advisory committee. The committee will consider the matter and make recommendations for Council to consider at an Ordinary Meeting of Council and decide on by resolution.

Councillors play a key role in the decision-making process for Council and are required to make decisions on matters in accordance with the local government principles, and in accordance with their responsibilities as representatives for the community.

Decision-making for Councillors will generally fall within the three categories:

Strategic Decisions: broad policy, commercial contractual and political decisions that have general application made within and outside of legislative frameworks. Examples may include:

- Strategic policies and programs
- Strategic plans
- Setting the risk appetite for Council
- Delivery the planning scheme and major amendments
- Setting annual budgets and rates
- Making or amending local laws

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

Administrative Decisions: decisions that affects the rights and interests of people, persons, businesses within the Longreach Region, in an individual way, made within legislative frameworks. Examples include:

- Approval or refusal of a development permit
- Approval or refusal of a license or permit
- Approval or refusal of a grant for a non-profit organisation

Statutory Decisions: decisions that can only be made by the Council in accordance with the Local Government Act. Examples include:

- Appointment of a Chief Executive Officer
- Delegation of powers
- Adoption of specific policies

1.3. Ordinary Council Meeting

The Ordinary Council meeting is the formal decision-making authority for Council. All Councillors and the Executive Leadership Team members attend the meeting. Decisions are recorded in the minutes of the meeting. Meetings are open to the public unless the agenda item is resolved to be a closed matter. It is responsible for:

- a) receiving reports or recommendations from Council's officers
- b) considering the reports and recommendations of Council Committees
- c) formulation and adoption of Council resolutions; and
- d) reception of other matters as reported by the CEO or appropriately delegated officer.

1.4. Special Meeting

There may be occasions where the Mayor and/or Chief Executive Officer call for a Special Council Meeting to be held outside of the schedule of ordinary Council meetings. These meetings are formal decision-making meetings and operate under the same standing orders and meeting procedures as an ordinary meeting. These meetings may be called when there are time sensitive circumstances or urgent Council business to be heard and a decision made. Special meetings are open to the public unless the agenda item is resolved to be a closed matter.

1.5. Mayor and Councillor In-Camera Session

This is an informal gathering of the Mayor and all Councillors that is held ahead of the Governance Committee Meeting, generally commencing at 7.30am. The purpose of this session is for discussing and sharing views about:

- Strategic issues
- Councillors working relationship with each other
- Relationships with other stakeholders
- Relationships with the CEO and management team
- Challenging community/stakeholder situations faced by Councillors.

No agenda documentation is prepared, and minutes are not taken. The Mayor may refer relevant matters to the CEO in an in-camera session, or to the ELT during the Governance meeting.

1.6. Chief Executive Officer and Councillor In-Camera Session

This is an informal gathering of the Mayor, Councillors and CEO, held on the Governance Committee Meeting day. The purpose of this session is to:

- Raise awareness of challenging community/stakeholder situations faced by Councillors.
- Discuss sensitive issues with the CEO that cannot be discussed as part of the Governance or Council meeting.

The CEO will determine if any actions are required from this meeting.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

1.7. Governance Committee

Council has a formal Governance Committee which has been established as a standing committee under section 264 of the *Local Government Regulation 2012*. This committee meets monthly, on the day before the Ordinary Council Meeting.

The Governance Committees provide a forum:

- to enable complex or strategic issues to be discussed at length
- for external stakeholders to address and make submissions to Council
- for budget preparation discussions

1.8. Advisory Committee

Council has formed committees which are advisory in nature and have no decision-making power or incur expenditure and are limited to provide advice and recommendations to the Council. Council will consider recommendations from advisory committees at an Ordinary General Meeting. Advisory Committees have been appointed in accordance with s264 of the *Local Government Regulation 2012*.

Council has established the following advisory committees:

- Regional Arts and Development Fund (RADF) Advisory Committee
- Land and Pest Management Advisory Committee

Each advisory committee has an established Terms of Reference (TOR) and are exempt as per Council resolution 2022-12-308, under section 254G of the *Local Government Regulation 2012* from recording minutes. However, they are required to provide a written report to Council of the committee deliberations and its advice and recommendations.

1.9. Workshops

Council may conduct Councillor and ELT workshops to allow Councillors time to review policies in detail or to assist in the preparation of the annual budget.

1.10. Conflict of Interest

To ensure effective transparency, accountability and integrity is maintained in decision making, both Councillors and Council staff must declare conflicts of interest in decision making processes. For Councillors any declared conflicts of interest will be recorded in the minutes of the Ordinary Council Meeting or Standing Committee Meeting. The Council's Employee Code of Conduct and Conflict of Interest Policy require all employees to declare any potential, perceived or real conflicts of interests that may arise between their official duties and private interests. The Conflict-of-Interest Guidelines provide employees with process to manage their conflicts of interests.

1.11. Human Rights

Council has a statutory obligation to consider human rights in its decision making, in accordance with the Human Rights Policy and Procedure and the *Human Rights Act 2019*.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

1. Principle Two – Sustainable development and management of assets and infrastructure, and delivery of effective services.

1.1. Planning Scheme

Council adopted its planning scheme in 2015, with two major amendments occurring since this time with the last completed in 2024. The planning scheme seeks to advance Council intentions for future land use and development, and seeks to support local, state and regional developments strategies considering our local context, industries, and challenges. It supports council in managing population growth, planning for sustainable development and guide land use and development.

1.2. Annual Budget

Council's annual budget will clearly identify the initiatives funded for the coming year and is presented to Council at the annual budget meeting together with a report setting out the financial operations and financial position of Council for the previous financial year. The requirements for adopting the annual budget are set out in the *Local Government Regulations 2012*.

The annual budget will also support the delivery of initiatives within the Operational Plan which are consistent with the priorities identified from various key strategies and/or plans of council such as asset management plans, council's corporate plan, transport infrastructure plans etc.

1.3. Long Term Asset Management Plan

Section 104 of the *Local Government Act* requires Council to develop a long-term asset management plan, that be adopted by Council. Longreach Regional Council 's Strategic Assessment Management Framework and Asset Management Plans set out the context in which Council:

- manages its assets
- provides data and information on its assets
- monitors asset performance and expenditure
- addresses the challenges Council faces to achieve a sustainable future.

