

Ordinary Meeting of Council

***Held at Western Downs Regional Council's
Tara Soldiers Memorial Hall***

On Thursday, 16 May 2024

Commencing at 9:30am

**J. Taylor
CHIEF EXECUTIVE OFFICER**

16 May 2024

Ordinary Meeting of Council Agenda

Location: Tara Soldiers Memorial Hall
19 Fry Street
Tara QLD 4421

Pages

1. **DECLARATION OF MEETING OPENING**
2. **OPENING PRAYER AND MINUTE SILENCE**
3. **APOLOGIES**
4. **CONGRATULATIONS**
5. **CONFIRMATION OF MINUTES**
 - 5.1 **Adopt Ordinary Meeting of Council Minutes 07 March 2024** 1

The Purpose of this Report is for Council to adopt the Minutes of the Ordinary Meeting of Council held on Thursday, 07 March 2024.
6. **BUSINESS ARISING FROM THE MINUTES OF PREVIOUS MEETINGS**
7. **DECLARATIONS OF CONFLICTS OF INTEREST**
8. **PRESENTATION OF PETITIONS BY COUNCILLORS**
9. **MAYORAL UPDATE**
 - 9.1 **Executive Services Mayoral Report April 2024** 17

The purpose of this Report is to provide Council with significant meetings, forums and delegations attended by the Mayor during the month of April 2024.

10. CONFIDENTIAL ITEMS

Section 254J of the Local Government Regulation 2012 in relation to Closed meetings provides:

(1) A local government may resolve that all or part of a meeting of the local government be closed to the public.

(2) A committee of a local government may resolve that all or part of a meeting of the committee be closed to the public.

(3) However, a local government or a committee of a local government may make a resolution about a local government meeting under subsection (1) or (2) only if its councillors or members consider it necessary to close the meeting to discuss one or more of the following matters—

(a) the appointment, discipline or dismissal of the chief executive officer;

(b) industrial matters affecting employees;

(c) the local government's budget;

(d) rating concessions;

(e) 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;

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

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

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

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

(4) However, a local government or a committee of a local government must not resolve that a part of a local government meeting at which a decision mentioned in section 150ER(2), 150ES(3) or 150EU(2) of the Act will be considered, discussed, voted on or made be closed.

(5) A resolution that a local government meeting be closed must—

(a) state the matter mentioned in subsection (3) that is to be discussed; and

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

(6) A local government or a committee of a local government must not make a resolution (other than a procedural resolution) in a local government meeting, or a part of a local government meeting, that is closed.

10.1	EXECUTIVE SERVICES	
10.2	CORPORATE SERVICES	
10.2.1	Corporate Services Confidential Summary Report Quarterly Liability Update as at 31 March 2024 The purpose of this Report is to provide Council with a quarterly update on liability matters as at 31 March 2024.	
10.3	COMMUNITY AND LIVEABILITY	
10.4	INFRASTRUCTURE SERVICES	
11.	DEPUTATION	
12.	PLANNING	
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	The purpose of this report is to provide Council with the third quarter progress in achieving the actions outlined in the <i>2023-24 Operational Plan</i> and the status of the strategic risks which Council manages under the <i>Enterprise Risk Management Framework</i> .	
14.5	Corporate Services Quarterly Report January to March 2024	98
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	The purpose of this Report is to provide Council with a quarterly update in relation to the Infrastructure Services' Works, Utilities and Technical Services departments performance.	
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	This report provides necessary information and detailed responses to each specific resolution adopted by Council regarding the proposed Dalby Cultural Centre on 18 April, 2024.	
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	The purpose of this report is to examine the request received from Chinchilla, Community, Commerce & Industry (CCCI) for Western Downs Regional Council to become a foundation partner of the Country Universities Centre Western Downs (CUC WD), a proposed Regional University Study Hub designed to enhance access to tertiary education for regional and remote students, committing \$25,000 annually for an initial three-year term.	
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	The purpose of this Report is to provide Council with an update in relation to the Community and Liveability Division's strategic and operational activities for the third quarter of the 2023/2024 Financial Year.	
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19.	MEETING CLOSURE	

Title **Adopt Ordinary Meeting of Council Minutes 07 March 2024**

Date 3 April 2024

Responsible Manager J. Taylor, CHIEF EXECUTIVE OFFICER

Summary

The Purpose of this Report is for Council to adopt the Minutes of the Ordinary Meeting of Council held on Thursday, 07 March 2024.

Link to Corporate Plan

Nil

Material Personal Interest/Conflict of Interest

There are no declarations of material personal interest/conflicts of interest.

Officer's Recommendation

That this Report be received and that:

1. The Unconfirmed Minutes of the Ordinary Meeting of Council held on 07 March 2024, copies of which have been circulated to Members, be taken as read and confirmed.

Human Rights Considerations

Section 4(b) of the *Human Rights Act 2019* (Qld) (the Human Rights Act) requires public entities 'to act and make decisions in a way compatible with human rights'.

There are no human rights implications associated with this report.

Attachments

1. Copy of Unconfirmed Minutes of the Ordinary Meeting of Council held on Thursday, 07 March 2024.

Authored by: A. Lyell EXECUTIVE SERVICES ADMINISTRATION OFFICER



Ordinary Meeting of Council Minutes

Date: Thursday, 18 April 2024
Time: 9:30am
Location: WDRC - Jandowae Memorial Hall

Councillors:

- Cr. A. N. Smith
- Cr. K. A. Bourne
- Cr. P. T. Saxelby
- Cr. K. A. Maguire
- Cr. M. J. James
- Cr. O. G. Moore
- Cr. S. Bougoure
- Cr. S. J. Condon
- Cr. G. J. Olm

Officers:

- J. Taylor, Chief Executive Officer
- B. Bacon, Acting Chief Executive Officer
- G. Cook, General Manager (Infrastructure Services)
- D. Fletcher, General Manager (Community & Liveability)
- B. Donald, Senior Executive Officer
- A. Lyell, Executive Services Administration Officer

1. DECLARATION OF MEETING OPENING

The Chairperson declared the Meeting open at 9.32AM.

2. OPENING PRAYER AND MINUTE SILENCE

Daphne Polzin from the Jandowae Uniting Church, delivered the opening prayer. This was followed by the observance of a minute silence.

3. APOLOGIES

There were no apologies.

4. CONGRATULATIONS

Cr. P. T. Saxelby requested that congratulations be extended to Cameron Obst who attempted "The most take offs and landings by a single plane during daylight". Cameron broke the record after making 145 successful landings. Cameron has now made it into the Australian Book of Records and was interviewed on the ABC by Ian McNamara

Cr. M. J. James requested that congratulations be extended to Midwest Fabrications in Dalby for being awarded a 2024 Australian Small Business Champion Award (the country's premier small business award program) in the category of manufacturing

Cr. K. A. Maguire requested that congratulations be extended to Chinchilla Community Commerce and Industry for being successful in receiving a federal grant to set up and deliver a Country University Centre in Chinchilla. This centre will be a great support and opportunity for all ages to complete any university course for any person in the Western Downs and further afield.

5. CONFIRMATION OF MINUTES

5.1 Adopt Ordinary Meeting of Council Minutes 07 March 2024

The Purpose of this Report is for Council to adopt the Minutes of the Ordinary Meeting of Council held on Thursday, 07 March 2024.

COUNCIL RESOLUTION

Moved By Cr. O. G. Moore

Seconded By Cr. K. A. Bourne

That this Report be received and that:

1.The Unconfirmed Minutes of the Ordinary Meeting of Council held on 07 March 2024, copies of which have been circulated to Members, be taken as read and confirmed.

CARRIED

5.2 Adopt Post-Election Meeting of Council Minutes 09 April 2024

The purpose of this Report is for Council to adopt the Minutes of the Post-Election Meeting of Council held on Tuesday, 09 April 2024.

COUNCIL RESOLUTION

Moved By Cr. K. A. Maguire

Seconded By Cr. M. J. James

That this Report be received and that:

1.The Unconfirmed Minutes of the Post-Election Meeting of Council held on Tuesday, 09 April 2024 copies of which have been circulated to Members, be taken as read and confirmed.

CARRIED

6. BUSINESS ARISING FROM THE MINUTES OF PREVIOUS MEETINGS

There was no business arising from the previous minutes.

7. DECLARATIONS OF CONFLICTS OF INTEREST

There were no declarations of conflicts of interest.

8. PRESENTATION OF PETITIONS BY COUNCILLORS

There were no presentations of petitions by councillors.

9. MAYORAL UPDATE

9.1 Executive Services Mayoral Report March 2024

The purpose of this Report is to provide Council with significant meetings, forums and delegations attended by the Mayor during the month of March 2024.

COUNCIL RESOLUTION

Moved By Cr. O. G. Moore

Seconded By Cr. G. J. Olm

That this Report be received and noted.

CARRIED

10. CONFIDENTIAL ITEMS

Section 254J of the Local Government Regulation 2012 in relation to Closed meetings provides:

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(2) A committee of a local government may resolve that all or part of a meeting of the committee be closed to the public.

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(a) the appointment, discipline or dismissal of the chief executive officer;

(b) industrial matters affecting employees;

(c) the local government's budget;

(d) rating concessions;

(e) 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;

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

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

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

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

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

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COUNCIL RESOLUTION - CLOSE MEETING

Moved By Cr. P. T. Saxelby

Seconded By Cr. S. Bougoure

That Council resolve to close the Meeting in accordance with Sections 254J (3) (g) of the *Local Government Regulation 2012* at 9:52am to discuss the following Confidential Reports:

1. Infrastructure Services Confidential Evaluation Report Tender No MM25-23-24 - Dalby Recycled Water Scheme (Disposal) - Closed Tender

CARRIED

COUNCIL RESOLUTION - REOPEN MEETING

Moved By Cr. P. T. Saxelby

Seconded By Cr. K. A. Bourne

That Council resolve to reopen the Meeting at 10.06am.

CARRIED

- 10.1 EXECUTIVE SERVICES**
- 10.2 CORPORATE SERVICES**
- 10.3 COMMUNITY AND LIVEABILITY**
- 10.4 INFRASTRUCTURE SERVICES**

10.4.1 Infrastructure Services Confidential Evaluation Report Tender No MM25-23-24 - Dalby Recycled Water Scheme (Disposal) - Closed Tender

This report is to seek Council's authorisation to enter into a long-term agreement to supply Class A recycled water to a third party in Dalby following tender assessment of MM25-23-24 Dalby Recycled Water Scheme.

COUNCIL RESOLUTION

Moved By Cr. K. A. Bourne

Seconded By Cr. O. G. Moore

That this Report be received, and that Council;

1. Enter into a recycled water agreement with Liquid Power Co Pty Ltd (ABN 38 665 703 766) for the supply of Class A recycled water for a minimum period of 5 years, proposed to commence 1 January 2025 and the agreement includes;
 - a. a fixed access charge for 5 years for a total of \$421,250.00 ex GST and;
 - b. a volumetric charge of \$2.81 ex GST per kilolitre and;
 - c. a total of \$1,641,040.00 ex GST "take or pay" for the final 2 years

2. Authorise the Chief Executive Officer under Section 257 of the Local Government Act 2009 (QLD) to make, amend or discharge an agreement with acceptable conditions associated with MM25-23-24 Dalby Recycled Water (Disposal).

CARRIED

12. PLANNING

There were no planning reports.

13. EXECUTIVE SERVICES

13.1 Executive Services Chief Executive Officer Report March 2024

The purpose of this Report is to provide Council with significant meetings, forums and delegations attended by the Chief Executive Officer during the month of March 2024.

COUNCIL RESOLUTION

Moved By Cr. S. Bougoure
Seconded By Cr. P. T. Saxelby

That this Report be received.

CARRIED

13.2 Executive Services Report Outstanding Actions March 2024

The purpose of this Report is to provide Council with an updated on the status of outstanding Council Meeting Action Items to 7 March 2024.

COUNCIL RESOLUTION

Moved By Cr. K. A. Bourne
Seconded By Cr. O. G. Moore

That this Report be received.

CARRIED

14. CORPORATE SERVICES

14.1 Corporate Services Report MM23-23-24 Movement and Control of Livestock and MM24-23-24 Dalby Saleyards National Livestock Identification System (NLIS) Scanning and Retagging

The purpose of this report is to seek Council's approval to award Downs Livestock Pty Ltd (ABN 63 160 647 343) Tender MM23-23-24 Movement and Control of Livestock together with Tender MM24-23-24 Dalby Saleyards National Livestock Identification System (NLIS) Scanning and Retagging.

COUNCIL RESOLUTION

Moved By Cr. M. J. James

Seconded By Cr. O. G. Moore

That Council resolves to:

1. award Tender MM23-23-24 Dalby Saleyards Movement and Control of Livestock and Tender MM24-23-24 Dalby Saleyards National Livestock Identification System (NLIS) Scanning and Retagging to Downs Livestock Pty Ltd (ABN 63 160 647 343), inclusive of Option One and Option Two, as proposed by the vendor (namely the discount for a combined contract and the additional service for stock loadout,), for a base contract value of \$955,963.19 (inclusive of goods and services tax) for year one of the contract and \$832,367.19 per annum (inclusive of goods and services tax) for years two to five of the contract, totalling \$4,640,989.15 (inclusive of goods and services tax and consumer price indexation) across the five-year term; and
2. delegate to the Chief Executive Officer, the authority to make, amend, or discharge a contract with Downs Livestock Services Pty Ltd to deliver the tendered services.

CARRIED

14.2 Corporate Services Financial Report March 2024

The purpose of this Report is to provide Council with the Financial Report for the period ending 26 March 2024.

COUNCIL RESOLUTION

Moved By Cr. O. G. Moore

Seconded By Cr. K. A. Bourne

That Council resolve to receive the March 2024 Financial Report and:

1. note the amendments to the 2023-24 Capital Works Programme as listed in section three of this report, with additional expenditure of \$98,472 (exclusive of goods and services tax) and additional revenue of \$50,000 (exclusive of goods and services tax) being added to the programme;
2. resolve to approve the removal of budgeted capital expenditure from the 2023-24 Capital Works Programme for \$281,364 (exclusive of goods and services tax) as listed in section three of this report;
3. resolve to approve for \$819,585 (exclusive of goods and services tax) of 2024-25 capital budget expenditure for multi-year projects to be moved back from 2024-25 to 2023-24, as listed in section three of this report; and
4. resolve to approve the inclusion of one new fee to the 2023-24 fees and charges register for Flood Impact Assessment, as listed in section four of this report, including the ability of the Chief Executive Officer to refund any payments of this fee which were paid to Council in the four (4) weeks prior to the amendment of the *Housing and Land Development Incentives - Council Policy* at the Ordinary Meeting of 7 March 2024.

CARRIED

11. DEPUTATION

11.1 Lynn Sharpe

Ms Sharpe addressed Council regarding the community's concerns for the proposed Dalby Cultural Centre being placed in Thomas Jack Park. She presented a petition "We, the undersigned, respectfully petition the Western Downs Regional Council that the proposed cultural centre not be located in Thomas Jack Park. We believe the entirety of Thomas Jack Park should remain open space and parkland for all locals and visitors".

COUNCIL RESOLUTION

Moved By Cr. K. A. Bourne

Seconded By Cr. M. J. James

That this petition be received, and a report be brought back to Council.

CARRIED

11.2 Dorothy Finlayson

Ms Finlayson addressed council regarding Niagara Road, Jandowae. Due to semi-trailers and road trains using this road regularly, drivers need to be able to safely pull off to the side. She has requested that Council repairs the road edges and that the sides of the road are kept maintained, including roadside slashing.

COUNCIL RESOLUTION - ADJOURN MEETING

Moved By Cr. K. A. Bourne

Seconded By Cr. O. G. Moore

That Council resolve to adjourn the Meeting.

The Meeting adjourned at 10.42am.

The Meeting reopened at 11.04am.

CARRIED

15. INFRASTRUCTURE SERVICES

15.1 Infrastructure Services Capital Works Progress Update March 2024

The purpose of this Report is for the Works Department to provide an update to Council regarding the 2023/24 Capital Works Program for the month of March 2024.

COUNCIL RESOLUTION

Moved By Cr. G. J. Olm

Seconded By Cr. O. G. Moore

That this Report be received.

CARRIED

UNCONFIRMED

16. COMMUNITY AND LIVEABILITY

16.1 Community & Liveability Report Retrospective Temporary Closure Bunya Mountains Mountain Bike Trails

The Purpose of this report is to seek Council's retrospective approval to temporarily close the Bunya Mountains Mountain Bike Trails due to safety implications associated with the trail conditions.

COUNCIL RESOLUTION

Moved By Cr. K. A. Maguire

Seconded By Cr. K. A. Bourne

That this report be received and that:

1. Council resolves to close the Bunya Mountains Mountain Bike trails temporarily and retrospectively from 30 January 2024 until 30 June 2024, unless completed earlier, to complete the identified emergent maintenance works to rectify safety concerns.

CARRIED (8 to 1)

17. NOTICES OF MOTION

17.1 CONSIDERATION OF NOTICES OF MOTION/BUSINESS

17.1.1 Cr. K. A. Maguire - Notice of Motion Dalby Cultural Centre

COUNCIL RESOLUTION

Moved By Cr. K. A. Maguire

Seconded By Cr. M. J. James

A report be presented at the next ordinary meeting of Council with respect to the proposed Dalby Cultural Centre, outlining:

1. the timeline of the engagement which has occurred to date, including an overview of community feedback received;
2. future engagement opportunities for considering the expected uses, spaces, and cultural aspirations within the proposed cultural centre; and
3. a summary of the process which has led to the decision to develop the cultural centre within Thomas Jack Park.

CARRIED

17.2 RECEPTION OF NOTICES OF MOTION FOR NEXT MEETING

There were no notices of motion for the next meeting.

18. URGENT GENERAL BUSINESS

18.1 Nomination of Representative to the Local Government Association of Queensland Policy Executive

COUNCIL RESOLUTION

Moved By Cr. K. A. Bourne

Seconded By Cr. K. A. Maguire

That Council resolve to nominate Councillor Megan James as the representative for District Four (Darling Downs) on the Local Government Association of Queensland's Policy Executive.

CARRIED

18.2 Suspend Dalby Cultural Centre Planning

COUNCIL RESOLUTION

Moved By Cr. O. G. Moore

Seconded By Cr. S. Bougoure

That planning works regarding Dalby Cultural Centre be suspended until the petition is considered and matters pertaining to location and budget are resolved.

FORESHADOWED MOTION

Cr. K. A. Bourne Foreshadowed that if the motion on the floor failed, she would move:

That proposed concept planning and consultation associated with Dalby Cultural Centre continue whilst further Reports requested from the meeting of 18 of April, 2024 are tabled.

The **ORIGINAL MOTION** was **PUT** and **CARRIED (5 to 4)**

19. MEETING CLOSURE

The Meeting concluded at 12.40pm.

Title **Executive Services Mayoral Report April 2024**

Date 7 May 2024

Responsible Manager J. Taylor, CHIEF EXECUTIVE OFFICER

Summary

The purpose of this Report is to provide Council with significant meetings, forums and delegations attended by the Mayor during the month of April 2024.

Link to Corporate Plan

Strategic Priority: Active Vibrant Communities

- We are a region without boundaries, united in community pride.
- Our community members are the loudest advocates for what's great about our region.
- Our social, cultural and sporting events are supported locally and achieve regional participation.
- Our parks, open spaces, and community facilities are well utilised and connect people regionally.
- A recognised culture of volunteerism is active throughout our communities.

Material Personal Interest/Conflict of Interest

Nil

Officer's Recommendation

That this Report be received and noted.

Background Information

Nil

Report

Meetings, delegations and forums attended by the Mayor during the month of April 2024:

Date	Who/Where	Details
3 April 2024	<ul style="list-style-type: none"> • Meeting with Queensland Emergency Service 	Dalby
4 April 2024	<ul style="list-style-type: none"> • Western Downs Regional Council Swearing in event 	Chinchilla
5 April 2024	<ul style="list-style-type: none"> • Local Government Association Queensland and Queensland Farmers Federation meeting with the Premier 	Brisbane
8 April 2024	<ul style="list-style-type: none"> • Phone call with Queensland Farmers Federation • Meeting with Southern Downs Regional Council Mayor • Meeting with the Hon David Littleproud MP 	Phone call Warwick Warwick
9 April 2024	<ul style="list-style-type: none"> • Councillor Inductions 	Dalby
10 April 2024	<ul style="list-style-type: none"> • Councillor Inductions 	Dalby
11 April 2024	<ul style="list-style-type: none"> • Councillor Information Session • Lunch with Prime Minister of Australia 	Dalby Brisbane
12 April 2024	<ul style="list-style-type: none"> • Interview with Dalby Newspaper • Dalby Show • Dalby Saleyards Cattle Forum Event 	Phone Dalby Dalby

15 April 2024	<ul style="list-style-type: none"> • Phone Interview with Australian Broadcasting Corporation • Phone Interview with The Guardian • Meeting with Department of State Development and Infrastructure 	Phone Phone Teams
16 April 2024	<ul style="list-style-type: none"> • Councillor Pre-Agenda and Information Sessions 	Dalby
17 April 2024	<ul style="list-style-type: none"> • Local Government Association Queensland Special Mayors Forum • Meeting with Minister Nikki Boyd 	Brisbane Brisbane
18 April 2024	<ul style="list-style-type: none"> • Ordinary Meeting of Council 	Jandowae
19 April 2024	<ul style="list-style-type: none"> • Shape your Energy Future Forum and Graduation • Interview with Dalby Newspaper 	Miles Phone
22 April 2024	<ul style="list-style-type: none"> • Councillors Regional Tour 	Various locations
23 April 2024	<ul style="list-style-type: none"> • Councillors Regional Tour • Toowoomba Surat Basin Enterprise April Enterprise Evening 	Various locations Dalby
24 April 2024	<ul style="list-style-type: none"> • Councillor Information Session • Catchup with Senator Gerard Rennick • Meeting with Ratepayer 	Dalby Dalby Dalby
25 April 2024	<ul style="list-style-type: none"> • ANZAC Day Dawn Service • ANZAC Day Service 	Meandarra Meandarra
26 April 2024	<ul style="list-style-type: none"> • Interview with Queensland Country Today • Phone call with Perspective Developer 	Phone Phone
27 April 2024	<ul style="list-style-type: none"> • Condamine Encouragement Campdraft 	Condamine

Consultation (Internal/External)

Nil

Legal/Policy Implications (Justification if applicable)

Nil

Budget/Financial Implications

Nil

Human Rights Considerations

Section 4(b) of the *Human Rights Act 2019* (Qld) (the Human Rights Act) requires public entities 'to act and make decisions in a way compatible with human rights'.

There are no human rights implications associated with this report.

Conclusion

The forgoing represents activities undertaken by the Mayor during the month of April 2024.

Attachments

Nil

Authored by: Hailey Wex, Executive Officer to the Mayor

Title **Executive Services Chief Executive Officer Report April 2024**

Date 7 May 2024

Responsible Manager J. Taylor, CHIEF EXECUTIVE OFFICER

Summary

The purpose of this Report is to provide Council with significant meetings, forums and delegations attended by the Chief Executive Officer during the month of April 2024.

Link to Corporate Plan

Strategic Priority: Strong Economic Growth

- There is a confidence in our strong and diverse economy.
- We're open for business and offer investment opportunities that are right for our region.
- We optimise our tourism opportunities, unique experiences, and major events.
- Business and industry in our region live local and buy local.
- Our region is a recognised leader in energy, including clean, green renewable energies.

Material Personal Interest/Conflict of Interest

Nil

Officer's Recommendation

That this Report be received.

Background Information

Nil

Report

The below lists the meetings, delegations and forums attended by the Chief Executive Officer (CEO) during the month of April 2024.

Date	Who/Where	Details
3 April 2024	<ul style="list-style-type: none"> • Meeting with Queensland Fire and Emergency Services 	Dalby
4 April 2024	<ul style="list-style-type: none"> • Meeting with Toowoomba Surat Basin Enterprise • Western Downs Regional Council Swearing in Event 	Dalby Chinchilla
5 April 2024	<ul style="list-style-type: none"> • Meeting with The Executive Connection 	Phone
8 April 2024	<ul style="list-style-type: none"> • Meeting with Local SES Controller & Deputy Controller 	Dalby
9 April 2024	<ul style="list-style-type: none"> • 2024 Councillor Induction 	Dalby
10 April 2024	<ul style="list-style-type: none"> • 2024 Councillor Induction • Meeting with Cubico 	Dalby Dalby
11 April 2024	<ul style="list-style-type: none"> • Councillor Information Session 	Dalby

	<ul style="list-style-type: none"> • Meeting with Newlands Group 	Dalby
15 April 2024	<ul style="list-style-type: none"> • Meeting with Assistant Commissioner QLD Fire & Emergency Services • Meeting with Department of State Development and Infrastructure • Discussion with Gympie Regional Council CEO • Meeting with The Executive Connection 	Phone Teams Meeting Phone Teams Meeting
16 April 2024	<ul style="list-style-type: none"> • Planning & Pre Agenda Meeting • Councillor Information Session 	Dalby Dalby
17 April 2024	<ul style="list-style-type: none"> • Chief Executive Officer Breakfast Meeting • Special Mayors Forum - Parliament House • Meeting with Hon Nikki Boyd, Minister for Fire and Disaster Recovery and Minister for Corrective Services 	Brisbane Brisbane Brisbane
18 April 2024	<ul style="list-style-type: none"> • Ordinary Meeting of Council 	Jandowae
22 April 2024	<ul style="list-style-type: none"> • Councillors Regional Tour 	Region
23 April 2024	<ul style="list-style-type: none"> • Councillors Regional Tour • Toowoomba Surat Basin Enterprise April Enterprise Evening 	Region Dalby
23 April 2024	<ul style="list-style-type: none"> • Councillor Information Session • Development Assessment Panel Meeting 	Dalby
29 April 2024	<ul style="list-style-type: none"> • Phone Meeting with Gasfields Commission CEO • Phone Meeting with CS Energy • Meeting with Liquid Power • SMART Digital Program Project Executive Meeting 	Phone Phone Teams Meeting Teams Meeting

Consultation (Internal/External)

Chief Executive Officer

Legal/Policy Implications (Justification if applicable)

Nil

Budget/Financial Implications

Nil

Human Rights Considerations

Section 4(b) of the *Human Rights Act 2019* (Qld) (the Human Rights Act) requires public entities 'to act and make decisions in a way compatible with human rights'.

There are no human rights implications associated with this report.

Conclusion

The foregoing represents activities undertaken by the Chief Executive Officer during the month of April 2024.

Attachments

Nil.

Authored by: A. Lyell, EXECUTIVE SERVICES ADMINISTRATION OFFICER

Title Executive Services Report Outstanding Actions April 2024

Date 9 May 2024

Responsible Manager J. Taylor, CHIEF EXECUTIVE OFFICER

Summary

The purpose of this Report is to provide Council with an updated on the status of outstanding Council Meeting Action Items to 18 April 2024.

Link to Corporate Plan

Strategic Priority: Strong Economic Growth

- There is a confidence in our strong and diverse economy.
- We're open for business and offer investment opportunities that are right for our region.
- We optimise our tourism opportunities, unique experiences and major events.
- Business and industry in our region live local and buy local.
- Our region is a recognised leader in energy, including clean, green renewable energies.

Material Personal Interest/Conflict of Interest

Nil

Officer's Recommendation

That this Report be received.

Background Information

Nil

Report

The purpose of this Report is to provide Council with an update on the status of Outstanding Council Meeting Action Items to the Meeting held on 18 April 2024

1. Outstanding Council Meeting Action List (As at 18 April 2024)

Meeting date	Item description	File No.	Council Resolution/Task	Responsible Division
13/04/2022	Corporate Services Confidential Report Dalby Aerodrome Proposed Lease to Helismart	AD6.6.2	That this report be received, and Council resolves to; <ol style="list-style-type: none"> 1. Apply the exceptions contained within section 236(1)(c)(iii) of the <i>Local Government Regulation 2012</i> (Qld) to the proposed lease; 2. Offer Helismart Pty Ltd a ten-year lease over a portion of land at the Dalby Aerodrome, as depicted in the proposed lease sketch in this Report, on the terms as set out in this Report; and 	Executive Services

Meeting date	Item description	File No.	Council Resolution/Task	Responsible Division
			<p>3. Delegate authority to the CEO to negotiate and sign all documents necessary to:</p> <ul style="list-style-type: none"> a) Effect the surrender of the agricultural leased area known as Lease K, and the boundary realignment and resurvey of the agricultural leased area known as Lease H, at the Dalby Aerodrome; b) Survey the area known as Lease K to accommodate Helismart Pty Ltd's proposed leased area and to allow for future leased areas; and c) Provide a lease for a new surveyed area with Helismart Pty Ltd for approval by council. <p style="text-align: right;">CARRIED</p>	
19/07/2023	(035.2022.737.001) Community and Liveability Report Development Application for Reconfiguring a Lot (1 Lot into 10 Lots and Road Reserve) of Lot 20 on SP156284 Cemetery Road Chinchilla WA & SG Daniells Pty Ltd C/- Sweb Consulting	AD6.6.2	<p>That council investigates an amendment to the Planning Scheme to address the perceived requirements for rural residential development in the Chinchilla area.</p> <p style="text-align: right;">CARRIED</p>	Community & Liveability
16/08/2023	Request Review of the Council Meetings Policy	AD6.6.2	<p>That Council review the Council Meetings Policy.</p> <p style="text-align: right;">CARRIED</p>	Corporate Services
16/08/2023	Executive Services Confidential Report - Expression of Interest to Lease Two Lots Kumbarilla Lane Kogan	AD6.6.2	<p>That this Report be received and that Council resolves that:</p> <ul style="list-style-type: none"> 1. It is in the public interest, pursuant to section 228(3)(a) and (b) <i>Local Government Regulation 2012</i> to invite Expressions of Interest ("EOI") to lease Lot 2 SP214220 and Lot 3 SP200461 ("Land") at Kumbarilla Lane Kogan, before inviting written tenders, noting that: <ul style="list-style-type: none"> a. Leasing the Land in proximity to the Braemer Power Station, is expected to result in the Land reaching its full potential and increase its revenue generation for Council and additional economic opportunities for the benefit of the community. b. The EOI allows all interested parties to express their 	Executive Services

Meeting date	Item description	File No.	Council Resolution/Task	Responsible Division
			<p>interest in leasing the Land. Council will then assess the best proposed use of the Land for the benefit of the community and assess the suitability of the lessee before progressing further and calling tenders from a short listed group.</p> <p>c. Inviting an EOI to lease the Land enables Council to maintain ownership and control of the Land for the benefit of the community to ensure it maintains:</p> <ul style="list-style-type: none"> i. the revenue stream from CSG interests, and ii. its existing quarry assets whilst at the same time securing rights to allow future quarry expansion. <p style="text-align: right;">CARRIED</p>	
16/08/2023	Community and Liveability Confidential Report Western Downs Planning Scheme 2017 Major Amendment 2 Business and Planning Improvement Amendment Package	AD6.6.2	<p>That this Report be received and that:</p> <ol style="list-style-type: none"> 1.Council resolve, for the purposes of Chapter 2, Part 4, Section 16.1 of the Minister's Guidelines and Rules, to commence making a major amendment to its Planning Scheme. 2.Council endorse the proposed Planning Scheme Amendment and Maps (Major Amendment 2 – Business and Planning Improvement Amendment Package), including the Amended Planning Scheme Policies incorporated at Schedule 6 (Attachments 1A and 1B), prepared in accordance with Chapter 2, Part 4, Section 16.4 and Chapter 3, Part 1, Section 2.2 of the Minister's Guidelines and Rules. 3.Council endorse the proposed Communications Strategy (Attachment 2). 4.Council decide to make the proposed amendments to the Planning Scheme Policies, incorporated in Schedule 6 of Major Amendment 2 – Business and Planning Improvement Amendment Package, in accordance with Chapter 3, Part 1, Sections 2.1 of the Minister's Guidelines and Rules. 5.Council give notice to the Planning Minister of the decision to amend the Planning Scheme, provide the required material (as set out in Schedule 3 of the Minister's Guidelines and Rules) and request a State Interest Review of Major Amendment 2, in accordance with Chapter 2, Part 4, Section 16.5 of the Minister's Guidelines and Rules. 6.Council decide to proceed to public consultation of Major Amendment 2 – Business and Planning Improvement Amendment Package and the proposed amendments to the Planning Scheme Policies 	Community & Liveability

Meeting date	Item description	File No.	Council Resolution/Task	Responsible Division
			<p>incorporated in Schedule 5, in accordance with Chapter 2, Part 4, Sections 18.1 and 18.2 and Chapter 3, Part 1, Section 3 of the Minister's Guidelines and Rules, after receiving and subject to the outcome of the State Interest Review and the Planning Minister's Notice issued under Chapter 2, Part 4, Section 17.5 of the Minister's Guidelines and Rules.</p> <p>7. That the Chief Executive Officer be granted all powers under the Minister's Guidelines and Rules to amend Proposed Major Amendment 2 – Business and Planning Improvement Amendment Package as detailed in Clause 2 above, prior to and in the course of the State Interest Review.</p> <p style="text-align: right;">CARRIED</p>	
20/09/2023	Request Review of Councillor Portfolios and Committee structures in local government governance	AD6.6.2	<p>That council undertake a strategic workshop to:</p> <ol style="list-style-type: none"> 1. review existing Councillor Portfolios 2. Give consideration and compare the effectiveness of portfolios and committee structures in local government governance. 3. Provide recommendations to the next Council on effectiveness and suggested changes. <p style="text-align: right;">CARRIED</p>	Executive Services
25/10/2023	Executive Services Confidential Report Expression of Interests Proposed Transfer of Council's Community Housing Portfolio	AD6.6.2	<p>That this report be received and Council resolves that</p> <ol style="list-style-type: none"> 1. It is in the public interest, pursuant to section 228(3)(a) and (b) <i>Local Government Regulation 2012</i> to invite Expressions of Interest ("EOI") for the transfer of Council's community housing portfolio to a registered community housing organisation before short listing and inviting written tenders, noting that: <ol style="list-style-type: none"> a. An EOI will enable Council to assess interested registered community housing organisations operational capacity to maintain and potentially grow community housing for the benefit of the community. An EOI gives an opportunity for all interested registered community housing organisations to address these requirements at the EOI stage. b. It is in the public interest to proceed with a less onerous EOI as requiring all interested parties to complete a full written tender would be very costly to individual registered community housing organisations and may deter capable registered housing 	Executive Services

Meeting date	Item description	File No.	Council Resolution/Task	Responsible Division
			<p>organisations from expressing their interests.</p> <p style="text-align: right;">CARRIED</p>	
18/01/2024	Corporate Services Report Chinchilla Aquatic Site Selection and Inclusions Report	AD6.6.2	<p>That Council resolves to:</p> <ol style="list-style-type: none"> 1. proceed with concept planning (within existing approved budgets) for the replacement of the Chinchilla Aquatic Centre at the former Cypress Pines Caravan Park site: 35-41 Villiers Street, Chinchilla. Lot 168 Survey Plan 172881; 2. include for consideration in the concept plan an indoor aquatic hall with a learn-to-swim and separate toddler's pool, an outdoor/indoor fifty (50) metre eight (8) lane pool, aquatic support areas, health and fitness areas, front of house areas including cafe, amenities and change areas, multi-purpose areas, outdoor precinct areas and multi-purpose centre; 3. establish a steering committee for the Chinchilla Aquatic Precinct Project concept planning as a forum for consideration of input from stakeholders and to provide advice to Council; and 4. commence application processes for suitable grant and project funding opportunities. <p style="text-align: right;">CARRIED</p>	Corporate Services
18/01/2024	Corporate Services Report Proposed Transfer of Council's Community Housing Portfolio to a Registered Community Housing Organisation	AD6.6.2	<p>That in respect to the transfer of Council's community housing portfolio to a registered community housing organisation, Council resolves to:</p> <ol style="list-style-type: none"> 1. approve Community Housing (Qld) Limited as the preferred tenderer, subject to the Director-General, Department of Housing, Local Government, Planning and Public Works' final approval; 2. approve the transfer of the community housing portfolio for the sum of zero dollars; and 3. delegate to the Chief Executive Officer to negotiate, finalise, and execute all documents necessary for the transfer of Council's community housing portfolio to Community Housing (Qld) Limited. <p style="text-align: right;">CARRIED</p>	Corporate Services

Meeting date	Item description	File No.	Council Resolution/Task	Responsible Division
15/02/2024	Executive Services Report - Expression of Interest - Disposal of parcels of land at Myall Street, Dalby	AD6.6.2	<p>That this Report be received and that Council resolves that:</p> <ol style="list-style-type: none"> 1. It is in the public interest, pursuant to section 228(3)(a) and (b) <i>Local Government Regulation 2012</i> (Qld) to invite Expressions of Interest ("EOI") to dispose of the following: <ul style="list-style-type: none"> o Part of Lot 10 on RP75401 o Lots 7 - 9 on RP 75401 o Part of Lot 2 on RP186292 <p>Located at Myall Street, Dalby, ("Land") noting that:</p> <ol style="list-style-type: none"> a. Disposing of the Land zoned as Recreation and Open Space Zone through a Lease is expected to result in the Land reaching its full potential by offering tourists a destination from which to explore the surrounds of Dalby and the wider region. b. An EOI will allow all interested parties to express their interest in acquiring the Land through a Lease. Council will then assess the best proposed use of the Land for the benefit of the community and assess the suitability of the applicant. c. That Council apply the Communications and Engagement Strategy to ensure appropriate early engagement with landholders in the vicinity of this parcel of land. <p style="text-align: right;">CARRIED</p>	Executive Services
15/02/2024	Executive Services Report - Expression of Interest to Dispose of 107 Drayton Street, Dalby - Housing	AD6.6.2	<p>That this Report be received, and Council resolves:</p> <ol style="list-style-type: none"> 1. To repeal resolution 16.7 point 1 from Ordinary Meeting of Council 6 December 2023. 2. That it is in the public interest, pursuant to section 228(3)(a) and (b) <i>Local Government Regulation 2012</i> (Qld) to invite Expressions of Interest ("EOI") to dispose of 107 Drayton St Dalby which includes Lot 1 on RP199335, Lots 1-3 RP94461 and Lot 2 on RP62125 ("Land"), noting that: <ol style="list-style-type: none"> a. Disposing of the Land is expected to result in the Land reaching its full potential by offering land for development in Dalby and b. An EOI will allow all interested parties to express their interest in utilising the 	Executive Services

Meeting date	Item description	File No.	Council Resolution/Task	Responsible Division
			<p>Land. Council will then assess the best proposed use of the Land for the benefit of the community and assess the suitability of the applicant.</p> <p>CARRIED</p>	
07/03/2024	Executive Services Confidential Report Iman People #4 - Consent Determination	AD6.6.2	<p>That this report be received and that Council resolves to</p> <ol style="list-style-type: none"> 1. consent to the determination of the Iman People #4 native title claim in the terms of the s 87 Agreement and Proposed Consent Order considered by Council in this report, and 2. delegate authority to the CEO to <ol style="list-style-type: none"> a. negotiate and accept any changes to the s 87 Agreement or final determination consent order subject to those changes being substantially in the terms of the s 87 Agreement and proposed consent order included in this report, and b. instruct Council's lawyers to execute the final s 87 Agreement on Council's behalf. <p>CARRIED</p>	Executive Services
18/04/2024	Notice of Motion - Dalby Cultural Centre	AD6.6.2	<p>A report be presented at the next ordinary meeting of Council with respect to the proposed Dalby Cultural Centre, outlining:</p> <ol style="list-style-type: none"> 1. the timeline of the engagement which has occurred to date, including an overview of community feedback received; 2. future engagement opportunities for considering the expected uses, spaces, and cultural aspirations within the proposed cultural centre; and 3. a summary of the process which has led to the decision to develop the cultural centre within Thomas Jack Park. <p>CARRIED</p>	Community & Liveability

Meeting date	Item description	File No.	Council Resolution/Task	Responsible Division
18/04/2024	Suspend Dalby Cultural Centre Planning	AD6.6.2	That planning works regarding Dalby Cultural Centre be suspended until the petition is considered and matters pertaining to location and budget are resolved. CARRIED	Community & Liveability
18/04/2024	Infrastructure Services Confidential Evaluation Report Tender No MM25-23-24 - Dalby Recycled Water Scheme (Disposal) - Closed Tender	AD6.6.2	That this Report be received, and that Council; 1. Enter into a recycled water agreement with Liquid Power Co Pty Ltd (ABN 38 665 703 766) for the supply of Class A recycled water for a minimum period of 5 years, proposed to commence 1 January 2025 and the agreement includes; <ol style="list-style-type: none"> a. a fixed access charge for 5 years for a total of \$421,250.00 ex GST and; b. a volumetric charge of \$2.81 ex GST per kilolitre and; c. a total of \$1,641,040.00 ex GST "take or pay" for the final 2 years 2. Authorise the Chief Executive Officer under Section 257 of the Local Government Act 2009 (QLD) to make, amend or discharge an agreement with acceptable conditions associated with MM25-23-24 Dalby Recycled Water (Disposal). CARRIED	Infrastructure Services

Deputations List (As at 18 April 2024)

Meeting date	Item description	Council Resolution/Task	Comments	Responsible Division
18/04/2024	Lynn Sharpe	Ms Sharpe addressed Council regarding the community's concerns for the proposed Dalby Cultural Centre being placed in Thomas Jack Park. She presented a petition "We, the undersigned, respectfully petition the Western Downs Regional Council that the proposed cultural centre not be located in Thomas Jack Park. We believe the entirety of Thomas Jack Park should remain open space and parkland for all locals and visitors".		Community & Livability
18/04/2024	Dorothy Finlayson	Ms Finlayson addressed council regarding Niagara Road, Jandowae. Due to semi-trailers and road trains using this road regularly, drivers need to be able to safely pull off to the side. She has requested that Council repairs the road edges and that the sides of the road are kept maintained, including roadside slashing.	Letter being drafted for Mayor to sign.	Infrastructure Services

Consultation (Internal/External)

Chief Executive Officer;
 General Manager (Community & Liveability);
 General Manager (Corporate Services);
 General Manager (Infrastructure Services); and
 Relevant Managers, Coordinators and Officers.