1.4. Long Term Financial Forecast

Section 171 of the *Local Government Act Regulation 2012* requires a long-term financial forecast that must cover a period of at least 10 years. Long-term financial planning is an essential governance tool which supports:

- Fiscal responsibility and financial sustainability
- Transparency and accountability to the local community
- Ability to report against financial targets and goals
- Capacity for directorates and work groups to effectively plan and deliver core service and programs
- The development and management of Council's annual budget.

Council has chosen to maintain cash reserves that cover at least a minimum of 6 months of cash expenses to manage liquidity risks.

1.5. Procurement

Council's procurement activities are critical to its ability to deliver services and infrastructure to the community. Procurement planning will be influenced by legislative requirements, operational demands, industry and economic circumstances, annual budgets, asset management plans and long-term financial plans. Council applies the sound contracting principles as mandated by the *Local Government Act 2009*, when entering into contracts for the supply of goods and services, these principles are:

- Value for money.
- Open and effective competition.
- The Development of competitive local business and industry.
- Environmental protection.
- Ethical behaviour and fair dealing.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

2. Principle Three - Democratic representation, social inclusion and meaningful community engagement.

2.1. Customer Service Charter and Customer Experience

Council's customer service charter and Customer Experience Strategy 2025-2028 outline key service standards and outline:

- Council's Customer Experience vision that 'We provide quality, consistent and timely services that result in a positive customer experience and make a real difference to our community.'
- Council's Customer Experience focus areas of:
 - o Building a customer centric culture
 - o Optimising process, communication and services
 - o Listening to the voice of customers
 - o Embracing new and emerging technologies.
- Service standards and timeframes to respond to customer enquiries.

2.2. Community Engagement

Council's Vision is 'Connecting Council and Community'

An important part of Council's work is ensuring that the voice of our community is heard, and Council does this by holding bi-annual community forums in each of our four communities of Ilfracombe, Isisford, Longreach and Yaraka. Council may also call for special community forums when there are projects or matters of key significance to discuss with members of all communities or affecting individual townships.

There may also be occasions where Councillors and the Executive Leadership Team hold information community engagement while attending events or other social outreach activities.

2.3. Media Releases and Social Media

Council has established an External Communications and Social Media Policy that provides guidance to Councillors and employees on the use of social media and the process for making comment or releasing official communications on Council decisions and positions on matters.

The Mayor is the designated spokesperson for Longreach Regional Council. This role may be delegated from time to time to other Councillors or the CEO to speak on specific subject matters. The Chief Executive Officer is the spokesperson on all operational matters unless a delegated subject expert is appointed to speak on behalf of the CEO.

Council External Communications and Social Media Policy does not restrict Councillors from making individual statements or from responding to media enquiries in their capacity as a Councillor, about their personal opinion regarding a matter that has not been the subject of a Council decision.

Council will manage both proactive statements to inform the community of issues, events and activities occurring in the local government area. Reactive media statements will be prepared and issued in response to emerging community issues.

2.4. IILY – Council Newsletter

As a specific channel of external communication, the IILY Newsletter will be published throughout the Longreach Region in both physical and digital format, monthly. Newsletter creation will be in consultation with relevant internal and/or external parties. IILY must be approved by the CEO and published on Council's website, in addition to the distribution of physical copies.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

3. Principle Four - Good governance of, and by, local government

3.1. Planning

Planning connects the various components of Council's strategic planning processes and vision to illustrate how our teams and their people contribute to the success of delivering key services to our community and customers. Each year Council will focus on developing and adopting an Annual Operational Plan and Budget to ensure that:

- Key priorities from the Corporate Plan are identified and added to the annual budget process for deliberation.
- Resources are identified to bring key projects, initiatives and activities to fruition, and
- Performance measures are identified to monitor the effectiveness of the operational plan and budget.

To effectively prioritise various projects, initiatives and maintain service levels each year, Council undertake a robust process to ensure all of the proposed initiatives align with Council's long-term goals and strategies. The process involves identifying risks and opportunities of the specific initiatives leading to informed decision-making. A risk-based approach enables Council to appropriately allocate resources and budget across the organisation for sustainable outcomes.

3.1.1. Community Plan

A community plan is a broader strategic plan that connects what the communities of the Longreach Region want for the future of their communities. This helps Council achieve a balanced service delivery between community wants and operational needs. Community Plans are set for a period of 5 years and would normally sit above the Corporate Plan.

Council is developing a Community Plan for each community.

3.1.2. Corporate Plan

The corporate plan is Council's strategic document that sets out Council's Vision and Mission and direction for the future. The plan focuses on delivering improvements and initiatives that meet the needs and growth of the community, driving continuous improvement, innovation and financial sustainability.

The plan is based on community and industry feedback, economic data and Council asset and financial data and trends and the ever-changing legislative environment that Local Government is required to work within.

Ensuring that Council remains financially sustainable to provide services and assets that are safe, robust, efficient, and environmentally sustainable will continue to be at the heart of Council operations.

Council supports innovation that creates value for residents and provides real-time information and supports decision making.

3.1.3. Annual Operational Plan

The Annual Operational Plan is developed to link Council's strategic direction from the Corporate Plan to the projects, initiatives, and ongoing activities to be delivered for a particular financial year and funded through the annual budget. The plan will outline various deliverables which Council is committed to delivering over a financial year.

A report is tabled at the Ordinary Council Meeting quarterly to report on the progress of all operational deliverables. The Operational Plan and Budget set the direction for the financial year and identifies how we measure our performance.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

3.1.4. Directorate Plans

Directorate business plans are encouraged within Council as a best practice approach to business planning. A business plan defines the purpose of the Directorate or Business Unit and their role within the Corporate Plan context. It defines how the Directorate or Business Unit intends to address the service-related challenges it expects to face over the next three to five years and links the defined standards of services with projects and resources.

Business plans pull together details from various other planning resources and business management information such as risk, human resources, financial projections, asset management, capital work and future resource requirements. Most importantly, the business plan details the projects and activities that the Directorate or Business Unit will deliver for the next three to five years, bridging the gap between the five-year Corporate and one-year Operational Plan to achieve an integrated and streamlined planning process.



LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

3.2. Data Information and Management

3.2.1. Councillors and Access to Information

Under section 13 of the *Local Government Act 2009*, a Councillor has the right to seek advice or information that will assist them in carrying out their official duties. Details of this process are outlined in the *Acceptable Requests Guidelines by Councillors Policy*.

A Councillor must not use information obtained through their role to gain a financial advantage for themselves, or someone else, or to cause detriment to the local government.

A Councillor must not release information that the Councillor knows, or should reasonably know, is information that is confidential to the Council.

3.2.2. Information Communication Technology (ICT) Governance

Council has established a Business Change Advisory Committee, which acts as a steering committee with the Executive Leadership Team meeting with project leads to review business cases and project performance. This committee helps in managing the significant organisational change outcomes by making recommendations, providing appropriate resources, assessing and reducing risks and increasing the likelihood of success for projects and initiatives.

3.2.3. Right to Information

Council has developed a Right to Information Policy and practices, that acknowledges any person has the right to seek access to documents held by government agencies. Council proactively releases and displays corporate documents and information on our website and dashboards. The *Right to Information Act 2009* outlines specific practices and procedure for the disclosure of public documents that Council must follow including the exemptions and contrary to public interest test that must be conducted.

Under administrative access, members of the public are able to access certain types of information, without the need for a formal application under the *Right to Information Act 2009* and *Information Privacy Act 2009*

3.2.4. Information Privacy

Council handles various types of information often of a sensitive or personal nature. Protecting personal information is important to Council and a core function that forms part of the governance framework. Personal information is any information or opinion, including information or an opinion forming part of a database, whether true or not, about an individual whose identity is apparent, or can be reasonably ascertained from the information or opinion.

3.2.5. Confidentiality

Council is required to meet its statutory obligations, including the *Local Government Act 2009*, the *Right to Information Act 2009* and the *Public Interest Disclosure Act 2010*, which identifies that certain information must be treated as confidential and may be exempt from public disclosure. Councillors and Council employees in receipt of confidential information have a responsibility to ensure that such information is treated confidentially, so as not to harm, prejudice or compromise the interests of Council or any individual or organisation or enable any individual or organisation to gain a personal or financial advantage.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

3.3. Risk Management

3.3.1. Enterprise Risk Management

Council's Risk Management Framework integrates risk management into everything Council does, from strategic planning and policy development through to its day-to-day operations. Council maintains a Framework that is customised to our circumstances and that follows the principles of ISO 31000:2018. It describes how risk management will be:

- integrated into Council's purpose, governance, leadership, strategy, objectives and operations
- designed to ensure that risk management is understood by everyone, relevant and structured for Council
- implemented so that risk management is a part of all activities and decision-making throughout Council
- evaluated periodically to measure its effectiveness against objectives, and
- continually improved and adapted to changing circumstances.

3.3.2. Fraud and Corruption

Council has implemented a Fraud and Corruption Control System that is utilised to reduce the potential for fraud and corruption and to build a culture of integrity, transparency and accountability within Council. The system has been structured to align with AS 8001:2021 *Fraud and corruption control*.

3.3.3. Disaster Management

Council's Mayor is the Chair of the Local Disaster Management Group, with the Chief Executive Officer serving as the Local Disaster Coordinator. Council's disaster management functions serve to increase the resilience and preparedness of the Longreach Region in the event of significant emergencies and natural disasters within the region.

Council has developed effective plans, procedures, and policies to implement in emergency situations and disasters, together with timely activation of the Local Disaster Coordination Centre and Local Disaster Management Group.

The primary objective of the Longreach Local Disaster Management Group is to ensure that the Longreach region can recover and return to normal operations and functions as quickly as possible following disaster or emergency events. This involves ensuring that critical infrastructure and essential services are restored as soon as possible, providing longer-term psycho-social support and welfare to those in need, minimising and redressing environmental impacts and facilitating recovery of the business and tourism sectors.

3.3.4. Business Continuity Plans

Council has established and regularly reviews its Business Continuity Plan (BCP) to ensure the continuation of Council core services during and following incidents that result in disruption to its normal operations capabilities. BCP will support the organisation in risk management planning and business impact analysis, to allow for better preparedness and resilience in the event of future incidents and disaster events that have the potential to disrupt normal operations and service delivery. BCP will provide high level incident response and recovery plans for Council for different risk scenarios.

3.3.5. Insurance

Council's insurance is managed through the financial services directorate. The directorate manages public liability claims, third party damage claims, motor vehicle and plant damage claims and Council property damage claims. Workers' compensation is managed by the Works Directorate.

3.4. Legislative Framework

Longreach Regional Council functions and operates under section 8 of the *Local Government Act 2009* which states that the local government is an elected body that is responsible for the good rule and local government of part of Queensland.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

Further Council is governed by significant legislative requirements, which is a change landscape with new and emerging legislation and amendments each year. While there are numerous acts, regulations, standards and policies that impact Council operations these areas require significant operational oversight and focus:

- *Animal Management Act (Cats & Dogs) 2008*
- *Biosecurity Act 2014*
- *Disaster Management Act 2003*
- *Environmental Protection Act 1993*
- *Human Rights Act 2009*
- *Industrial Relations Act 2016*
- *Information Privacy Act 2009*
- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Public Health Act 2005*
- *Public Interest Disclosure Act 2010*
- *Planning Act 2016*
- *Plumbing & Drainage Act 2018*
- *Right to Information Privacy Act 2009*
- *Stock Route Management Act 2002*
- *Waste Reduction & Recycling Act 2011*
- *Water Act 2000*
- *Workers Compensation & Rehabilitation Act 2003*
- *Work Health and Safety Act 2011*

3.4.1. Local Laws

Council has adopted various local laws, which are a statutory instrument to assist in the good rule and governance of the Council area. The local laws enable Council to regulate matters and provide services to customers within the region and maintain community safety and amenity. Most of the Council local laws closely align with the models recommended by the Queensland Government. Local laws can be accessed on Council's website.