Legal/Policy Implications (Justification if applicable)

Nil

Budget/Financial Implications

Nil

Human Rights Considerations

Section 4(b) of the *Human Rights Act 2019* (Qld) (the Human Rights Act) requires public entities 'to act and make decisions in a way compatible with human rights'.

There are no human rights implications associated with this report.

Conclusion

This report is provided to inform Council of the progress of resolutions of Council.

Attachments

Nil

Authored by: A. Lyell, EXECUTIVE SERVICES ADMINISTRATION OFFICER

Title **Executive Services Quarterly Report January to March 2024**

Date 7 May 2024

Responsible Manager J. Taylor, CHIEF EXECUTIVE OFFICER

Summary

The purpose of this Report is to provide Council with a summary of the Executive Services Division's strategic and operational activities for the third quarter of the 2023-2024 financial year.

Link to Corporate Plan

Strategic Priority: Strong Diverse Economy

- We aggressively attract business and investment opportunities.
- Our region is a recognised leader in agribusiness, energy, and manufacturing.
- We deliver water security to enable future economic growth.
- We proactively advance our region as a tourism destination.
- Our business and industry actively live and buy local.

Strategic Priority: Active Vibrant Community

- We are a happy, inclusive community, proud of where we live.
- Our people of diverse backgrounds and ages are united by social, cultural, and sporting activities.
- Our parks, open spaces, and community facilities are alive with activities and connect our communities.
- We are a strong sustainable community supported by volunteers.
- We empower communities to develop local initiatives and events.

Strategic Priority: Quality Lifestyle

- Our residents are provided with modern infrastructure and quality essential services across our region.
- Our recreational spaces and community facilities are attractive, safe, and accessible.
- We invest in safe, well maintained road networks to connect our region and support economic activities.
- We attract families to live, work, prosper, and play in our region.
- We take pride in our natural assets, environment, and heritage.

Strategic Priority: Sustainable Organisation

- We are recognised as a financially intelligent and responsible Council.
- We focus on proactive, sustainable planning for the future.
- Our people are skilled and values driven to make a real difference.
- Our agile and responsive business model enables us to align our capacity with service delivery.
- Our effective asset management ensures that we responsibly maintain our community assets.

Material Personal Interest/Conflict of Interest

There are no personal interests nor conflicts of interest associated with the consideration of this matter.

Officer's Recommendation

That this report be received and noted.

Background Information

The Executive Services division provides a quarterly report update of general status and performance, providing Council with information on significant activities.

Report

This Report outlines the Executive Services Division activities and outcomes during the third quarter of the 2023-2024 Financial Year.

Consultation (Internal/External)

Consultation has occurred with the following departments within Council:

- A) Legal Services and
- B) SMART Digital Programme

Legal/Policy Implications (Justification if applicable)

There are no legal nor policy implications associated with this report.

Budget/Financial Implications

There are no budget nor financial implications associated with this report.

Human Rights Considerations

Section 4(b) of the *Human Rights Act 2019* (Qld) requires public entities '*to act and make decisions in a way compatible with human rights*'.

There are no human rights implications associated with this report.

Conclusion

This report provides an overview of the Executive Services' strategic and operational activities for the third quarter of the 2023-2024 financial year. It is presented to Council for information and noting.

Attachments

1. SMART Digital Programme 2324 Q2 Update (1.) pdf
2. Legal Services Q2 2324 Report.pdf

Authored by: A. Lyell, Executive Services Administration Officer



SMART
DIGITAL
programme

23/24 Q3 COUNCIL UPDATE 'GOING DIGITAL'

ADOPTED DIGITAL STRATEGY TO CONTINUALLY
IMPROVE COUNCIL'S ENTERPRISE CAPABILITIES
ACROSS **PEOPLE + PROCESS + TECHNOLOGY**



Technology

ERP Implementation OneCouncil Phase 2 - Planned
Go Live on 1 July 2024

Enterprise Asset Management (incl Spatial for
Assets):

Completed:

- Configuration Stage
- Test data migrations (x3)

In progress:

- Implementation Stage including new T1FieldApp for Works Requests/Defect Management
- Preparation for User Acceptance Testing (UAT)

Human Resources Management (Core + Payroll):

In progress:

- Configuration - electronic timesheets
- Implementation Stage
- Parallel Payroll testing in progress



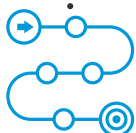
People

Learning & Development:

- OD Standard Work Practices ready for Go Live completed
- OD Online Courses being drafted for review

Change Management:

- Preparation for April organisation-wide Roadshows
- Manager workshops re change impact/support



Process

EAM & HRP User Stories completed

EAM & HRP To Be Process Maps drafting and review



ONECOUNCIL PHASE 1 CONTINUAL IMPROVEMENT:

FINANCIALS - PROCUREMENT

- Supplier Portal - with procurement team for review
- Good receipting automation - in testing
- Accounts Payable stationery/forms - in progress

FINANCIALS - CORPORATE PERFORMANCE MANAGEMENT (CPM)

- Budget Review Pack for 24/25 - 100% managed in OneCouncil
- Division and Team Dashboards and Analytics - implemented
- Future CPM enhancements will be available after Phase 2 implementation of HRP and EAM

ENTERPRISE CONTENT MANAGEMENT (RECORDS)

- Supporting Information Management Projects x 2:
 - new archive and retention schedule
 - information classification project
- Connected content for Phase 2 modules configured

Quarterly Report
January - March 2024



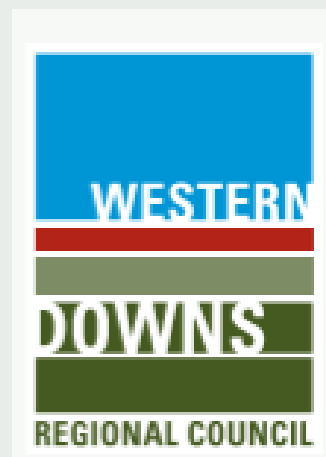
Legal Services



Executive Summary

Changes to the Legal Team

Scott Thompson retired as General Counsel after 6 years service to Council. A detailed handover was conducted to David Fahl, who assumed the role on 2 April.



Professional Development

One staff member in our team has commenced a Diploma of Paralegal Services.

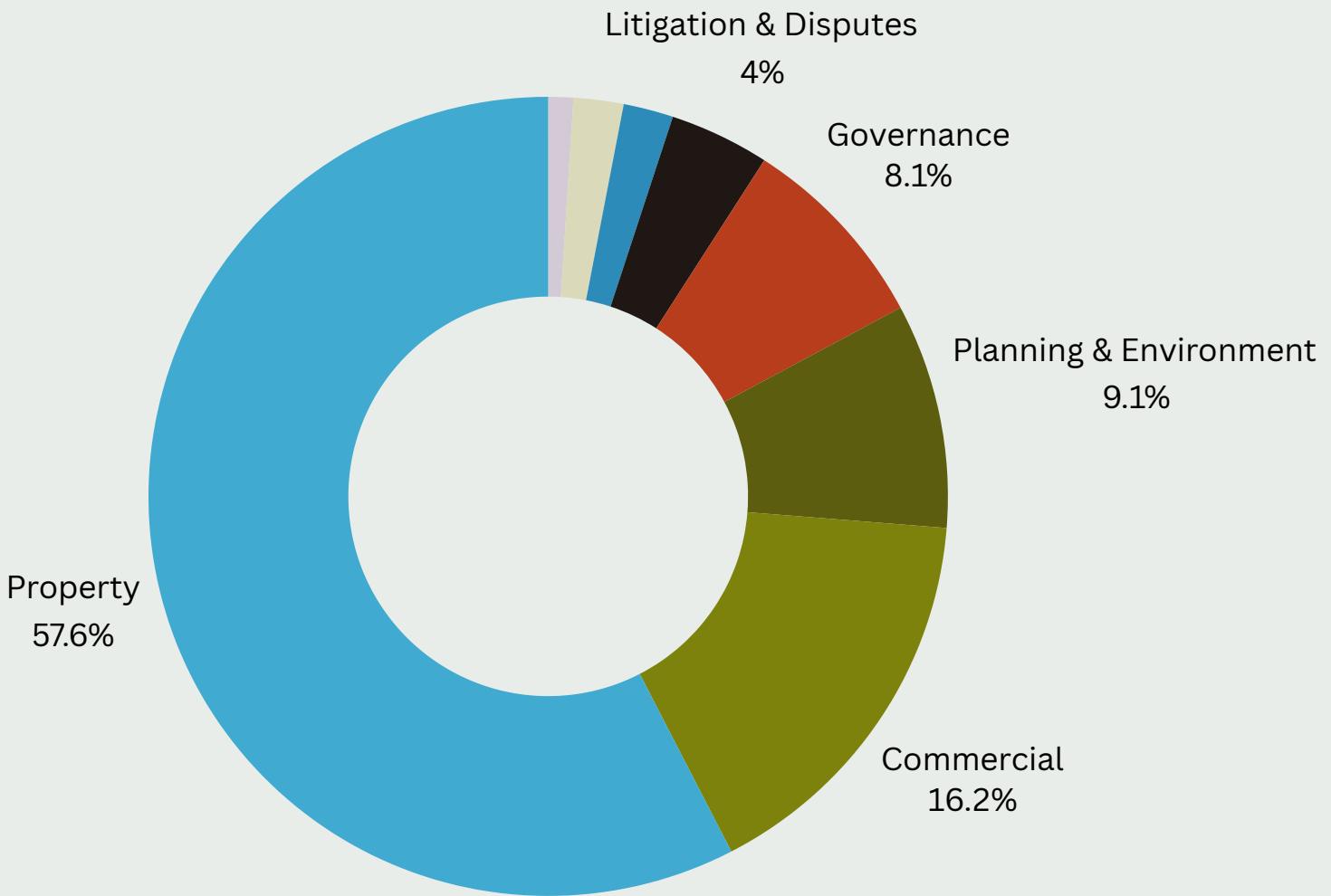
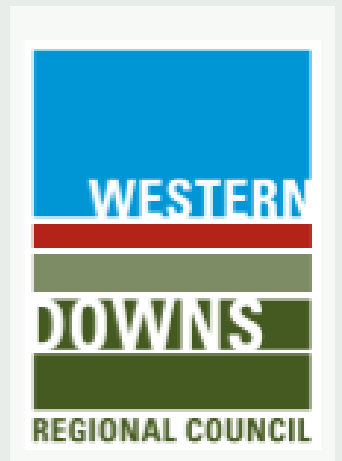
Disposal of Surplus Land

10 Wallace Street Dalby - has now settled

Snapshot of Work Conducted this Quarter

- Continued negotiations and documentation for leases at the Dalby Aerodrome.
- Negotiated contract terms for a land acquisition.
- Advised on contract termination rights.
- Provided various advices to our planning team about aspects of development applications.
- Advised in relation to land acquisition issues relating to infrastructure projects.
- Investigated alternate processes for sale of land for unpaid rates.
- Advised on opportunity to locate electric vehicle charging station.
- Responded to numerous enquiries about processes for permissive occupancies and road closure applications.
- Advised on Council responsibilities re: claims referred to insurers arising from injuries.
- Preparation of land management plans for reserve land held in trust.

Q3 Matters by Category



Matters Recieved

92

Matters Completed

131

Active Matters

208

Total Matters Open in Reporting Period

247

Title Corporate Services Report Proposed Sale of Land for Arrears of Rates 2024

Date 23 April 2024

Responsible Manager T. Skillington, CHIEF FINANCIAL OFFICER

Summary

The purpose of this Report is to seek Council's direction in relation to the proposed sale of land for arrears of rates.

Link to Corporate Plan

Strategic Priority: Sustainable Organisation

– We are recognised as a financially intelligent and responsible Council

The sale of land for rates arrears process allows Council to recover problematic and aged rates arrears by offering properties for sale at public auction.

Material Personal Interest/Conflict of Interest

There are no personal interests nor conflicts of interest associated with the consideration of this matter.

Officer's Recommendation

That Council resolves:

- (1) pursuant to Chapter 4, Part 12 Overdue Rates and Charges of the *Local Government Regulation 2012*, to sell the properties listed in Attachment One for overdue rates and charges; and
- (2) to delegate to the Chief Executive Officer its power to take all further steps under Chapter 4, Part 12, Division 3 of the *Local Government Regulation 2012* to effect sale of the land (including, the power to end sale procedures).

Background Information

A review of rating arrears has been undertaken by Council's Revenue team, to identify land where rates and /or charges have been overdue for a period greater than three (3) years. Council's *2023/24 Rates and Charges Collection – Council Policy* was adopted on 21 June 2023. Under the policy, there are three options for the recovery of outstanding rates and/or charges. The first being initial recovery action involving two reminder letters and then subsequently advanced recovery action being a referral to Council's Debt Recovery Agent (Recoveries and Reconstruction Pty Ltd) and finally Court action brought by Council in the Magistrates Court if the debt is not paid.

If these processes are unsuccessful, the next action is Sale of Land pursuant to *Chapter 4 Part 12* of the *Local Government Regulation 2012* (Regulation).

Report

The registered owners of the properties listed in Attachment One – Properties Proposed for Sale for Rates Arrears have progressed through all three options for the recovery of outstanding rates and/or charges. Court action for some registered owners was not initiated as it was highly unlikely that the outstanding rates and/or charges would be paid with Court action. In these instances, the registered owner could not be contacted (evidenced by return mail of address being recorded as unknown) and it was determined that Court action would incur additional costs with minimal likelihood of any recovery.

In February 2024, the registered owners of eighteen (18) properties were contacted in writing advising that their rates and charges of part thereof were more than three years in arrears. One further property has been identified

as having rate and charges more than three years in arrears, however correspondence was not sent to the ratepayer as they are known to be deceased, have a postal address of unknown, and no known direct lineal descendants.

One property has been removed from the process, as the executor of the Last Will and Testament of a registered owner has entered into an approved payment arrangement which will result in rates and/or charges arrears being less than three years in arrears at the time of the May 2024 Ordinary Meeting of Council.

Of the remaining seventeen (17) properties:

- (1) four of the registered owners are known to be deceased;
- (2) two of the registered owners are living overseas and no contact has been received;
- (3) one of the registered owners is a deregistered company;
- (4) four of the registered owners for five assessments (two assessments have same ownership) have sent correspondence to Council citing sovereign citizen ideologies; and
- (5) six of the registered owners have had no or limited contact with Council and have not entered into a suitable arrangement nor made efforts to significantly reduce outstanding rates and charges.

The remaining seventeen (17) properties (refer to Attachment One – Properties Proposed for Sale for Rates Arrears) have outstanding rates and charges to the value of \$166,218.36, which accounts for approximately 0.6 per cent of Council's current rates arrears. It is recommended that these properties be offered for sale at this year's rates arrears auction scheduled to occur in November.

Consultation (Internal/External)

Consultation occurred internally with Revenue staff, Chief Financial Officer, and external debt recovery agents.

Legal/Policy Implications (Justification if applicable)

The *Local Government Regulation 2012* outlines the legislative powers available to local governments selling or acquiring land for overdue rate and/or charges. The expense incurred by Council in this regard will be passed onto the debt outstanding on the land and recovered accordingly.

The recommended action complies with the provisions of Council's *Rates and Charges Collection Policy - Council Policy* reviewed and adopted on 21 June 2023.

Budget/Financial Implications

Legal and advertising costs relating to the sale of land are recoverable from sale proceeds. Council minimises costs by undertaking the sale process internally, utilising staff from Finance and Legal Services.

Human Rights Considerations

Section 4(b) of the *Human Rights Act 2019* requires public entities 'to act and make decisions in a way compatible with human rights'. There are no human rights implications associated with this report.

Conclusion

All properties recommended for sale by auction have a component of their rates and charges in arrears by more than three years. Prior to the auction taking place, the Chief Executive Officer will review the list and may remove properties from the auction. However, it is appropriate to keep all properties on the sale of land auction list at this time as this increases the probability of the arrears in rates being paid.

Attachments

1. Attachment 1 - Properties Proposed for Sale for Rates Arrears

Authored by: L Zeller, REVENUE SUPERVISOR, UTILITIES RECEIVABLES & DEBT RECOVERY

Sale of Land as at 22 April 2024 - Report to Council

Assessment Number	Property Address	Title Details	Rates Balance	Water Balance	Total Outstanding
2772	15 Azalea Court DALBY QLD 4405	LOT 8 RP 862116	\$ 16,612.39	\$ 536.96	\$ 17,149.35
2962	74A Patrick Street DALBY QLD 4405	LOT 1 RP 61843	\$ 13,713.58	\$ -	\$ 13,713.58
6180	Milky Way Road FAIRYLAND QLD 4413	LOT 8 RP 165728	\$ 4,778.92	\$ -	\$ 4,778.92
8316	5 Foster Street CONDAMINE QLD 4416	LOT 301 C 441	\$ 5,330.30	\$ -	\$ 5,330.30
11046	5 Nevell Street CHINCHILLA QLD 4413	LOT 26 RP 98685	\$ 12,112.03	\$ 9,732.60	\$ 21,844.63
12442	476 North Kogan Road KOGAN QLD 4406	LOT 3 RP 189865	\$ 4,193.60	\$ -	\$ 4,193.60
12936	Auburn Road BLACKSWAMP QLD 4413	LOT 53 AU 142	\$ 4,587.26	\$ -	\$ 4,587.26
13191	Pelican Lagoons Road FAIRYLAND QLD 4413	LOT 25-27 LY 267	\$ 4,200.10	\$ -	\$ 4,200.10
30447	12 Bilton Street TARA QLD 4421	LOT 416 T 5642	\$ 10,875.86	\$ -	\$ 10,875.86
30853	Carmodys Road GORANBA QLD 4421	LOT 8 RP 183539	\$ 4,935.63	\$ -	\$ 4,935.63
31023	Upper Humbug Road TARA QLD 4421	LOT 1 RP 192761	\$ 7,719.33	\$ -	\$ 7,719.33
32501	201 Bartels Road KOGAN QLD 4406	LOT 30 RP 185336	\$ 5,476.16	\$ -	\$ 5,476.16
32986	Bennetts School Road TARA QLD 4421	LOT 11 RP 186261	\$ 4,990.61	\$ -	\$ 4,990.61
40131	8 Cassidy Street BELL QLD 4408	LOT 29 B 5535	\$ 7,629.87	\$ -	\$ 7,629.87
40461	68 Coxen Street JANDOWAE QLD 4410	LOT 31 RP 86526	\$ 13,442.02	\$ -	\$ 13,442.02
42225	881 Gulera Road KUMBARILLA QLD 4405	LOT 2 RP 199628	\$ 5,263.06	\$ -	\$ 5,263.06
42732	75 Colkerri Drive DALBY QLD 4405	LOT 7 RP 190980	\$ 15,027.86	\$ -	\$ 15,027.86
44019	45 Southern Cross Drive DALBY QLD 4405	LOT 115 SP 190413	\$ 15,060.22	\$ -	\$ 15,060.22
					\$ 166,218.36

Title Corporate Services Financial Report April 2024

Date 30 April 2024

Responsible Manager T. Skillington, CHIEF FINANCIAL OFFICER

Summary

The purpose of this Report is to provide Council with the Financial Report for the period ending 30 April 2024.

Link to Corporate Plan

Strategic Priority: Sustainable Organisation

- *We are recognised as a financially intelligent and responsible Council.*
- *We focus on proactive, sustainable planning for the future.*

The monthly financial report provides an overview of Council's progress for the 2023-24 financial year and assists the organisation to manage its immediate budget, whilst being cognisant of its long-term financial goals.

Material Personal Interest/Conflict of Interest

There are no personal interests nor conflicts of interest associated with the consideration of this matter.

Officer's Recommendation

That Council resolve to receive the April 2024 Financial Report and:

- (1) approve the increase in budget for the capital flood works as listed in section three of this report, with an increase of additional expenditure of \$16,591,797 (exclusive of goods and services tax) and additional revenue of \$55,634,832 (exclusive of goods and services tax).

Background Information

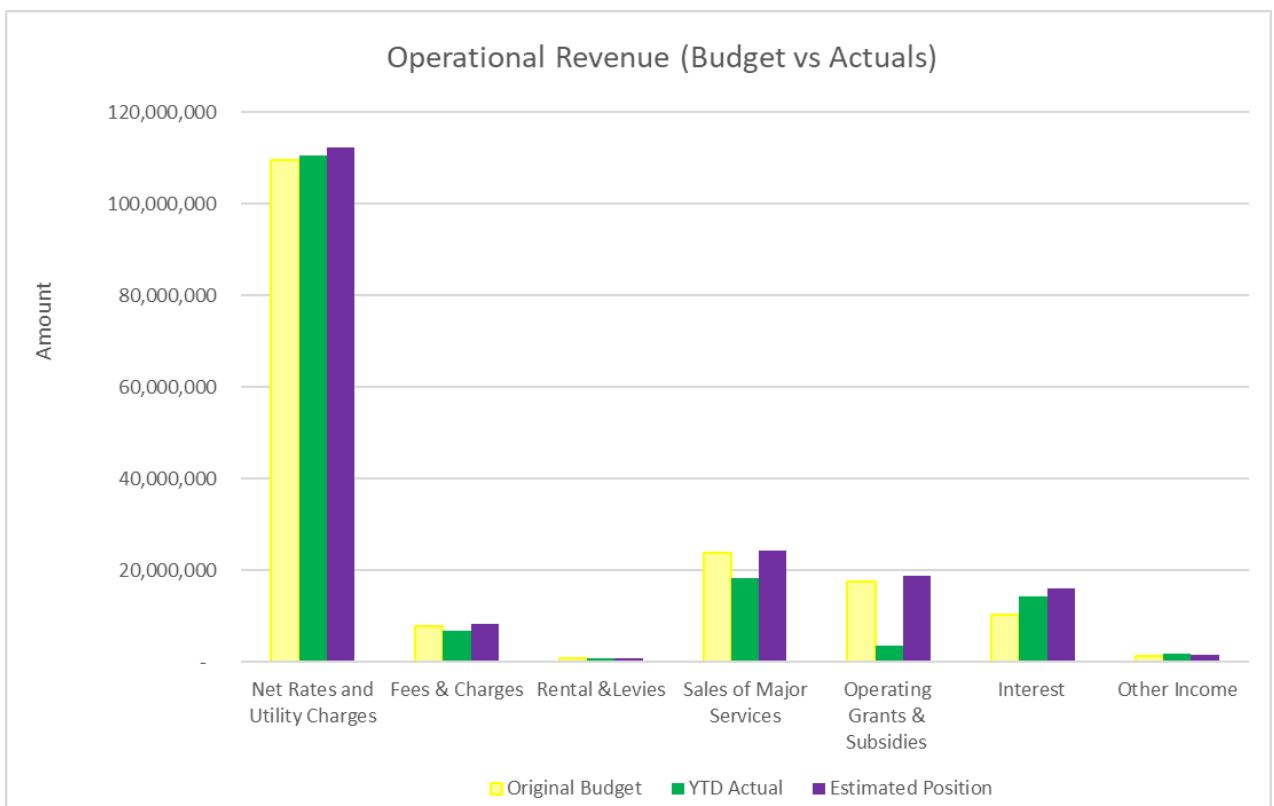
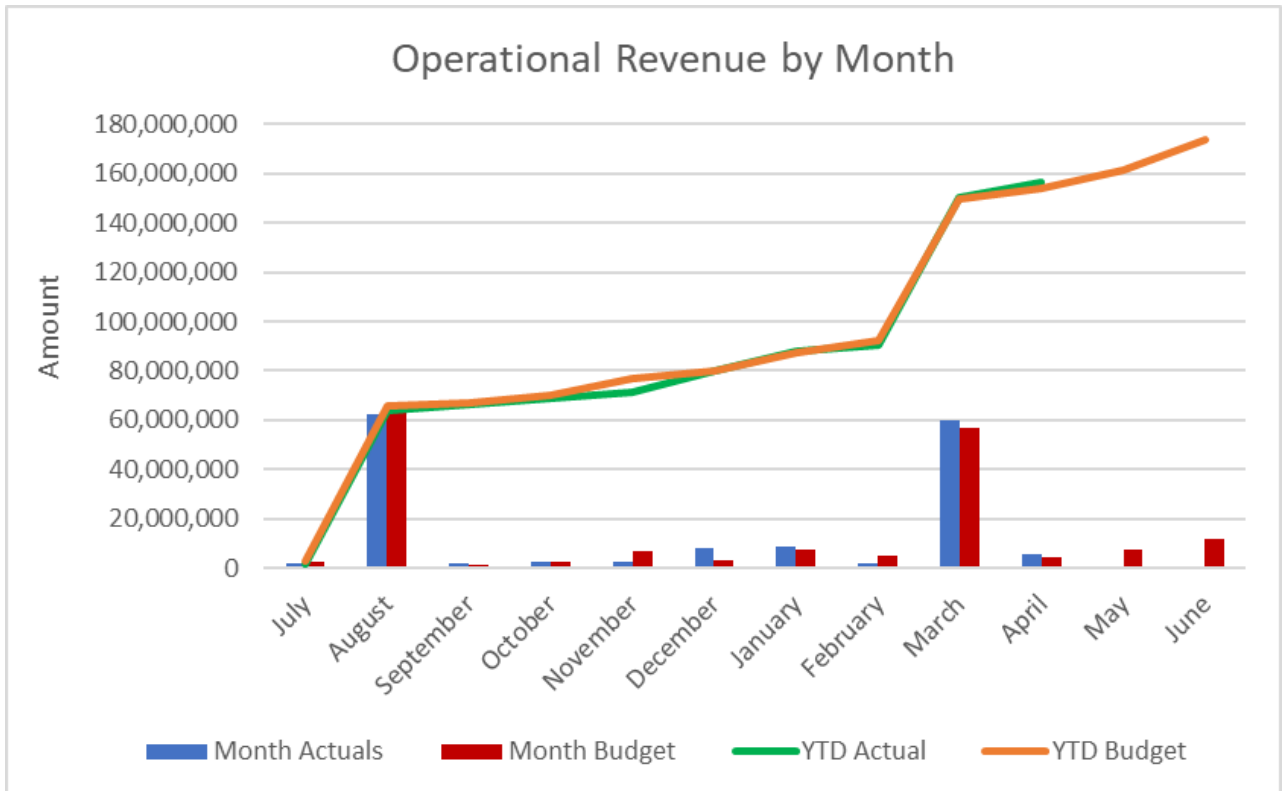
The Chief Executive Officer is required by Section 204(2) of the *Local Government Regulation 2012* to present the Financial Report once a month or at each meeting if the local government meets less frequently than monthly. The Financial Report must state the progress that has been made in relation to the local government's budget for the period of the financial year up to a day as near as practicable to the end of the month before the meeting is held.

Report

1. Operating Result

The operating surplus as of 30 April 2024 is \$19,154,441, compared to a budgeted surplus of \$12,253,440 which is \$6,901,001 ahead of budget. This favourable position is mainly due to an underspend in Expenditure, in Materials and Services and Employee Benefits. The Operating Surplus ratio as of 30 April 2024 is 12.3 per cent, which is above Council's target of 1.0 per cent. The Operating Surplus ratio has exceeded target due to the final rates levy for the year being levied in March, meaning income is exceeding expenditure. This percentage will start to decrease as expenditure starts to accelerate with the financial year-end approaching.

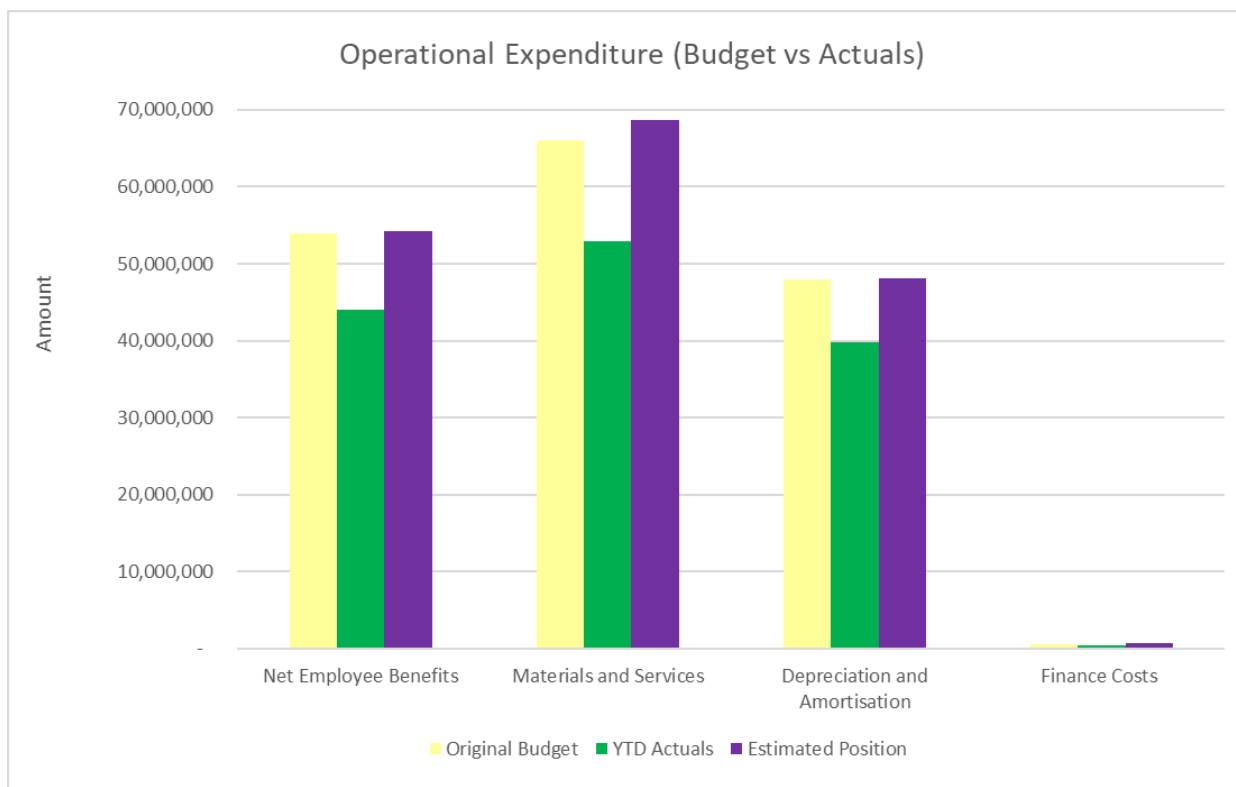
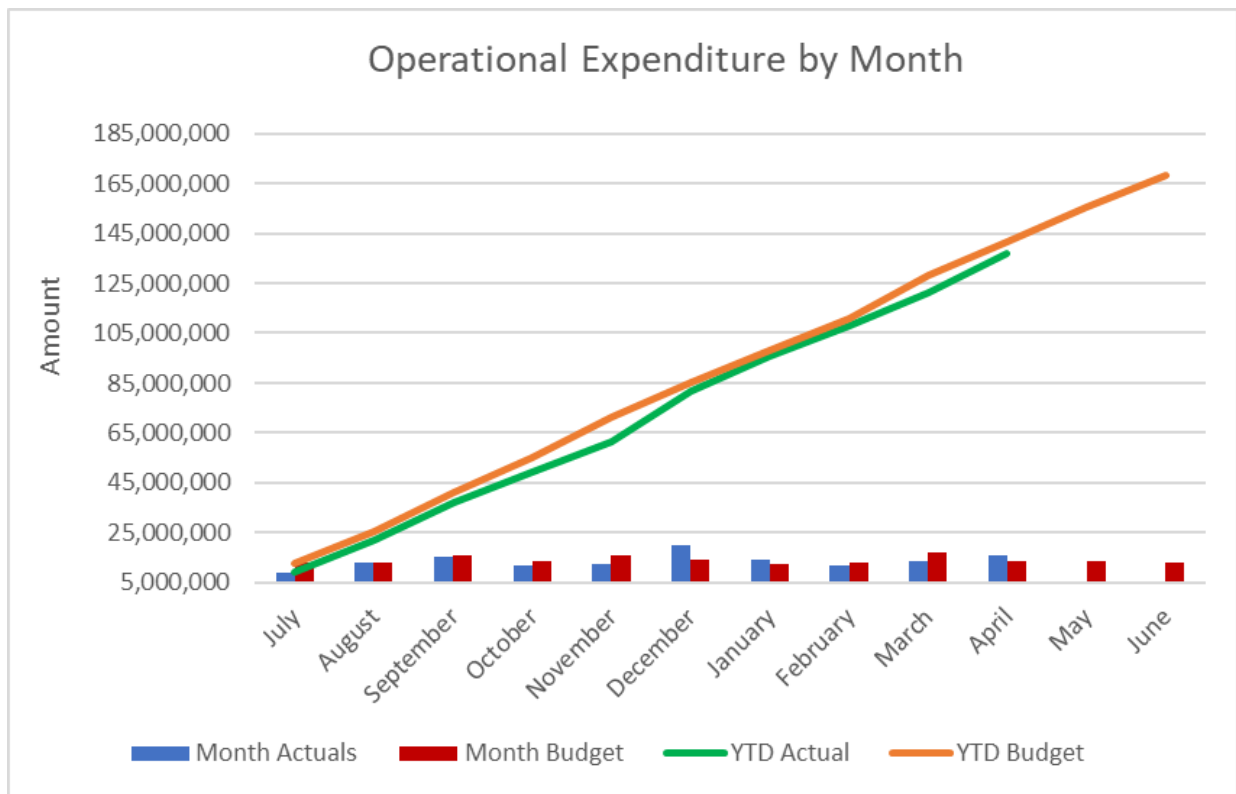
Graphs and a summary of major variances for revenue and expenses are listed below:



Operational Revenue is \$2,253,563 ahead of budget as of 30 April 2024. Operational revenue is expected to exceed budget for the year. Variances are detailed below:

↑ \$2,144,190 ahead of budget year to date for Net Rates and Utility Charges revenue mainly because:

- (a) general rate and utility charges revenue being ahead of budget year to date by \$1,081,282. General Rate revenue is expected to exceed budget for the year mainly due to Queensland Valuation and Sales (QVAS) adjustments. These adjustments relate to new leases and properties coming on the books, backdating of notices, and splitting of assessments. Most of this additional revenue relates to the windfarm properties coming onto the books;
 - (b) volumetric water is above budget by \$795,581 year to date. Volumetric water is expected to exceed budget for the year due to increased throughput. Consumption is significantly higher compared to last financial year; and
 - (c) discounts are essentially in line with budget. Discounts are expected to go over budget for the year due to the additional assessments coming onto the books.
- ↑ \$468,937 ahead of budget year to date for Fees and Charges. Revenue is expected to exceed budget for the year due to higher revenue expected for building inspections, development applications, rate searches, cemetery fees, aerodrome fees, waste disposal fees, camping and recreation ground fees, and water sales;
- ↑ \$82,355 ahead of budget year to date for Rental and Levies. Revenue is expected to exceed budget for the year due to additional revenue being received for rental properties due to rental rates being reviewed and increased to a market standard;
- ↓ \$624,687 behind budget year to date for Sales of Major Services due to;
- (a) Gas sales being behind budget \$450,280 due mainly to a budget phasing issue. Gas sales are not expected to meet budget for the year due to the warmer weather;
 - (b) Commercial Works under budget by \$700,496 due to the Department of Transport and Main Roads deferring a project from this year to a future year.
- This is offset with;
- (c) Quarry sales revenue ahead of budget by \$246,738 due to increased production of gravel for the flood works; and
 - (d) Saleyards revenue ahead of budget by \$246,441 due to higher cattle numbers.
- Revenue for Sales of Major Services is expected to exceed budget for the year due to additional production of gravel at the Quarry for flood works.
- ↓ \$5,787,974 behind budget year to date for Operating Grants and Subsidies due to no payment being received for the financial assistance grant. Almost all the 2023-24 grant was paid into the 2022-23 financial year. \$731,486 payments will be made in 2023-24 with no further income expected this financial year unless the 2024-25 grant is prepaid to 2023-24. If this grant is prepaid, Operating Grants and Subsidies will exceed budget for the year due to additional grants and contributions being received throughout the year. Additional grants and contributions include a Transport Infrastructure Development Scheme (TIDS) grant for Commercial works, disaster funding for disaster events, an increase in trainee/apprentice grants, Locally Led Economic Recovery grant, and a Disaster Resilience Project contribution sponsored by Shell Australia Pty Ltd;
- ↑ \$5,803,292 ahead of budget year to date for Interest Revenue. Interest revenue will exceed budget for the year due to a high cash balance, receiving higher interest earnings and recognising the gain (increase in market value of investment) on the Queensland Investment Corporation investments. To date \$8,584,959 has been received from Queensland Treasury Corporation and general account for interest revenue, \$1,515,406 for Queensland Investment Corporation interest revenue and \$4,297,094 for charge in market value for Queensland Investment Corporation; and
- ↑ Other Income is currently in line with budget. It is expected to exceed budget for the year, due to some additional miscellaneous reimbursements being received.



Operational Expenditure is \$4,647,438 behind budget as of 30 April 2024. Operational expenditure is expected to exceed budget for the year. Variances are detailed below:

- ↓ \$1,610,446 behind budget year to date for Net Employee Benefits. This underspend is mainly due to;
 - (a) Employee Benefits being under budget due to a lower full time equivalent count when compared to budget; and

(b) capitalised wages are expected to come under budget (negative effect on the operating position as wages are expensed to the operating budget opposed to the capital projects) due to vacancies and works having to be performed by contractors instead of the internal workforce;

↓ \$2,740,322 behind budget year to date for Materials and Services, due to outstanding invoices not being accrued at the end of the month (in particular the Waste contract invoices). Materials and Services are expected to exceed budget for the year due mainly to Quarry Materials and Services going over budget due to late 2022-23 invoices being received (not accrued) and third party crushing of gravel for flood works being performed but not being budgeted, increased costs in chemicals to treat water, increased contractors being used due to labour shortages, enhanced drainage maintenance, and increased costs for fleet maintenance;

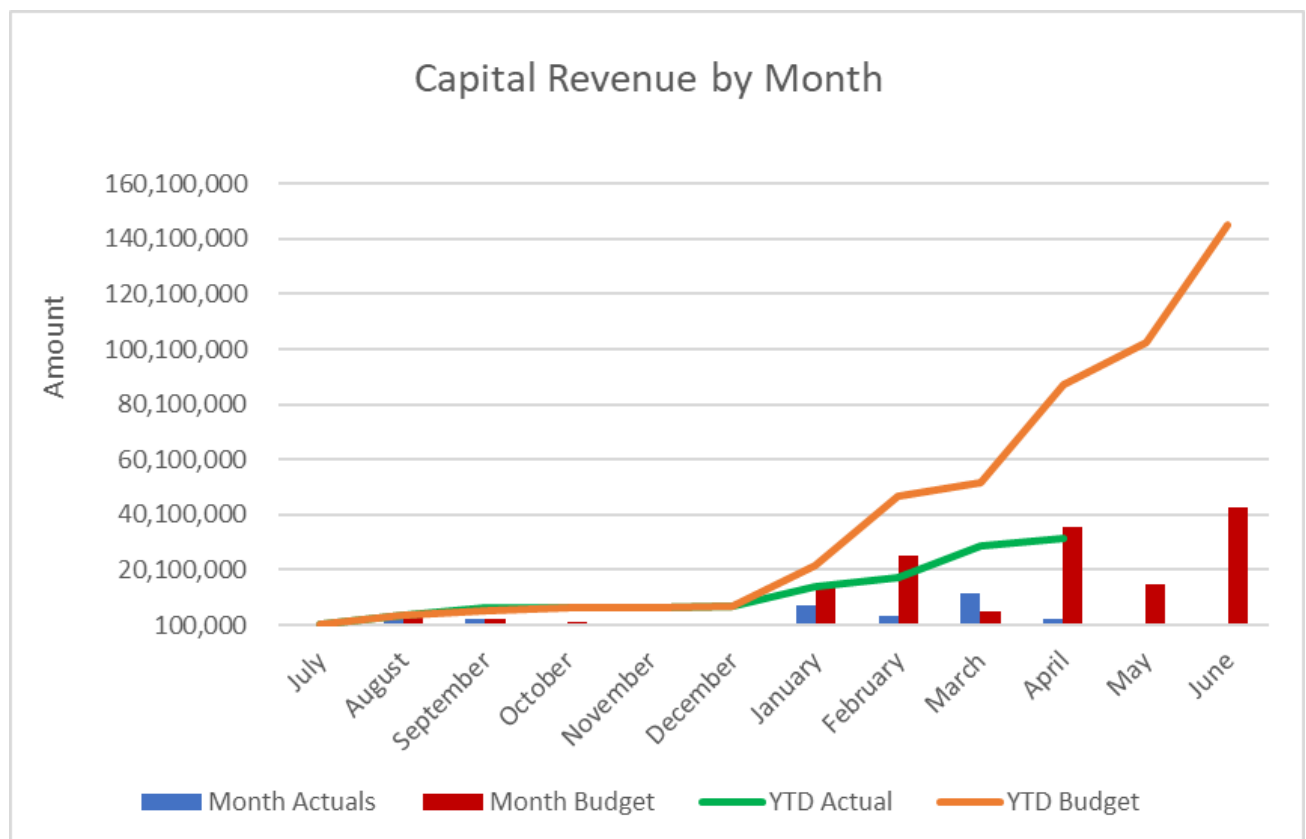
↓ \$235,584 under budget year to date for Depreciation and Amortisation due to a lag in capitalising assets. Depreciation and amortisation will exceed budget for the year due to higher valuations (increase in the value of council assets) and this increased indexation being applied to asset values; and

↓ \$61,086 under budget year to date for Finance costs. Finance costs will slightly exceed budget for the year due to the management fees for the Queensland Investment Corporation investments.

2. Capital Revenue and Expenditure

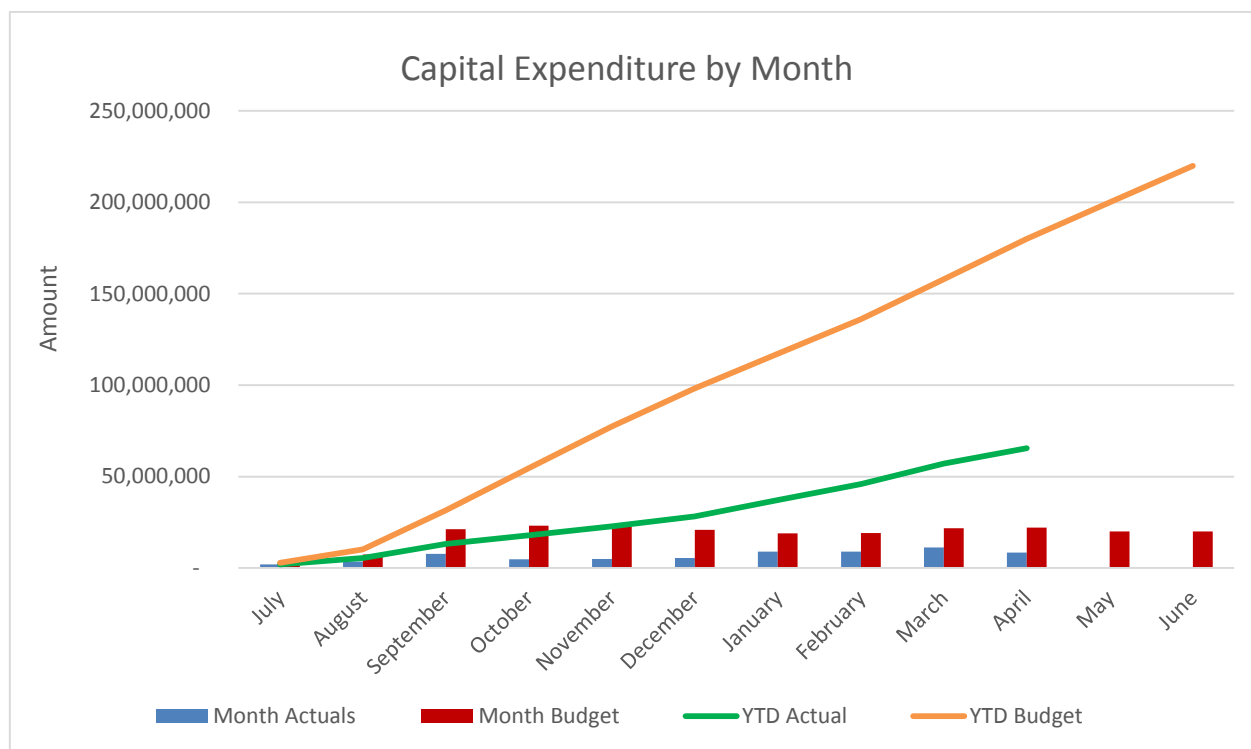
Capital Revenue

Capital Revenue is behind budget \$55,964,719 as of 30 April 2024, due to flood work grants being behind budget. The flood programme has been extended to December 2024 and the expenditure and income budgets will be realigned in the 2024-25 financial year. Contributions will remain behind budget due to a funded project being deferred to 2024-25. Disposal of non-current assets will remain behind budget for the remainder of the year due to the sale proceeds being budgeted instead of the profit on the sale (which considers the book value of the asset).



Capital Expenditure

Capital Expenditure is behind budget \$114,290,684 as of 30 April 2024 with \$65,542,663 being spent year to date. Council is behind budget due to projects being behind schedule. Please see breakdown below of underspends.



Below is a summary of the capital works programme broken up by budget type.

By Budget Type				
Division	Total Approved Budget	YTD Budget	YTD Actuals	Variance (YTD Budget less YTD Actuals)
Total Council	\$ 219,863,507	\$ 179,833,347	\$ 65,542,663	\$ 114,290,684
General	\$ 64,852,819	\$ 52,487,269	\$ 33,926,273	\$ 18,560,996
Flood	\$ 148,260,015	\$ 120,595,405	\$ 26,284,792	\$ 94,310,613
Carry-Over	\$ 6,750,673	\$ 6,750,673	\$ 5,331,598	\$ 1,419,075

- (a) Council's general programme is behind budget \$18,560,996. This is due to a timing difference of works in progress/complete, invoicing, a lag in completing projects and projects which will not be completed and will need to be carried over. Large underspends include the Dalby Washdown Facility Mitigation Works, Tara and Wandoan Landfill Weighbridge projects, Upgrade Waterloo Plains project, Dalby Water Supply, Dalby Aerodrome Reseal Main Runway, Flood Gauge Replacement, Sewer Asset Relining, and multiple yellow fleet items. At this stage project managers are indicating that \$10,397,000 will need to be carried over to 2024-25, due the projects being unable to be completed this financial year. Major projects to be carried over include Dalby Water Supply and some road projects.
- (b) Council's flood programme is behind budget \$94,310,613. The budget for flood works is based on approved works, however Council will only get paid for actual cost. At this point Council's costs are lower than the approved value. The flood programme is due for completion in December 2024. The flood programme budget needs to increase for expenditure and income to align with the latest Queensland Reconstruction Authority approvals. This has been requested in the section below (section

three). At this stage project managers are indicating that around \$105,000,000 will need to be carried over to 2024-25. If costs remain lower than the approved value, not all of this \$105,000,000 will be required next financial year, however due to the uncertainty of the market, the full amount will be carried over; and

- (c) Council's carry-over programme (projects carried over from 2022-23 to 2023-24) is behind budget \$1,419,075 due to a timing difference of works in progress/complete and invoicing and a lag in completing projects. Major projects behind schedule include multiple yellow fleet items and multiple road projects. No carry-overs have been indicated to carryover and will be completed this financial year.

3. Capital Budget Adjustments

Capital budget adjustments are required to the 2023-24 capital works flood programme. These adjustments are listed below. Council has been successful in being awarded additional flood packages. The below adjustments are to align the flood programme and bring it inline with approved Queensland Reconstruction Authority values. Not all of this budget will be used this financial year. Whatever is not used will be carried over to the 2024-25 financial year for completion of the programme in December 2024. At this stage, Queensland Reconstruction Authority approved values have been budgeted, however if works completed are less than this, Council will only be paid for costs incurred. This programme is cost neutral. As per the *2023-24 Budget Policy*, these adjustments have been referred to Council for approval.

Project	Expenditure Budget	Revenue Budget
Current Approved 2023-24 Budget	148,260,015	109,216,980
Add Budget for Multiple Flood Packages	16,591,797	55,634,832
Total	164,851,812	164,851,812

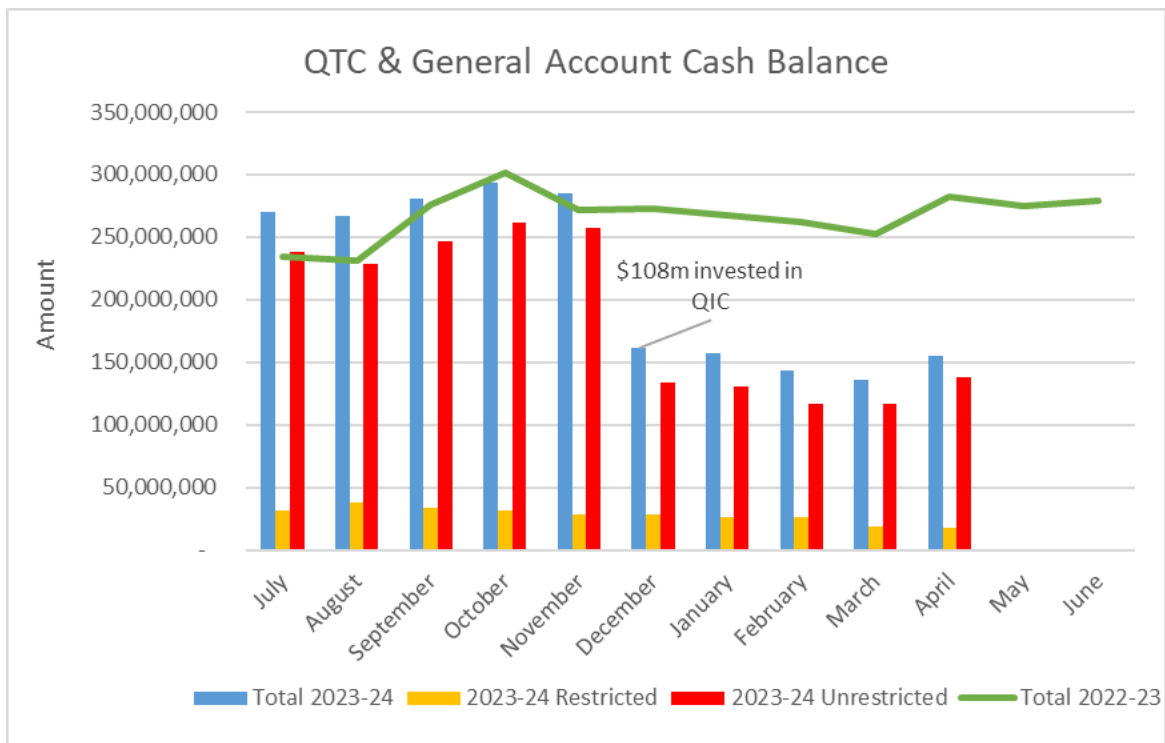
4. Cash and Investments

Council's Cash and Investments as of 30 April 2024 totalled \$269,296,209. Council's cash is made up of:

- (a) \$155,594,882 *QTC Cash Fund and General Bank Account*; and
- (b) \$113,701,326 *QIC Investment Fund (as at 31 March 2024)*.

(a) Queensland Treasury Corporation Cash Fund and General bank account

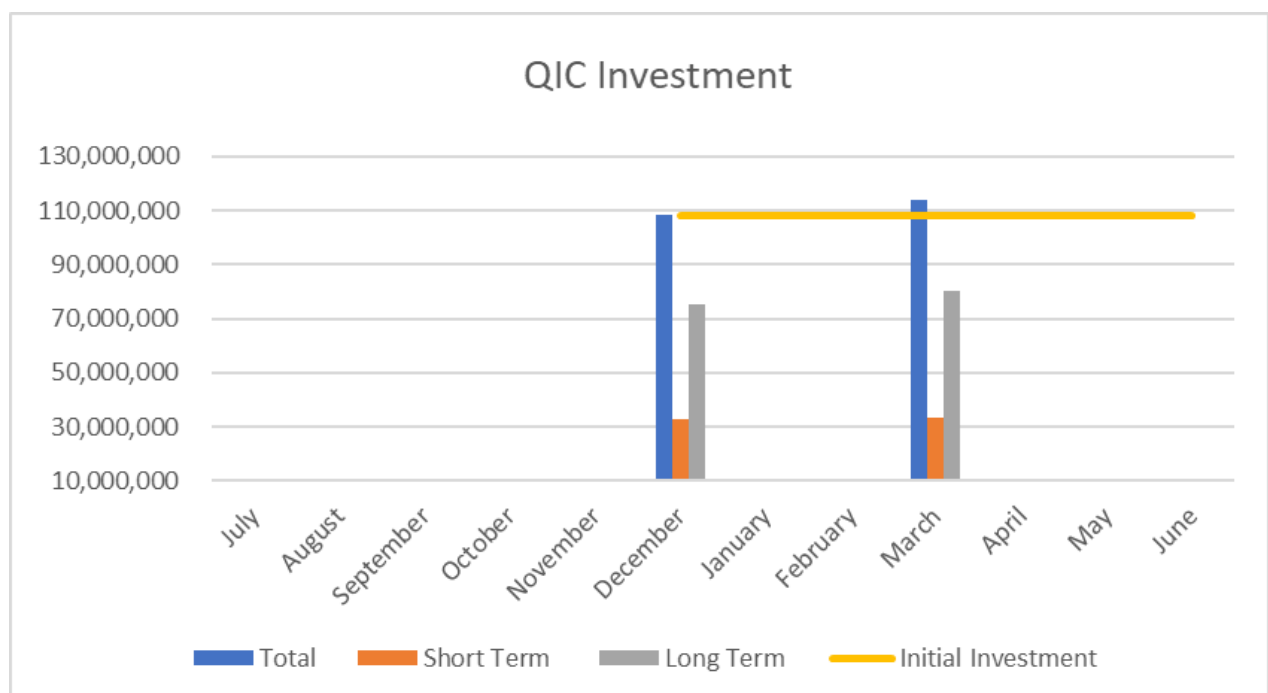
The balance in the Queensland Treasury Corporation cash fund and general bank account at 30 April 2024 totalled \$155,594,882, of which \$17,274,251 is considered restricted in nature, leaving the unrestricted balance at \$138,320,631 which represents 13.8 months of operating expenses, excluding depreciation in which Council could sustain itself without receiving any forms of income. This position exceeds the legislative and Council's target of four months. The unrestricted balance as of 30 June 2023 was \$244,090,012. The interest rate received for the Queensland Treasury Corporation Cash fund as of 30 April 2024 was 4.85 per cent.



(b) Queensland Investment Corporation Investments

The balance in the Queensland Investment Corporation's investment accounts at 31 March 2024 totalled \$113,701,326. Instalments for these accounts are recognised quarterly. The Queensland Investment Corporation's accounts were established on the 20 of December 2023, with \$108,000,000 invested with twenty-five (25) per cent invested in the Short -Term account and seventy-five (75) per cent in the Long -Term account. Interest received for these accounts are reinvested back into the investments as units. Council can at any point call upon these funds.

- (a) \$33,613,577 Queensland Investment Corporation's Short-Term Investment; and
- (b) \$80,087,749 Queensland Investment Corporation's Long-Term Investment.



Consultation (Internal/External)

There has been consultation with managers and co-ordinators in the preparation of the monthly financial report.

Legal/Policy Implications (Justification if applicable)

There are no legal nor policy implications associated with the consideration of the monthly financial report.

Budget/Financial Implications

Council adopted the 2024 Financial Year Original Budget on 21 June 2023. The attached one-page report details the progress made against Year-To-Date budget for the period ending 30 April 2024. A budget point to be noted is the risk of not receiving the 2024-25 prepayment of the Financial Assistance Grant this financial year. The likelihood is difficult to predict, as historically it has always been prepaid but the Federal Government is advising that it will not be prepaying the 2024-25 grant. At this juncture, Council should not be placing any reliance on receiving a prepayment.

The operating position is expected to improve with a \$11,000,000 surplus expected when compared to the adopted surplus of \$2,705,641. This improved position is mainly due to increased operating revenue which has been mentioned in the operating section of this report. This new position includes receiving the prepaid Financial Assistance Grant. If this grant is not prepaid, this position will reduce.

It is due to this uncertainty that Finance and the Executive Team recommends keeping the formal budgeted position of \$2,705,641 and not change the budget. Council will be updated on its position as the remainder of the financial year progresses.

Human Rights Considerations

Section 4(b) of the *Human Rights Act 2019* requires public entities '*to act and make decisions in a way compatible with human rights*'. There are no human rights implications associated with this report.

Conclusion

Council is currently ahead of budget due mainly to expenditure being behind budget. At this stage council is in a very healthy position with the position for the year expected to significantly improve. The only budget concern is the Financial Assistance Grant, which is listed above.

Attachments

1. One Page Report April 2024

Authored by: C. Prain, FINANCIAL PLANNING & ANALYSIS SUPERVISOR



Western Downs Regional Council
One Page Result
Period Ending: 30 April 2024

	Council Consolidated				Council Net				Commercial Works			
	Original Budget	YTD Budget	YTD Actuals	YTD Variance	Original Budget	YTD Budget	YTD Actuals	YTD Variance	Original Budget	YTD Budget	YTD Actuals	YTD Variance
Operating Revenue												
Rates and Utility Charges	(109,322,166)	(110,907,165)	(111,988,447)	(1,081,282)	(86,284,379)	(87,869,378)	(89,021,210)	(1,151,832)	-	-	-	-
Volumetric	(6,091,872)	(3,045,936)	(3,841,517)	(795,581)	-	-	-	-	-	-	-	-
Less: Discounts & Pensioner Remissions	5,836,378	5,539,686	5,272,358	(267,328)	4,447,460	4,427,460	4,243,819	(183,641)	-	-	-	-
Net Rates and Utility Charges	(109,577,660)	(108,413,416)	(110,557,606)	(2,144,190)	(81,836,918)	(83,441,918)	(84,777,391)	(1,335,473)	-	-	-	-
Fees and Charges	(7,792,477)	(6,383,579)	(6,852,516)	(468,937)	(3,884,383)	(3,219,084)	(3,639,190)	(420,106)	-	-	-	-
Rental and Levies	(860,111)	(704,677)	(787,032)	(82,355)	(765,111)	(633,427)	(709,485)	(76,058)	-	-	-	-
Sales of Major Services	(23,737,567)	(19,063,402)	(18,438,715)	624,687	-	-	-	-	(9,129,313)	(7,015,551)	(6,315,055)	700,496
Operating Grants & Subsidies	(17,558,322)	(9,285,086)	(3,497,112)	5,787,974	(17,558,322)	(9,285,086)	(3,297,112)	5,987,974	-	-	(200,000)	(200,000)
Interest	(10,313,000)	(8,594,167)	(14,397,459)	(5,803,292)	(10,213,000)	(8,510,833)	(14,326,761)	(5,815,928)	-	-	-	-
Other Income	(1,389,401)	(1,584,582)	(1,752,032)	(167,450)	(1,204,401)	(1,430,415)	(1,534,866)	(104,451)	-	-	-	-
Total Operating Revenue	(171,228,537)	(154,028,909)	(156,282,472)	(2,253,563)	(115,462,135)	(106,520,763)	(108,284,805)	(1,764,042)	(9,129,313)	(7,015,551)	(6,515,055)	500,496
Operating Expenses												
Employee Benefits	60,612,828	51,287,778	48,609,987	(2,677,791)	48,531,567	41,065,172	39,688,783	(1,376,389)	1,725,572	1,460,099	1,446,705	(13,394)
Less Capitalised Employee Benefits	(6,682,328)	(5,654,278)	(4,586,933)	1,067,345	(6,002,412)	(5,078,964)	(4,231,984)	846,980	-	-	-	-
Net Employee Benefits	53,930,500	45,633,500	44,023,054	(1,610,446)	42,529,155	35,986,208	35,456,799	(529,409)	1,725,572	1,460,099	1,446,705	(13,394)
Materials and Services	66,012,972	55,642,449	52,902,127	(2,740,322)	36,042,858	30,907,257	28,874,419	(2,032,838)	6,316,964	5,052,787	4,717,960	(334,827)
Depreciation and Amortisation	47,976,424	39,980,353	39,744,769	(235,584)	38,154,080	31,795,067	31,704,732	(90,335)	-	-	-	-
Finance Costs	603,000	519,167	458,081	(61,086)	603,000	519,167	457,815	(61,352)	-	-	-	-
Corporate Overhead	-	-	-	-	(3,800,946)	(3,167,455)	(3,167,455)	-	427,164	355,970	355,970	-
Total Operating Expenses	168,522,896	141,775,469	137,128,031	(4,647,438)	113,528,147	96,040,244	93,326,310	(2,713,934)	8,469,700	6,868,856	6,520,635	(348,221)
Operating (surplus)/deficit	(2,705,641)	(12,253,440)	(19,154,441)	(6,901,001)	(1,933,988)	(10,480,519)	(14,958,495)	(4,477,976)	(659,613)	(146,695)	5,580	152,275
Capital Revenue												
Capital Grants & Subsidies	(141,021,216)	(85,078,278)	(30,002,793)	55,075,485	(140,558,262)	(84,939,392)	(29,863,907)	55,075,485	-	-	-	-
Contributions	(2,585,000)	(1,000,000)	(456,970)	543,030	(2,585,000)	(1,000,000)	(456,970)	543,030	-	-	-	-
Contributions - Contributed Assets	(100,000)	(100,000)	-	100,000	(100,000)	(100,000)	-	100,000	-	-	-	-
Contributions from Developers - Cash	(300,000)	(300,000)	(755,632)	(455,632)	(300,000)	(300,000)	(520,794)	(220,794)	-	-	-	-
Disposal of Non-Current Assets	(1,240,000)	(800,000)	(98,164)	701,836	(1,240,000)	(800,000)	(98,164)	701,836	-	-	-	-
Total Capital Revenue	(145,246,216)	(87,278,278)	(31,313,559)	55,964,719	(144,783,262)	(87,139,392)	(30,939,835)	56,199,557	-	-	-	-
Capital Expenses												
Loss of Revaluation of Inventory	-	-	-	-	-	-	-	-	-	-	-	-
Restoration of Land Provision	-	-	34,709	34,709	-	-	-	-	-	-	-	-
Capital Expense Write-Off	10,000,000	10,000,000	11,039,924	1,039,924	10,000,000	10,000,000	10,933,940	933,940	-	-	-	-
Total Capital Expenses	10,000,000	10,000,000	11,074,633	1,074,633	10,000,000	10,000,000	10,933,940	933,940	-	-	-	-
Net Result (surplus)/deficit	(137,951,857)	(89,531,718)	(39,393,367)	50,138,351	(136,717,250)	(87,619,911)	(34,964,390)	52,655,521	(659,613)	(146,695)	5,580	152,275
Capital Funding Applications												
Capital Expenditure - New Assets	12,338,126	10,284,855	5,180,604	(5,104,251)	4,943,531	4,140,990	1,520,943	(2,620,047)	-	-	-	-
Capital Expenditure - Upgrade Assets	6,491,084	4,760,303	2,844,780	(1,915,523)	6,315,084	4,760,303	2,844,780	(1,915,523)	-	-	-	-
Capital Expenditure - Replacement Assets	201,034,297	164,788,189	57,517,279	(107,270,910)	188,535,867	155,159,608	53,347,587	(101,812,021)	-	-	-	-
Total Capital Funding Applications	219,863,507	179,833,347	65,542,663	(114,290,684)	199,794,482	164,060,901	57,713,310	(106,347,591)	-	-	-	-

	Gas				Water				Sewerage			
	Original Budget	YTD Budget	YTD Actuals	YTD Variance	Original Budget	YTD Budget	YTD Actuals	YTD Variance	Original Budget	YTD Budget	YTD Actuals	YTD Variance
Operating Revenue												
Rates and Utility Charges	-	-	-	-	(6,608,052)	(6,608,052)	(6,611,027)	(2,975)	(10,168,601)	(10,168,601)	(10,025,009)	143,592
Volumetric	-	-	-	-	(6,091,872)	(3,045,936)	(3,841,517)	(795,581)	-	-	-	-
Less: Discounts & Pensioner Remissions	-	(8,333)	46,737	55,070	616,721	348,361	382,238	33,877	477,924	477,924	374,251	(103,673)
Net Rates and Utility Charges	-	(8,333)	46,737	55,070	(12,083,203)	(9,305,627)	(10,070,306)	(764,679)	(9,690,677)	(9,690,677)	(9,650,758)	39,919
Fees and Charges	(34,000)	(25,500)	(30,632)	(5,132)	(1,073,000)	(804,750)	(1,097,544)	(292,794)	-	-	(3,194)	(3,194)
Rental and Levies	-	-	-	-	(95,000)	(71,250)	(77,547)	(6,297)	-	-	-	-
Sales of Major Services	(3,647,662)	(3,039,627)	(2,589,347)	450,280	(35,000)	(26,250)	(63,575)	(37,325)	(11,000)	(8,250)	(3,835)	4,415
Operating Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	(45,000)	(37,500)	(37,238)	262	(35,000)	(29,167)	(19,141)	10,026
Other Income	-	-	-	-	-	-	(5,986)	(5,986)	-	-	-	-
Total Operating Revenue	(3,681,662)	(3,073,460)	(2,573,242)	500,218	(13,331,203)	(10,245,377)	(11,352,196)	(1,106,819)	(9,736,677)	(9,728,094)	(9,676,928)	51,166
Operating Expenses												
Employee Benefits	389,658	329,711	175,809	(153,902)	4,988,745	4,221,246	3,613,989	(607,257)	2,257,485	1,910,180	1,373,322	(536,858)
Less Capitalised Employee Benefits	-	-	-	-	(140,912)	(119,233)	(13,784)	105,449	-	-	(1,899)	(1,899)
Net Employee Benefits	389,658	329,711	175,809	(153,902)	4,847,833	4,102,013	3,600,205	(501,808)	2,257,485	1,910,180	1,371,423	(538,757)
Materials and Services	1,529,774	1,274,831	1,011,562	(263,269)	4,180,793	3,400,454	4,373,263	972,809	1,817,427	1,573,625	1,436,054	(137,571)
Depreciation and Amortisation	316,693	263,911	263,039	(872)	5,515,919	4,596,599	4,541,844	(54,755)	2,868,939	2,390,783	2,343,997	(46,786)
Finance Costs	-	-	-	-	-	-	266	266	-	-	-	-
Corporate Overhead	246,410	205,342	205,342	-	1,469,983	1,224,986	1,224,986	-	823,983	686,653	686,653	-
Total Operating Expenses	2,482,535	2,073,794	1,655,752	(418,042)	16,014,528	13,324,051	13,740,564	416,512	7,767,834	6,561,240	5,838,127	(723,113)
Operating (surplus)/deficit	(1,199,127)	(999,666)	(917,490)	82,176	2,683,324	3,078,674	2,388,368	(690,307)	(1,968,842)	(3,166,854)	(3,838,801)	(671,948)
Capital Revenue												
Capital Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Contributions - Contributed Assets	-	-	-	-	-	-	-	-	-	-	-	-
Contributions from Developers - Cash	-	-	-	-	-	-	(141,325)	(141,325)	-	-	(93,513)	(93,513)
Disposal of Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Revenue	-	-	-	-	-	-	(141,325)	(141,325)	-	-	(93,513)	(93,513)
Capital Expenses												
Loss of Revaluation of Inventory	-	-	-	-	-	-	-	-	-	-	-	-
Restoration of Land Provision	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expense Write-Off	-	-	-	-	-	-	11,195	11,195	-	-	43,199	43,199
Total Capital Expenses	-	-	-	-	-	-	11,195	11,195	-	-	43,199	43,199
Net Result (surplus)/deficit	(1,199,127)	(999,666)	(917,490)	82,176	2,683,324	3,078,674	2,258,238	(820,437)	(1,968,842)	(3,166,854)	(3,889,115)	(722,262)
Capital Funding Applications												
Capital Expenditure - New Assets	-	-	-	-	3,739,397	2,798,676	1,060,461	(1,738,215)	-	-	-	-
Capital Expenditure - Upgrade Assets	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure - Replacement Assets	-	-	-	-	9,710,590	6,812,241	2,775,178	(4,037,063)	1,700,000	1,612,500	959,145	(653,355)
Total Capital Funding Applications	-	-	-	-	13,449,987	9,610,917	3,835,639	(5,775,278)	1,700,000	1,612,500	959,145	(653,355)



Western Downs Regional Council
One Page Result
Period Ending: 30 April 2024

	Quarry				Waste				Saleyards				Washdown Bays			
	Original Budget	YTD Budget	YTD Actuals	YTD Variance	Original Budget	YTD Budget	YTD Actuals	YTD Variance	Original Budget	YTD Budget	YTD Actuals	YTD Variance	Original Budget	YTD Budget	YTD Actuals	YTD Variance
Operating Revenue																
Rates and Utility Charges	-	-	-	-	(6,261,135)	(6,261,135)	(6,331,201)	(70,066)	-	-	-	-	-	-	-	-
Volumetric	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Less: Discounts & Pensioner Remissions	-	-	-	-	294,273	294,273	225,313	(68,960)	-	-	-	-	-	-	-	-
Net Rates and Utility Charges	-	-	-	-	(5,966,861)	(5,966,861)	(6,105,888)	(139,027)	-	-	-	-	-	-	-	-
Fees and Charges	-	-	-	-	(1,901,094)	(1,584,245)	(1,513,031)	71,214	-	-	-	-	(900,000)	(750,000)	(568,925)	181,075
Rental and Levies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sales of Major Services	(8,036,810)	(6,575,572)	(6,822,310)	(246,738)	-	-	-	-	(2,877,782)	(2,398,152)	(2,644,593)	(246,441)	-	-	-	-
Operating Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	(20,000)	(16,667)	(14,319)	2,348	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	(185,000)	(154,167)	(211,180)	(57,013)	-	-	-	-	-	-	-	-
Total Operating Revenue	(8,036,810)	(6,575,572)	(6,822,310)	(246,738)	(8,072,955)	(7,721,940)	(7,844,418)	(122,478)	(2,877,782)	(2,398,152)	(2,644,593)	(246,441)	(900,000)	(750,000)	(568,925)	181,075
Operating Expenses																
Employee Benefits	1,216,815	1,029,613	1,011,114	(18,499)	629,012	532,241	579,152	46,911	740,645	626,700	604,490	(22,210)	133,329	112,817	116,623	3,806
Less Capitalised Employee Benefits	(472,842)	(400,097)	(298,736)	101,361	-	-	(9,273)	(9,273)	(66,162)	(55,983)	(31,257)	24,726	-	-	-	-
Net Employee Benefits	743,973	629,516	712,378	82,862	629,012	532,241	569,879	37,638	674,483	570,716	573,233	2,517	133,329	112,817	116,623	3,806
Materials and Services	5,495,484	4,624,418	5,190,707	566,289	8,878,912	7,400,462	5,835,205	(1,565,257)	1,090,638	909,870	1,068,064	158,194	660,122	498,745	394,893	(103,852)
Depreciation and Amortisation	23,713	19,761	19,197	(564)	557,131	464,276	432,854	(31,422)	489,439	407,866	398,716	(9,150)	50,510	42,092	40,390	(1,702)
Finance Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Overhead	325,509	271,258	271,258	-	270,530	225,442	225,442	-	183,194	152,662	152,662	-	54,173	45,144	45,144	-
Total Operating Expenses	6,588,679	5,544,952	6,193,540	648,588	10,335,585	8,622,420	7,063,380	(1,559,041)	2,437,754	2,041,114	2,192,675	151,561	898,134	698,798	597,050	(101,748)
Operating (surplus)/deficit	(1,448,131)	(1,030,620)	(628,771)	401,850	2,262,630	900,480	(781,038)	(1,681,518)	(440,028)	(357,038)	(451,918)	(94,880)	(1,866)	(51,202)	28,125	79,327
Capital Revenue																
Capital Grants & Subsidies	-	-	-	-	(462,954)	(138,886)	(138,886)	-	-	-	-	-	-	-	-	-
Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions - Contributed Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions from Developers - Cash	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposal of Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Revenue	-	-	-	-	(462,954)	(138,886)	(138,886)	-	-	-	-	-	-	-	-	-
Capital Expenses																
Loss of Revaluation of Inventory	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Restoration of Land Provision	-	-	-	-	-	-	34,709	34,709	-	-	-	-	-	-	-	-
Capital Expense Write-Off	-	-	2,136	2,136	-	-	-	-	-	-	49,454	49,454	-	-	-	-
Total Capital Expenses	-	-	2,136	2,136	-	-	34,709	34,709	-	-	49,454	49,454	-	-	-	-
Net Result (surplus)/deficit	(1,448,131)	(1,030,620)	(626,635)	403,986	1,799,676	761,594	(885,215)	(1,646,809)	(440,028)	(357,038)	(402,464)	(45,426)	(1,866)	(51,202)	28,125	79,327
Capital Funding Applications																
Capital Expenditure - New Assets	-	-	-	-	3,185,518	2,875,509	2,352,472	(523,037)	379,680	379,680	246,728	(132,952)	90,000	90,000	-	(90,000)
Capital Expenditure - Upgrade Assets	-	-	-	-	-	-	-	-	176,000	-	-	-	-	-	-	-
Capital Expenditure - Replacement Assets	-	-	-	-	125,745	125,745	125,745	-	443,600	559,600	308,814	(250,786)	518,495	518,495	810	(517,685)
Total Capital Funding Applications	-	-	-	-	3,311,263	3,001,254	2,478,217	(523,037)	999,280	939,280	555,542	(383,738)	608,495	608,495	810	(607,685)

Title **Corporate Services Asset Recognition Policy**

Date 29 April 2024

Responsible Manager T. Skillington, CHIEF FINANCIAL OFFICER

Summary

The purpose of this report is to present the proposed amendments to the *Asset Recognition Policy* for Council's consideration and approval.

Link to Corporate Plan

Strategic Priority: Sustainable Organisation

- *We are recognised as a financially intelligent and responsible Council.*
- *Our effective asset management ensures that we responsibly maintain our community assets.*

The adoption of a policy pertaining to asset recognition enables Council to manage its financial reporting and assessment management obligations in a strategic and consistent manner.

Material Personal Interest/Conflict of Interest

There are no material personal interests or conflicts of interests associated with this report.

Officer's Recommendation

That Council resolves:

- (1) pursuant to section 206 of the *Local Government Regulation 2012*, to adopt the amended *Financial Asset Recognition – Statutory Policy* as contained in Attachment Three; and
- (2) to adopt the asset recognition thresholds outlined in section 3.4 of *Financial Asset Recognition – Statutory Policy* as contained in Attachment Three.

Background Information

The *Asset Recognition – Council Policy* was adopted by Council at its Ordinary Meeting held 16 March 2011. The policy is scheduled for periodic review in line with Council's *Policy Framework*

Report

The *Asset Recognition – Council Policy* outlines the requirements to identify, recognise, and measure non-current physical and intangible assets on Council's financial asset register, to comply with the requirements of section 206 of the *Local Government Regulation 2012*.

The policy has been reviewed to provide clearer definitions, remove superfluous examples, and remove citation of Australian Accounting Standards and other literature. No changes are proposed to Council's current capitalisation thresholds.

Council's recently amended *Policy Framework* also provides that a policy required under legislation be reclassified as a 'Statutory Policy', therefore it is proposed to rename the *Asset Recognition – Council Policy*, the *Financial Asset Recognition – Statutory Policy*.

Consultation (Internal/External)

The proposed policy amendments have been endorsed by the Senior Leadership Team, Strategic Asset Management Group, and the Executive Leadership Team.