3.4.2. Statutory Registers

Consistent with its obligations under the *Local Government Act*, Council maintains several registers available for inspection by the public, including:

- Registers of interest
- Local laws
- Policies
- Delegations
- Councillor conduct
- Environmental authorities register
- Family cemeteries register

3.5. Policy Framework

Policy making is an essential part of the governance framework. Policies provide the Council, workforce and wider community with the ability and direction to make decisions that are consistent and unbiased. Council has established a Policy Framework which provides clarity on the process for developing, approving, communicating, implementing and reviewing policies. Council policy framework outlines the key levels of policy documents within the organisation as follows:

3.5.1. Strategic Policies

Strategic policies are approved by Council resolution. They may be of a statutory nature, or address a community need or have a direct community impact or address an organisational issue that is of a strategic nature and/or addresses a community need or direct community impact.

3.5.2. Organisational Policies

Organisational policies are developed and approved by the Executive Leadership Team. However, from time to time, the ELT will seek advice from Councillors on the content of these policies. These policies address an organisation wide need and give effect to organisational practice in complying with Council or statutory requirements. These policies may also address community facing impacts in service delivery areas.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

4. Principle Five – Ethical and legal behaviour of councillors, local government employees and councillor advisors.

4.1. Performance and Culture

Culture equals values plus behaviours, and the critical governance role for Council, the ELT and management is to set the right 'tone at the top' which reinforces Council's values, commitment to good governance and a focus on performance and accountability across the organisation. Within this context, Council's culture consists of the following key elements:

- **Customer Experience**

Council is committed to fostering a culture that places the customer experience at the forefront of its operations. This commitment is reflected in our ongoing efforts to understand and respond to the needs of our community, ensuring that services are accessible, responsive and delivered with professionalism and respect. By prioritising customer experience, Council aims to build trust and strengthen relationships with all stakeholders.

- **Frank, Honest and Curious Questioning**

Elected members will debate issues openly and honestly, asking curious questions to help them understand the matter at hand. Equally, employees are to provide frank and timely advice to the CEO and Senior Management, who in turn are to provide professional and frank advice to Councillors.

- **Communication and Engagement**

Council has established effective communication and engagement policies, practices and protocols, to ensure that stakeholders are engaged and involved in Council decision-making processes and importantly, are able to provide feedback to Council. This approach will enable Council to successfully and continually engage, educate, inform and communicate with the community and its customers.

- **Effective Management Structure**

Council has established a management structure that meets the needs of the organisation and allows it to achieve strategic objectives. The structure is characterised by effective use of human resources with clear accountability. Management practices reinforce accountability and outcomes and incorporate the development and capacity building of people to ensure they have the right capabilities to perform their roles.

- **Leadership Capability**

Council is dedicated to demonstrating strong leadership by actively fostering the development of internal capabilities within both its workforce and the wider community. Through ongoing investment in training, capacity building, and empowerment initiatives, Council ensures that staff are equipped with the skills and knowledge needed to excel in their roles. This commitment extends to supporting the community in building resilience and capability, enabling shared growth and sustainable success.

- **Innovation**

Council is committed to fostering a culture of innovation that delivers benefits to the organisation, its people, and customers. By embracing new ideas and technologies, Council seeks to enhance productivity, improve the customer experience, and add lasting value to its services and workplace. This proactive approach ensures that Council remains adaptable, efficient, and responsive to changing community needs while continuously striving for excellence in service delivery.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

4.2. Ethical Behaviour

4.2.1. Employee Code of Conduct

All employees must seek to achieve the highest standards of behaviour when interacting with customers and each other and must encourage and demonstrate a workplace culture where ethical conduct is recognised, valued and followed at all levels. Council's code of conduct is guided by the Principles of the *Public Sector Ethics Act 1994*.

Inductions are given to all employees at the beginning of their employment, supported by regular refreshers.

4.2.2. Councillor Code of Conduct

Council has adopted the Code of Conduct for Councillors, and a Councillor Investigation Policy as required by section 150AE of the *Local Government Act 2009*, setting out how complaints regarding inappropriate conduct of Councillors will be dealt with.

4.3. Complaints Management

Council has established policies and procedures for addressing complaints in an effective and transparent manner with regard to concerns raised about Council services, administrative actions, employee or councillor conduct or performance and competitive neutrality. These systems are regularly reviewed for continuous improvement and employees, and councillors are provided with regular training opportunities.

If the Council, a councillor or the CEO receives a complaint about the conduct of a councillor, they must refer the complaint to the Office of Independent Assessor.

If a Council officer becomes aware of information indicating a councillor may have engaged in conduct that would be a breach or misconduct, the officer must report the conduct to the Office of Independent Assessor.

If a public official reasonably suspects that a complaint, or information or matter involves, or may involve, corrupt conduct, the official must notify the Crime and Corruption Commission.

4.4. Public Interest Disclosure

Council is committed to transparency and accountability, and acknowledges the importance of the role councillors, employees and members of public can play in the identification of misconduct, misuse of public resources, contraventions that give rise to dangers of public health and safety and cases of maladministration.

Therefore, Council has established a Public Interest Disclosure Policy and Procedure which outlines its commitment to investigate all disclosures in a confidential and timely manner. Disclosure of wrongdoing is encouraged and supported, and Council is committed to taking appropriate action to investigate each disclosure.

Any person including a public sector employee can make a public interest disclosure about:

- Danger to the health or safety of a person with a disability
- Danger to the environment cause but the commission of an offence
- Reprisal after making a public interest disclosure
- The public sector officer can also disclose public interest information including:
 - o corrupt conduct
 - o maladministration that adversely affects someone's interest in a substantial and specific way.
 - o negligent or improper management of public resources.
 - o an act which endangers public health or safety; or
 - o an act which endangers the environment.

The disclosure may concern the conduct of a councillor, workers or anyone contracting to supply goods or services to Council and can be made anonymously.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

4.5. Roles and Responsibilities

4.5.1. Councillors

Under Section 12 of the *Local Government Act 2009*, Councillors must represent the current and future interests of the residents of the Council area.