Legal/Policy Implications (Justification if applicable)

There have been no legislative changes affecting this policy since Council's last review. Council is required to set an amount for each type of non-current physical asset, below which the value of an asset of the same type must be treated as an expense. Section 206(2) of the *Local Government Regulation 2012* which provides:

206 Valuation of non-current physical assets

- (1) *The value of a local government's non-current physical assets must be worked out using the prescribed accounting standards.*
- (2) *The local government must, by resolution, set an amount for each different type of non-current physical asset below which the value of an asset of the same type must be treated as an expense.*
- (3) *The amount must be included in a note in the local government's general purpose financial statement.*
- (4) *For subsection (2), the following assets that are controlled by the local government do not have a value for a local government's general purpose financial statement—*
 - (a) *land that is a reserve under the Land Act;*
 - (b) *a road that is not owned by the local government.*

This statutory policy is therefore required to comply with Council's legislative obligations.

Budget/Financial Implications

There are no budget nor financial implications associated with the consideration of this matter.

Human Rights Considerations

Section 4(b) of the *Human Rights Act 2019* requires public entities 'to act and make decisions in a way compatible with human rights'. There are no human rights implications associated with this report.

Conclusion

The current *Asset Recognition – Council Policy* has been periodically reviewed in accordance with Council's adopted Policy Framework to ensure continued legislative compliance and organisational relevance and efficiency, with proposed amendments recommended for Council's consideration.

Attachments

1. Asset Recognition - Council Policy
2. Mark Up Proposed Financial Asset Recognition - Statutory Policy
3. Financial Asset Recognition - Statutory Policy as proposed.

Authored by: T. Skillington, CHIEF FINANCIAL OFFICER

Asset Recognition - Council Policy

Effective Date	1 July 2010 (Ordinary Meeting of Council - 16 March 2011)
Policy Owner	Financial
Link to Corporate Plan	Strategic Theme 1: Effective and Inclusive Governance
Review Date	February 2013
Related Legislation	Nil
Related Documents	Authority in respect of this Policy is delegated to the Chief Executive Officer, Corporate Services General Manager, Chief Financial Officer, Financial Planning Co-ordinator

Policy Version	Approval Date	Adopted/Approved
1	15 April 2008	Ordinary Meeting of Council - 15 April 2008
2	16 March 2011	Ordinary Meeting of Council - 16 March 2011 (Effective 1 July 2010)

*This policy may not be current as Council regularly reviews and updates its policies. The latest controlled version can be found in the policies section of Council's intranet or Website. **A hard copy of this electronic document is uncontrolled.***



1. PURPOSE

To provide a framework for identifying, valuing and recording non-current physical and intangible assets. This policy aims to clarify the definition of and accounting recognition concepts for assets.

2. SCOPE

Nil

3. POLICY

3.1 Definition of an Asset

The Australian Infrastructure Financial Management Guidelines (the guidelines) define an asset as:

“A resource controlled by the entity as a result of past events and from which future economic benefits are expected to flow to the entity”.

The key features are that:

- The Council must control the asset;
- There was a past transaction or event which gave rise to the control; and
- There must be future economic benefits expected to flow to the agency.

Each of these features is discussed below.

CONTROL

The Council controls an asset if it has the power to obtain the future economic benefits flowing from the resource and to restrict the access of others to those benefits.

In determining the existence of an asset, the right of ownership is not essential. Council must simply have the ability to control the benefits which are expected to flow from the asset.

Council controls assets that they use in meeting their objectives.

Control is demonstrated by the ability of the Council to:

- use the asset to achieve its objectives;
- obtain a benefit from the sale of the asset;
- charge for the use of the asset; or
- deny use of the asset to other.

Other factors that must be considered in determining whether control exists are:

- access to the asset may be more relevant than mere possession or ownership; and
- ownership of an asset may not be necessary to control access to the benefits derived from the asset e.g. assets that are the subject of a finance lease.

PAST TRANSACTION OR EVENT

The assets of Council must result from past transactions or other past events. A contract to acquire an asset does not give rise to an asset, nor does the intent to acquire an asset. The asset must have been purchased, acquired or transferred to the control of Council prior to or at the date of the financial report.

FUTURE ECONOMIC BENEFIT

The future economic benefit embodied in an asset is the potential to contribute, directly or indirectly, to the flow of cash or cash equivalents to the Council. These benefits need not necessarily be in the form of cash but can include revenue from a future sale, cost saving or other benefits resulting from the use of the asset by the Council.



In the case of Council, the future economic benefits may be in the form of providing goods and services in accordance with the Council's objects. The fact that Council does not charge, or does not fully charge, our customers for the goods and services it provides does not deprive those output of utility or value.

3.2 Asset Recognition Principles

Property, plant and equipment is defined in AASB 116 *Property, Plant and Equipment* as:

Intangible items that are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and are expected to be used during more than one period.

In terms of AASB 116 and the guidelines, assets are only to be recognised by Council when:

- it is probable that future economic benefits will eventuate; and
- the asset possesses a cost or other value that can be measure reliably.

PROBABILITY THAT FUTURE ECONOMIC BENEFITS WILL EVENTUATE

In determining whether to recognise an asset, Council must consider the degree of uncertainty that attaches to the flow of future economic benefits from that particular asset. If it considers that it is more rather than less likely that future economic benefits will eventuate, then this section of the recognition test will be satisfied.

RELIABLE MEASUREMENT

The value of purchased goods and services can usually be measured reliably by the price charged by the supplier, while manufactured assets can be valued from labour and other costing inputs.

Where a cost cannot be measured reliably but it is probable that future economic benefits will eventuate, an asset is not be recognised. However, this must be disclosed in the notes to the financial statements.

3.3 Initial Recognition of Assets

Circumstances resulting in the initial recognition of assets include:

- acquisition involving consideration;
- assets acquired at no cost or for nominal consideration; and
- assets not previously recognised.

Recognition is the process of including the cost of the asset in the Council's asset register and in its financial statements.

The basis for measurement of the value of an asset is its cost of acquisition. In respect of an asset that is acquired at no cost, of for a nominal cost, the cost is its fair vale as at the date of acquisition.

Fair value is defined in AASB 116 as:

the amount for which an asset can be exchanged between knowledgeable, willing parties in an arm's length transaction.

For most infrastructure assets and public sector assets, a market type valuation is generally not available and its cost is measured at the carrying amount of the asset given up.

3.4 Capitalisation Vs Expensing of Costs Incurred

On initial recognition of an asset, or where subsequent costs are incurred, a decision must be made as to whether those costs are capitalised into the value of the asset or expensed through the Statement of Comprehensive Income.



On initial recognition, all costs incurred in purchasing or constructing the asset and getting it ready for use are capitalised to the value of the asset. Examples of these costs are provided below:

- its purchase price,
- any costs directly attributable to bringing the asset to the location and condition necessary to be capable of operating in the intended manner, and
- the initial estimate of the costs of dismantling and removing the asset and restoring the site, where the entity has this obligation.

Examples of directly attributable costs include:

- costs of employee benefits, directly related to the construction or acquisition of the asset,
- cost of site preparation;
- costs of initial delivery and handling;
- costs of installation and assembly;
- costs of testing less any process from sale of item produced directly attributable to the testing process and
- professional fees.

Not all costs are included as a cost of an asset. Examples of these costs are:

- costs of opening a new facility, and
- costs of introducing a new product or service (including costs of advertising and promotional activities).

3.5 Expenditure subsequent to Initial Purchase

MAJOR REPLACEMENTS

The cost of major replacements to non-current assets must be capitalised (refer AASB116 paragraph 13).

REPAIRS AND MAINTENANCE

Outlays that do not meet the criteria for recognition as an asset must be expensed as repairs and maintenance as incurred.

For example, expenditure that merely restores an asset to its original functionality, or repairs damage or wear and tear that would have prevented the asset reaching its original estimated useful life, must be expensed as repairs and maintenance.

REPLACEMENT OF COMPONENTS

For some complex assets, significant components with different estimated useful lives are separately identified for accounting purposes. Deciding whether expenditure on asset components should be capitalised follow the same process outlined for recognition, i.e. does the expenditure increase the annual service potential or useful life of the component beyond the originally assessed standard.

DAY-TO-DAY SERVICING

General day-to-day servicing of an item of property, plant and equipment is not to be capitalised into the cost of an asset. Generally, these costs will primarily be the costs of labour and consumables and may include the cost of immaterial parts. They are generally described as 'repairs and maintenance' and are recognised in the Statement of Comprehensive Income as incurred.

OVERHAULS/REFURBISHMENTS

Some items of property, plant and equipment may have parts which require replacement at regular intervals and in other instances, items may be renewed on an unplanned or ad hoc basis.



In these instances, Council will recognise the cost of such an item in the carrying amount of property, plant and equipment when that cost is incurred only if the asset recognition criteria are met. The carrying amount of those parts that are replaced will be derecognised.

PROVISIONS FOR FUTURE MAINTENANCE

The creation of a provision for future maintenance of non-current assets is not permitted as such action would be inconsistent with the principles for the recognition of provisions as detailed in AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. A provision is a liability and for a liability to be recognised, a past event must have occurred.

3.6 Classification of Assets

The classification of asset is one of the most important steps in financial reporting, asset accounting and asset management.

An asset class is a group of assets having a similar nature or function in the operations of Council, and which, for purposes of disclosure, is shown as a single item without supplementation disclosure. That is, a class is the lowest note level disclosure in the financial statements.

The asset class is the unit of reporting of assets in Council's financial statements. Assets of a similar nature and use in Council's operations are required to be grouped and disclosed as a separate class of asset in the financial statements.

COUNCIL'S ASSET CLASSES ARE:

- Land;
- Site improvements;
- Buildings;
- Plant and equipment;
- Furniture and fittings;
- Road and bridge network;
- Water infrastructure;
- Wastewater infrastructure;
- Stormwater;
- Gas Infrastructure;
- Heritage assets; and
- Intangible assets – computer software.
- Land Held for Resale

3.7 Asset Recognition Thresholds

Council usually controls a number of low value items that satisfy the asset recognition criteria, but if accounted for individually as assets would result in significant costs for limited benefits. To avoid such a situation and to facilitate a consistent threshold for reporting purposes, asset thresholds have been established.

Section 154 of the Local Government (Finance, Plans and Reporting) Regulation 2010 requires the local government must, by resolution, set an amount for each different type of non-current physical asset below which the value of an asset of the same type must be treated as an expense.

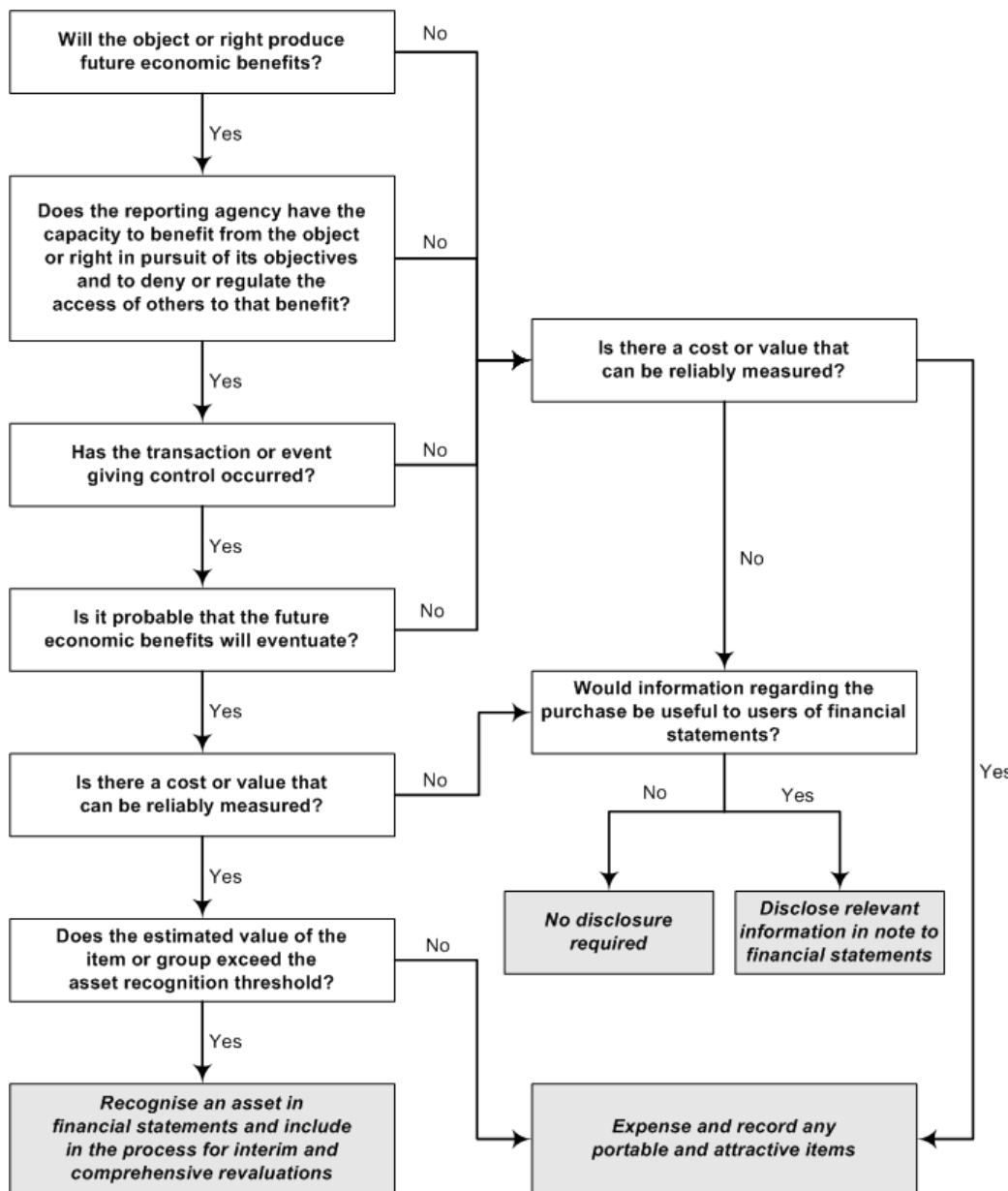
	Asset Class	Asset Recognition Threshold	Measurement Method
Property, Plant and Equipment	Land	\$1	Revaluation
	Land improvements	\$5,000	Revaluation
	Buildings	\$10,000	Revaluation
	Plant and equipment	\$5,000	Cost
	Furniture and fittings	\$10,000	Cost



	Asset Class	Asset Recognition Threshold	Measurement Method
Property, Plant and Equipment	Road and bridge network	\$10,000	Revaluation
	Water infrastructure	\$10,000	Revaluation
	Wastewater infrastructure	\$10,000	Revaluation
	Stormwater	\$10,000	Revaluation
	Gas Infrastructure	\$10,000	Revaluation
	Heritage assets	\$10,000	Revaluation
Intangibles	Computer Software	\$10,000	Cost

Assets not recognised in previous periods that subsequently meet the recognition criteria shall be recognised from the date at the criteria are met.

3.8 Asset Recognition Flowchart



REVIEW TRIGGER:

- Periodic review





Asset Recognition - Council Policy Council Statutory Policy (Statutory)

Commented [TS1]: New policy framework - Council policies are now either Statutory or Community

Effective Date	1 July 2010 (Ordinary Meeting of Council - 16 March 2011)
Policy Owner	Financial
Link to Corporate Plan	Strategic Theme 1: Effective and Inclusive Governance
Review Date	February 2013 December 2023 xxx 2027
Related Legislation	<u>Local Government Act 2009</u> <u>Local Government Regulation 2012</u> Nil- All relevant Australian Accounting Standards board (AASB) Standards, Local Government Act 2009, Local Government Regulation 2012, Queensland Treasury Non-Current Asset Policies for the Queensland Public Sector
Related Documents	<u>AASB 5 - Non-current Assets held for Sale and Discontinued Operations</u> <u>AASB 13 - Fair Value Measurement</u> <u>AASB 116 - Property, Plant And Equipment</u> <u>AASB 117 - Leases</u> <u>AASB 136 - Impairment of Assets</u> <u>AASB 138 - Intangibles</u> Queensland Treasury Non-Current Asset Policies for the Queensland Public Sector Authority in respect of this Policy is delegated to the Chief Executive Officer, Corporate Services General Manager, Chief Financial Officer, Financial Planning Co-ordinator Financial Accounting Supervisor <u>Asset Recognition - Guideline</u>

Policy Version	Approval Date	Adopted/Approved
1	15 April 2008	Ordinary Meeting of Council - 15 April 2008
2	16 March 2011	Ordinary Meeting of Council - 16 March 2011 (Effective 1 July 2010)
3	30 June 2016	

This policy may not be current as Council regularly reviews and updates its policies. The latest controlled version can be found in the policies section of Council's intranet or Website. **A hard copy of this electronic document is uncontrolled.**



Asset Recognition Policy (Statutory) – Council Policy

1. PURPOSE

The purpose of this policy is to provide a framework to regulate and guide the identification, recognition, and measurement for identifying, valuing and recording of non-current physical and intangible assets. This policy aims to clarify the definition of and accounting recognition concepts for assets and to ensure compliance with the Local Government Act 2009, Local Government Regulation 2012, and Australian Accounting Standards. Council's Asset Recognition Guideline supports the interpretation of and compliance with this policy.

2. SCOPE

This policy applies to all Council asset accounting related activities for items of property, plant and equipment, and intangible assets considered non-current assets which are disclosed within Council's Statement of Financial Position.

This policy applies to all Council employees and relevant contractors and is directly applicable to Asset Custodians and Council officers who have asset management and asset accounting responsibilities.

3. POLICY

3.1 Definition of an Asset

The Australian Infrastructure Financial Management Guidelines (the guidelines) define an asset as:

The Framework for the Preparation and Presentation of Financial Statements (the Framework) of the Australian Accounting Standard Board defines an asset as

"A resource controlled by the entity as a result of past events or transactions and from which future economic benefits are expected to flow to the entity".

"An asset is an object (physical or intangible) that has an identifiable value and a useful life greater than twelve months, that is or could be used by the entity responsible for it to provide a service."

3.2 Recognition of an Asset

Paragraph 7 of AASB 116 Property, Plant and Equipment determines that the cost of an item of shall be recognised as an asset if (and only if) The key features are that:

- (a) It is probable that future economic benefits associated with the item will flow to the entity; and
- The cost of the item can be reliably measured; The Council must control the asset;
- There was a past transaction or event which gave rise to the control; and
- There must be future economic benefits expected to flow to the agency; and
- (b) The cost or fair value must exceed the Council's capitalisation threshold.

Each of these features are discussed below in more detail in the Asset Recognition Guidelines.

CONTROL

The Council controls an asset if it has the power to obtain the future economic benefits flowing from the resource and to restrict the access of others to those benefits.

In determining the existence of an asset, the right of ownership is not essential. Council must simply have the ability to control the benefits which are expected to flow from the asset.



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Council controls assets that they use in meeting their objectives.

Control is demonstrated by the ability of the Council to:

- use the asset to achieve its objectives;
- obtain a benefit from the sale of the asset;
- charge for the use of the asset; or
- deny use of the asset to other.

Other factors that must be considered in determining whether control exists are:

- access to the asset may be more relevant than mere possession or ownership; and
- ownership of an asset may not be necessary to control access to the benefits derived from the asset e.g. assets that are the subject of a finance lease.

PAST TRANSACTION OR EVENT

The assets of Council must result from past transactions or other past events. A contract to acquire an asset does not give rise to an asset, nor does the intent to acquire an asset. The asset must have been purchased, acquired or transferred to the control of Council prior to or at the date of the financial report.

FUTURE ECONOMIC BENEFIT

The future economic benefit embodied in an asset is the potential to contribute, directly or indirectly, to the flow of cash or cash equivalents to the Council. These benefits need not necessarily be in the form of cash but can include revenue from a future sale, cost saving or other benefits resulting from the use of the asset by the Council.

In the case of Council, the future economic benefits may be in the form of providing goods and services in accordance with the Council's objects. The fact that Council does not charge, or does not fully charge, our customers for the goods and services it provides does not deprive those output of utility or value.

3.2 Asset Recognition Principles

Property, plant & equipment is defined in AASB 116 *Property, Plant and Equipment* as:

Intangible items that are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and are expected to be used during more than one period.



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In terms of AASB 116 and the guidelines, assets are only to be recognised by Council when:

- it is probable that future economic benefits will eventuate; and
- the asset possesses a cost or other value that can be measured reliably.

PROBABILITY THAT FUTURE ECONOMIC BENEFITS WILL EVENTUATE

In determining whether to recognise an asset, Council must consider the degree of uncertainty that attaches to the flow of future economic benefits from that particular asset. If it considers that it is more rather than less likely that future economic benefits will eventuate, then this section of the recognition test will be satisfied.

RELIABLE MEASUREMENT

The value of purchased goods and services can usually be measured reliably by the price charged by the supplier, while manufactured assets can be valued from labour and other costing inputs.

Where a cost cannot be measured reliably but it is probable that future economic benefits will eventuate, an asset is not be recognised. However, this must be disclosed in the notes to the financial statements.

3.3 Initial Recognition of Assets

Circumstances resulting in the initial recognition of assets include:

- acquisition involving consideration;
- assets acquired at no cost or for nominal consideration; and
- assets not previously recognised.

Recognition is the process of including the cost of the asset in the Council's asset register and in its financial statements.

The basis for measurement of the value of an asset is its cost of acquisition. In respect of an asset that is acquired at no cost, or for a nominal cost, the cost is its fair value as at the date of acquisition.

Fair value is defined in AASB 116 as:

the amount for which an asset can be exchanged between knowledgeable, willing parties in an arm's length transaction.

For most infrastructure assets and public sector assets, a market type valuation is generally not available and its cost is measured at the carrying amount of the asset given up.



3.4 Capitalisation Vs Expensing of Costs Incurred

On initial recognition of an asset, or where subsequent costs are incurred, a decision must be made as to whether these costs are capitalised into the value of the asset or expensed through the Statement of Comprehensive Income.

On initial recognition, all costs incurred in purchasing or constructing the asset and getting it ready for use are capitalised to the value of the asset. Examples of these costs are provided below:

- its purchase price,
- any costs directly attributable to bringing the asset to the location and condition necessary to be capable of operating in the intended manner, and
- the initial estimate of the costs of dismantling and removing the asset and restoring the site, where the entity has this obligation.

Examples of directly attributable costs include:

- costs of employee benefits, directly related to the construction or acquisition of the asset,
- cost of site preparation;
- costs of initial delivery and handling;
- costs of installation and assembly;
- costs of testing less any process from sale of item produced directly attributable to the testing process and
- professional fees.

Not all costs are included as a cost of an asset. Examples of these costs are:

- costs of opening a new facility, and
- costs of introducing a new product or service (including costs of advertising and promotional activities).

3.5 Expenditure subsequent to Initial Purchase

MAJOR REPLACEMENTS

The cost of major replacements to non-current assets must be capitalised (refer AASB116 paragraph 13).

REPAIRS AND MAINTENANCE

Outlays that do not meet the criteria for recognition as an asset must be expensed as repairs and maintenance as incurred.



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For example, expenditure that merely restores an asset to its original functionality, or repairs damage or wear and tear that would have prevented the asset reaching its original estimated useful life, must be expensed as repairs and maintenance.

REPLACEMENT OF COMPONENTS

For some complex assets, significant components with different estimated useful lives are separately identified for accounting purposes. Deciding whether expenditure on asset components should be capitalised follows the same process outlined for recognition, i.e. does the expenditure increase the annual service potential or useful life of the component beyond the originally assessed standard.

DAY-TO-DAY SERVICING

General day-to-day servicing of an item of property, plant and equipment is not to be capitalised into the cost of an asset. Generally, these costs will primarily be the costs of labour and consumables and may include the cost of immaterial parts. They are generally described as 'repairs and maintenance' and are recognised in the Statement of Comprehensive Income as incurred.

OVERHAULS/REFURBISHMENTS

Some items of property, plant and equipment may have parts which require replacement at regular intervals and in other instances, items may be renewed on an unplanned or ad hoc basis.

In these instances, Council will recognise the cost of such an item in the carrying amount of property, plant and equipment when that cost is incurred only if the asset recognition criteria are met. The carrying amount of those parts that are replaced will be derecognised.

PROVISIONS FOR FUTURE MAINTENANCE

The creation of a provision for future maintenance of non-current assets is not permitted as such action would be inconsistent with the principles for the recognition of provisions as detailed in AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. A provision is a liability and for a liability to be recognised, a past event must have occurred.

1.13.3 Classification of Assets

The classification of asset is one of the most important steps in financial reporting, asset accounting and asset management.

An asset class is a group of assets having a similar nature or function in the operations of Council, and which, for purposes of disclosure, is shown as a single item without supplementation disclosure. That is, a class is the lowest note level disclosure in the financial statements. Queensland Treasury has mandated that recommended all government agencies (including Councils) (and all other agencies) must adopt the asset classes specified for Property, Plant and Equipment, and Intangibles as well as setting out the measurement method prescribed for each class. The requirement to disclose classes of property, plant, equipment, and intangibles is also outlined in AASB 116



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The asset class is the unit of reporting of assets in Council's financial statements. Assets of a similar nature and use in Council's operations are required to be grouped and disclosed as a separate class of asset in the financial statements.

Council's Asset Classes Are:

- (1) Land;
- (2) Site improvements;
- (3) Buildings;
- (4) Plant and equipment;
- (5) Furniture and fittings;
- (6) Road and bridge network;
- (7) Water infrastructure;
- (8) Wastewater infrastructure;
- (9) Stormwater;
- (10) Gas Infrastructure;
- (11) Heritage assets; and
- ~~(12) Intangible assets – computer software.~~
- ~~(13)(12) Land Held for Resale~~

4.23.4 Asset Recognition Thresholds (Asset Capitalisation Thresholds)

Council usually controls a number of low value items that satisfy the asset recognition criteria, but if accounted for individually as assets would result in significant costs for limited benefits. To avoid such a situation and to facilitate a consistent threshold for reporting purposes, asset thresholds have been established. [These are listed in the table below.](#)

	<u>Asset Class</u>	<u>Asset Recognition Threshold</u>	<u>Measurement Method</u>
<u>Property, Plant and Equipment</u>	<u>Land</u>	<u>\$ 1</u>	<u>Revaluation</u>
	<u>Site Improvements</u>	<u>\$ 5,000</u>	<u>Revaluation</u>
	<u>Buildings</u>	<u>\$ 10,000</u>	<u>Revaluation</u>
	<u>Plant and equipment</u>	<u>\$ 5,000</u>	<u>Cost</u>
	<u>Furniture and fittings</u>	<u>\$ 5,000</u>	<u>Cost</u>
	<u>Heritage assets</u>	<u>\$ 5,000</u>	<u>Revaluation</u>
<u>Property, Plant and Equipment (Infrastructure Assets)</u>	<u>Road and bridge network Infrastructure</u>	<u>\$ 10,000</u>	<u>Revaluation</u>
	<u>Water Infrastructure</u>	<u>\$ 10,000</u>	<u>Revaluation</u>
	<u>Wastewater Infrastructure</u>	<u>\$ 10,000</u>	<u>Revaluation</u>
	<u>Stormwater Infrastructure</u>	<u>\$ 10,000</u>	<u>Revaluation</u>



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	Gas Infrastructure	\$ 10,000	Revaluation
Intangibles	Computer Software	\$ 100,000	Cost

3.4 Network assets

A network is a grouping of multiple assets located at the same site that are individually below the capitalisation threshold. These assets perform a whole service and require recognition in the financial statements due to their collective value.

Section 154 of the Local Government (Finance, Plans and Reporting) Regulation 2010 requires the local government must, by resolution, set an amount for each different type of non-current physical asset below which the value of an asset of the same type must be treated as an expense.

	Asset Class	Asset Recognition Threshold	Measurement Method
Property, Plant and Equipment	Land	\$1	Revaluation
	Land improvements	\$5,000	Revaluation
	Buildings	\$10,000	Revaluation
	Plant and equipment	\$5,000	Cost
	Furniture and fittings	\$10,000	Cost

	Asset Class	Asset Recognition Threshold	Measurement Method
Property, Plant and Equipment	Road and bridge network	\$10,000	Revaluation
	Water infrastructure	\$10,000	Revaluation
	Wastewater infrastructure	\$10,000	Revaluation
	Stormwater	\$10,000	Revaluation
	Gas Infrastructure	\$10,000	Revaluation
	Heritage assets	\$10,000	Revaluation
Intangibles	Computer Software	\$10,000	Cost



3.5 Asset Recognition Date

Assets shall be recognised and depreciated from the following times:

<u>Asset Type</u>	<u>Recognition Date</u>
<u>Individual Assets</u>	<u>Invoice or delivery date</u>
<u>Network Assets</u>	<u>Date of As-Constructed Plans</u>
<u>Donated Infrastructure</u>	<u>On maintenance date</u>
<u>Buildings/Infrastructure/Site Improvements</u>	<u>As constructed date, delivery date or contract date</u>

Assets not recognised in previous periods that subsequently meet the recognition criteria shall be recognised from the date that the criteria are met.

3.6 Capital Expenditure

Capital expenditure can relate to renew or existing assets. Expenditure is capital expenditure if it satisfies the following two criteria:

- The expenditure is above the capitalisation threshold listed above.
- The expenditure is used for one fo the following applications:
 - NEW – Expenditure which creates a new asset that did not exist beforehand.
 - UPGRADE – Expenditure for expansion. That is it enhances an existing asset to provide additional service capability or a higher level of service or which extends the life of an asset beyond that which it had originally.
 - RENEWAL – Expenditure on an existing asset, which restores the original service potential, or which extends the life of the asset beyond which it had originally. This includes replacement expenditure.

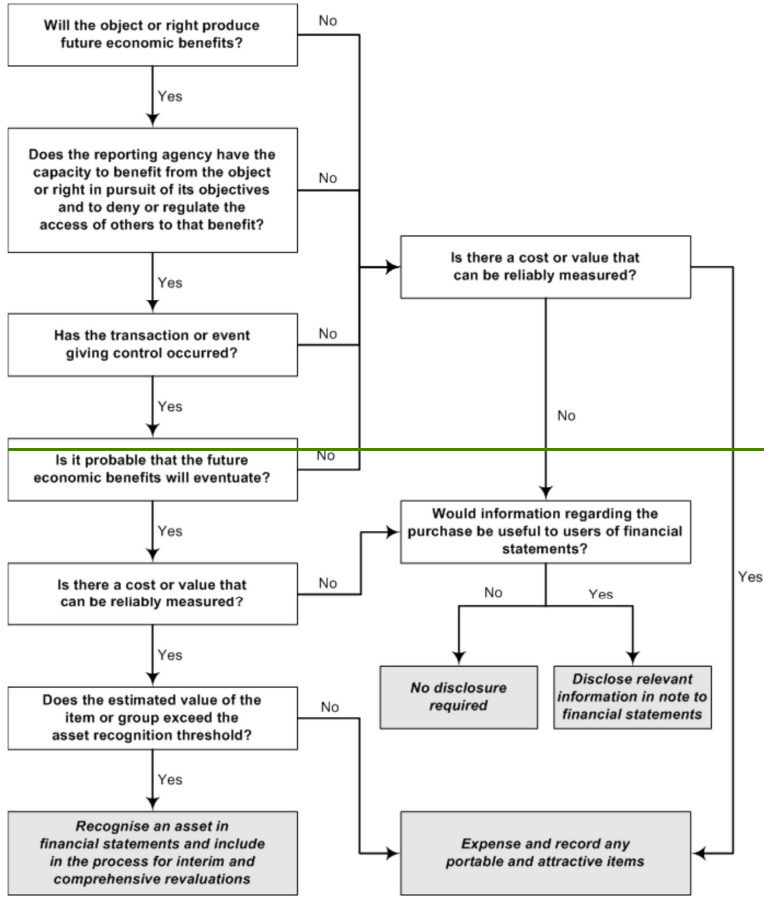
Expenditure transactions that do not meet the above classification and are awaiting capitalisation will be expensed in the financial statements when identified.



3.8 — Asset Recognition Flowchart



Asset Recognition Policy (Statutory)- Council Policy



4. Glossary (Sources: Glossary of Defined Terms of the Australian Accounting Standards Board (AASB), Asset Recognition Definitions from Tablelands Regional Council in Atherton)

Asset - is a resource controlled by an entity as a result of past events or transactions and from which future economic benefits are expected to flow to the entity for more than twelve months.

Asset Class - A grouping of non-current assets of a similar nature use in an entity's operations.

Asset Management Register - Asset register with asset information used primarily for asset management purposes.

Capital Expenditure - Costs that are incurred over the life of an asset that either renew, extend or upgrade the asset's underlying service potential.

Capitalisation Threshold - The value which an asset should exceed on acquisition before it is recognised within the financial asset register and Council accounts.

Carrying Amount - The amount at which an asset is recorded (either at cost or fair value) within the financial asset register after deducting any accumulated depreciation and accumulated impairment losses. This is the same as asset's written down value (WDV) or net book value (NBV).

Control - Ability for Council to obtain benefits flowing from the asset and to restrict the access of others to those benefits.

Depreciation - The systematic allocation of the depreciable amount of an asset over its useful life to reflect pattern of periodic consumption of the asset.

Donated Asset - An asset that is acquired by Council at nominal or no cost, usually by way of an agreement with property developers, through State Government arrangements or bequeathed to Council.

Fair Value - Is the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date.

Financial Asset Register - Asset register with financially recognised non-current assets used primarily for financial accounting purposes.

Future Economic Benefits - In respect to not-for-profit entities such as Council, this refers to the ability of an asset to provide goods or services in accordance with the organisation's objectives.



Asset Recognition Policy (Statutory)- Council Policy

Intangible Assets – An identifiable non-monetary asset without physical substance or existence.

Impairment – Decline in future economic benefits or service potential of an asset, over and above the use reflected through depreciation.

Maintenance Expenditure – Recurrent planned and unplanned expenditure, which is periodically or regularly required as part of Council's maintenance plan to ensure that the asset is kept in an operational state, achieves its useful life and provides the required level of service.

Non-current Asset – is an asset that is not expected to consume within one year (twelve months). The asset is expected to have longer useful life than one year.

Recoverable Amount – The higher of an asset's fair value less the costs to sell and its value in use.

Remaining Useful Life – The remaining operational life of an asset in service, irrespective of the period an asset has been in use or its design life or initial useful life when first recognised.

Replacement Cost – The current cost to replace or reproduce an asset based on similar operating conditions.

Residual Value – The estimated amount that would be obtained today by Council from the disposal of an asset, after deducting the estimated costs of disposal (where applicable), if the asset were already of the age and in condition expected at the end of its useful life.

Useful Life (or Economic Life) – The period of time that an asset is intended to be used by Council.

5. Recognition of Leased Assets

5.1 Where an existing non-current asset of Council is leased, the asset accounting treatment will depend on the type of lease.



6.2 Asset valuation methodologies

6.2.1 Asset valuation techniques used to calculate the fair value fall into following methods:

a. **Market approach** – revaluing an asset based on prices and other relevant information generated by market transactions involving identical or comparable assets.

b. **Income approach** – revaluing an asset or a group of assets known as a cash generating unit (CGU) based on the discounted cash flows it is expected to generate.

c. **Cost approach** – revaluing an asset based on the current cost to replace or reproduce.

6.2.2 The valuation method used should maximise the use of relevant observable inputs and minimise the use of unobservable inputs.

6.2.3 As per AASB 13 – Fair Value Measurements – fair value measurements are categorised on the following basis:

a. Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1)

b. Fair value based on inputs that are directly or indirectly observable for the asset or liability (Level 2)

c. Fair value based on unobservable inputs for the asset and liability (Level 3)

6.2.4 Any transfers between the fair value hierarchy levels are recognised at the end of the reporting period.

6.2.5 If all significant inputs required to obtain the fair value of an asset are observable, the asset is included in level 2. If one or more of the significant inputs is not based on observable market data, the asset is included in level 3. This is the case for Council infrastructure assets which are of a specialist nature for which there is not active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

6.2.6 All asset classes that are valued at fair value are valued using the cost approach except for land which is valued using the market approach.

6.2.7 When valuing using the cost method Council will calculate the cost to acquire the service potential embodied in an asset, adjusted to reflect the asset's present condition/physical deterioration, functionality and technological and/or economic obsolescence.



6.3 Indexation (Desktop indexation/Desktop valuation)

It is very important to check here with Yasmin to make sure whether WDRC is using the information sources mentioned below in red for Desktop indexation. If WDRC doesn't use these sources, then we need to change it to the correct sources.

The indexes that Council uses during interim valuations are ABS Producer Price Index "Non-Residential Building Construction – Queensland" for Land, Buildings and Other Infrastructure asset classes. The ABS Producer's Price Index "Road and Bridge Construction – Queensland" is used for Council's road and bridge network, drainage infrastructure, water and sewerage infrastructure.

6.4 Internal Valuations

It is preferred that Council's infrastructure assets be valued internally where Council has the required skills and knowledge to perform the valuation in accordance with the appropriate accounting standards. Any internal valuation processes will be conducted in conjunction with the Asset Management Working Group. The valuation methodology will be reviewed by Finance, the Asset Management Working Group, Executive Leadership Team and the Audit Committee.

6.5 External Valuations

When Council does not possess the skills and knowledge to perform the valuation internally, external valuers will be contracted to value the assets for Council. The asset custodian, Asset Management Working Group and Finance will work closely together to ensure the objectives of all parties are met.

7. Depreciation method and review

7.1 Methods of depreciation of assets



Asset Recognition Policy (Statutory)- Council Policy

7.1.1 The methods of depreciation that Council uses should be the one that best reflects the respective asset's pattern of consumption. The following methods are allowable under the accounting standards:

i. **Straight line method** – depreciation or amortisation is charged evenly to each accounting period over an asset's useful life

ii. **Diminishing balance method** – amount of depreciation or amortisation recognised for an asset each period progressively reduces over its useful life.

7.1.2 Western Downs Regional Council (WDRC) currently uses the straight line method of depreciation for all its asset classes other than land.

8. Impairment

8.1.1 A non-current asset is impaired whenever its carrying amount as recorded in the financial asset register exceeds its recoverable amount. Recoverable amount is the higher of an asset:

- i. Fair value less cost to sell, or
- ii. Value in use.

8.1.2 Value in use is applicable to assets that generate cash inflow. In the context of Council where the future economic benefits of an asset are not primarily dependant on its ability to generate net cash inflows and given that Council would generally replace the asset if deprived of it, the applicable accounting standard deem value in use to be depreciated replacement cost.

8.1.3 A review for impairment indicators must be performed and documented annually. This is the responsibility of the Asset Accountant and the Finance Manager or Chief Financial Officer or Asset Management Working Group.



8.2 Indicators of Impairment

8.2.1 Council must assess every year at reporting date whether there are any indicators that an asset may be impaired. The term "an asset" applies equally to an individual asset or a cash generating unit. An entity is not required to make a formal estimate of recoverable amount of an asset if no indicators of impairment are identified. Below are some examples of impairment:

Indicator of Impairment	Example
The asset still maintains the same service potential but demand for that service has ceased.	A school closes because of a lack of demand for school services arising from a population shift to other areas.
Significant long-term changes in the technological environment with an adverse effect on the agency.	Computer hardware has become obsolete as the result of technological development.
Significant long-term changes in the legal or government policy environment.	A water treatment plant cannot be used because it does not meet new environmental standards.
Evidence is available of physical damage of an asset.	A building is damaged by fire or flood or other factors.



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Council must have a framework in place to ensure that any impairment indicators are identified and if material impairment of an asset exists, that this is reflected in the Council asset records and financial statements.

8.2.2 For intangible assets with an indefinite useful life or an intangible asset not yet available for use, the council must test impairment annually irrespective of whether there are any indicators of impairment, and whenever that is an indication that the intangible asset may be impaired. Council should refer to paragraph 12 of AASB 136 for a list of minimum considerations for indicators of impairment.

8.2.3 An indicator of impairment will not always lead to an impairment loss being recorded. If there is an indication that an asset may be impaired, this may indicate that the remaining useful life, the depreciation (amortisation) method or the residual value for the asset needs to be reviewed and adjusted in accordance with the Standard applicable to the asset, even if no impairment loss is recognised for the asset. Judgement must be used to determine whether it is more appropriate to record an impairment loss or make other adjustments. Reasons for these decisions must be included in supporting documentation.

8.2.4 If Council records an impairment loss then an additional line of disclosure is to be included in the notes to the financial statements.

8.3 Recording an impairment loss

An impairment loss is recognised immediately in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount.

When an asset is measured at a revalued amount, the impairment loss is to be treated in the same way as a revaluation decrement, i.e. offset against the asset revaluation surplus to the extent available for that same asset (for-profit agencies) or same class of assets (not-for-profit agencies).

Following the recognition of an impairment loss, the depreciation/amortisation charge for the asset is to be adjusted in future periods to allocate the asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

9. Disposal of non-current assets



Asset Recognition Policy (Statutory)- Council Policy

- 9.1 The disposal of an asset may occur by way of sale, donation or de-recognition due to initial error in recording as an asset.
- 9.2 When an asset is sold and its selling price varies from carrying amount, a gain or loss occurs which must be recognised in the Statement of Comprehensive Income. Depreciation should be processed up to the date the asset is removed from service to ensure the appropriate carrying value is used in the calculation of the gain or loss on disposal.
- 9.3 All decisions to dispose of an asset should be appropriately documented and authorised. The Asset Custodian should complete and sign the necessary disposal form with the details of the asset being de-recognised with any supporting documentation to be attached. The de-recognition needs to be authorised by the General Manager or delegated authority before it is forwarded to Asset Accountant for processing.
- 9.4 Once the asset has been removed from the financial asset register, the disposal form will be completed by the Asset Accountant and authorised by the Financial Accounting Supervisor before a copy is sent to the Asset Custodian to confirm the asset has been removed from the financial asset register.

10. Capital work in progress (CWIP)

- 10.1 Work in Progress balances are to be reviewed quarterly by the Asset Accountant to ensure any completed projects are capitalised in a timely manner.
- 10.2 Project officers are to complete a Capital Completion Form (or Project Completion Form) once the project has been completed, which provides all relevant data to capitalise the project.

11. Alignment with asset management

The financial asset register has the purpose of recording and accounting for non-current assets recognised on Council's Statement of Financial Position whereas the asset management register stores data for the sole purposes of providing asset management services. The financial asset register is aligned to the asset management register as any upgrades, renewals or new asset additions are reflected in both registers.



12. Responsibility

Council is responsible for the adoption, amendment and repeal of the Policy and the Chief Executive Officer is responsible for the development and amendment of any associated procedures and guidelines relevant to the Policy.

REVIEW TRIGGER:

- Periodic review



Asset Recognition Policy (Statutory)

Effective Date	1 July 2010 (Ordinary Meeting of Council - 16 March 2011)
Policy Owner	Financial
Link to Corporate Plan	Strategic Theme 1: Effective and Inclusive Governance
Review Date	31 May 2027
Related Legislation	<i>Local Government Act 2009</i> <i>Local Government Regulation 2012</i>
Related Documents	<i>AASB 5 - Non-current Assets held for Sale and Discontinued Operations</i> <i>AASB 13 - Fair Value Measurement</i> <i>AASB 116 - Property, Plant And Equipment</i> <i>AASB 117 - Leases</i> <i>AASB 136 - Impairment of Assets</i> <i>AASB 138 - Intangibles</i> Queensland Treasury Non-Current Asset Policies for the Queensland Public Sector <i>Asset Recognition - Guideline</i>

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and
- (b) *The cost of the item can be reliably measured.*

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An asset class is a group of assets having a similar nature or function in the operations of Council and which, for purposes of disclosure, is shown as a single item without supplementation disclosure. That is, a class is the lowest note level disclosure in the financial statements. Queensland Treasury has recommended all government agencies (including Councils) must adopt the asset classes specified for Property, Plant and Equipment, and Intangibles as well as setting out the measurement method prescribed for each class.

Council's Asset Classes Are:

- (1) Land;
- (2) Site improvements;
- (3) Buildings;
- (4) Plant and equipment;
- (5) Furniture and fittings;
- (6) Road and bridge network;
- (7) Water infrastructure;
- (8) Wastewater infrastructure;
- (9) Stormwater;
- (10) Gas Infrastructure;
- (11) Heritage assets; and
- (12) Intangible assets



3.4 Asset Recognition Thresholds

Council usually controls a number of low value items that satisfy the asset recognition criteria but if accounted for individually as assets would result in significant costs for limited benefits. To avoid such a situation and to facilitate a consistent threshold for reporting purposes, asset thresholds have been established. These are listed in the table below.

	Asset Class	Asset Recognition Threshold	Measurement Method
Property, Plant and Equipment	Land	\$ 1	Revaluation
	Site Improvements	\$ 5,000	Revaluation
	Buildings	\$ 10,000	Revaluation
	Plant and equipment	\$ 5,000	Cost
	Furniture and fittings	\$ 5,000	Cost
	Heritage assets	\$ 5,000	Revaluation
Property, Plant and Equipment (Infrastructure Assets)	Road and bridge network Infrastructure	\$ 10,000	Revaluation
	Water Infrastructure	\$ 10,000	Revaluation
	Wastewater Infrastructure	\$ 10,000	Revaluation
	Stormwater Infrastructure	\$ 10,000	Revaluation
	Gas Infrastructure	\$ 10,000	Revaluation
Intangibles	Computer Software	\$ 100,000	Cost

REVIEW TRIGGER:

- Periodic review



Title **Corporate Services Report Quarter Three 2023-24 Operational Plan and Enterprise Risk Management Review**

Date 24 April 2024

Responsible Manager P. Greet, CUSTOMER SUPPORT AND GOVERNANCE MANAGER

Summary

The purpose of this report is to provide Council with the third quarter progress in achieving the actions outlined in the *2023-24 Operational Plan* and the status of the strategic risks which Council manages under the *Enterprise Risk Management Framework*.

Link to Corporate Plan

Strategic Priority: Sustainable Organisation

- *We are recognised as a financially intelligent and responsible Council.*
- *We focus on proactive, sustainable planning for the future.*
- *Our people are skilled and values driven to make a real difference.*
- *Our agile and responsive business model enables us to align our capacity with service delivery.*
- *Our effective asset management ensures that we responsibly maintain our community assets.*

The Operational Plan update and Enterprise Risk Management review enables Councillors and the organisation to regularly monitor the performance of Council's functions in the delivery of its operational and capital initiatives.

Material Personal Interest/Conflict of Interest

There are no personal interest nor conflicts of interest associated with this report.

Officer's Recommendation

That Council resolves to receive the *Quarter Three 2023-24 Operational Plan and Enterprise Risk Management Review*.

Background Information

Review of Annual Operational Plan

Section 174(3) of the *Local Government Regulation 2012* requires:

The Chief Executive Officer must present a written assessment of the local government's progress towards implementing the annual Operational Plan at meetings of the local government held at regular intervals of not more than three months.

Review of Enterprise Risk

Sections 164(1) and 175(1)(b)(ii) of *Local Government Regulations 2012* provide legislative context for Council's requirement to establish an effective risk management system. Whilst not mandated by legislation, it is expected that local government risk management activities are undertaken generally in accordance with *AS IS31000:2018 Risk Management Guidelines*. Council's *Enterprise Risk Management Framework* is based on these principles and guidelines. It informs how Council manages risk, assists in building a risk management culture and provides informed decision making by considering risk across Council's strategic and operational activities. Council's Risk Appetite Statement is as follows.

Council has a high appetite for initiatives where there is good understanding of the risk; and there is confidence that the outcomes will lead to significant business improvements or service delivery.

Council's *Enterprise Risk Register* is reviewed by responsible risk owners/managers as an ongoing function of management and at least each quarter as part of the quarterly review. The register can be viewed anytime by senior management and is presented regularly to the Audit Committee and the Executive Leadership Team.

Council also maintains a separate *Fraud Risk Register*. The *Fraud Risk Register* is reviewed by responsible risk owners/managers as an ongoing function of management and at least quarterly as part of the quarterly review.

To assist senior management in complying with its responsibilities in relation to risk management, managers are required to complete an *Annual Risk Statement* at the end of the financial year. The purpose of the statement is to ensure that managers consider risk specific to their strategic objectives, day to day operations, projects and events, ensuring risks are being identified, included in the relevant register and appropriate controls are in place to mitigate the identified risk.

Report

Quarterly Review of Operational Plan

Attachment One contains the third quarter review of the *2023-24 Operational Plan*, with the 'quarter progress' and 'measure of success' identified against each of the Plan's success drivers. The status and success indicators for the strategic priorities in the *2023-24 Operational Plan* show Council has made progress on the delivery of its commitments.

Quarterly Review of Enterprise Risk

The Enterprise Risk Register addresses Council's core enterprise risk from a strategic and operational perspective. All risks are assigned to risk owners who are responsible for monitoring and managing them with a review undertaken at least quarterly. Operational risks are monitored by responsible risk owners/managers at an operational level and within normal management capacity. Should any of these risks become a concern the relevant risk owner/manager will seek direction from the Executive Leadership Team to implement mitigation strategies outside of their normal operational resources.

The register is reviewed as part of the corporate quarterly review process. At the end of the third quarter, all risks identified in the *Enterprise Risk Register* are deemed manageable and/or acceptable within normal day to day management and where required, have treatment action plans in place to address improvement in controls.

The *Fraud Risk Register* is also reviewed as part of the corporate quarterly review process. Fraud risks are reviewed by the risk owners/managers to ensure risks are being identified and controls are in place to mitigate or reduce the risk.

Consultation (Internal/External)

The quarterly review of the *2023-24 Operational Plan*, the *Enterprise Risk Register* and the *Fraud Risk Register* is developed from information provided by each responsible manager.

Legal/Policy Implications (Justification if applicable)

There are no legal nor policy implications with the consideration of the *2023-24 Operational Plan*, the *Enterprise Risk Register* and the *Fraud Risk Register*.

Budget/Financial Implications

There are no budget nor financial implications associated with the consideration of the *2023-24 Operational Plan*, the *Enterprise Risk Register* and the *Fraud Risk Register*.

Human Rights Considerations

Section 4(b) of the *Human Rights Act 2019* requires public entities 'to act and make decisions in a way compatible with human rights'. There are no human rights implications associated with this report.

Conclusion

The third quarter review of the *2023-24 Operational Plan* shows Council is progressing towards the delivery of its commitments in the 2023-24 financial year.

The third quarter review of the *Enterprise Risk Register* by responsible risk owners/managers reveals no major uncontrolled risks of concern to the organisation. The challenge to management is to continue to embed a risk aware culture, which still allows the organisation to be poised to take advantage of opportunities as they arise. Naturally, there are risks around fraud and workplace health and safety for which the organisation has a zero-

risk appetite. A separate *Fraud Risk Register* serves to separately highlight this category of risk to both management and the organisation.

Attachments

(1) *Quarter Three 2023-24 Operational Plan and Enterprise Risk Management Review*

Authored by: Wendy Burton, PERFORMANCE, RISK and REPORTING OFFICER

WESTERN DOWNS REGIONAL COUNCIL OPERATIONAL PLAN



Experience Western Downs

It's the
people that
make it.

Q3 2023 2024 1 January to
31 March 2024

ENTERPRISE RISK MANAGEMENT

Quarter Three - 2023 - 2024

STRATEGIC RISKS :

Strategic Risks relate to the Whole of Council. These risks affect the longer-term interests of the Council and the Community, they affect service delivery, and they have an organisation wide focus

Area of Risk	The Risk	Inherent Risk - Consequence	Inherent Risk - Likelihood	Inherent Risk - Impact	Mitigation / Control Measures currently in place	Residual Consequence	Residual Likelihood	Residual Consequence	Effectiveness of Current Measures	Treatment for Residual Risk Level	Responsible Officer?
FINANCE Low Risk Appetite	Council's long term financial sustainability being impacted by long term operating deficits.	Major	Almost Certain	Extreme	<ul style="list-style-type: none"> Established and well understood budgetary process (proactive) Financial Management Strategy is in place which details financial sustainability indicators and for which there is strong commitment (proactive) Forward planning & budgeting (10 year Financial Plan) is undertaken (proactive) which includes scenario analysis Income & expenditure modelling is undertaken including using conservative population growth forecasts (proactive) Strategic asset management planning, linking into Capital & Maintenance Works Programs (10 Year Program). Debt/funding needs in long term financial forecasting is undertaken (proactive) Complex issues are presented in detailed workshops with elected members & key staff (proactive) Revenue Statement is reviewed for potential drafting weaknesses by external legal advice and internal General Counsel (proactive) Monitoring of progress against budget undertaken monthly including half year budget review (reactive) Operations staff understand financial aspects relevant to roles i.e. delegations and procurement practice (proactive & reactive) Workforce planning considers affordability of positions (proactive) Local Government Legislation provides a sound regulatory background environment (proactive) Bank reconciliations are undertaken daily (reactive) Sound procurement practice which is delivering real savings (proactive) Insurance policies are regularly reviewed (proactive) Queensland Audit Office has a significant focus on financial sustainability and compiles an annual report to Parliament on sustainability of local government and other factors (reactive) One of the four pillars of the Corporate Plan for 2021-2026 is Financial Sustainability (proactive) 	Minor	Unlikely	Low	Good	RETAIN the Risk	Chief Financial Officer
TECHNOLOGY Low Risk Appetite	Loss of system and data impacting on operations	Catastrophic	Almost Certain	Extreme	<ul style="list-style-type: none"> Backup to new cloud backup infrastructure (Proactive) Database replication (every 15 minutes to Azure) Virtual server backups daily (and replicated to Azure) Virtualised server environment (Proactive) Change Management practices in place (Proactive) Monthly security patching (Proactive) Infrastructure Systems Monitoring for availability - Solarwinds (Proactive) Daily audit reports available for Civica Authority (Reactive) Continual improvement of Standard Work Practices (Proactive) Response plans - Business Continuity Plan, Disaster Recovery and Incident Response Plan (Proactive) Mobile device/storage encryption (Proactive) Staff awareness program on cyber security (Proactive) Endpoint security platforms in place (Proactive) Ongoing security/penetration testing (Proactive) Biannual Testing of Disaster Recovery - one Isolation disaster recovery test and one full disaster recovery test (Proactive) Up to date Policies (Proactive) Cyber security insurance (Reactive) Identity and user access control - ensuring effective role-based security (Proactive) OneDrive Data Sync (End User Devices: Documents, Desktop, Favourites folders) 	Moderate	Possible	Moderate	Good	RETAIN the Risk	ICT Manager
BUSINESS CONTINUITY Low Risk Appetite	Council unable to continue to deliver critical business functions and services in a disruptive event	Major	Almost Certain	Extreme	<ul style="list-style-type: none"> Business Continuity Policy, and Business Continuity Framework reviewed and endorsed by Executive Management Team (Proactive) Business Impact Analysis conducted to identify critical business functions/services required to operate during a disruptive event (Proactive) Business Impact Analysis reviewed and endorsed by Executive Management Team (Proactive) Business Continuity Plans developed and stored in the cloud for all critical functions/services identified by Business Impact Analysis (Proactive) Business Continuity Plans endorsed by Executive Management Team (Proactive) Business Continuity Plan Policy, Framework, Business Impact Analysis and Business Continuity Plans independently reviewed (Proactive) Data backup and disaster recovery cloud based enabling access during a disruptive event 	Moderate	Unlikely	Moderate	Good	RETAIN the Risk	General Manager Corporate Services
DISASTER RESILIENCE Low Risk Appetite	Business and community unable to effectively respond in the event of a disaster	Major	Likely	Significant	<ul style="list-style-type: none"> Effective contract management (Proactive) Safety systems (Proactive) Effective procurement policies/management (Proactive) Effective management of Disaster Management Plan (Proactive) Other providers available to do the work if the core supplier fails (in some instances) (Reactive) Preferred Supplier Arrangements in place (Proactive) IT Disaster Recovery (Reactive) Coordinated internal and external corporate communications (Reactive) Monitoring of weather forecasts (including flood alerts) (Proactive) QERMF Risk Assessments on Natural Hazards (Proactive) WDRC Guardian IMS and Disaster Dashboard 	Major	Possible	Significant	Fair	RETAIN the Risk	General Manager Community and Liveability

STRATEGIC ENTERPRISE RISKS - *Continued*

Area of Risk	The Risk	Inherent Risk - Consequence	Inherent Risk - Likelihood	Inherent Risk - Impact	Mitigation / Control Measures currently in place	Residual Consequence	Residual Likelihood	Residual Consequence	Effectiveness of Current Measures	Treatment for Residual Risk level	Responsible Officer?
CULTURE High Risk Appetite	The work culture is inconsistent with the organisation's objectives	Major	Likely	Significant	<ul style="list-style-type: none"> • Established Organisational Structure (Proactive) • Council performance reporting (Reactive) • Corporate and Operational Plan Quarterly reporting (Reactive) • Employee Performance Agreements in place (Proactive) • Corporate Onboarding (Proactive) • Learning and Development Framework in place (Proactive) • Staff Risk appetite awareness (Proactive) • Staff Recognition and Length of Service programmes (Proactive) • Staff Mentoring program • Internal Communication Systems (Intranet, staff meetings, messaging, localising, and engaging) (Proactive) • GROW@Work programme • Staff Leave management (Proactive) • Performance management (Proactive) • Staff values clearly communicated (Proactive) • WorkVibe (Proactive) • 'We Are WDRC' Awards (Proactive) • Employee Wellness Programmes (Proactive) • Safety First (Proactive) 	Moderate	Possible	Moderate	Good	RETAIN the Risk	General Manager Corporate Services
FRAUD & CORRUPTION Zero Risk Appetite	Significant misappropriation or theft of Council funds / assets / information. Exposure to fraud or corruption - damage to reputation, organisational culture and financial loss.	Major	Almost Certain	Extreme	<ul style="list-style-type: none"> • Separate Fraud Risk Register Established that identifies proactive and reactive controls (Proactive) • Risk owners and risk managers required to provide annual statements attesting to active identification and management of risk (Proactive) • Fraud and corruption Policy and Framework in place and reviewed regularly (Proactive) • Regular fraud and corruption awareness training program (Proactive) • Regular ethics training program (Proactive) • Employee code of conduct in place (Proactive) • Councillor code of conduct in place (Proactive) • Effective leave management in place (Proactive) • Systems in place for reporting suspected fraudulent or corrupt activity (Proactive) • Delegations of authority including financial delegations (Proactive) • Financial system controls (Proactive) • Controls in place for software system user access (Proactive) • Expenditure and payments system financial controls in place (Reactive) • Segregation of duties (Proactive) • Management accountability to actively monitor for fraud and corruption (Reactive) • System access control and forced revision of passwords (Proactive) • Action taken if theft/misappropriation occurs (Reactive) • Fraud risk routinely discussed as agenda item at all team meetings (Proactive) • Internal audit function overseen by Audit Committee (Proactive) • Budget approval and review process (Reactive) • Conflict of Interest declarations, secondary employment declarations (Proactive) • Police checks undertaken as part of pre-employment assessments for all relevant positions (Proactive) • Established and widely promoted organisational values (Proactive) • Independent Internal Audit oversight (Proactive) • External contract Internal Audit function provides broader experience and skill sets to audit (Proactive) • Ethics and Fraud LMS module (Proactive) • Focus on building positive organisational culture (Proactive) 	Moderate	Possible	Moderate	Good	RETAIN the Risk	Customer Support and Governance Manager
SAFETY Low Risk Appetite	Safety - injuring workers and decreased Community wellbeing	Major	Likely	Significant	<ul style="list-style-type: none"> • Established Workplace Safety Management System (includes consultation, training and awareness) (Proactive) • Risk assessments carried out and standard work practices in place for the delivery of essential services (Proactive) • Compliance with Standards/Legislation (Reactive) • Incidents are recorded in Beakon "incident management system" (Reactive). • Training is conducted for all relevant staff on the use of Beakon "incident management system"(Proactive) • Risk trends are identified in all Council areas and activities (Proactive) • There is a Safety audit program across Council - includes Safety Walk attended by Executive and WHS Representatives (Proactive) • Focus training is delivered to staff based on a needs analysis (Proactive) • A rehabilitation service is in place for early return to work of injured workers (Proactive) • Upskilling training is provided for WHS Advisors and IR&R(Proactive) • Tool box talks conducted with staff in high risk areas (Proactive) • Plant used by Council staff is 'fit for purpose' (Proactive) • Statewide workplace injury trends are monitored (Proactive) • Safety First culture is embedded across Council (Proactive) • In-house programs are delivered (ie. Mental Health/Wellbeing programs, 10,000 steps, flu vaccinations, job specific immunisations) (Proactive) • Pre-employment medicals/declarations and Fit for Work assessment • A fleet risk management plan has been developed with improvement actions identified. • Targeted training implemented for repeat incidents (Proactive) 	Moderate	Unlikely	Moderate	Good	RETAIN the Risk	Chief Human Resource Officer

WESTERN DOWNS REGIONAL COUNCIL OPERATIONAL PLAN 2023-24



The 2023-24 Operational Plan is developed by the Senior Leadership and Executive Leadership teams of Western Downs Regional Council, in response to the commitments of Council's Corporate Plan 2021 - 2026

A DIVERSE REGION AT THE FOREFRONT OF THE CHANGING WORLD

MEANINGFUL COMMUNICATIONS & COMMUNITY ENGAGEMENT

Advocacy - A Regional Voice

To actively seek and foster strategic partnerships | For a long term domestic and industrial water supply for our region | For health and social services that ensure 'Whole of Life' care for our residents | For a safe and well maintained state and federal road network | For telecommunications and digital connectivity to support and advance our region

Risk Appetite Statement

Council has a high appetite for initiatives where there is a good understanding of the risk, and there is confidence that the outcomes will lead to significant business improvements or service delivery

Fraud Statement

Council has zero tolerance towards fraudulent and corrupt conduct and is committed to the prevention and detection of these activities, and to high standards when dealing with breaches and wrongdoing

Culture Statement

Here at Western Downs Regional Council - It's The People that Make It!
We act as one, committed to empowering productive teams with our people enjoying high levels of personal job satisfaction.

Safety Statement

Council is committed to maintaining a safe working environment for all its employees, contractors and visitors. At work, our primary objective is to put health, safety and well-being first.

Managing Operational Risks

Section 175 of the Local Government Regulation 2012 requires that the Operational Plan include a statement as to how Council manage operational risks. The operational planning process includes management of Council's strategic and operational risks. Council's commitment to risk management is outlined in the Enterprise Risk Management Policy and Enterprise Risk Management Framework and is guided by the Risk Management Standard AS ISO 31000:2018.

Commercial Business Units







An annual performance plan for each commercial business unit of the local government is required to be included (where applicable) in the Operational Plan. In assessing Council operations in line with the annual expenditure threshold limits for significant business activities prescribed within the Regulation, Council does not currently operate any commercial business units as defined within the legislation.

Review and Reporting

Council's 2021 - 2026 Corporate Plan provides clear and concise strategic direction to guide operational activities. The Plan identifies four strategic priorities (Strong Diverse Economy | Active Vibrant Community | Quality Lifestyle | Sustainable Organisation) and outlines the success we are aspiring to achieve under each of the priority areas.

The Operational Plan is reviewed, assessed and reported to Council on a quarterly basis. An annual review of the Corporate and Operational Plans is also presented to Council and the community in the Annual Report.

Quarterly Progress Legend

- | | | |
|--|-----------------|---|
|  | On Track | Is progressing as scheduled towards being completed by the expected completion date |
|  | Not Started | Not scheduled to commence until later in the Operational Plan cycle |
|  | Needs Attention | Factors affecting the delivery |
|  | Completed | 100% complete within the expected completion date, no further reporting required |
|  | Not Achieved | Will not be achieved |
|  | Extended | Not delivered by the expected completion date but will be completed at a later nominated date |

Operational Plan Strategies are reported herewith
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Actions toward meeting success drivers	Accountability	Expected Completion	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Amended Completion Date	Measure of Success	Quarterly Outcomes to meet Measure of Success
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We aggressively attract business and investment opportunities

Identify opportunities that facilitate new investment to the region (including tourism). Enable aggressive investment attraction to the region. Develop a business action plan for high impact industry development.	Economic Development Manager	30/06/2024	●	●	●			Develop industry gap analysis and share identify opportunities to value add with relevant industry stakeholders. Create investment attraction action plan targeted to each identified industry. Complete preliminary development work to ensure land is ready for high impact development.	Conversations held with three possible investment leads for the Western Downs region. Research conducted in collaboration with Trade and Investment Queensland on five value-add industry opportunities. This will guide development of new investment collateral, to be finalised in quarter four. Two Expressions of Interest released seeking interest in developing Council owned land in Dalby.
Work will progress on the amendment of the <i>Western Downs Planning Scheme</i> , and will be guided by an endorsed project plan.	Planning and Environment Manager	30/06/2024	●	●	●			The <i>Western Downs Planning Scheme Amendment Two Project Plan</i> is endorsed by 30 September 2023. Milestones for 2023-24 set in the Planning Scheme Amendment Project Plan will be achieved. Advance planning for the next <i>Western Downs Planning Scheme</i> amendment will be undertaken.	The Planning Scheme amendment has been with the Queensland Government for a State Interest check since August 2023. Despite the State Interest response being due in January 2024 and regular contact being made with the department about amendment progress, Council has no control over Queensland Government timeframes and there has been no indication received when this State Interest check will be completed.
Our development assessment timeframes will continue to be amongst the best in the State.	Planning and Environment Manager	30/06/2024	●	●	●			>90% of development applications will be assessed within allocated timeframes. Code assessable applications are completed within fifteen (15) business days on average (compared to the statutory time frame of seventy (70) business days). Building and plumbing applications are assessed within ten business days.	This quarter's measures were achieved for planning and plumbing applications, with planning applications assessed in 12.2 days (average, adjusted measure) and plumbing applications assessed in 16.8 days. Building did not achieve the measure this quarter, with assessments completed within 76.11 days. Additional resources have been brought in from external building certification firm to catch up overdue building applications.
We will continue to have meaningful discussions with our customers and seek feedback to improve quality development outcomes.	Planning and Environment Manager	30/06/2024	●	●	✓		31/03/2024	Ten targeted liaison meetings will be held with a variety of customers per annum, seeking specific feedback on potential improvements, constraints and opportunities for new development. Seek testimonials from customers regarding their development application experience.	Achieved. With the amendment of the Housing and Land Incentive Policy and the introduction of the Local Housing Action Plan, there have been in excess of ten liaison meetings undertaken with developers. Furthermore, feedback and testimonials are still being sought following the issue of decision notices, with no responses received this month.

Our region is a recognised leader in agribusiness, energy and manufacturing

Deliver, in partnership, targeted support to accelerate industry growth in agribusiness, energy and manufacturing.	Economic Development Manager	30/06/2024	●	●	●			Deliver, in partnership, a minimum of one event or program per industry aimed to accelerate growth, with reported outcomes.	Planning for the Accelerate Manufacturing Conference is progressing, and this event will be delivered on Wednesday 29 May 2024. Delivered by Toowoomba and Surat Basin Enterprise under the partnering agreement, the Protein Conference is set to be delivered on 20 June 2024 and the Energy Summit on 6 August 2024.
Identify and enable opportunities that facilitate industry leading trials or adoption of new innovation and technologies in the region.	Economic Development Manager	30/06/2024	●	●	●			An innovative trial in partnership with Toowoomba and Surat Basin Enterprise is progressed in the region.	Conversation on establishment of an innovative trial is progressed and consideration is given to apply for grant funding to deliver an investment-ready business case.
Deliver a Sister City program, including a trade and export initiative, targeting major industries.	Economic Development Manager	30/06/2024	●	●	●			Sister City Program delivered and one annual trade and export initiative completed.	Council has reached out to four targeted counties in Texas, United States of America and has had an initial conversation to explore interest with one of those. Conversation to be progressed in quarter four.

We deliver water security to enable future economic growth

Review opportunities for water security to enable future economic growth across the region.	Utilities Manager	30/06/2024	●	●	✓		31/03/2024	Regional Water Supply Security Assessment recommendations are reviewed and relevant projects included in the <i>Utilities Ten Year Capital Program</i> .	Complete. The Southern and Darling Downs Regional Water Security Assessment has been completed, identifying Chinchilla Recycled Water Scheme as a recommended project. This project is yet to be included in the Ten Year Capital Program but will be considered in future Council discussions. Further review of other opportunities will be undertaken during the Central West Regional Water Supply Assessment.
Water supply improvements progressed for economic growth in Dalby.	Utilities Manager	30/06/2024	●	●	→		30/06/2025	Improve water security by progressing the multi-year <i>Dalby Water Supply Upgrade Program</i> by: a. Completion of Stage Two Raw and Treated Water Transfer Pipeline. b. Undertake Great Artesian Basin bore desalination pilot plant testing.	Stage Two pipeline has been deferred for completion for the 2024-25 financial year, with contract awarded this financial year.
Support community drought resilience through continuing Council's <i>Rainwater Tank Incentive Program</i> .	Utilities Manager	30/06/2024	●	●	✓		31/03/2024	100% of allocated rainwater tank rebates are committed by March 2024. 100% of payment requests following rainwater tank installations are inspected and paid within four weeks of submission.	100% of the rebate budget has been spent to date. There are still outstanding submissions approved prior to April that require finalisation. 98% of rainwater tank rebates were paid within four weeks of submission.

We proactively advance our region as a tourism destination

We progress Western Downs' Sculpture Trail and public art to enhance the region's cultural tourism product.	Communities Manager	30/06/2024	●	●	●			Recommended actions from the completed strategy to commercialise opportunities around the public art trail are explored, and one new public art work completed.	The draft strategy was presented to the Senior Leadership Team, and will progress to the Executive Leadership Team in May before going to Council for adoption.
Enable the growth and development of the region's destination events through strategic stakeholder engagement and tourism marketing.	Economic Development Manager	30/06/2024	●	●	✓		31/03/2024	Establish long-term economic benchmarks for event specific local spend using Spend Map data. Review of <i>Destination Events Program</i> and further promotion of this program outside of the region.	One destination event has successfully applied for Destination Events Program Funding in quarter three. Conversation held with organisers of two sporting events to host an event in the region.
Enable and support growth of our tourism product across our region. Enable the growth and development of tourism markets to increase local spend and visitor night stay in the region.	Economic Development Manager	30/06/2024	●	●	●			Deliver a minimum of one experience through each accredited Visitor Information Centre. In partnership with Southern Queensland Country Tourism: - support the development of one new bookable experience and packaged product. - support the development of one new and unique tourism product. Attend a minimum of four tourism trade shows, in partnership with Southern Queensland Country Tourism.	Chinchilla Visitor Information Centre has added fossicking rental kits to their service offering and a free guide is being developed for audio-guided tours through the Chinchilla Museum. Installation of farm animals along Myall Creek and Mary's Place in time for Easter school holidays in Dalby. Attended Camping and Caravanning Queensland at the Gold Coast and the National 4x4 Outdoors Show in Brisbane.
Support tourism operators to increase customer experience.	Economic Development Manager	30/06/2024	●	●	●			In partnership with Southern Queensland Country Tourism, one additional <i>Best of Queensland</i> experience listed.	Awaiting the outcome of one private tourism provider's Best of Queensland application, which was supported by Council. Results expected to be announced in April 2024.

STRONG DIVERSE ECONOMY (continued)

Actions toward meeting success drivers	Accountability	Expected Completion	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Amended Completion Date	Measure of Success	Quarterly Outcomes to meet Measure of Success
Our businesses and industry actively live and buy local									
Commit to local supplier spend where possible within the value for money philosophy.	Chief Executive Officer	30/06/2024	●	●	●			<p>Tender evaluation plans include assessment of local spend in evaluation of tender submissions (with an annual report to be produced on local spend activity across Council's procurement activities).</p> <p>Active promotion of local spend initiative across Council to encourage and build culture of supporting local business.</p> <p>Council's Procurement Roadshow delivered, in partnership with the Procurement Team, to promote 'Doing business with Western Downs Regional Council'.</p>	<p>All tender evaluation plans include assessment criteria for local spend.</p> <p>Council's Procurement Roadshow was delivered in quarter one.</p>
Enable business and industry to live local and buy local.	Economic Development Manager	30/09/2023	●	→	●		30/06/2024	Delivery of the Buy Western Downs and #ExperienceWesternDowns program (subject to funding under Locally Led Economic Recovery Program, as submitted on 11 May 2023).	Locally Led Economic Recovery Program Agreement signed and delivery of Phase One (Buy Western Downs website module development) commenced. The program has received an extension and will be completed 30 June 2025.
Identify and enable opportunities that facilitate development of local business, both new and existing.	Economic Development Manager	31/12/2023	●	→	●		30/06/2024	<p>Renewal of partnering agreement with Chambers of Commerce, to enable them to support, develop and strengthen local business and promote local spend.</p> <p>Maintain Small Business Friendly Council status and assess areas of improvement under our charter.</p>	<p>One Chamber of Commerce has successfully applied under the three-year Chamber of Commerce Partnering Program, adding to two other Chambers of commerce that were already funded in quarter two.</p> <p>Council continues to maintain Small Business Friendly Council status by providing support to local businesses.</p>
The Western Downs workforce is growing, optimised and fit for the future.	Economic Development Manager	30/06/2024	●	●	✓		31/03/2024	Support relevant stakeholders to establish local 'study in place' opportunities.	Chinchilla Community, Commerce and Industry has been successful in receiving funding under the Country University Centres (CUC) Program to establish a Western Downs Country University Centre in Chinchilla.

Actions toward meeting success drivers	Accountability	Expected Completion	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Amended Completion Date	Measure of Success	Quarterly Outcomes to meet Measure of Success
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We are a happy, inclusive community, proud of where we live

Embrace the rich Aboriginal heritage of our region through engagement with the traditional owners.	General Counsel	30/06/2024	●	●	●			Partnership agreements achieved across the region in consultation with traditional owner groups.	Agreement reached with traditional owner group to recognise areas of exclusive and non-exclusive native title. These do not affect or conflict with current land uses. Expected to be ratified by the Court in May.
Our community is informed by proactive and timely communications and given the opportunity to have its say on issues that matter to it.	Communication and Marketing Manager	30/06/2024	●	●	●			Community engagement initiatives developed to inform the 2024-25 budget process. Increase community engagement satisfaction score from 3.65 to 5.5 (out of ten). Increase communication satisfaction rating from 4.07 to 5.5 (out of ten).	Comprehensive strategy prepared to assess satisfaction scores and review the delivery of communications and community engagement in the community. Promotions to commence in April 2024 for a report to Council in June 2024.
Decision-making is guided by meaningful communications and community engagement.	Communication and Marketing Manager	31/12/2023	✔				30/09/2023	Complete a twelve month review of the implementation of the <i>Communications and Community Engagement Strategy</i> and report to Council.	A twelve month review of the implementation of the <i>Communications and Community Strategy</i> was completed and adopted at the September 2023 Ordinary Meeting of Council.
Environmental Health programs focus on improving community health, safety and amenity outcomes; and focus on better education and engagement with our community.	Planning and Environment Manager	30/06/2024	●	●	●			An environmental health promotional campaign is delivered to educate the community regarding key delivery areas. 100% of food premises inspected annually. Customer service surveys of environmental health programs achieve an overall satisfaction of above 75% (where sample size statistically valid). There is a focus on resolving customer requests and outcomes, with all customer requests initially investigated within ten business days.	With the departure of some staff, the limited capacity of the team has been dedicated to other tasks during the period, and food premise inspections are behind schedule. A new Coordinator has been appointed to this section and is reviewing team delivery arrangements for food premises inspections. Customer satisfaction survey results have not been received for the quarter. Customer request targets are being met, with initial investigations commenced within ten days.
Council will continue to work with and educate the community to improve attitudes towards responsible pet ownership, seeking better outcomes through the improved behaviour of animal owners	Planning and Environment Manager	30/06/2024	●	●	●			An animal management education campaign is delivered to our community, focussing on responsible pet ownership. Attend at least one promotional event across the region targeting responsible pet ownership. Customer service surveys of animal management activities achieve an overall satisfaction above 75% (where sample size statistically valid).	Measure has been achieved this quarter. Ranger staff have worked at a responsible pet ownership information stall at the Tara show. Information has been provided in Council social media platforms and significant efforts have been made to engage with partners who assist with animal rehousing. Customer satisfaction survey results have not been received for the quarter. However, it is clear that the new Ranger team have significantly shifted customer satisfaction in recent months, evidenced by positive feedback and no complaints received since the new team has been in operation.

Our people of diverse backgrounds and ages are united by social, cultural and sporting activities

Support and deliver community and cultural events and programs that have cultural, social and economic impact to the diverse audiences,	Communities Manager	30/06/2024	●	●	●			Deliver at least three regional cultural arts projects, performances and initiatives to build the region's cultural ecology. Deliver an Arts and Culture Strategy.	Two art exhibitions were delivered in quarter three that included workshops, one with Henry Van Noordenburg. Arts and Culture Strategy underway, with community engagement completed in quarter three.
Provide opportunities for people to connect through the delivery of events, festivals and programs.	Communities Manager	30/06/2024	●	●	●			Deliver Big Skies as Council's endorsed major event to attract visitors to our region. Deliver Words out West Festival and First Five Forever program to support cultural immersion and literacy development. Collaborate and support our Regional Festival Committees in their delivery of six events in our public spaces and places: (1) Tara Festival of Culture and Camel Races, (2) Chinchilla Melon Festival, (3) Jandowae Timbertown, (4) Miles Back to the Bush, (5) Dalby Delicious and DeLIGHTful Festival, (6) Stockhorse Sale.	Words Out West 2024 was successfully delivered, as was other library programs. Actively supporting Jandowae Timbertown Festival Committee at the moment.

Our parks, open spaces, and community facilities are alive with activities and connect our communities

Our shared places and spaces encourage and build connection and participation through the delivery of events and programs.	Communities Manager	30/06/2024	●	●	●			Deliver community events including Australia Day, ANZAC Day, Movie Nights, Pool Parties, Youth and Seniors Week in our spaces and places.	Two "Movies at Mary's" were delivered; attendance at last movie was good, first one hampered by rain. Successful Australia Day events throughout the region, Pool Parties, Youth Week activities were delivered per plan.
Inclusive design and engagement are key features in the planning and development/redevelopment of community facilities.	Facilities Manager	30/06/2024	●	●	●			Master plans are completed for Council's aquatic facilities and showgrounds, in line with the <i>Aquatic Facilities Strategy</i> and the <i>Showgrounds Strategy</i> .	Chinchilla Aquatic Centre Replacement Project in progress; completed site selection and aquatic centre inclusions. The request for tender is underway to choose a consultant to develop concept designs. Wandoan Aquatic Centre Remediation and Moderate Upgrade in progress; at detailed design stage. Dalby and Tara Showgrounds Masterplan projects in progress; consultants have been appointed and stakeholder engagement is currently occurring for both sites.