In accordance with the Act, all Councillors are responsible for:

- ensuring that Council:
 - o discharges its responsibilities under the *Local Government Act 2009*.
 - o achieves its Corporate Plan.
 - o complies with all laws that apply to local governments.
- provides high quality leadership to the Council and community
- participating in Council meetings, policy development and decision making for the benefit of the Council area
- being accountable to the community for Council's performance.

Upon being elected, Councillors attend a Council induction, which provides them with the information and resources needed to effectively discharge their responsibilities. Councillors also participate in ongoing professional development programs and activities.

When performing a responsibility, a Councillor must serve the overall public interest of the whole Council area.

4.5.2. Mayor

In addition to the responsibilities of all Councillors, the Mayor is also responsible for:

- leading and managing meetings of Council at which the Mayor is the chairperson, including managing the conduct of the participants at the meetings.
- leading, managing, and providing strategic direction to the Chief Executive Officer in order to achieve the high quality administration of Council.
- directing the Chief Executive Officer in accordance with the Act
- conducting a performance appraisal of the Chief Executive Officer, at least annually, in a way that is decided by Council
- ensuring that Council promptly provides the Minister for Local Government with the information about Council that is requested by the Minister
- being a member of each standing committee of Council
- representing Council at ceremonial or civic functions.

A Councillor who is not the Mayor, may perform the Mayor's extra responsibilities only if the Mayor delegates the responsibility to the Councillor.

4.5.3. Chief Executive Officer and Employees

Under Section 13 of the *Local Government Act 2009*, Council's Chief Executive Officer has the following responsibilities:

- managing Council in a way that promotes
 - the effective, efficient, and economical management of public resources
 - excellence in service delivery
 - continual improvement
- managing Council employees through management practices that
 - promote equal employment opportunities
 - are responsive to the local government's policies and priorities
- establishing and implementing goals and practices in accordance with the policies and priorities of Council
- establishing and implementing practices about access and equity to ensure that members of the community have access to:

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

- Council programs
- appropriate avenues for reviewing Council decisions.
- The safe custody of:
 - All records about the proceedings, accounts or transactions of the Council
 - All documents owned or held by Council
- complying with reasonable requests from Councillors:
 - for advice to assist the Councillor carry out their role as a Councillor
 - for information, that Council has access to, relating to Council.

Under Section 13 of the *Local Government Act*, all Council employees are responsible for:

- implementing the policies and priorities of Council in a way that promotes:
 - the effective, efficient, and economical management of public resources
 - excellence in service delivery
 - continual improvement
- carrying out their duties in a way that ensures Council:
 - discharges its responsibilities under the Act
 - complies with all laws that apply to Council
 - achieves its corporate plan
- providing sound and impartial advice to Council
- carrying out their duties impartially and with integrity
- ensuring the employee's personal conduct does not reflect adversely on the reputation of Council
- improving all aspects of the employee's work performance
- observing all laws relating to their employment
- observing the ethics principles under the *Public Sector Ethics Act 1994*, Section 4
- complying with a code of conduct under the *Public Sector Ethics Act 1994*

4.6. Delegations

Section 257-260 of the *Local Government Act 2009* provides authority for the delegation of powers to the Mayor, Chief Executive Officer, Standing Committee, a Committee Chair, another Local Government or local government employee or contractor.

Council must not delegate a power that an Act states must be exercised by resolution.

Where the Mayor has delegated authority, they can in turn delegate authority to another Councillor. However, the Mayor must not delegate the power to give a direction to the Chief Executive Officer.

In the same way the CEO, can delegate authority to an appropriately qualified staff member or contractor. However, the CEO must not delegate a power delegated by Council, if directed not to further delegate the power or as defined by the Act.

The CEO maintains a delegations register, as required by the Act, which records the delegations from Council to CEO, CEO to employees and contractors. Delegations have been assigned at position level and remain in place unless delegations are amended through the annual review process.

4.7. Authorised Person

Section 202 of the *Local Government Act 2009* delegates the power to the Chief Executive Officer to appoint a qualified person to be an 'authorised person'. The appointment of an authorised person will be accompanied by a letter outlining the conditions the appointment is subject to and the provisions of the Act which the authorised person is appointed to manage.

A person stops being an authorised person at the end of the appointment term, if they provide a signed notice of resignation or if they are unable to meet the conditions of their appointment.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

POLICY INFORMATION	
TITLE	Governance Framework
DOCUMENT NUMBER	
TYPE	Policy
CATEGORY	Strategic
SUB-CATEGORY	Statutory
APPROVED	Council
RESOLUTION	
APPROVAL DATE	
EFFECTIVE DATE	
REVIEW SCHEDULE	
NEXT REVIEW	
POLICY HOLDER	Direction of Organisational Services
RELATED DOCUMENTS	
LEGISLATION	<i>Animal Management Act (Cats & Dogs) 2008</i> <i>Bio Security Act 2014</i> <i>Crime and Corruption Act 2001</i> <i>Disability Services Act 2006</i> <i>Disaster Management Act 2003</i> <i>Environmental Protection Act 1993</i> <i>Human Rights Act 2019</i> <i>Industrial Relations Act 2016</i> <i>Information Privacy Act 2009</i> <i>Integrity Act 2009</i> <i>Local Government Act 2009</i> <i>Local Government Regulation 2012</i> <i>Ombudsman Act 2001</i> <i>Planning Act 2016</i> <i>Plumbing & Drainage Act 2018</i> <i>Public Health Act 2005</i> <i>Public Interest Disclosure Act 2010</i> <i>Public Records Act 2002</i> <i>Public Sector Ethics Act 1994</i> <i>Right to Information Privacy Act 2009</i> <i>Stock Route Management Act 2002</i> <i>Waste Reduction & Recycling Act 2011</i> <i>Water Act 2000</i> <i>Workers Compensation & Rehabilitation Act 2003</i> <i>Work Health and Safety Act 2011</i>
POLICY DOCUMENTS	Policy Framework Delegations Register – Council to CEO Delegations Register – CEO to Employees and Contractors
FORMS	

Policy Framework



PURPOSE

The purpose of this framework is to establish processes to enable Longreach Regional Council to exercise its legislative and administrative powers, meet its responsibilities under the *Local Government Act 2009*, and implement sound corporate governance.