We are strong sustainable community supported by volunteers

Support and deliver activities that build the capacity and promote the value and contribution of volunteers.	Communities Manager	30/06/2024	●	●	●			Deliver at least three community programs to support volunteer management committees. Deliver the actions of the <i>Volunteer Recognition Plan</i> .	Volunteer project delivered to the regional festival groups. Planning for the volunteers recognition in April was done. Volunteer of the Season selected.
As part of the community recovery and resilience program, support community activity and collaboration to build resilience in preparedness for times of crisis, emergency and recovery.	Communities Manager	30/06/2024	●	●	●			Deliver a minimum of five community information/agency referral sessions. Deliver a 'building resilience' training scheduled across the community.	Trauma counselling sessions delivered by Dr Rob Gordon. Procurement and appointment of Julia Spicer to run resilience training sessions with disaster orientated volunteers.

We empower communities to develop local initiatives and events

Ensure processes and procedures are user friendly and well communicated in order to facilitate community initiated public art projects.	Communities Manager	30/06/2024	●	●	●			Develop public art guidelines and a 'toolkit' of resources to support community delivery of public art at Council land/facilities.	This is part of the Public Art Strategy and will go to the Executive Leadership Team in May.
Our community grant programs support the enhancement of our region's liveability.	Communities Manager	30/06/2024	●	●	●			Connect with community through at least one workshop and six regional visits focusing on building grant knowledge. Implement the Smarty Grants Outcome Engine to improve outcome reporting for grant activities.	Workshops with Western Downs Regional Council team, and OGC Shell people completed. Smarty Grants processes updated.
Build stronger relationships with community groups to access Council land and recreational facilities to support local initiatives and events.	Communities Manager	30/06/2024	●	●	●			Introduction of Community User Agreements to guide operations and partnership with community groups for their long term tenure at Council's sites.	This project is on track. The research has been completed on the number of community groups using Council facilities, and which facilities they use. The current stage is to discover current service levels before we will enter into developing future service levels.

Actions toward meeting success drivers	Accountability	Expected Completion	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Amended Completion Date	Measure of Success	Quarterly Outcomes to meet Measure of Success
Our residents are provided with modern infrastructure and quality essential services across our region									
Improve and maintain the reliability of the regional water supply and sewerage networks and the gas network in Dalby.	Utilities Manager	30/06/2024	●	●	●			Achieve <25 water main breaks/100km of water mains regionally.	Three water main breaks/100km of water mains were reported this quarter. We are not on track to meet the measure of success this financial year.
								Achieve <40 sewer main breaks/100km of sewer mains regionally.	Zero sewer main breaks/100km of sewer mains were reported this quarter. We are on track to meet the measure of success this financial year.
								Achieve >90% compliance with customer service standard average response time for water incidents (breaks and leaks) annually.	55% compliance with customer service standards for average response time for water incidents was met this quarter. Utilities response times have declined this financial year due to high staff turnover and low staff numbers in key network areas.
								Achieve <12% unaccounted gas loss.	Unaccounted gas loss data not available this quarter.
Undertake a comprehensive review of cemetery operations.	Parks and Recreation Manager	31/03/2024	●	●	→		31/12/2024	100% implementation of new <i>Cemetery Policy</i> and associated terms/conditions and forms.	Policy implementation remains with Legal Services who have advised that they are proposing to bring policy to the Executive Leadership Team in May for final endorsement before presenting to Council. All documentation is drafted and reviewed.
A well connected and maintained footpath network, links our residents to key community facilities and central business districts.	Senior Works Manager	30/06/2024	●	●	●			The footpath network is inspected and maintained as per the <i>Transport Asset Maintenance Management Plan</i> . Footpath renewal and upgrades are reported quarterly to Council.	Quarterly reporting to Council has occurred. Inspection and maintenance has been performed as per the <i>Transport Asset Maintenance Management Plan</i> requirements.
Regular improvements assist with maintaining a portfolio of waste facilities that meet community needs.	Planning and Environment Manager	30/06/2024	●	●	●			New operational contracts for supervised waste facilities will be called and seek to maintain an affordable and acceptable level of service for our communities. Deliver a waste educational campaign to the community.	The focus this quarter has been the preparation of tender and specification documentation for nine separate waste contracts, with the request for tender being released April 2024.
Our recreational spaces and community facilities are attractive, safe and accessible									
Undertake a comprehensive review of camping operations.	Parks and Recreation Manager	30/06/2024	●	●	●			Complete an operation review of Council controlled camping sites.	95% complete. Have commenced the final stages of review, inclusive of document development, to record service standards and maintenance requirements. Recommendations made and endorsed will form part of the 2024-25 Operational Plan. Planning and preparedness for next steps commenced.
We invest in safe, well maintained road networks to connect our region and support economic activities									
Our design program is aligned to enable capital works programs to be delivered.	Technical Services Manager	31/12/2023	●	→	●		30/06/2024	95% of design program for the 2023-24 Capital Works Program are completed by December 2023. 65% of forward design program is completed by June 2024 for the 2024-25 budget year.	93% complete. 2023-24 program have two urban upgrade projects in Chinchilla on hold and will be presented to the Executive Leadership Team for further direction due to cost implications of associated drainage. 33% complete. 2024-25 forward design program progressing but impacted by loss of staff. New cadet has been appointed and will need to outsource.
Our quarry material production is to be well planned and aligned to works programs.	Technical Services Manager	30/06/2024	●	●	●			Quarry materials are available eight weeks from date of order.	Material delivered as required but has been impacted by wet conditions and breakdown of plant. External delivery of gravel from Council pits for the flood recovery project in final stages.
An up-to-date Ten Year Capital Works Program is in place.	Senior Works Manager	30/06/2024	●	✓			31/12/2023	The Ten Year Capital Works Program is developed and integrates with our asset management systems.	The <i>Ten Year Capital Works Program</i> is updated and integrated with Council's <i>Asset Management Plan</i> .
Our transport assets are well maintained and our systems for maintenance are appropriate.	Works Manager Maintenance	30/06/2024	●	●	●			Our transport network is inspected and maintained in accordance with the <i>Transport Asset Maintenance Management Plan</i> and overdue safety defects are regularly reported to the Executive Leadership Team. The <i>Transport Asset Maintenance Management Plan</i> is reviewed and presented to Council by December 2023.	Routine maintenance and inspections have been performed in accordance with the <i>Transport Asset Maintenance Management Plan</i> . The <i>Transport Maintenance Management Plan</i> was reviewed and presented to Council at the December 2023 Ordinary Meeting of Council.
Our roadwork projects are delivered to a high quality standard.	Senior Works Manager	30/06/2024	●	●	●			We hold and retain industry standard accreditation for Quality, Safety and Environment and self audit our works for quality purposes.	Third party certification of Council's Quality Assurance, Environment and Workplace Health and Safety systems continues. The third party certifier due to audit Council in April 2024.
We attract families to live, work, prosper and play in our region									
Identify opportunities that attract and retain skilled workers and their families to our region's towns.	Economic Development Manager	30/06/2024	●	●	●			Deliver a minimum of one target initiative to assist in bridging identified skills gaps. Deliver a campaign targeted to attract people to Western Downs in identified skills gap areas.	Progress continued on updated <i>LIVE Western Downs Magazine</i> and campaign under the partnership agreement with Toowoomba and Surat Basin Enterprise. This will be released in quarter four.
Enable housing development in the Western Downs region.	Planning and Environment Manager	31/12/2023	●	→	✓		31/03/2024	Review of <i>Housing and Land Development Incentive Policy</i> to further enable residential development in the region.	The review of the <i>Housing and Land Incentive Policy</i> was adopted by Council at the March 2024 Ordinary Meeting of Council.
	Economic Development Manager	30/06/2024	●	●	✓		31/03/2024	Support the development of a local housing action plan in partnership with the Department of Communities, Housing and the Digital Economy.	<i>Local Housing Action Plan</i> endorsed in quarter three and delivery of a number of action items commenced.
Our towns and districts unique characteristics are celebrated by location specific placemaking.	Communities Manager	30/06/2024	●	●	●			Benchmarking undertaken through participation in the <i>Liveability Census</i> is used in conjunction with community engagement to develop an actionable placemaking strategy.	Additional research, and data mining from the <i>2023 Liveability Census</i> was completed. This work will inform us in 2024-25 planning.
We take pride in our natural assets, environment and heritage									
We are proactive in managing our cultural collections and assets to ensure preservation and enable access.	Communities Manager	30/06/2024	●	●	●			Review and update Council's <i>Art Collection Policy</i> , including provision for public art, for endorsement by Council.	We have a draft <i>Art Collections Policy</i> that needs to be supported by an Art Collection Guideline, and Public Art Guideline, which is aimed for completion in quarter four.
Our local heritage is documented and preserved to enhance community connections.	Communities Manager	30/06/2024	●	●	●			Continue Picture Western Downs digitisation project (phase two). Work with community groups to obtain images and information to digitise and catalogue an additional 300 images into the Libraries' online portal.	This project is ongoing, and the single volunteer is working on this at his pace.
Promote environmental and social governance across the region.	Economic Development Manager	30/06/2024	●	●	✓		31/03/2024	Develop a best practice Communities Partnering Framework for industry to enable legacy social investment in Western Downs.	<i>Communities Partnering Framework</i> endorsed and released to the public and shared with developers to enable legacy social investment in the Western Downs region.
Our stock route management plans focus on the preservation of the primary stock routes and facilitate their use by drovers and graziers.	Planning and Environment Manager	31/03/2024	●	●	→		30/06/2024	A comprehensive review of our Stock Route Management Plan is undertaken and aligns with the new legislation.	Initial review work has been undertaken on the <i>Stock Route Management Plan</i> , however, this project is to align to the <i>Biosecurity Plan</i> , which has been delayed.
Pest management programs will be reviewed to ensure the delivery of effective on-ground programs that focus on priority pests in key locations.	Planning and Environment Manager	30/06/2024	●	●	●			A comprehensive review of our <i>Biosecurity Plan</i> will be undertaken by 31 March 2024 to determine our key delivery priorities, including meaningful engagement with key stakeholders.	Initial review of the <i>Biosecurity Plan</i> has been undertaken, however, some delays with the delivery of the engagement tasks (including some initial surveys and items in Council e-News) has delayed further progress on this project.
								Delivery of priority pest plans for each of the geographical regions within the Western Downs is measured quarterly and achieves set goals.	
Comprehensive management of the Dalby Saleyards to ensure compliance with State and Federal regulations.	Facilities Manager	31/03/2024	●	●	→		30/06/2024	Development of a Saleyards Business Plan for Council endorsement by January 2024.	Saleyards Business Process Review has been completed, and risks and priorities have been identified. Research and investigation to inform the Saleyards Business Plan has been completed. Business plan has been drafted and is in the process of being peer reviewed.



Actions toward meeting success drivers	Accountability	Expected Completion	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Amended Completion Date	Measure of Success	Quarterly Outcomes to meet Measure of Success
We are recognised as a financially intelligent and responsible Council									
Completion of 100% of Capital Works Program	Chief Executive Officer	30/06/2024	●	●	●			100% of Capital Works Program is delivered, with material variances reported monthly to Council.	Monthly reporting to Council occurs on financial spend and variances for the Capital Works Program.
The capital works budget is developed and presented to Council with a focus on 100% delivery of the program.	Chief Executive Officer	30/06/2024	●	●	●			Capital works programs and organisational capacity align with asset management plans.	Proposed <i>2024-25 Capital Works Program</i> (and the Ten-Year Capital Works Plan) will be presented to Council April 2024.
Adoption of 2024-25 annual budget.	Chief Financial Officer	30/06/2024	●	●	●			2024-25 annual budget adopted prior to 30 June 2024 and in alignment with long-term financial plan.	Development of the 2024-25 annual budget is progressing in accordance with approved timeline.
Progress Council's digital program initiatives in accordance with adopted <i>Digital Road Map 2022-2025</i> .	Digital Programme Director	30/06/2024	●	●	●			Phase 2 of 3.5 is delivered by due date and within budget. Enterprise Resource Planning delivered in accordance with TechOne contract.	Configuration stage completed.
We focus on proactive, sustainable planning for the future									
Our community is informed via meaningful communications during disaster response and recovery.	Communication and Marketing Manager	31/12/2023	●	✓				Embed the Australian Warning System into Council's disaster management communications operations by 1 November 2023.	Completed by the deadline. Templates created and standard work practice implemented. Further refinement required to address out of hours resourcing due to the frequency of the required warnings, and the expectation placed on local councils to deliver warnings in a timely manner.
Enable environmental sustainability of Western Downs Regional Council.	Economic Development Manager	30/06/2024	●	●	●			Conduct a study to capture carbon emissions of Western Downs Regional Council (as an organisation) and deliver an action plan with recommendations to reduce carbon emissions.	Carbon emission study of Council operations completed by the consultant, including a proposed action plan with abatement opportunities. This will be presented to Council in quarter four.
The organisation is appropriately prepared to respond in the event of a disaster.	Chief Executive Officer	30/06/2024	●	●	●			Council is compliant with Disaster Management Regulations. Flood notification infrastructure and systems are maintained and improvement plans are implemented as required. Disaster recovery sub plan and relevant amendments to disaster management plan are finalised.	<i>Flood Gauge Service Requirement Guide</i> developed and approach to market commenced for the regional flood gauge maintenance.
A strategic approach will be taken for development compliance programs.	Planning and Environment Manager	30/06/2024	●	●	●			Proactive compliance audits will be undertaken in accordance with approved audit plans, with the results of these audits communicated and actioned with relevant functional areas. Customer requests will be actioned in accordance with the <i>Compliance Strategy</i> to ensure that an acceptable outcome is promptly achieved. Anniversary approval checks will be conducted on all development approvals until the development is in use and compliant, or the approval lapses.	Proactive compliance audits were scheduled and undertaken on intensive agricultural activities and extractive industries this quarter, and this concludes the scheduled audits for this financial year. The outcomes were reported to internal stakeholders for their information. Customer request investigations are continuing with most able to be finalised within a short period, while five of thirty-seven (37) customer requests being protracted in nature, and are subject to a longer term investigation or compliance program. The anniversary checks were undertaken during the period, however, fifteen (15) from the period remain incomplete and will be followed up as priority (due to staff focusing on the scheduled extractive and intensive agriculture audits during the period).
Our people are skilled and values-driven to make a real difference									
Performance partnering and professional development plans implemented across the organisation.	Chief Executive Officer	30/09/2023	●	✓			31/12/2023	Implementation of new performance partnering and professional development plans and formalise facilitated performance support.	Performance Agreement Periodical Employee Review (PAPER) process has been rolled and is in use. Training modules for LMS are being developed.
Develop a modern workforce attraction and retention strategy.	Chief Human Resource Officer	30/09/2023	➔	➔	●		30/06/2024	Oversee the development and implementation of modern workforce attraction and retention strategies across the organisation.	The <i>Western Downs Regional Council Strategic Workforce Plan</i> was endorsed by the Senior Leadership Team. This plan includes the following elements: Recruit for attitude over skills, then teach and develop the skills required. Select candidates that match our culture and values. Embrace artificial intelligence and flexible approach to recruitment. Position Western Downs Regional Council as a prestigious employer - with the brand <i>'It's the People That Make It'</i> . Council attended Job Fair, connecting prospective job seekers and employers under one roof. Council received applications from participants following this fair. Continued education to panel members regarding recruiting attitudes over skills.
Our elected representatives enter the 2024 - 2028 term in office with confidence and understanding of the ethical and legislative obligations of their role.	Customer Support and Governance Manager	30/06/2024	●	●	●			Prepare and deliver a comprehensive Councilor onboarding programme in conjunction with relevant external agencies.	Onboarding program developed and approved. On track to deliver April 2024.
Staff attraction and retention strategies implemented across the organisation.	Chief Human Resource Officer	30/06/2024	●	●	●			Position vacancy rate is below 10%. Staff turn over rate is below 10%.	The position vacancy rate is 13.75% up 1.84% from last quarter, this includes the December/January period of longer vacancy periods and slower recruitment phase. There are currently ninety-seven (97) vacancies of which sixty-nine (69) are in the recruitment stage, the other twenty-eight (28) are not actively recruited. The current turnover rate for quarter three is 9.78%.
Our agile and responsive business model enables us to align our capacity with service delivery									
Customer Experience Satisfaction Program - monitor customer satisfaction levels.	Customer Support and Governance Manager	30/06/2024	●	●	●			Achieve overall Council customer satisfaction survey results above 6.8 (2022 calendar year average 6.6). Unresolved customer requests are below 20%.	Overall Council customer satisfaction level is at 7.0 at the end of the quarter two (December 2023). Unresolved customer requests are at 8% of requests received.
Provide transparent and accountable corporate planning, decision-making, performance monitoring, and reporting in order to continuously improve.	Customer Support and Governance Manager	30/06/2024	●	●	●			90% of agreed internal audit recommendations implemented within agreed management timeframes. 100% of Right to Information and Information Privacy application decisions made within legislative timeframes. Strategic, Operational and Fraud Risk are reviewed quarterly by risk owners and reported to the Audit Committee.	Resolution of agreed internal audit recommendations are on track and are being closed out within greater than 90% of agreed timeframes. 100% of Right to Information and Information Privacy applications are completed within agreed timeframes. Risks are being reviewed by responsible managers quarterly as agreed.
Undertake a review of Council gas operations.	Utilities Manager	31/10/2023	●	●	●			The risks associated with the operations of the gas business are understood and the return on Council's investment is quantified.	The Gas Supply Business Pricing Review was completed in November 2023. Council is further investigating related business risks before summarising review findings.
Build positive organisational culture around records and information management.	Customer Support and Governance Manager	30/06/2024	●	●	●			Implement system improvements around policy, indexing, retention and disposal schedules. Implement Phase One of Information Security Classification with Information Technology Team. Implement strategies to build a culture around good records and information management practices. Conduct two audits of document registration practices to identify areas for improvement.	Information Management policies developed - assisting with related policy across the organisation. Subject index restructure nearing completion. Project is on track and is now entering training and awareness phase to build culture. Four high-risk work teams identified for workshops and training. On track to complete digital records disposal prior to end of calendar year.

SUSTAINABLE ORGANISATION (continued)

Actions toward meeting success drivers	Accountability	Expected Completion	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Amended Completion Date	Measure of Success	Quarterly Outcomes to meet Measure of Success
Our effective asset management ensures that we responsibly maintain our community assets									
Our road assets damaged from the 2021-22 floods are restored.	Senior Works Manager	30/06/2024	→	●	●		31/12/2024	Council's 2021-22 Flood Damage Restoration Program will be complete in accordance with Queensland Reconstruction Authority's Disaster Recovery funding Agreement timeframes.	Disaster Recovery Funding Arrangement delivery continues with completion planned for December 2024, the due date for completion as per Queensland Reconstruction Authority issued extension of time, weather permitting.
Council's transport infrastructure maintenance practices enable sound financial management of maintenance budgets and operating funds.	Works Manager Maintenance	30/06/2024	●	●	●			Annual reseal programs reviewed against the Ten Year Capital Works Program to minimise maintenance expenditure ahead of planned reconstruction works.	Council's reseal program for 2023-24 was compared with the Ten-Year Works Program and conflicts resolved to ensure alignment of all planned transport renewals.
Council's asset management programme for all Facilities' buildings and structures is aligned to Council's Strategic Direction, ensuring safe and function facilities.	Facilities Manager	30/06/2024	●	●	●			Investment and investment strategies developed in line with utilisation rates and community development plans for adoption by Council by May 2024.	Comprehensive revaluation to be undertaken to include useful lives review and condition assessment. Rolling condition assessments introduced. 2024 assessments completed. Procedures being implemented to ensure maintenance items are being recorded. Review of Assets Management Plan in progress.

ADVOCACY

Actions toward meeting success drivers	Accountability	Expected Completion	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Amended Completion Date	Measure of Success	Quarterly Outcomes to meet Measure of Success
We actively advocate on issues that align to our long-term strategic objectives and vision for our region.	Economic Development Manager	30/06/2024	●	●	●			Delivery of Council's Advocacy Action Plan and Milestones. The advocacy program is reviewed at least annually with Council.	Submission to the <i>Health Workforce Strategy for Queensland to 2032</i> . Submission to the <i>Energy (Renewal Transformation and Jobs) Bill 2023</i> . Submission to the <i>TAFE Infrastructure Strategy Feedback</i> . Submission to the <i>Universal Service Obligation</i> . Submission to the <i>Clean Economy Jobs Bill 2024</i> . Provided further policy feedback on <i>Subsidence Management Framework</i> .

Title Corporate Services Quarterly Report January to March 2024

Date 16 May 2024

Responsible Manager B. Bacon, GENERAL MANAGER (CORPORATE SERVICES)

Summary

The purpose of this Report is to provide Council with a summary of the Corporate Services Division's strategic and operational activities for the third quarter of the 2023-2024 financial year.

Link to Corporate Plan

Strategic Priority: Strong Diverse Economy

- Our business and industry actively live and buy local.

Strategic Priority: Active Vibrant Community

- Our parks, open spaces, and community facilities are alive with activities and connect our communities.

Strategic Priority: Quality Lifestyle

- Our residents are provided with modern infrastructure and quality essential services across our region.

- Our recreational spaces and community facilities are attractive, safe, and accessible.

- We take pride in our natural assets, environment, and heritage.

Strategic Priority: Sustainable Organisation

- We focus on proactive, sustainable planning for the future.

- Our people are skilled and values driven to make a real difference.

- Our agile and responsive business model enables us to align our capacity with service delivery.

- Our effective asset management ensures that we responsibly maintain our community assets.

The Divisional quarterly report provides an appreciation of the activities being undertaken by Corporate Services to assist directly and indirectly (through enabling other sections of the organisation) with the delivery of operational and capital initiatives which contribute towards the fulfilment of Council's Corporate Plan.

Material Personal Interest/Conflict of Interest

There are no personal interests nor conflicts of interest association with the consideration of this matter.

Officer's Recommendation

That Council resolves to receive the Corporate Services Quarterly Report for the period of January to March 2024.

Background Information

The Corporate Services division provides a quarterly report update of general status and performance, providing Council with information on significant activities.

Report

This Report lists the activities for the third quarter of the 2023-2024 financial year from the Facilities, Human Resources, Information Technology, Customer Support and Governance, and Communication and Marketing departments. The Finance department provides a separate monthly report to Council.

Consultation (Internal/External)

Consultation has occurred with the following departments within Council:

- (1) Facilities;
- (2) Human Resources;
- (3) Information Technology;
- (4) Customer Support and Governance; and
- (5) Communication and Marketing.

Legal/Policy Implications (Justification if applicable)

There are no legal nor policy implications associated with this report.

Budget/Financial Implications

There are no budget nor financial implications associated with this report.

Human Rights Considerations

Section 4(b) of the *Human Rights Act 2019* requires public entities '*to act and make decisions in a way compatible with human rights*'. There are no human rights implications associated with this report.

Conclusion

This report provides an overview of the Corporate Services strategic and operational activities for the third quarter of the 2023 - 2024 financial year. It is presented to Council for information and noting.

Attachments

1. Corporate Services Quarterly Report January to March 2024

Authored by: C. Smith, EXECUTIVE OFFICER

CORPORATE SERVICES

Quarterly Report



JANUARY TO MARCH

2024

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FACILITIES

Project Management

\$452,824 was spent locally, with **thirteen projects completed**. Some of these include:

MYCNC Dalby– Rectification of building damage from foundation movement.

Tara Aquatic Centre - Installation of shade structures increasing sun protection for patrons.

Dalby Saleyards – Replace existing weighbridge and load cells with leading digital loadcell technology.

Chinchilla Weir– Engineered design plans for the rectification of erosion.



Tara Aquatic Centre Shade Structures

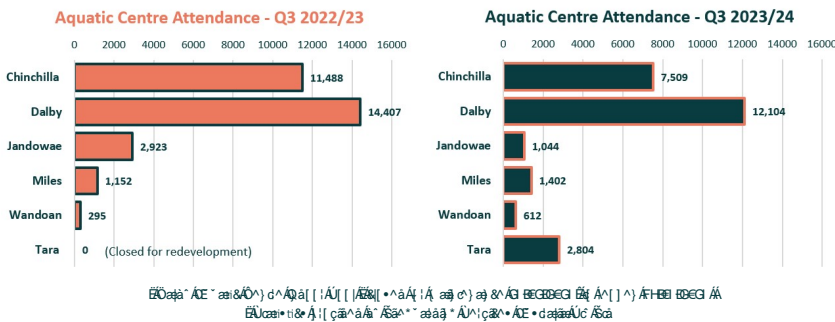
Strategies

Future Facilities Strategy is underway with the purpose to capture current organisation responsibilities as they relate to each asset class.

Grants in Development

- Energy efficiency grant for public toilet lighting.
- Wandoan Showgrounds caretaker accommodation.

Aquatic Centres

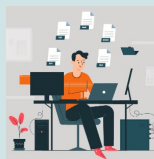


Contracts

Completed **12** approaches to market

Awarded **7** contracts

Electricity Tariff savings of **\$22,687**



Aerodromes



Q3 22/23 Total recorded landings **3,164**
 Total revenue generated **\$268,448**
Q3 23/24 Total recorded landings **2,933**
 Total revenue generated **\$225,018**

Operational Highlights

Dalby Events Centre

Q3 22/23 - 14 events

Q3 23/24 - 13 events



Dalby Showgrounds

Q3 22/23 - 27 events

2,313 attendees

57 days of hire

Q3 23/24 - 13 events

3,676 attendees

30 days of hire



Civic Centres

Q3 22/23 - 49 events

Q3 23/24 - 78 events



WD Cinemas Chinchilla

Q3 22/23

Total for all movies - **2,043** Tickets
 Candybar - **\$16,129** Sales

Q3 23/24

Total for all movies - **2,548** Tickets
 Candybar - **\$26,234** Sales



Housing

Community and Crisis Housing **92%** occupancy.

Department of Housing referrals in progress for two vacant houses. Department of Housing took possession of the crisis house on 22 March 2024.

Saleyards



Q3 22/23 - 46,422

Q3 23/24 - 46,192



Wandoan Showgrounds - Races 2024

Highlights



Western Downs Jobs Connect

Partnering with Council's Economic Development team, OneHR assisted in delivering the Western Downs Jobs Connect event. This event highlighted work opportunities in the region, providing assistance for job seekers in applying for available positions in local businesses.

The Young Entrepreneur Summit (YES) was held in February.

Acacia Employee Assistance Programme (EAP) mobile app has been launched, providing employees additional ways to access the assistance programme to support their wellbeing.

Council has supported five employees in the 2024 LGMA Programmes. Four employees will participate in the Ignite Program, which aims to enhance leadership development across the Local Government sector. One employee will participate in the Propeller program, which is a dynamic professional development program tailored to providing a broad understanding of Local Government in Queensland.

Computer Fundamentals Training was delivered in house by the Organisational Development team, providing 71 employees support and assistance ahead of the transition to the OneCouncil system.

Council welcomed 20 new trainees and apprentices in February through the Kickstart Your Career Programme. These trainees and apprentices are placed across the Western Downs region in a wide range of roles and form a valued and critical part of the Western Downs Regional Council workforce.

Council has partnered with AFL SportsReady to provide traineeship opportunities to First Nations youth in the region.

Council's Career Development Officer partnered with Chinchilla State High School to provide mock interview experiences for senior students who are soon graduating and preparing to enter the workforce.

The Senior Leadership Team completed their Leadership Masterclass, facilitated by the Organisational Development team, with the final session delivered in March.

The Rehabilitation and Return to Work team has been liaising with all business units to develop a register of available suitable duties to provide injured or ill employees with alternative work arrangements during their recovery.

Local Government Workcare, Council's Worker's Compensation Insurer, recognised Council's Rehabilitation and Return to Work programme as 'an exceptional example of what can be achieved when you are dedicated and focused on successful outcomes for all parties'.

The transition to ISO 45001 has been completed, with Council passing an audit with only minor improvements recommended.

Inspection and Servicing of Fire and First Aid Equipment has been carried out across all Council buildings and vehicles in the region.

Love Your Heart

In February the Wellbeing team ran the **28 Day Love Your Heart Challenge!** This challenge utilised an interactive calendar providing motivation and advice, along with links to resources to assist with employee health and nutrition.



28 DAY LOVE YOUR HEART CHALLENGE!

THE GREATEST WEALTH IS YOUR HEALTH!

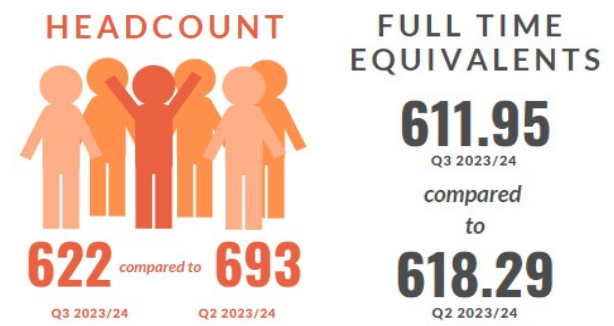
INTERACTIVE CALENDAR! CLICK EACH DAY FOR LINKS!

DAY 1 Add your favourite neighbour to your phone's 'calls' list. Send them the 28 Day 'Love Your Heart' Challenge.	DAY 2 Look for ways to add movement to your day. Stand on the spot during the commercial breaks of television to get your heart pumping.	DAY 3 Make an appointment to see your doctor for your annual check-up. Show your heart health (good or bad) to your doctor. Get your doctor's advice on how to improve your heart health.	DAY 4 Get motivated! Take a short walk during your morning or lunch break. Choose a route that challenges you. Add a new exercise routine to your gym or home routine.	DAY 5 Drink less. Practice mindful hydration for a week.	DAY 6 Stretch it out. Add daily stretch routines to your commute. Use stairs instead of the lift. Get your heart pumping.
DAY 7 Choose a heart healthy snack. 28 days of heart healthy snacks: Fruit, nuts, seeds, whole grains, olive, avocado, legumes, Greek yogurt, or smoothies.	DAY 8 Walk 10,000 steps to meet the goal. Use a pedometer or app to track your steps for each and every day.	DAY 9 Get motivated! Interview yourself. How do you feel about your heart health? What are your goals for the year? Write down your answers and review them regularly.	DAY 10 Get motivated! Take a short walk during your morning or lunch break. Choose a route that challenges you. Add a new exercise routine to your gym or home routine.	DAY 11 Stretch it out. Get in a good stretch routine. Try a new activity. Use a pedometer or app to track your steps for each and every day.	DAY 12 Stretch it out. Add daily stretch routines to your commute. Use stairs instead of the lift. Get your heart pumping.
DAY 13 Reduce sodium. Use salt sparingly. Avoid processed meats, salty snacks, and fast food. Use herbs and spices to add flavor to your meals.	DAY 14 Change something! Swap your coffee for a healthier option. Swap your car for a bike. Swap your TV for a book. Make one small change to your daily routine.	DAY 15 Get motivated! Interview yourself. How do you feel about your heart health? What are your goals for the year? Write down your answers and review them regularly.	DAY 16 Get motivated! Take a short walk during your morning or lunch break. Choose a route that challenges you. Add a new exercise routine to your gym or home routine.	DAY 17 Stretch it out. Get in a good stretch routine. Try a new activity. Use a pedometer or app to track your steps for each and every day.	DAY 18 Stretch it out. Add daily stretch routines to your commute. Use stairs instead of the lift. Get your heart pumping.
DAY 19 Have a good laugh! Sit down with a friend or family member. Watch a funny video or play a game that gets you laughing.	DAY 20 Work it off! Organize a walk or run. Invite your colleagues and family to join you. Make it a fun event.	DAY 21 Get motivated! Interview yourself. How do you feel about your heart health? What are your goals for the year? Write down your answers and review them regularly.	DAY 22 Get motivated! Take a short walk during your morning or lunch break. Choose a route that challenges you. Add a new exercise routine to your gym or home routine.	DAY 23 Stretch it out. Get in a good stretch routine. Try a new activity. Use a pedometer or app to track your steps for each and every day.	DAY 24 Stretch it out. Add daily stretch routines to your commute. Use stairs instead of the lift. Get your heart pumping.
DAY 25 Get motivated! Interview yourself. How do you feel about your heart health? What are your goals for the year? Write down your answers and review them regularly.	DAY 26 Get motivated! Interview yourself. How do you feel about your heart health? What are your goals for the year? Write down your answers and review them regularly.	DAY 27 Get motivated! Interview yourself. How do you feel about your heart health? What are your goals for the year? Write down your answers and review them regularly.	DAY 28 Get motivated! Interview yourself. How do you feel about your heart health? What are your goals for the year? Write down your answers and review them regularly.	DAY 29 Get motivated! Interview yourself. How do you feel about your heart health? What are your goals for the year? Write down your answers and review them regularly.	DAY 30 Get motivated! Interview yourself. How do you feel about your heart health? What are your goals for the year? Write down your answers and review them regularly.

Please see [WHO'S WHO](#) for a complete list of our staff members. All photos are the property of the Queensland Government. All rights reserved.







In Progress and Coming Soon

- The Wellbeing team has launched the See Something Say Something campaign, focused on empowering employees to call out inappropriate or unsafe behaviour not aligned with Council's core values.
- The Organisational Development team has been working in partnership with the SMART Digital team to develop Standard Work Practices for all End User tasks to support employees during the transition to Phase Two of OneCouncil.

Celebrating Years of Service: Three OneHR employees were recognised at the OneHR Team Meeting for their service, with Elisha Ham and Emma Hooke celebrating 10 years of service, and Jillian Francis celebrating 30 years of service to Council.

Fast Facts

- 68 jobs were advertised, with 912 applications received this quarter.
- There were 28 On Boards, 56 Cross Boards, and 42 Exits.
- 256 Employees attended classroom style training.
- 599 Employees completed online training.

Operational Highlights

Bi-Annual User Permission Reviews

Development and Applications worked with all Managers to undertake staff permission reviews for Authority and OneCouncil.

Achievements

Third Party Patching

Implemented software called 'PatchmyPC' that automates the patching process on third party applications (for example, 8x8, Adobe reader). This reduces the time spent manually patching these systems to ensure security vulnerabilities are addressed.

In Progress

Information Classification Phase 2

This project is about putting measures in place to help safeguard Council's data. New labels will be introduced in Microsoft Office programs and deploy technology to improve how data is securely handled.

Saleyards Software Replacement

The introduction of innovative software to enhance the management and upkeep of the Western Downs Saleyards. This will ensure a more efficient and streamlined operation.

Point of Sale Systems

The addition of Point of Sale systems at the Dalby and Chinchilla Visitor Information Centres to better record and track incoming inventory, report monthly sales, and process creditor payments for goods sold on consignment.

SCADA Firewall Upgrade

SCADA (Supervisory Control and Data Acquisition) systems monitor and control the water, wastewater, and gas services that council provides to the community. This project aims to upgrade specific SCADA networks, enhancing their resilience to better protect the essential services delivered to the community and improve the Utilities team's ability to manage the network.

Libraries Archiving Software Replacement

The Replacement of the Libraries Archiving Software to allow for ease of use and better discoverability for the community.

Buy Western Downs

The implementation of the 'My City' module within the current Council website to allow the community to search for and find information on local businesses and participate in draws.

QR Code Sign In Process

Implementation of a digitised process to improve compliance capability for third party site safety and biosecurity management at the saleyards

Coming Soon

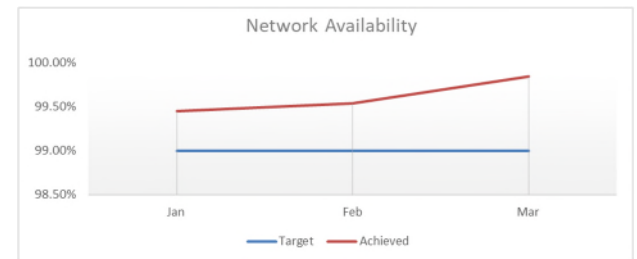
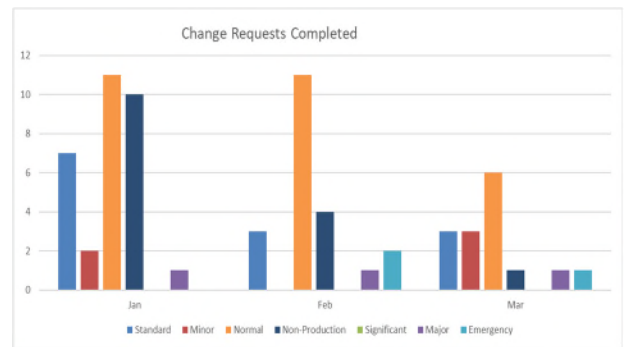
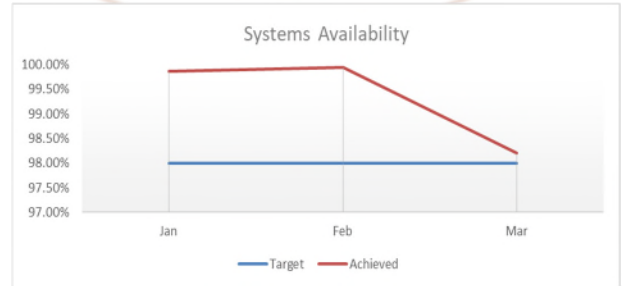
Windows 10 Version Upgrade

Deployment of the latest build of Windows 10 to all Council devices.

Helpdesk App

Service Desk Plus app will soon be available on all Council devices, allowing staff to manage their logged tickets.

Helpdesk and Change Management Ticket Statistics

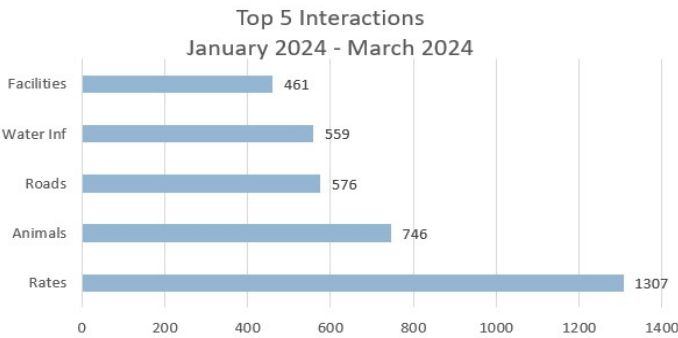


Helpdesk App Coming Soon!

The below icon is the app that will be available on all Council devices, allowing you to log and manage tickets on your device.



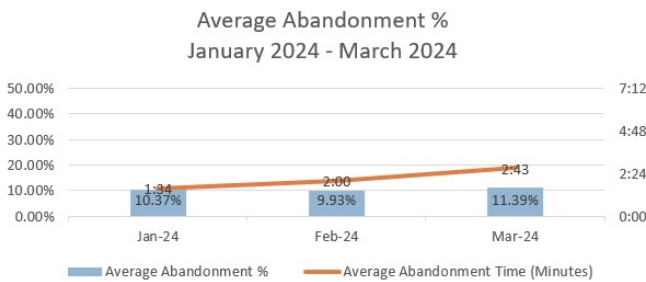
Top 5 Calls



Call Volume



Call Abandonment



9:37

minutes
Avg call resolution time (Cradle to Grave)



82.5%

of interactions resolved on first point of contact



Information Management – Records

13,164

Incoming documents registered

Approx

1,400

Boxes Processed

Information Management – Complaints

7

Administrative complaints received

7

Administrative complaints resolved

2

Requests for Internal Reviews

Customer Experience Survey

Councils overall satisfaction at the end of Q3 is 7

Achievements

Strategic Internal Audit Plan 2024-2027.

Internal Audit—Grants Management.

Governance Review Councillor Committees and Portfolios.

LGM Risk Self Assessment 2024.

Review and Destruction of 1,388 boxes stored at Grace Facility.