SCOPE

This framework applies to the elected councillors and council employees developing, drafting and setting policy for Council.

DEFINITIONS

ELT	Executive Leadership Team (as defined by the organisation structure)
Employee	Includes all employees of Council regardless of employment status i.e. contract staff, casuals, fulltime, part-time, contractors and volunteers.
Guideline	A guiding document with content of an operational nature
Minor Non-Material Change	Purely administrative updates, such as title updates due to an approved restructure, or minor amendments to reflect legislative updates which do not impact the intent or application of policy
Material Change	An amendment of a substantive nature that will impact the intent and application of the policy.
Policy	Policies are formal statements of intent that mandate principles or standards that apply to council governance, operations or to the practice and conduct of its elected members and employees/contractors. In short it provides members of Council with direction on the approved way of operation in relation to a particular matter.
Policy Holder	Is the position that is responsible for the management and resourcing in relation to the development, implementation and review of the policy. Usually, a manager level position within the organisation structure, able to advise the policy sponsor.
Policy Sponsor	The advocate for the policy's development, implementation and review. Usually, an ELT member able to introduce discussion of the policy as required at ELT and Council.
Policy Framework	Provides the structure of relevant policy positions, and any supporting guideline and procedure documents, on any one topic.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

Procedure	A document which breaks down the steps of an operational process in more detail than a guideline.
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ROLES AND RESPONSIBILITIES

Role	Responsibility
Council	Endorsement authority for setting the Policy Framework (this policy) and material policy changes to this policy. Able to endorse non-material changes.
Chief Executive Officer (CEO)	Approval authority for a non-material changes to this policy.
Executive Leadership Team (ELT)	Provides advice to the CEO and/or council on setting this policy and any proposed material changes.
Director of Organisational Services	Policy Sponsor and Holder Provides advice to the Policy Sponsor on this policy. Supports this policy development, including communication, implementation, review and reporting.
All Employees	Are responsible for ensuring policy development, drafting and setting is compliant with this Policy Framework, and associated guidelines and procedures.

POLICY STATEMENT

Longreach Regional Council is committed to setting and maintaining policies that uphold the highest standards of good governance in local government. Through this Policy Framework, we foster transparent, effective, and efficient decision-making processes that reflect our values of accountability and integrity.

Our framework establishes clear commitment, roles, responsibilities, and protocols to guide the development, drafting, communication, training, implementation, and review of policies throughout the organisation. By ensuring that every stage of the policy lifecycle is thoughtfully managed, we strengthen confidence in our systems, support consistent and compliant practice, and empower our workforce to deliver outcomes that serve our community's best interests.

POLICY DEVELOPMENT PRINCIPLES

Longreach Regional Council policy development processes:

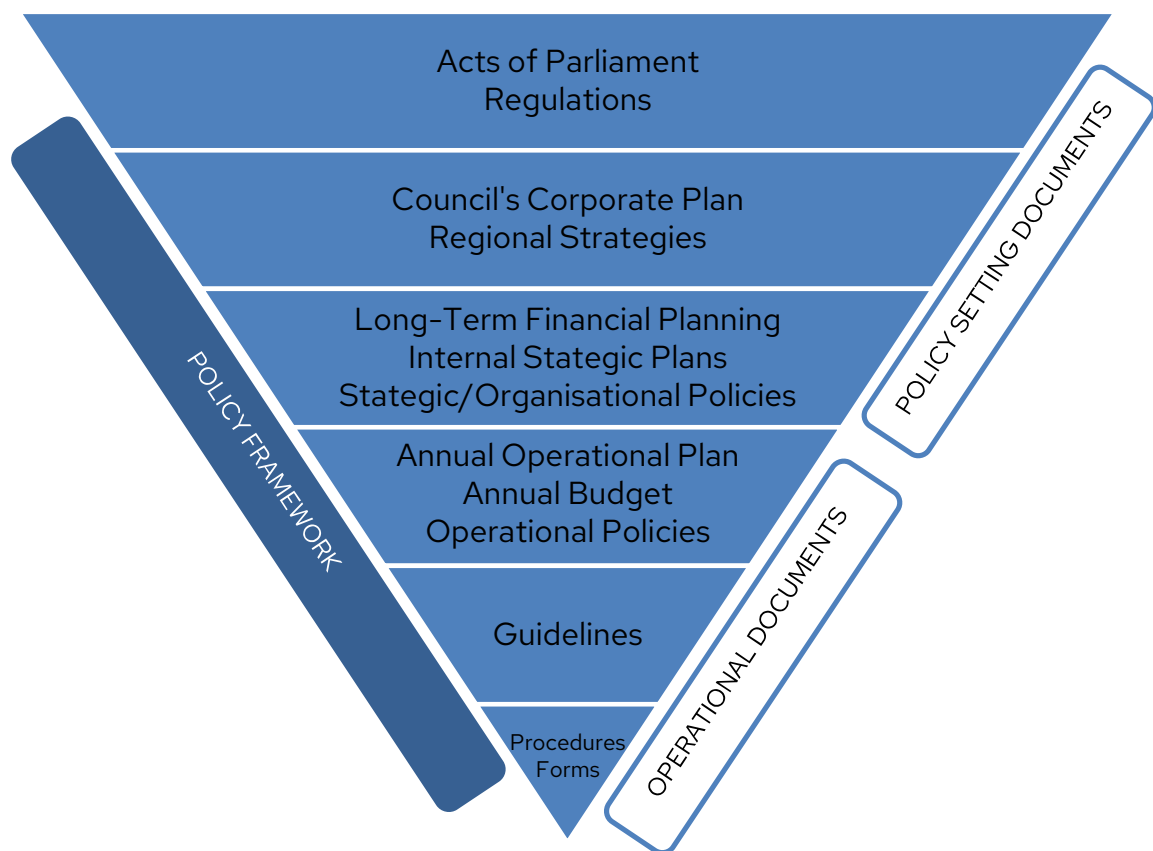
- Are initiated to address an identified need and support transparency, commitment, accountability, risk management, legislative and legal completeness, and good governance.
- Are people-centred, with consultation and training forming a core part of the development process ensuring that customers, community and employees are heard and represented in policy setting.
- Are clear, consistent and communicated, provide clarity of our intention, and integrate with our broader strategic framework and operations.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

- Are informed by sound, full and frank advice, and are decided by Council in a transparent and accountable manner.
- Are monitored for effectiveness and efficiency of implementation.
- Are reviewed and evaluated on how the policy performed, if it is still meeting a need, fit for purpose, and compliant.