Destruction of Data sitting in Chinchilla Depot Container since 2010 - approximately fifty (50) 240 litre bins of documents written up and destroyed.

Creation New Index for Engineering Department.

Completion of Standard Work Practice, Policies for Information.

In Progress

Councillor Induction Program 2024 Election.

Insurance portfolio renewal 2024/25.

Consumption Charges Internal Audit.

Local Law Review.

Information Security Classification Project in conjunction with Information Technology team.

Information Security Classification Project Development.

Continuation Review Index Structure with external consultant.

Review Internal shared Mailboxes across the organisation.

Development Thesaurus for Information Management.

Development Disposal and Digitisation Records Plan.

Final Review 768 boxes stored at Grace Toowoomba.

Development of 'Dealing with Difficult Customers Standard Work Practice'

Coming Soon

- Business Continuity Internal Audit
- OneCouncil Project— Customer Request Management Module, Knowledge Base and Digital Experience Platform (DXP LG)

COMMUNICATIONS & MARKETING



Educational video proves popular

Locals loved our educational video 'A Day in the Life of a Dog in the Western Downs', forming part of Council's Responsible Pet Ownership campaign.

Connecting on Social Pinpoint

This quarter saw community members make 120 contributions to Council projects, including the Australia Day Awards and Parks Masterplans, via the Social Pinpoint platform.

Locals get online!

Council's corporate website saw 174,266 people visiting the WDRC website between January and March, over 30,000 more than the previous quarter.

WHAT WE'VE BEEN WORKING ON:

Responsible Pet Ownership campaign | Australia Day 2024 | YES! (Youth Entrepreneur Summit) 2024 | Banter with the Badger | Water Conservation campaign | Jandowae Central Park Fence | Arts & Culture Strategy community engagement | Dalby Regional Saleyards website upgrade | Disaster Management merchandise | Chinchilla Aquatic Centre engagement | Tara Cemetery Gates | Parks & Recreation Masterplans | Showgrounds Masterplans | Disaster Coordination Training comms | Disaster Preparedness Video campaign | Illegal Vegetation clearing campaign | Adopt a Street Tree—stage 2 | We Are WDRC Awards Launch | Water Tank Rebate promotions | Movies@Marys

During Q3 of 2024, Communications and Marketing (C&M) played a crucial role in managing and sharing information during the January flooding event. As the lead agency overseeing flood response, our team created and distributed updates, aligned with the Australian Warning System (AWS), across various platforms, including social media, traditional media, and Council's disaster dashboard. Thanks to preplanning, C&M had established processes and resources beforehand which allowed for timely and accurate updates. Ongoing rain events led to more localised flooding throughout the quarter. In partnership with Disaster Management, our team was prepared to disseminate information as needed. For instance, water level touch points were set up on the Jandowae Dam which prompted Council to send out community messaging at relevant water heights. In January, C&M collaborated with the Communities department to promote their annual Australia Day celebrations which this year included a review of the events and awards program. The team utilised regional promotion to encourage community engagement through the Have Your Say platform. Building on successful community engagement initiatives, Council announced the location of the new Chinchilla Aquatic Centre site, receiving positive feedback from the community, evident through social media sentiment. The C&M team will continue to support this project. Additionally, Council addressed community concerns about an unapproved proposed music event in the Tara district through a public statement, emphasising Council's stance on the event while promoting the availability of an events toolkit which is publicly available to those wanting to host events in the Western Downs. In February, Council introduced a new reoccurring event in Dalby, Movies at Mary's. A communication plan was developed to promote the event which would connect our residents and activate the space throughout the year. During the Local Government Election, Council entered caretaker mode during which C&M educated the community about the election process, emphasising the Australian Electoral Commission's (AEC) role as the lead agency, and adjusted communications strategies accordingly. In March, planning began for the review of the Communications and Community Engagement Strategy, aiming to gather community feedback on the effectiveness of current communication and engagement efforts. Engagement will commence in April 2024.

WHAT YOU WILL SEE NEXT QUARTER!

- Dalby Cultural Facilities community engagement
- Cunningham Street, Dalby Masterplan
- Movies@Marys
- Grants Refresh
- Accelerate Manufacturing Conference 2024
- Communication & Community Engagement Check-In
- 2024-25 Budget Planning
- Dalby & Tara Showgrounds Masterplans
- Chinchilla Aquatic Centre
- Opera at Jimbour
- Western Downs Parks Masterplan
- Western Downs Advocacy
- House & Land Incentive
- Grow @ Work
- Wildflower Artists Retreat
- Biosecurity Plan Review
- Buy Western Downs
- Jandowae Central Park Fence
- Ag Jobs Fair
- Saleyards Biosecurity Event
- Envirogrants
- Tara Public Art Project
- Stock Route Management Plan

FACEBOOK

15,870 FOLLOWERS
338 ▲
+2.2%

INSTAGRAM

2,595 FOLLOWERS
54 ▲
+2.1%

TWITTER/X

715 FOLLOWERS
17 ▲

LINKEDIN

4,486 FOLLOWERS
212 ▲
1,471 PAGE VIEWS

eNEWS

3,010 SUBSCRIBERS
▲ 32
61.02% OPEN RATE
▲ 3%
13.37% CLICK RATE
▲ 13%

DIGITAL BILLBOARDS

41 CREATED **23** COMMUNITY GROUPS

TRADITIONAL MEDIA

12 MEDIA RELEASES **110** APPEARANCES **31** TV MENTIONS

WEBSITE

174,266 PAGE VIEWS

Title **Infrastructure Services Quarterly Report January to March 2024**

Date 7 May 2024

Responsible Manager G. Cook, GENERAL MANAGER (INFRASTRUCTURE SERVICES)

Summary

The purpose of this Report is to provide Council with a quarterly update in relation to the Infrastructure Services' Works, Utilities and Technical Services departments performance.

Link to Corporate Plan

Strategic Priority: Strong Diverse Economy

- We aggressively attract business and investment opportunities.
- Our region is a recognised leader in agribusiness, energy, and manufacturing.
- We deliver water security to enable future economic growth.
- Our business and industry actively live and buy local.

Strategic Priority: Active Vibrant Community

- We are a happy, inclusive community, proud of where we live.
- Our parks, open spaces, and community facilities are alive with activities and connect our communities.
- We empower communities to develop local initiatives and events.

Strategic Priority: Quality Lifestyle

- Our residents are provided with modern infrastructure and quality essential services across our region.
- Our recreational spaces and community facilities are attractive, safe, and accessible.
- We invest in safe, well maintained road networks to connect our region and support economic activities.
- We attract families to live, work, prosper, and play in our region.
- We take pride in our natural assets, environment, and heritage.

Strategic Priority: Sustainable Organisation

- We are recognised as a financially intelligent and responsible Council.
- We focus on proactive, sustainable planning for the future.
- Our people are skilled, and values driven to make a real difference.
- Our effective asset management ensures that we responsibly maintain our community assets.

Material Personal Interest/Conflict of Interest

There are no personal interests nor conflicts of interest associated with the consideration of this matter.

Officer's Recommendation

That this report be received

Background Information

The Infrastructure Services department provides a general status and performance update on a quarterly basis, providing Council with information on significant activities completed, in progress and planned.

Report

This Report lists the significant activities for the fourth quarter from January to March 2024 for the Infrastructure Services' Works, Utilities and Technical Services teams.

It is noted that requested local spend data was previously reported through to Council in this report. Staff are currently undertaking training to produce system reports, following the partial implementation of the OneCouncil ERP solution. It is expected that this data will be available for the next Infrastructure Services Quarterly Report.

Consultation (Internal/External)

Consultation has occurred with the Works, Utilities and Technical Services departments within Council.

Legal/Policy Implications (Justification if applicable)

There are no legal or policy implications.

Budget/Financial Implications

There are no budget or financial implications.

Human Rights Considerations

Section 4(b) of the Human Rights Act 2019 (Qld) (the Human Rights Act) requires public entities 'to act and make decisions in a way compatible with human rights'.

There are no human rights implications associated with this report.

Conclusion

This report provides an overview of the Infrastructure Services' Works, Utilities and Technical Services departments for the third quarter. It is for Council to receive and note.

Attachments

1. Infrastructure Services Quarterly Report January to March 2024

Authored by: Brooke Harper, A/INFRASTRUCTURE SERVICES EXECUTIVE OFFICER

Infrastructure Services

Quarterly Report

January to March 2024

WORKS CONSTRUCTION



Kleinschmidts Road — Culvert Install Complete

22.07kms

Of the roads upgraded or reconstructed



21kms

Of gravel re sheeting (include flood damage)

Achievements

Over the past three months, Works Construction has experienced only minor delays due to wet weather. Additionally, Works Construction has been collaborating with the Facilities Department to finalize several funded projects within this fiscal year.



Kleinschmidts Road — Complete

Works Complete

- * Riverglen Road, Glenmorgan (0.00-4.6) Road Widening
- * Macalister Wilkie Creek Road, Macalister (0.00-4.3) Reconstruction
- * Dead Horse Lane, Pirrinuan - Dust Suppression (0.04-0.24)
- * Macalister-Pirrinuan Rd, Dust Suppression (4.95-5.15 / 9.93-10.13)
- * Zeller St, Chinchilla (0.049-0.454) Road Widening
- * Cambridge Crossing Road, Tara (15.53-21.55) Reconstruction and Road Widening
- * Jubilee Ave, Dulacca (0-260) Road Upgrade
- * Roche Creek road, Roach Creek (10.04-13.86) Road Widening
- * Bell Showgrounds Road Repairs
- * Kings Road, Bell (1.01 - 1.49) Upgrade Works:
- * Kents Road Jimbour (2.5-4.04) Reconstruction Works;
- * Pirrinua Karingal Road, Pirrinuan - Resheet Works incorporating flood damage;
- * The Deep School Road, Tara - Resheet Works incorporating flood damage;
- * Mt Myrtle Dust Suppression and Resheet works;
- * Karingal Apunyal Resheet works incorporating flood damage;
- * Middle Creek Rd, Wandoan—Gravel Resheet Works Stage 1
- * Geldard Road, Columboola Resheet (4.950-5.450)

In Progress

- Dalby PCYC Rear Access Upgrade (Final seal only)
- Regional Kerb and Channel Replacement Works (Dulacca);
- Wills Place, Dalby (0.0-0.125) Reconstruction Works;
- Turner Street, Chinchilla (0.00-0.091) Reconstruction Works;
- Apelts Road, Southwood, Resheet incorporating flood damage;
- Dawson Street Miles (0.01-0.310) Upgrade and reconstruction works
- Kleinschmidts Road, Jimbour East - Floodway Upgrade to multi-cell culvert structure
- Middle Creek Rd, Wandoan—Gravel Resheet works Stage 2

WORKS MAINTENANCE

In Progress

- Regional herbicide spraying program targeting the emergence of Condamine Couch on roads in the Dalby area
- Development of a regional Linemarking renewal program
- Planning of the 2024/25 Reseal Program
- Linemarking Renewal Package
- Regional Footpath Repair Package



RMPC Budget Update

2023/24 Budget: \$6.55M (incl. \$1.21M in variations)

Defect Backlog Value: \$38.11M

Value of overdue defects: \$18.52M

Value correct at 31 March 2024

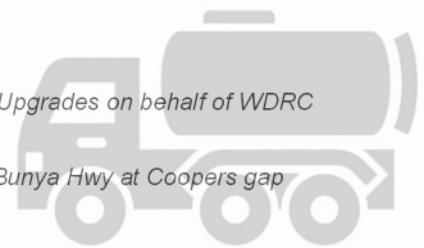
Completed

- ⇒ Council Reseal Prior Works in advance of 2023/24 Reseal Program
- ⇒ Chinchilla and Dalby Aerodrome re-seals on behalf of WDRRC Facilities
- ⇒ RMPC asphalt pavement repair package
- ⇒ RMPC Regional Drainage Repair Program



What's Next

- * Dalby Showgrounds and Saleyards Upgrades on behalf of WDRRC facilities
- * Drainage upgrades for TMR on the Bunya Hwy at Coopers gap



DALBY & CHINCHILLA AERODROME RESEALS

The Works and Facilities Departments have partnered for renewal of the sealed aerodrome runways at the Chinchilla and Dalby Aerodromes.

Facilities staff identified these surfaces were in need of renewal during their routine maintenance inspections and sought Works assistance to manage delivery of the sprayed seals. Works developed a new specification for this project as Aerodrome runways have specific requirements for sprayed seals that differ from seals on our roads, such as a large increase in rolling due to very little traffic on the seal.

The project presented challenges, including minimising the impact to businesses requiring use of the runways, coordination of multiple subcontractors, and delivery of works within a small window of availability.

The project was completed successfully with no issues.

WORKS

FLOOD DAMAGE RESTORATION

Update

- * Approximately \$167.6M of Restoration of Essential Public Assets (REPA) submissions approved by the Queensland Reconstruction Authority (QRA).
- * Eighteen (18) Works Packages are completed. These represent an equivalent of 30% of the approved REPA program completed.
- * A further eleven (11) Works Packages on unsealed roads are in-progress, or about to commence. These represent a further equivalent 26% of the REPA program.
- * 56% of the REPA program is either completed or in-progress and it is forecast that 44% of the REPA program will be complete by mid-May.
- * Council has nine (9) gravel supply contracts in place. Council will procure approximately 1,040,000 tonnes from commercial gravel sources at a cost of approximately \$18.4M.
- * Council will source approximately 540,000 tonnes from fifteen (15) of its own pits.
- * Round 10 RFQs, comprised of five (5) Packages on unsealed roads and one (1) sealed roads Package, close on Monday 22 April.
- * Only two (2) more rounds of RFQs for works on unsealed roads remain to be issued.
- * Ongoing release of further rounds of packages is planned approximately every two months.

March 12, 2024 9:53 AM
26.881829, 150.651539
129 | Quire's Rd A (0-5.932) | 0.62



Completed DRFA work on Quires Road

Awarded Packages

- * Package 26 (Glenaubyn / Drillham / Drillham South / Miles)
- * Package 27 (Tara / The Gums / Moonie)
- * Package 29 (Blackswamp / Cameby / Rywung / Baking Board / Greenswamp)

Planned Flood Damage Packages

- Package 30 (Woleebee / Wandoan / Guluguba / Pelham / Gurulmundi / Kowguran / Dalwogon / Myall Park / Hookswood)
- Package 31 (Cooranga / Bell / Moola / Kaimkillenbun / Dalby)
- Package 32 (Kogan / Goranba / Weranga)
- Package 33 (Fairlyland / Burra Burri / Jinghi)
- Package 34 (Wieambilla / Montrose / Tara)
- Package Seal 02 (Jimbour West / Jimbour East / Pirrinuan / Kaimkillenbun / Dalby / Irvingdale / Moola)

WORKS FLOOD DAMAGE RESTORATION

FLOOD DAMAGE PACKAGES IN PROGRESS

- ◆ Package 16 (Sujeewong / Auburn)
- ◆ Package 17 (Tara)
- ◆ Package 19 (Tara / Goranba / Marmadua / Weir River)
- ◆ Package 20 (Wandoan / Grosmont / Roche Creek)
- ◆ Package 21 (Chinchilla / Red Hill / Burncluith / Pelican / Fairyland)
- ◆ Package 23 (Boonarga / Brigalow / Hopeland / Crossroads / Montrose)
- ◆ Package 24 (Miles / Hookwood / Columboola / Goombi / Cameby / Rywung)
- ◆ Package 25 (Eurombah / Clifford / Bundi / Grosmont / Bogandilla)



4 Contracts Awarded & Works Started



10 Request for Quotes Called



2 Contracts Completed



87 Roads Awarded Works



\$8,601,144.20 Contract Value Awarded



Completed Packages

- * Packages 1—10, 12 & 14, previously reported
- * Package Seal 01 (Kumbarilla), previously reported
- * Package 11 (Waikola)
- * Package 13 (Brigalow / Ranges Bridge)
- * Package 15 (Inglestone / Hannaford / Southwood)

TECHNICAL SERVICES

Design

Achievements

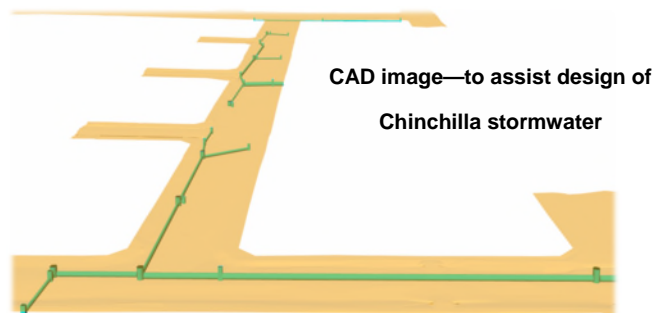
- Design Program - 93% (38/41) 2023-24 Issue For Construction (IFC), Remaining jobs at >75% complete awaiting further direction regarding stormwater cost implications
- 23/28 additional miscellaneous projects completed

What's Next

- Finalise the 2023-24 Design Program
- Progress 24/25 Design Program - currently 33% (15/45)
- Recruiting for vacancy positions due to staff shortage

In Progress

- Markham's Hill Road (CH2592—CH5041)
- Wheeler St and Dorney St, Chinchilla - Awaiting direction on stormwater options
- Chinchilla Streets—Windmill Street Area—Stormwater/Drainage Assessment 90% complete
- Gurulmundi Road—3/2400X1200 RCBC—Purple Creek—Complete, awaiting DAFF Approval.
- Gilligulgul Road—3/2100X1800 RCBC—Green Creek—95%



CAD image—to assist design of Chinchilla stormwater

GIS & Asset Management

Achievements

- Completed Road and footpath survey
- Indexation of Gas, Sewerage, Stormwater and Water asset classes
- Completed upgrade of Spectrum Spatial

In Progress

- Valuation of Council road, bridge and footpath assets
- Smart Program—Continuation of Asset Management Module
- Capitalisation of projects continuing
- Maintaining GIS dataset and maps

What's Next

- Continuation of Stormwater condition survey



E-bike—for footpath condition survey



TECHNICAL SERVICES

Quarry & Mobile Pits

In Progress

- Crushing of aggregates and road base for internal and external demand
- 2 local contractors continuing to produce gravel for Flood Recovery Project

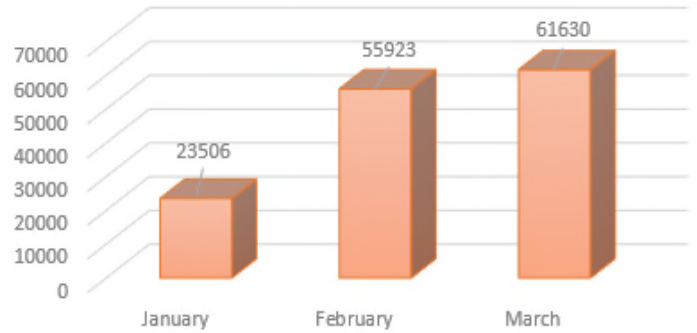
Achievements

- On going house keeping projects around the Jimbour quarry including a new access for safer access to shute, Security screens, improved hazard delineation
 - Progress 24/25 Design Program - currently 33% (15/45)
- ⇒ **Quarry** - 13,175t gravel and aggregates
- ⇒ **Production Mobile Pits** - 75,611t inhouse plus, external contractor for Flood Recovery Project)

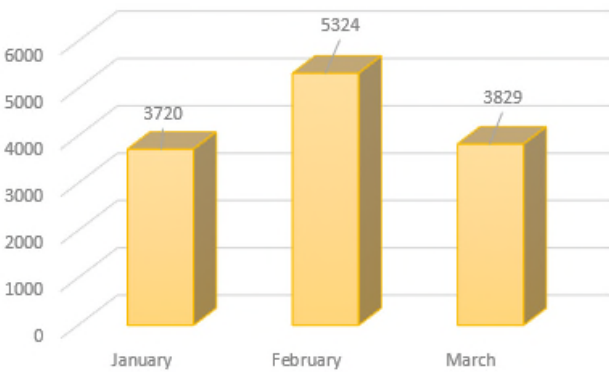
What's Next

- Stock take—drone survey
- Recruit to Quarry and Mobile Pit Supervisor vacancy

Mobile Pits Material Issued



Jimbour Quarry Production



Corridor Management

In Progress

- Arrow Energy working with team towards upgrades of roads in the Miles region prior to commencement of their Girraween Project later this year
 - Myall Park Road—sections
 - Retreat Road - sections
- Wambo Wind Farm Project STG 1 finalising the detailed design of roads and intersections requiring upgrades and modifications to accommodate project traffic including the turbine components including
 - Hickey Road, Jandowae, Woollets Road, Diamondy Road, Niagara Road
- Wambo Wind Farm STG 2—Road infrastructure Agreement had been finalised

Achievements

Road Infrastructure Agreements - has enabled WDRC TO undertake design and construction of road works where Works team have capacity .

- Permits processing has increased from 2760 to 3251 over the same quarter 2023. (an increase of 18%)

Permit Tally 2017 to 2023



UTILITIES

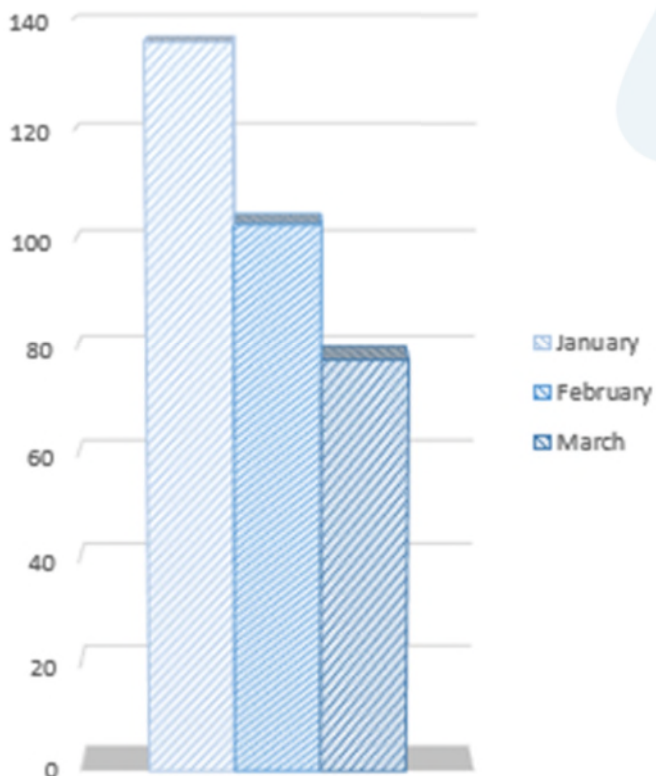
In Progress

- Dalby Water Supply Upgrade — Dalby WTP to Watt St pipeline 95% complete.
- Drinking Water Supply Upgrade — Drafting Evaporation Pond Design & Construction Tender.
- Water Main Replacement:
 - ⇒ Chinchilla: Dorney St, Wheeler St, Zeller St, Rennick St;
 - ⇒ Dalby: Black St,
- Regional Sewer Relining — Veolia 60% complete
- Water Meter Replacement Program
- Dalby Clearwater Tank Repair
- Flood Gauge Alert 2 Upgrade
- Filter Monitor Upgrade

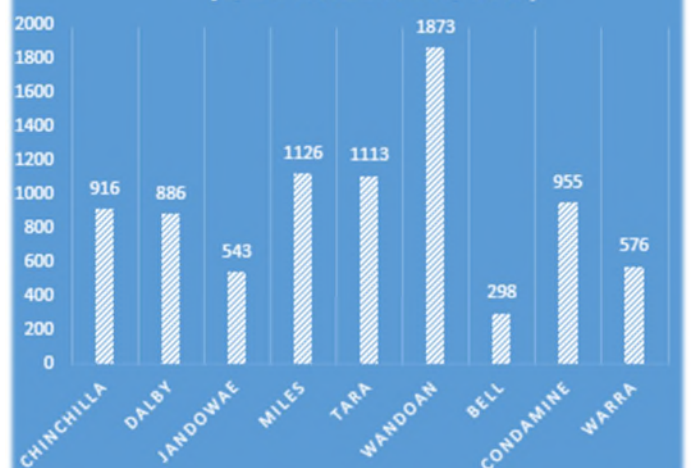


Horizontal Directional Drilling under Warrego Highway at Warra

CRM'S RECEIVED



SCHEME AVERAGE DAILY CONSUMPTION/CONNECTION (L/CONNECTION/DAY)



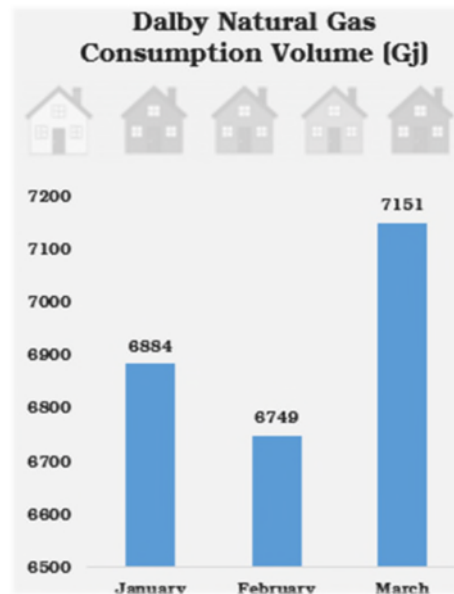
UTILITIES



Open Cut 150mm PVC Water Main Replacement on Black Street & Leichhardt Ave Intersection Dalby

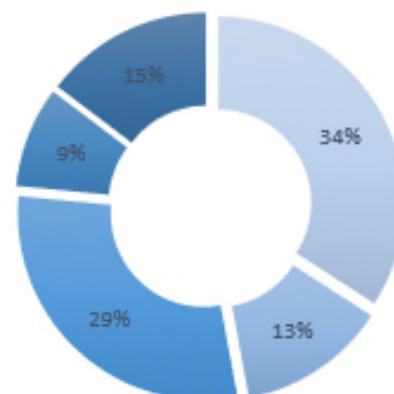
What's Next

- Water Meter Replacement Program :
 - ⇒ Dalby: Commodity Ct
 - ⇒ Warra: Robinson St from WTP to Water Tower, Thorn St and Lyton St
- Dalby Water Supply Upgrade - Stage 2 Pipeline
- Maintenance: Miles WTP - Replacement of launder troughs, fabrication & supply of augers for Grit conveyors



Standpipe Consumption (kL)

■ Chinchilla ■ Dalby ■ Miles ■ Wandoan ■ Tara



Completed Projects

- Dalby WWTP Blowers Installation
- Chinchilla WTP Sludge Handling
- Dalby & Chinchilla WWTP Air Blades Supply & Replacement
- Water Main Replacement:
 - ⇒ Chinchilla: Glasson St, Turner St, and Crescent Ave;
 - ⇒ Dalby: Service lowering in Leichardt Ave area;
- Boyd St Pumpstation Commissioning & decommissioning at retired site.

Title **Community & Liveability Report: Dalby Cultural Centre**

Date 9 May 2024

Responsible Manager D. Fletcher, GENERAL MANAGER (COMMUNITY & LIVEABILITY)

Summary

This report provides necessary information and detailed responses to each specific resolution adopted by Council regarding the proposed Dalby Cultural Centre on 18 April, 2024.

Link to Corporate Plan

Strategic Priority: Active Vibrant Community

- We are a happy, inclusive community, proud of where we live.
- Our people of diverse backgrounds and ages are united by social, cultural, and sporting activities.
- Our parks, open spaces, and community facilities are alive with activities and connect our communities.
- We are a strong sustainable community supported by volunteers.
- We empower communities to develop local initiatives and events.

Material Personal Interest/Conflict of Interest

There are no personal interests nor conflicts of interest associated with this report.

Officer's Recommendation

That the report be received and that Council

1. continues with the planning and engagement activities for the proposed Dalby Cultural Centre in accordance with the Community Engagement Plan as per attachment 2.

Background Information

During the Ordinary Council Meeting on 18 April 2024, Council adopted three resolutions connected to the ongoing discussions surrounding the Dalby Cultural Centre. These resolutions are outlined as follows:

- **Resolution 11.1:** *That this petition be received, and a report be brought back to Council.*
- **Resolution 17.1.1:** *A report be presented at the next Ordinary Meeting of Council with respect to the proposed Dalby Cultural Centre, outlining:*
 1. *the timeline of the engagement which has occurred to date, including an overview of community feedback received;*
 2. *future engagement opportunities for considering the expected uses, spaces, and cultural aspirations within the proposed cultural centre; and*
 3. *a summary of the process which has led to the decision to develop the cultural centre within Thomas Jack Park.*
- **Resolution 18.2:** *That planning works regarding the Dalby Cultural Centre be suspended until the petition is considered and matters pertaining to location and budget are resolved.*

Report

- **Resolution 11.1:** *That this petition be received, and a report be brought back to Council.*

The Council has received a petition concerning the proposed location of the Dalby Cultural Centre at Thomas Jack Park.

The petition states: "*We, the undersigned, respectfully petition the Western Downs Regional Council that the proposed cultural centre not be located in Thomas Jack Park. We believe the entirety of Thomas Jack Park should remain open space and parkland for all locals and visitors.*"

Upon detailed review and verification of the petition entries, it was identified that there were illegible entries, lack of complete address details, duplicates, triplicates, and a considerable number of online entries lacking identifiers such as addresses. Furthermore, a notable proportion of entries originated from outside the Western Downs Region.

The comprehensive analysis of the petition data revealed the following breakdown:

CATEGORY	NUMBER OF ENTRIES
Online Entries	3209
Manual Entries With Signatures	1421
TOTAL	4630
Overseas Entries (NEW ZEALAND, GERMANY, MALAYSIA, UK, US, CANADA, CROATIA, ENGLAND, FRANCE, HUNGARY, IRELAND, ITALY, MOROCCO, NEBRASKA, NETHERLANDS, QATAR, SAUDI ARABIA, SPAIN, SWEDEN, TURKEY)	37
QLD external to WD Region	1516
NSW	230
WA	51
VIC	105
SA	30
TAS	5
Unknown	11
Western Downs Region Entries (excluding Dalby)	419
Entries specifically from Dalby	2226
Entries identified with: duplicates (97), triplicates (2), and unidentifiable online entries (1275)	1374
Valid entries from Western Downs Region (including Dalby)	1122
Valid entries specifically from Dalby	986

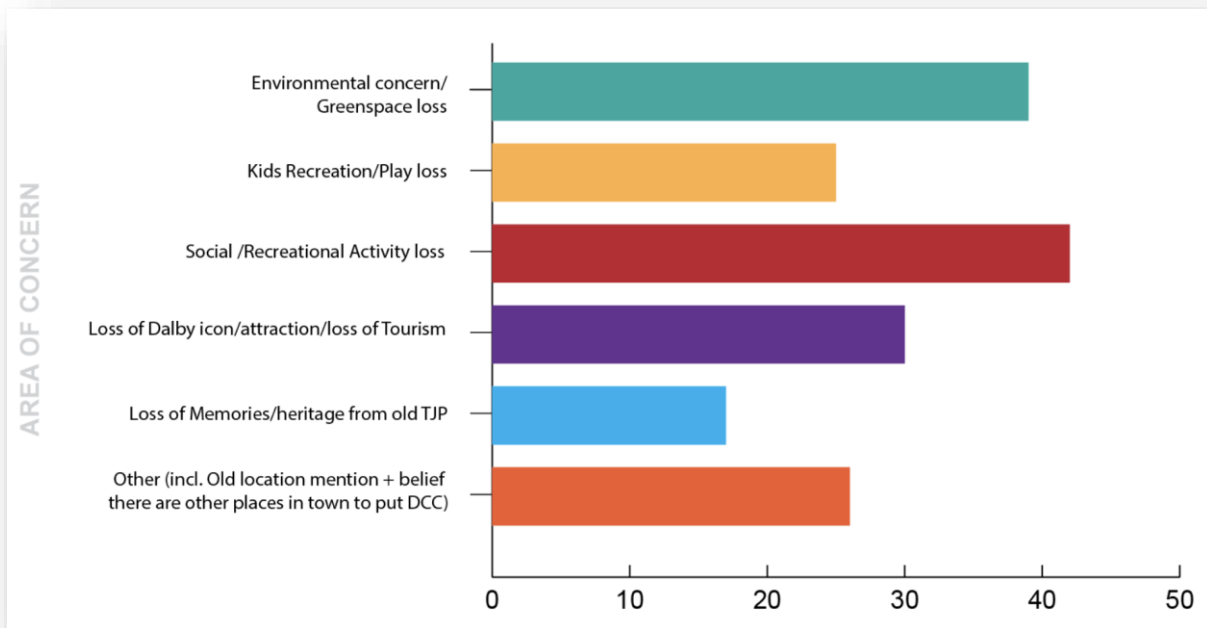
The Council recognises and respects the community's strong sentiments regarding Thomas Jack Park, as articulated by the petitioners. This cherished open space holds significant value to our residents, embodying a communal spirit and a commitment to preserving our natural environment.

To accurately gauge the community's views, we have conducted a thorough analysis of 100 representative comments extracted from the Save Thomas Jack Park online petition. The findings revealed a remarkable consistency in the themes expressed, affirming a unified concern among community members about the future of this valued parkland.

The top 5 areas of concern were:

1. Loss of social / recreational space
2. Loss of green space / environmental concerns
3. Loss of a Dalby attraction / loss of tourism

4. Loss of space for kids
5. Other – belief that there are appropriate alternative sites for DCC



Key words used included:

- Centre
- Community
- Space
- Open
- Beautiful
- Green
- Family

Quotes:

'It is a very popular park for the community and for visitors stopping in Dalby'

'Open spaces for families and friends are so important'

'I'm unhappy about losing so much green space from the centre of Dalby and particularly with global warming set to increase. Surely there are other areas that could be chosen which will offer more space for a magnificent undertaking'

It is with a sense of responsibility that we address the concerns raised by some community members regarding the petition process for Thomas Jack Park. Reports of individuals feeling pressured or, in certain instances, intimidated during the collection of signatures are deeply troubling. The Council takes these issues seriously, any form of discomfort reported by community members is taken seriously and regarded with concern.

Our approach to community engagement is anchored in the principles outlined in our Communications and Community Engagement Strategy. This strategy is designed to ensure transparency, provide accurate information, and facilitate timely communication so that all community members can participate meaningfully in Council initiatives.

Moreover, the complexity of decisions concerning community projects of significant scale requires a nuanced understanding. Each decision the Council makes is the result of a thorough review of all community feedback, aimed at achieving outcomes that benefit the entire community. While it is understood that not every decision

may align perfectly with every individual expectation, this should not be mistaken for a lack of thorough consideration.

We remain steadfast in our commitment to transparency and inclusivity, ensuring that every voice is heard and taken into account. This commitment helps guide our efforts to make informed decisions that reflect the collective best interest of our community.

- **Resolution 17.1.1:** A report be presented at the next ordinary meeting of Council with respect to the proposed Dalby Cultural Centre, outlining:
 1. the timeline of the engagement which has occurred to date, including an overview of community feedback received;
 2. future engagement opportunities for considering the expected uses, spaces, and cultural aspirations within the proposed cultural centre; and
 3. a summary of the process which has led to the decision to develop the cultural centre within Thomas Jack Park

This report demonstrates the high level of intensive community engagement that took place during 2022 and 2023. The report is supported by the attached "Dalby Cultural Community & Stakeholder Sentiment Report", October 2023, prepared by Fourfold Studio.

Timeline of engagement

To test and confirm the Dalby community's cultural aspirations, needs and requirements, Council's Communities and Liveability Directorate conducted two rounds of consultation.

This timeline illustration demonstrates the engagement process:



Consultation Round 1:

After the Myall 107 Cultural Centre was demolished, Council commenced a public engagement process from 9 August to 28 September 2022. This process was conducted inhouse.

Round 1 also included a Councillor Visioning Workshop during August 2022.

Community engagement included online survey through the Have Your Say platform, pop-up stalls at the shopping centre, and local markets, as well as having paper copy surveys available at Council's Dalby based facilities. Council received 428 responses.

The outcome of Consultation Round 1 highlighted clearly what cultural centre elements the Dalby community aspires to. A cinema, an art gallery, a library, a café supporting the cultural centre, a theatre, and a performing arts facility, and activities for the youth formed the most popular elements.

Consultation Round 2:

Considering the complexities of a future Dalby Cultural Centre project, Council conducted a second round of consultation. Community engagement specialists Fourfold was engaged to lead the process, supported by the Communities and Liveability Directorate.

To accurately inform decisions for the future Dalby Cultural Centre, Council engaged with Dalby based residents. Utilising the elements of the Cultural Centre that the community identified, council engaged representatives of the relevant industries (i.e. arts & cultural groups), and the Dalby Chambers of Commerce and Industry in the formation of a Community Advisory Panel ("CAP").

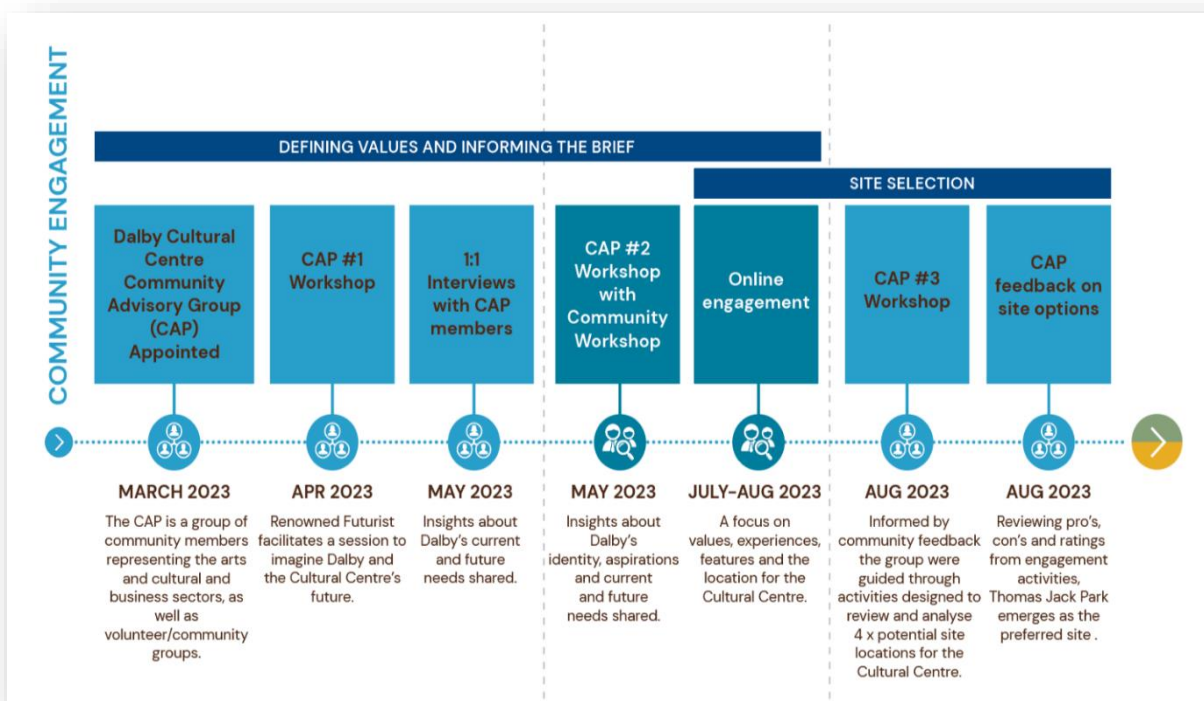
In April 2023, Professor Sohail Inayatullah took Councillors through an "Envisioning our Future" process. Councillors identified four scenarios:

1. **No Change Scenario:** Cultural Centre is not redeveloped and remains a 'vacant block of dirt' to be developed for something else.
2. **Marginal Change Scenario:** The cultural centre is 'kodaked'. Rebuilt as was and doesn't change anything.
3. **Adaptive Change Scenario:** The centre becomes 'a place for the future you' which is about moving towards Dalby's imagined future.
4. **Radical Change Scenario:** The centre is a 'blank canvas' which creates 'a deep community experience' with integrated tech.