POLICY FRAMEWORK

Conflicts between documents within the policy framework should be avoided. Where there is a conflict between legislation or subordinate legislation and policy, the legislation and subordinate legislation will prevail. Any other identified conflicts or inconsistencies will trigger a review and amendment process.



**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

POLICY CATEGORIES AND APPROVAL AUTHORITIES

Policy Type	Category	Description	Approval Authority	Consult	Publish
Strategic	Statutory	Policies that are required to meet a statutory requirement.	Council	ELT/Councillors	Public
	Community	Policy that addresses a community need or direct community impact.			
	Administrative	Policy addressing organisational issues that is of a strategic nature.			
Organisational Policy	• Statutory • Community • Administrative Sub Categories: • Childcare • Financial • Governance • Information Services (IT) • People & Safety • Regulatory Services • Service Excellence • Administrative • Asset management	Policy which addresses an organisation wide need. The policy will give effect to organisational practices in complying with statutory requirements. May address community facing impacts in service areas.	CEO	Impacted groups, including managers, Councillors or community where appropriate	Internal (Public where required and appropriate)
Operational Policy	• By Function/Group	Addresses a need at a function/group level and documents practices and expectations to guide day-to-day operations	Director	Impacted Groups as appropriate	Internal
Guidelines		For content of an operational	Director	Impacted groups,	Internal

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

		nature. Will generally support the implementation of policies.		including Councillors or community where appropriate	
Procedures		Provides the in-depth operational processes. Generally, underpins policies.	Manager	Impacted groups	Internal

POLICY DEVELOPMENT GUIDELINES

While the Executive Officer of Governance is available to provide advice on policy development, it is acknowledged that the owner/responsible department is the content and knowledge expert. The owner/responsible department is responsible for developing, consulting and requesting approval for all required policies.

All new policies and major or substantial amendments to existing policies require approval to proceed from the relevant department Director, or if applicable the CEO prior to drafting/re-drafting. Consideration must be given to the following when drafting new policy or amending current:

- Is there a need for the new policy, and can it be consolidated with an existing policy
- Are there any conflicts with existing policy
- Will the policy or amendments have an impact on operations or existing policy and procedures
- Any policy that has workplace or employee relations matters must be referred to the People and Safety Team for consultation, as appropriate.

Policy Consultation

Where a policy has an impact on more than one functional area, it is appropriate to ensure widespread consultation has been undertaken and all stakeholders have been provided with an opportunity to provide input and feedback on the development of the drafted policy.

At minimum Managers and the Executive Leadership Team should be consulted with on policy developments and where appropriate in line with the policy approver table, Councillors will from time to time be consulted and presented with Organisational Policy information for noting.

Policy Naming

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

Policy naming must be concise and plainly state the relevant policy topic. The first word of the policy should be the most commonly searched term related to the policy topic. Council Policy Index has pre-existed and established numbering conventions which will be continued.

Policy Triggers

Policy creation or reviews must not be triggered by ad-hoc reactions to isolated incidents, complaints or issues. New policy or policy amendments may be triggered by:

- legislative change
- Council's strategic or operational objectives changing
- Changing or emerging community needs or expectations
- Patterns of need identified from incidents, complaints or issues arising
- Governance review or audit recommendations
- Identification of policy gaps and associated risk
- Development of best practice
- identification of conflicts or inconsistencies with other documentation
- formalisation of common practice, to increase transparency, consistency and accountability
- making a policy setting more inclusive and accessible

Policy Review Frequency and Process

Policies must be reviewed on a regular basis. Comprehensive reviews must be scheduled to occur at least every 4 years. A review may be triggered ahead of schedule based on a risk assessment of the following factors:

- risk to compliance or statutory requirements
- risk to finance
- risk to health and safety and environment
- Risks to fraud and corruption
- risk to Council employees
- risk to operational effectiveness and efficiency
- risk to achieving strategic objectives
- risk to reputation
- risk to another identified strategic risk

At initiation of a comprehensive policy review, the policy holder must advise the ELT of the proposed review. Following a comprehensive review, the policy holder must update or confirm the currency of the policy and bring it to the approving authority for consideration and re-endorsement or approval.

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

Policy Document Approval

Approval for policy document from the relevant approval authority must be documented, A covering report and final approved version of the policy document must be submitted to either the formal Council or Executive Leadership Meeting agenda when seeking approval.

When submitting a policy for approval, the author must always ensure that appropriate recommendation wording is utilised, in particular if a policy is replacing another policy and/or repealing a policy. *Each policy should be submitted under an individual report and not grouped, thereby having an individual resolution.*

The below recommendations may be used as a reference:

Approval Authority	Amended Policy	New Policy
Standing Committee	<i>That the [insert name of committee] recommends that Council:</i> <i>1. Repeal the existing [insert name of policy] [insert policy number];</i> <i>2. Adopt the updated [insert policy name] [insert policy number], as presented.</i>	<i>That the [insert name of committee] recommends that Council adopt the updated [insert name of policy] [insert policy number], as presented.</i>
Council	<i>That Council:</i> <i>1. Repeal the existing [insert name of policy] [insert policy number];</i> <i>2. Adopt the updated [insert policy name] [insert policy number], as presented.</i>	<i>That Council</i> <i>1. Adopt the updated [insert name of policy] [insert policy number], as presented.</i>
Executive Leadership Team	<i>That the Executive Leadership Team:</i> <i>1. Repeal the existing [insert name of policy] [insert policy number];</i> <i>2. Adopt the updated [insert policy name] [insert policy number], as presented.</i>	<i>That the Executive Leadership Team adopts the updated [insert name of policy] [insert policy number], as presented.</i>

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

Policy Administration

The Policy Register and reviews will be administered by the Executive Officer of Governance in the Office of the Chief Executive Officer. Once a policy has been adopted by the relevant approval authority, and the Executive Officer has been advised and evidence of approval provided, the final version will be prepared for publication, which will include, but not be limited to:

- inclusion of policy number and other relevant information updated on the policy
- policy register updated with policy number and title
- published within relevant policy folder on the home page on MagiQ
- where relevant update policy published on Council's website
- removal of any draft watermarks or references.

Any education or training required on the policy is the responsibility of the custodian (owner) department and must be considered when developing and submitting the policy for approval, including any cost implications.

The Office of the Chief Executive Officer will facilitate version control on all adopted policies and ensure a record is made if amended, replaced and repealed policies in the appropriate register.

Maintenance and Reporting

All policies will remain in force unless:

- formally repealed by the relevant approval authority (i.e. no longer required), or
- superseded by an updated version of the Policy:
 - o this also could include where a policy has been consolidated or renamed – which would require the previously named document/version to be repealed.

Details of repealed or superseded versions will be maintained by the Officer of the Chief Executive Officer on an appropriate register. The Executive Officer of Governance will provide a periodic report on the status of Council's Strategic and Management policies, including upcoming scheduled reviews.

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

Measure of Success

Measure	Outcome Sought
All policies and policy decision-making are compliant with this framework within 4 years of endorsement of the Policy Framework	Policy consistency
All strategic and management policies are current or have an approved review schedule within 4 years of endorsement of this Policy Framework	Policy currency
All strategic and management policies are on the appropriate policy register once approved or endorsed within a reasonable timeframe, and posted to MagiQ and/or website if required	Policy functionality

XXXXXXXXXXXXXXXXXXXX General Council Meeting held on xxxxx:

Brett Walsh
Chief Executive Officer

LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA

Appendix 1

POLICY INFORMATION	
TITLE	Policy Framework
DOCUMENT NUMBER	
TYPE	Strategic Policy
CATEGORY	Statutory
SUB-CATEGORY	Governance
APPROVED	Council
RESOLUTION	
APPROVAL DATE	
EFFECTIVE DATE	
REVIEW SCHEDULE	
NEXT REVIEW	
POLICY HOLDER	Director of Organisational Services

RELATED DOCUMENTS	
LEGISLATION	Local Government Act 2009 Local Government Regulation 2012
POLICY DOCUMENTS	Governance Framework
FORMS	

LONGREACH REGIONAL COUNCIL GOVERNANCE COMMITTEE MEETING AGENDA

Delegations and Authorisations Policy



PURPOSE

The purpose of this policy is to provide the mechanism to enable Longreach Regional Council to efficiently enact its legislative and administrative powers to meet its responsibilities under the *Local Government Act 2009* and provide sound corporate governance.

SCOPE

This policy applies to all delegates when exercising delegations and authorisation of Longreach Regional Council's legislative and administrative powers.

DEFINITIONS

Act	<i>Local Government Act 2009</i>
Administrative Powers	Powers not required under legislation, includes powers which form part of Council's compliance to its legislative obligations. For example, financial and classification levels and signing of correspondence delegation
CEO	Chief Executive Officer, a person who holds an appointment under section 194 of the Act. This includes a person acting in the position.
Council	Longreach Regional Council
Councillor	Elected Member of Longreach Regional Council
Delegate	A delegate is a person who is authorised to exercise a power or function delegated by the Council, the Mayor, the Chief Executive Officer.
ELT	Executive Leadership Team

POLICY STATEMENT

Delegations are a key element of decision making to ensure the effective governance and efficient management of Council. The following conditions apply to all delegates when exercising a power or function delegated by the Council, the Mayor or the Chief Executive Officer.

- Delegates must exercise their delegations in a manner that is consistent with:
 - Applicable local laws, legislation, standards,
 - Administrative delegations such as Council policy and procedures.

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

- Financial delegation and budgetary limits.
- Delegates are only to exercise powers and functions as is necessary to discharge their roles and responsibilities.
- A delegate is not obligated to exercise a delegation and may at any time refer the decision to a higher-level position for a decision.
- Delegates must consider the impact of a decision on the local government area, and if necessary, consult with the ELT and/or Councillors.
- Delegates must bring to the attention of with their director (ELT), any matters that are likely to result in significant public interest, reputation risk or major policy implications for Council.
 - The Director member may bring the matter to the attention of the ELT, or
 - The Chief Executive Officer may bring the matter to the attention of the Mayor or refer the matter to Council.
 - The Mayor may, at any time, request that the matter be referred to Council.
- Delegation registers will be reviewed as necessary and will be updated when legislative changes are affected and on at least an annual basis.

Brett Walsh
Chief Executive Officer

**LONGREACH REGIONAL COUNCIL
GOVERNANCE COMMITTEE MEETING AGENDA**

POLICY INFORMATION	
TITLE	Delegations and Authorisation Policy
DOCUMENT NUMBER	
TYPE	Strategic
CATEGORY	Statutory
SUB-CATEGORY	Governance
APPROVED BY	Council
RESOLUTION	
APPROVAL DATE	
EFFECTIVE DATE	
REVIEW SCHEDULE	
NEXT REVIEW	
POLICY HOLDER	Director of Organisational Services
RELATED DOCUMENTS	
LEGISLATION	<i>Acts Interpretation Act 1954</i> <i>Local Government Act 2009</i> <i>Local Government Regulations 2012</i>
POLICY DOCUMENTS	Governance Framework Policy Framework
FORMS/REGISTERS	Delegations Corporate Register Financial Delegation Register Internal Authorisation Register

8.8 Land tenure matters

Consideration of an update on land tenure matters.

Corporate Plan Alignment

Strategy

OUR ECONOMY

2.2.1 Facilitate growth through effective and sustainable land use planning and development

Consultation:

Internal	External
-	-

Officer Report

Responsible Officer:

Simon Kuttner (Manager of Planning, Economics, and Governance)

Officers will present to the committee an update on relevant land tenure matters currently in progress.

Appendices

Nil

Recommendation:

That the Committee receives the presentation.

9 Late Items

Nil for this meeting

10 Closure of Meeting