The preferred outcome of the future visioning exercise was a mix between "Adaptive" and "Radical Change", and the components of the preferred future are:

- The Centre is integrated, we have gone beyond co-location.
- The Centre is green, personalised, welcoming and educational.
- There is extensive use of digital and other cutting-edge technologies.
- The Centre focuses on wellness.

Consultation Round 2 timeline provided below highlights all actions taken.



Consultation Round 2 community feedback:

Most important facilities / services, in order of importance:

1. Library
2. Cinema
3. Art Gallery
4. Live music / theatre
5. Café / restaurant

Least important facilities / services:

1. Dance Hall
2. Computer/3D Printing Labs
3. Music/video/podcasting production
4. Gaming Spaces

Future Engagement Opportunities

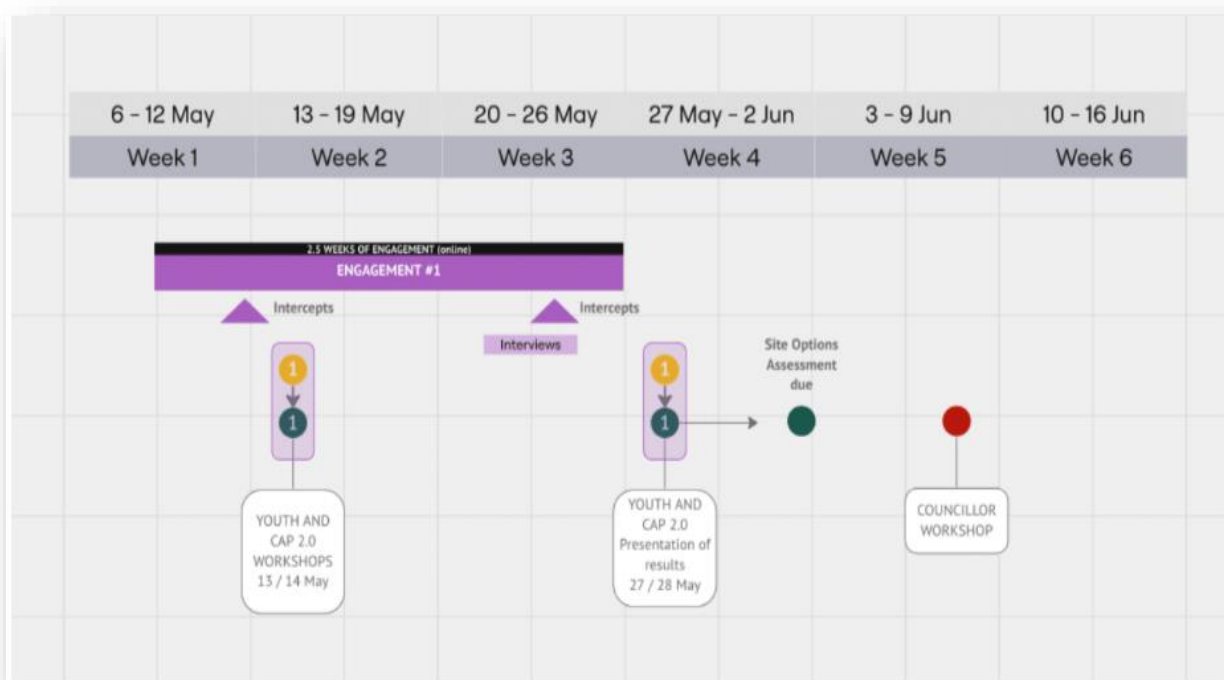
Community Consultation Round 3 commences on Friday, 10 May 2024. Two new elements are included in this round of consultation, firstly a refreshed CAP (CAP2) with a specific Terms of Reference, online application process, and 16 members; secondly, specific engagement with youth, through the three Dalby High-Schools.

The consultation will revisit the values and what should be considered for inclusion in the Dalby Cultural Centre.

The consultation will comprise:

- An online survey using Council's "Have Your Say" Platform, open from Friday 10 May until Sunday 26 May 2024.
- Specific dedicated engagement and design workshops with youth, in particular High School students with all three Dalby High Schools.
- The new Community Advisory Panel (CAP2) with workshops and site assessments.
- Small group interviews.
- Promotional engagement opportunities including intercept surveys and pop-ups.

Presentation of both the Youth and the CAP2 workshop outcomes will take place in the week 27 May - 2 June 2024, and a feedback workshop with Councillors will take place week 3-7 June 2024.



Summary of the process which lead to the decision to develop a cultural centre within Thomas Jack Park.

Given the investment required to replace the former MyALL 107, as well as the acknowledged significance of the opportunity for this investment to transform Dalby’s identity and position within the region, whilst the former site is a feasible option, it’s location is outside of the town centre, it is isolated from other urban amenities, which means it is not as easily accessible or visible from the most active points within town.

Possible site consideration criteria included:

- Vacant lots of land with adequate footprint to host a cultural centre.
- The vacant land's location in relation to the business centre of Dalby.
- Visibility from main thoroughfares.
- Preferably in council ownership.
- Ideally free of planning restrictions due to any flooding impacts.

A desk-top analysis identified four potential site development opportunities:

- 107 Drayton Street.
- Thomas Jack Park.
- Former Sisters of Mercy site along Myall Creek.
- Elements of a Cultural Centre distributed throughout the CBD.

The CAP and Councillors participated in separate workshops to review the four locations. Community values derived from the major ideas as identified by the community in the online process stated that the Dalby Cultural Centre should:

- Be located in one place;
- Be an impressive design showing showcasing Dalby's identity;
- Be easily accessible by car;
- Be easily accessible by foot or bike from the town centre;
- Be located on a site where there is enough space to replace what we had at Myall 107;
- Reflect value for money;
- Consider whole of life costs and efficient use of taxpayer money; and
- Consider how to best complement, not compete, with existing uses and functions of the town.

The four site options were presented to the community in an online engagement opportunity (6 August 2023) that included the identified community values and the advantages and disadvantages of each site. During the final CAP workshop, a matrix scoring system was used, allowing CAP members to anonymously score each location. The CAP discussions were then combined with the community values which identified Thomas Jack Park to be the preferred location. The detailed process, including a summary of the findings of each proposed location is on pages 13 to 19 of the attached Dalby Cultural Centre Community Sentiment & Stakeholder Report.

- **Resolution 18.2:** That planning works regarding Dalby Cultural Centre be suspended until the petition is considered and matters pertaining to location and budget are resolved.

In response to the Council's resolution and the significant concerns expressed in the petition, all planning activities relating to the Dalby Cultural Centre were temporarily suspended. This pause has remained in effect while discussions with Council, held on Thursday, 2 May 2024, have further explored the matters pertaining to the budget and clarifying the process for site location. As these matters have now been addressed and will continue to be progressed through the next phase of the community engagement, it is appropriate for council to resolve to continue with the planning in accordance with the Community Engagement Plan (attached).

The attached engagement plan has been prepared in accordance with the discussions held with council, which aims to ensure transparency and community involvement in the future phases of development for the Dalby Cultural Centre. Further updates will be provided as new information becomes available and additional community input is processed.

Consultation (Internal/External)

As detailed above in the report.

Legal/Policy Implications (Justification if applicable)

Nil.

Budget/Financial Implications

A revised budget allocation for this project will be considered by Council during it's 24/25 budget deliberations.

A funding agreement between the Regional Council Infrastructure Fund (RCIF) and the Western Downs Regional Council for the development of the Dalby Cultural Centre has granted \$14.1 million towards this project.

Initially, the agreement stipulated that construction should commence in November 2024. However, council officers have successfully negotiated with the Department of State Development and Infrastructure ("the Department") for a revised timeline. After careful consideration of council's request, the Department has agreed to extend the commencement date to April 2025. It should be noted that it is unlikely that further extensions for this funding will be supported by the Department.

Human Rights Considerations

Section 4(b) of the *Human Rights Act 2019* (Qld) (the Human Rights Act) requires public entities 'to act and make decisions in a way compatible with human rights'.

All activities will be undertaken in accordance with Council's human rights obligations.

Conclusion

With a commitment to continued advancement through subsequent community engagement phases, it is now prudent for the Council to resume planning in alignment with the established Community Engagement Plan.

Council is committed to conducting further assessments and engaging with the community to incorporate a broader spectrum of viewpoints into the decision-making process. This report underscores our dedication to continued transparency and active community participation in the ongoing development of the Dalby Cultural Centre.

We will continue to update the Council and community as new information emerges and further feedback is integrated.

Attachments

Attachment 1: DCC- Community Sentiment & Stakeholder Report, May 2024

Attachment 2: DCC- DCC Site Review Engagement Overview

Authored by: Daniel Fletcher, General Manager- Community & Liveability



— OCTOBER 2023

Dalby Cultural Community & Stakeholder Sentiment Report

Engagement Summary

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WDRC Dalby Cultural Centre

Community and Stakeholder Sentiment Report

Engagement Summary

Version 2: issued 19 October, 2023

Introduction & Background

The Western Downs Regional Council (WDRC) has embarked on an ambitious project to build a new cultural centre in Dalby to replace the MyALL 107 facility that previously served the community. The Dalby Cultural Centre project explores the opportunities for a state-of-the-art facility to create a new beginning for Dalby offering arts, cultural and educational services as well as providing opportunities for the community to share space, learn, socialise, and form strong bonds and connections with each other. Prior to developing the design brief, WDRC seek to understand community sentiment and aspirations for the facility. This report focuses on community input toward the decision-making process, providing one more layer to the many technical and strategic considerations necessary for a project of this scale.

For many years the community of Dalby was serviced by the popular MyALL 107 cultural centre. Built in the 1980s and described as the 'creative hub of Dalby' in its time, the centre formed a much beloved part of the community and allowed for the provision of a range of key services including the Dalby library, the civic theatre, cinema, and the local art gallery. The centre also provided a versatile and central hub, a place for hosting events, socialising and meeting. However sadly whilst undergoing refurbishments in 2022, structural defects were discovered (including in the core foundation, walls and roof) which caused major concerns for community safety and the sad decision was made to demolish the building.

The loss of the old cultural centre and its services was keenly felt by the community, and many felt demoralised about the unfortunate outcome for such a special community place. Previous services, assets and collections have been redistributed within Dalby and the Western Downs. The community are keen to see the return of their beloved facility but have appreciated being involved in the process of deciding its future.

Thanks to a partnership between the WDRC, Councillors and the Federal Government (via the 'Building Better Regions Fund') resources are still available to help build a brand-new cultural centre for Dalby, one which hopefully offers a greater vision than ever before. There is now an opportunity to establish Dalby's identity and significance in the region, offer bigger and better cultural opportunities and services and help connect the town to the greater Western Downs region, firmly establishing it as 'the Gateway to the Western Downs' an aspirational view of Dalby expressed by many within the community.

This report (developed in conjunction with placemaking consultants and community engagement experts Fourfold Studio) helps the WDRC to understand community sentiment in regards to the cultural centre, form a detailed view of what is desired and needed by the community and provides some suggestions and recommendations for how to move forwards with the project and build a centre that will cater to diverse needs, provide futureproofing and help the community to get the best out of the final development.

The key to great placemaking is not just a matter of hardware; the physical aspects, but also one of software; the things that make a place well-used and ultimately loved. Considerable effort has been made to assess community sentiment and create a shared vision for the new cultural centre with this in mind. The final facility is more than just a physical building to the people of Dalby, it represents their aspirations for the future and their desire to be connected to each other and the world through arts, cultural and social activities, and experiences.

The engagement process

As part of the process to produce this report and discover the guiding principles, values and aspirations for the cultural centre a rigorous community engagement process was undertaken. A Community Advisory Panel (CAP), comprising recognised community leaders with an interest in the arts and cultural sector, representatives from local businesses and influential arts and cultural champions was created. This group participated in a series of workshops to help uncover the unique identity of Dalby, the wants and needs of the community, specific technical details and the opportunities and challenges faced by the project. The workshops also included a special session co-ordinated by the world-renowned academic futurist and researcher Sohail Inayatullah who helped participants to identify potential needs for the future of Dalby and crystallise a view of a cultural centre which would be iconic, high-quality, contemporary and futureproofed. Additionally, one-on-one interviews were conducted with the group members after the first engagement sessions to gather deeper insights into key details, local wisdom and professional insights.

On the request of the CAP, subsequent workshops were commissioned by WDRC and conducted with a broader community group and a local school to ensure that the community's diverse voices contributed and were heard throughout the process. The subsequent community workshop was an open invitation to all.

The final component of engagement involved a 2-week online survey and interactive activities via WDRC Have Your Say platform. This survey expanded the understanding of community's perspectives following Council-led engagement undertaken in 2022.

Council officers, and WDRC Councillors have remained informed of community feedback throughout this process.



Exploring the opportunity with community

Dalby's Identity

What is Dalby known for? How do locals and visitors describe it? Why do people choose live and work here or to visit? By its nature, the new cultural centre has significant potential to contribute to and strengthen Dalby's identity; highlighting assets, history and fundamental truths about the town that locals can be proud of.

Through engagement, community uncovered several fundamental truths that underpin the essence of Dalby. These are characteristics or features that on their own may be shared with another place, yet their unique combination shapes the distinct picture of Dalby. Commonly, these may relate to natural features of the land, historical stories, industry, or the social fabric of a place. When the identity of Dalby was explored with community, the following 'Place Truths' were discovered.

1. Myall Creek
2. Agricultural heritage to booming industry

3. Multi-cultural
4. Laid back country lifestyle
5. Gateway to the Western Downs
6. Major events, sporting culture and food

The process of defining these ‘place truths’ informed by community was extremely useful in forming a picture of the current state of Dalby; however, it seemed that generally most people were unsure about how to describe the town, its unique attributes and personality, especially compared to other places within the region. This presents a challenge in terms of Dalby’s positioning, however also an opportunity to leverage the Cultural Centre project to create a unique landmark and consolidate Dalby’s identity and vision for the future. Activating the Cultural Centre and its spaces could help the community begin to express their own sense of identity through socialisation, creativity and self-expression. It could also provide an opportunity to further solidify Dalby’s place as the ‘Gateway to the Western Downs’ by providing space to showcase the entire Western Downs region to visitors by using the iconic landmark building as a central hub and information centre.

Cultural Centre Aspirations & Values

The community has identified a number of aspirations underpinned by a set of values that the Cultural Centre should endeavour to fulfill. These aspirations and values are the result of work undertaken during engagement process to identify the key ideas that they feel the Cultural Centre needs to have in order to support the community in Dalby.

The engagement included early CAP sessions, school workshop and community workshop which all informed the creation of the draft values. These were then tested via a second round of community online engagement. Online engagement found that the majority of people surveyed were in favour of the values with 58.93% rating them 5 out of 5 stars and 89% rating them 4 stars or above (see Appendix A for online survey results).

Values

The design, function, activation, and management of the new Cultural Centre should align with the following values:

- **Community focused** – provides clear benefits for the community and gives them space to learn, play, create and grow.
- **Shapes identity** – provides a platform to build and express Dalby’s distinct identity to the world, strengthening its profile and attractiveness as a place to live, work and visit.
- **Expands horizons** – gives the people of Dalby an opportunity to learn, discover new ideas, build skills, engage with technology, participate in activities, and be inspired.
- **Inclusive, safe & social** – Provides an equal use and safe space for all people of all ages, abilities, and cultural backgrounds and encourages people to gather, socialise, collide, and form strong bonds and community connection.
- **Gateway to the Western Downs** – provides connection to the rest of the Western Downs region and creates a place to learn about the entire area, its unique people, towns, cultures, and rich history.
- **Embedded in nature** – provides an indoor / outdoor environment with greenery integrated with built structures.

These values were tested during online community engagement and the overall response was extremely positive with 58.9% of people giving the value 5 stars and 89% of people giving the values 4 stars or above (see Appendix A for more details).

Aspirations

A set of aspirations for the future Dalby Cultural Centre have been created in order to help understand the need for facilities, services and potential technical requirements.

The aspirations for the centre had their beginnings in the early CAP sessions with group members providing feedback around services that they felt were critical for Dalby and segments of the community that they felt would benefit the most from the new Cultural Centre.

There was a large amount of consensus from the CAP about which aspirations were most important for the community and this has been informed the following list This information was also translated into content for the second round of online community engagement and the ideas were tested. The results of the online survey can be seen as a brief overview in this report in *Testing with community - Facilities & Experiences* and in detail in Appendix A.

Space for teens and youth

A key desire for the new Cultural Centre raised by the CAP group is the need for special spaces and activity provision for teens and youth. This idea was supported by the broader community during online engagement with 'Activities for teens' highlighted as the number one desired activity or experience for the new Cultural Centre (see Appendix A). The community strongly desire that the youth in Dalby and throughout the wider region feel supported and engaged and are offered a wide range of choice in activities (outside of sports, which many feel are currently adequately catered for). They want to give young people clear reasons to stay in the region. Suggestions included offering space for more activities like digital creation and gaming, offering indoor/outdoor hybrid physical activities such as rock-climbing walls, offering comfortable lounging and 'hang out' areas where they don't feel constantly observed by adults and offering creative maker spaces for teens to make their own creative work. It was also suggested that providing better space for hosting educational facilities, online learning and quiet study was a way to keep youth in the region by allowing them to pursue tertiary studies in comfort.

Supporting Learning & Education

The CAP group identified that the community of Dalby need a space that offers opportunities for an increased educational offering. Many have identified that there are ample opportunities for people to easily access certain types of education within the Western Downs and Dalby especially apprenticeships, trades and some TAFE courses. However, there is a lack of opportunity to access other styles of education or work training pathways.

The majority of people identified two major areas of educational need:

1. **University/Tertiary Education** – Major Universities and TAFEs are located too far away for many people to access easily. Young people or others who wish to study at a tertiary level often have to leave the region (and their families and friends) in order to gain specific knowledge and skills. They often leave the area to study and don't return or leave and return much later in life meaning that their professional skills are often missing from the community for years. Whilst online study is increasingly an option for students around Australia, community members pointed out that without appropriate space to conduct quiet study, group meetings or access books, educational resources and reliable internet it can be very hard for students in the region to take advantage of remote study options.
2. **Short courses, casual classes & workshops** – Throughout the community engagement process it was discovered that there is also a strong desire for access to short courses to help people upskill in a more casual way, outside of being formally enrolled in tertiary education. The community felt that the capacity to offer such courses in Dalby currently was limited. The main areas that people felt were missing to help get casual education happening were: a lack of appropriate work space, lack of equipment and resources and confusion around a single point of truth to help people in the community know where and when things were happening around town. Short course and workshop ideas from the community included: cooking classes, sewing classes, basic woodworking and carpentry classes and DIY or home maintenance courses. There was also the suggestion that people within the community or community groups could help to run these courses if they were given enough space and the opportunity to do so.

Diversity of Activity

The cultural centre should have capability to host a variety of activities and events. Many people in the CAP pointed out that the community love taking advantage of the great sports facilities and clubs in the area but feel that options for activities outside of sport are non-existent or limited. This means that there are no spaces for people in the community to explore other options, broaden their experiences, try new things, or learn new skills. Some suggestions from the community about activities they might be interested in include:

- Artist workspaces/studios to host visiting artists or performers.
- Artists and maker spaces with equipment for workshops (i.e., art equipment, tools, work benches, 3D printers etc.)
- Spaces to host small educational workshops and short courses such as cooking classes, sewing classes or home trade/handyman skills.
- Places for alternative teen and youth activities such as spaces for digital gaming, tabletop gaming, quiet chillout areas, or teen/youth art workshops.
- Music performance space and recording space.
- Theatre performance and practice space.
- Places to show movies or films (as a replacement or alternative to a cinema).
- Indoor/alternative physical activities like rock climbing walls, ten pin bowling and indoor play.
- Chillout/quiet areas for the greater community.
- Study nooks and quiet study spaces.
- Spaces to host large events like festivals, conferences and business summits like the 'Words Out West', business industry summits or similar.

Online engagement also supported this idea with activities and experiences of 'Learning and sharing knowledge' and 'Being creative, making things and expressing myself' scoring highly amongst those surveyed. This would suggest that the community would like a variety of spaces to learn and work on creative projects.

Multipurpose facility (big & small)

The CAP identified that the cultural centre needs to have the capability to host a variety of different events and include spaces that are versatile to suit many needs. Rooms should also be fit-for-purpose and include working equipment, easy access, and storage spaces. Many have suggested the idea of being able to change the size and shape of rooms with moveable walls or seating so that areas can adapt to accommodate different styles of events. The community in Dalby also identified the need for larger performance spaces (holding around 1500-2000pax) with correct equipment, space, layout and gear for specific events (i.e., wings and stage area for theatre or dance, specialist sound equipment for musical performance, or mics, projection, screens and AV equipment for speech events like conferences, festivals or workshops). There is also a need for medium sized spaces for smaller performances of around 100-200pax. Conversely there is also a need for quiet, private rooms to host meetings. Quiet rooms need privacy and security as in the past similar rooms have been used for private study groups, Council staff meetings, family groups, social work visits and outpatient medical appointments.

In summary, spaces that are required could be divided into:

- Small, private rooms – 5-10pax
- Medium sized private rooms/meeting rooms – 10-20pax
- Public workshop, maker spaces or studios – 20-50pax + work benches, storage and equipment
- Medium sized public rooms/performance spaces – 100-200pax
- Large public performance/general use spaces – 1000-2000pax

Again, online engagement also supported this idea with activities and experiences such as 'Learning and sharing knowledge', 'Seeing live music and performances' and 'Being creative, making things and expressing myself' scoring highly. This would suggest that the people of Dalby would like the Cultural Centre to be used for diverse, creative purposes.

Accessibility

The CAP group felt that community strongly desired that the cultural centre provides adequate spaces, pathways and amenities that cater to people with disabilities. This would ensure that people who have special needs are cared for and can easily access services in town and form social connections is extremely important to the community. Some mentioned that servicing the needs of those with disabilities had been a problem in the past (at the old MyAll 107 centre).

Futureproof

The CAP identified that the Cultural Centre needs to be future proofed and designed to meet the needs of Dalby and the surrounding area long into the future. This means that it should be capable of catering to increasing populations, changing age demographics, and evolving wants and needs for hosted performances/events or different styles of activities over time. This includes having event spaces that are versatile and can cater to larger groups of people in single sessions. Also, providing spaces for teens and youth so that young people have specialised space to cater for their needs as they age out of children's programs and activities. Futureproofing was considered to be one of the biggest challenges the CAP Group felt Council will face in determining the brief for this project.

Iconic building design

The CAP group strongly desire the building for the cultural centre to have a unique design that is reflective of Dalby's characteristics and strengths. Many suggestions have included concepts that incorporate the agricultural heritage and history of the area. During online engagement the statement 'The cultural centre should be an impressive design showcasing Dalby's identity' was given a rating of 4 stars out of 5 or higher by 88% of people. This supports the aspiration of an iconic building design. The community would like a building that sets them apart, provides an icon for the area and gives them a sense of pride within the town.

Integrated greenspace

The CAP group expressed a desire for more trees, greenspace, and shade throughout the town. Online feedback from the community was more mixed on this idea with the statement 'The cultural centre should not take away existing greenspace' scoring only a weighted average of 3.51 stars (see Appendix B). The building of a new cultural centre and facilities could provide the perfect opportunity to blend greenspace into the more commercial areas of the town and provide integrated green frontage between the building and the street. Shaded areas could provide locals and visitors with welcome relief from the sun and rain.

Central Hub

The CAP identified a need for a central hub or a central area for people to gather and socialise. The cultural centre has an opportunity to provide spaces for people from across the entire region to casually connect and meet up.

Many people in the CAP pointed out that Dalby currently lacks a central information point to find out information about the area and current activities and events that are happening in the community. Comments such as 'where do you go in town?', 'where is this event being hosted?', 'how do I get around town?' are commonplace and there is a lot of confusion about where to access services and event information.

A clear central hub would also help encourage visitors and tourists who are looking for things to do around Dalby. A clear line of sight and visual sense of arrival to a culture centre or information booth would help encourage them to stop and explore the town and learn about the Western Downs area. This could help cement Dalby's reputation as the 'Gateway to the Western Downs'.

Having a clear central hub allows people to always know where to go to find out what's happening in the community and access services and information. This could also be supplemented by an online or digital hub which corresponds with the cultural centre and allows people to find out information, self-educate, be aware of activities and access event guides and calendars online before coming to the centre.

Reinstating and improving Library Services

During online engagement the number 1 facility or service desired by responders was a Library showing that it is of paramount importance to the community. The previous library was a key feature of MyAll 107. Libraries are essential places for the community to learn, create, connect, and access services. It's important therefore that the new cultural centre provides adequate space to not only replace library services that were lost but also help the library gain space and resources to help them grow and offer more to the community in the future. Interviews with

the CAP and library representatives showed that they have many great ideas and ambitions for the future, including hosting larger, major events for the region and providing more services for teens and youth. They would also appreciate the opportunity to provide space to host more resources regarding local history (including physical collections) and provide historical education about the entire Western Downs.

Digital technology

It was discussed that the centre needs to provide community access to state of the art technology and foster the development of future innovation and tech. This means not only providing access to quality versions of existing technology such as reliable and stable high-speed internet, computers, software and tech equipment but also opportunities to expand and pivot to accommodate for future technology that may be developed in the future. This will help future-proof the town, allowing them to adapt as technology expands its capability and relevance. Access to technology will help connect people virtually to other parts of the world, showcase the region's future tech innovation, and provide educational access to new technological developments (such as robotics, biotech, and the Internet of Things). The growth of digital technology in Australia could allow many new opportunities for employment and remote working in regional Australia as local and overseas tech companies seek to fulfill demand for their services and increase their global reach. There's also an opportunity for the cultural centre to focus their digital tech advances and offerings on specific areas such as AgTech and FoodTech which could benefit the region (not yet as well-known as it could be for its strong agricultural industry and innovative industrial advancements).

A consideration raised by the CAP was that budget may need to be set aside to make sure that the cultural centre's digital systems are kept adequately up to date year-on-year as technology evolves and local demand for digital services increases.

A visitor attraction

The CAP identified that there is an opportunity for the cultural centre to provide an outstanding tourist attraction and cement Dalby's position as the 'Gateway to the Western Downs'. 'Sharing places and activities with visitors' was the fifth most popular activity or experience desired by community during online engagement (see Appendix A). A beautiful and attractive built environment as well as plenty of local activities around the facility could help to entice tourists to stop and spend some time getting to know Dalby. It could also boost local tourism and attract visitors from neighbouring towns within the Western Downs who want to attend large performances and shows or enjoy a nice day out in Dalby.

Challenges for the Cultural Centre

The CAP highlighted a number of challenges that might affect the progress of the cultural centre project:

- **Trying to please everyone** – the CAP identified that it may not be possible to meet all needs, please everyone in the community and satisfy dissenters. However, they don't want this to discourage Council or the community at large from moving forward with the project. At the moment their main priority is to finish the cultural centre project with a quality outcome so that it can begin to provide critical spaces and services as soon as reasonable and there is a good understanding that a community 'Wishlist' may not meet every single criterion but rather satisfy the broader short-term needs and have some flexibility to provide space to meet other needs in the future.
- **Community readiness for the Cultural Centre**– there is a general feeling from the CAP group that the project may be met with some resistance. People can be uncomfortable with change, even if it offers positive long-term benefits. The CAP identified that resistance to change may be present in Dalby and will require ongoing community consultation and patient management from Council to address people's concerns about the project moving forward. The community identified however, that they didn't want resistance to ideas to stop the progression of the project. Some CAP members also indicated they may be able to assist with key messaging and keeping the community informed.
- **Providing adequate multi-purpose space and equipment** – planning and providing spaces for different purposes and uses and a range of equipment and storage can be quite challenging. However, it is clear that having a multi-use space is a key area of need. Due to the cultural centre's location within a regional area, there is a definite need to provide a more diverse range of services within the one general area, which is strongly recognised as a necessity within the community,

- **Futureproofing** – Making sure that the cultural centre provides abundant and flexible space that supports the town as it grows, and changes is a key area of concern for the CAP group and the community. They do not want a building design that will quickly become out of date or not be able to evolve to handle changes in population, community service needs and the environment in the future.
- **Quality** – Making sure that the final project delivers a high-quality result is essential. Both the WDRC and community want to avoid any future risk to the quality of the structure. It is desired that there is no repeat of the current circumstances regarding the structural integrity, maintenance and future repairs or refurbishment. The building, fittings and surrounds should be easy to maintain and repair when needed and should deliver a beautiful and reliable standard of finish long into the future.
- **Dalby’s story and identity** – The cultural centre could be a place that helps to build a story about Dalby that the community want to be known for. This needs to be considered carefully as the design brief is created and the facility is built. What does the centre say about Dalby and its identity? Does it tell a story of embedded history or of a new experience, or is it both? Dalby doesn’t need a soulless and generic building to be built, it needs an iconic and distinctive cultural centre which will foster an elevated experience for the town and the entire region.

Testing with community

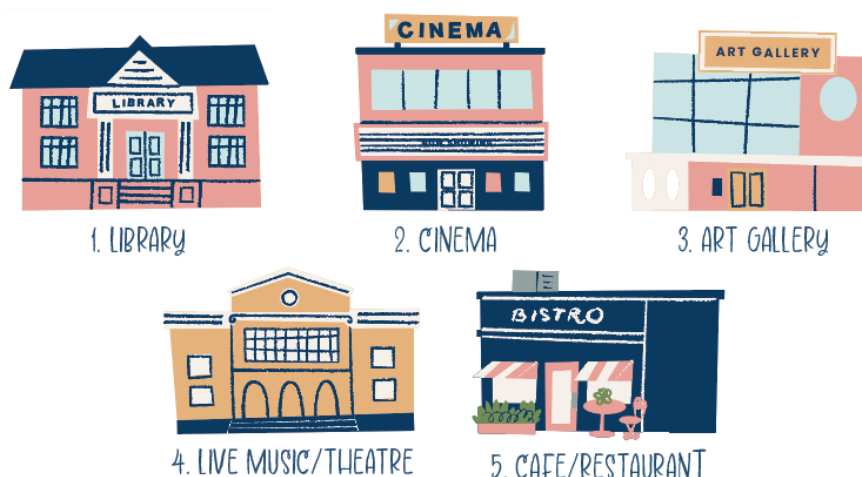
Online engagement was undertaken to get feedback on the values and aspirations and to test what facilities and experiences could be offered by the future Cultural Centre. The results of the online survey were discussed with the CAP group to add further perspective to the findings.

Facilities & Experiences

Online engagement was conducted in the community in order to discover what facilities and experiences locals were most eager to see within the cultural centre. The full overview of responses can be viewed in Appendix A with a summary of major points provided in the following:



MOST IMPORTANT FACILITIES/SERVICES:



LEAST IMPORTANT FACILITIES/SERVICES:



From this data we can see that a library, cinema and art gallery formed the top 3 most important facilities that people desired the cultural centre to include.

Cinema

The online engagement revealed that a cinema was the second most desired facility that the Cultural Centre could offer (according to the community). However, concerns had already been raised by the WDRC, Councillors and some members of the CAP group about the financial viability of a cinema.

This finding from the online survey prompted a discussion with the CAP group about the inclusion of a cinema in the future facility. During the final CAP Workshop, the group were presented with the following statistics and information and asked to provide their thoughts on community recommendations for Council.

The presentation included data supplied by WDRC showing that in the two years prior to the previous cinema's closure ticket sales were low (see Appendix B) suggesting that this service was finding it difficult to draw people in to see films and remain profitable.

This correlates with data from around Australia including data gathered by Screen Australia showing that the rate and frequency of cinema attendance around the country was consistently dropping year on year, even without the impact of closures caused by COVID-19 (Screen Australia 2023). There are many reasons why cinema attendance may be dropping including the increasing availability of home and online streaming services.

Cinema Statistics 2021-22 (ABS)

Summary of operations, Film exhibition businesses

		2021-22
Businesses at end June (a)	no.	201
Employment at end June (b)	no.	11,213
Total income	\$m	1,402.6
Total expenses	\$m	1,315.8
Operating profit before tax (c)	\$m	88.8
Operating profit margin (c)	%	6.7
Industry value added (c)	\$m	425.3

“as a general rule of thumb, a 10% net profit margin is considered average, a 20% margin is considered high (or “good”), and a 5% margin is low.”

- a. See the Scope and Coverage sections of the Methodology for details of the model used to represent these businesses.
- b. Includes working proprietors and partners of unincorporated businesses.
- c. See Accuracy in the Quality declaration section of the Methodology.

SOURCE: Corporate Finance Institute, 2023
<https://corporatefinanceinstitute.com/resources/accounting/profit-margin/>

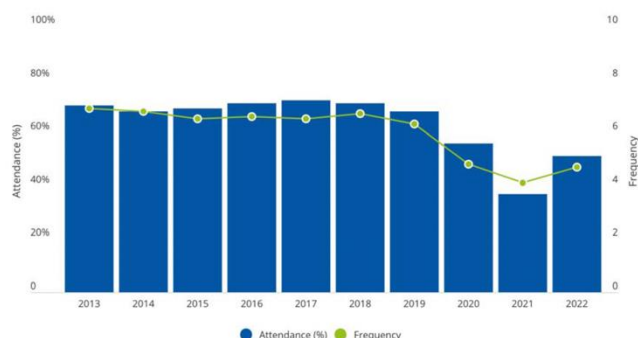
Income and expenses

Box office receipts accounted for \$730.9m (52.1%) of the \$1,402.6m total income earned by film exhibition businesses, and these businesses incurred total expenses of \$1,315.8m.

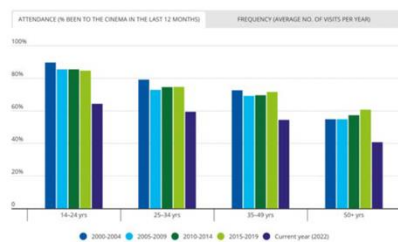
Royalties expenses were \$278.8m, which exceeded total labour costs of \$271.2m.

Cinema Statistics (Screen Australia)

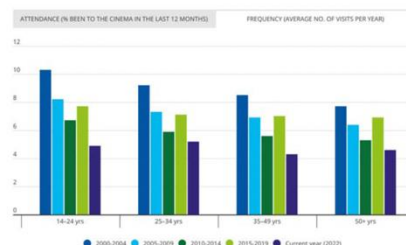
RATE AND FREQUENCY OF CINEMA ATTENDANCE, 1974-2022



FIVE-YEAR AVERAGES AND CURRENT YEAR (2022), 2000-2019



FIVE-YEAR AVERAGES AND CURRENT YEAR (2022), 2000-2019



There have been concerns voiced by the WDRC and within the CAP group that a cinema may be unprofitable and become a financial burden to the town. However, with the overwhelming majority of community members requesting a cinema it suggests that this feature should be kept and many CAP members were in favour of keeping it in the final design.

Cinema feedback



“The community want a cinema; The community will probably use the facility spasmodically; The cinema should be built on a minor scale; and the cinema should be adaptable to some other purpose...”

CAP group member

“Probably should have some sort of a cinema. Community want it. Cost doesn't make sense. However neither does any of the other facilities.

Boutique 50 - 100 seat range. Makes sense to be in the one venue. More use if many attractions.”

CAP group member

““a separate cinema space (200 seats)...boutique cinema events...near 'Mary's Place' to link with the outdoor cinema space there”

CAP group member

“Boutique Cinema (50 seats)”

CAP group member

Some mitigation strategies that may help streamline the long-term operation and finances of a cinema have been suggested as a result of discussions with the CAP group, expert Urban Designers and Architects (invited to participate in the final CAP session), the WDRC and Councillors. These include:

- Housing and staffing the cinema as part of the cultural centre offering - similar to Brisbane's Gallery of Modern Art (GOMA) cinemas.
- Having a smaller, more boutique space (of around 50 seats).
- Creating a multi-purpose space that could be used to show films and for other uses (such as conferences).
- Creating boutique cinema events throughout the year to draw people in at times when no feature films are showing i.e., film festivals or screenings of old films/independent films.
- A dedicated and consistent marketing strategy to drive traffic to the cinema.

Determining the future location

Given the investment required to replace the former MyALL 107, as well as the acknowledged significance of the opportunity for this invest to transform Dalby's identity and position within the region. Whilst the former site is a feasibly option, it's location outside of the town centre, means it is not as easily accessible or visible from the most active points within town. Other spaces explored with the community and CAP group included:

- Thomas Jack Park
- Along Myall Creek on Privately owned land
- Former Myall 107 site
- Distributed throughout the CBD

Online community engagement location feedback

These four options were presented to the community during online engagement and a series of questions were posed to dig deeper into what the community was hoping for the cultural centre to deliver in terms of its location and contribution to town. The full engagement report from online engagement can be reviewed in Appendix A.

In summary, the **major ideas that were identified from online engagement** that the community agree or strongly agree with (i.e., scoring a weighted average of 4 stars or above) state that the future Dalby Cultural Centre should:

- Be located in one place
- Be an impressive design showing showcasing Dalby's identity
- Be easily accessible by car
- Be easily accessible by foot or bike from the town centre
- Be located on a site where there is enough space to replace what we had
- Reflect value for money
- Consider whole of life costs and efficient use of taxpayer money
- Consider how to best complement, not compete, with existing uses and functions of the town

The community were **most divided (based on a weighted average score below 4 stars) on whether or not the Dalby Cultural Centre should:**

- Be visible from the Warrego Highway / Drayton Street
- Contribute to the local economy by being located where it is easy for people to walk to other dining and retail offerings
- Not take away existing green space
- Take advantage of existing community infrastructure to maximise value

CAP location feedback

The final CAP session held in August 2023 focused on the four site options and sought further knowledge of the community's expectations and feedback on the suitability of the locations. Guest experts Phil Smith, *IPS* (guest Urban Designer) and Grant Calder, *Flexure* (guest Architect) helped facilitate the session, both contributing their experience in designing and building large centres similar in scope to the Dalby Cultural Centre.

After reviewing the findings of the community and online engagement regarding the Cultural Centre, the CAP group were asked to run through a series of activities. The first activity involved the group reviewing a pre-determined criteria and weighting the importance of each criteria with a percentage (ie. in total all criteria must equal 100%). The participants completed this activity individually and based their assessments their own weightings. The groups average percentage weightings were later used in the councillor session which repeated this activity.

During the second activity, scaled building modules were overlaid on aerial maps to understand size constraints and opportunities in relation to the range of desired facilities and functions. The group discussed site issues relative to each location and recorded advantages and disadvantages aligned to the pre-determined criterion. The CAP members were invited to think about the outcomes discovered during the workshop and to submit their final scores against each criteria.

The results presented in the following table show clear preferences emerged to reflect which sites were the most favoured by the CAP. Full CAP group feedback can be found in Appendix C.

CAP Scoring

■ First Preference
■ Second Preference

	Thomas Jack (W)	Myall Creek (W)	Myall 107 (W)	Distributed (W)
CAP Member 1	2.95	3.85	3.4	3.3
CAP Member 2	4.5	2.25	2.65	2
CAP Member 3	4.15	2.3	3.5	2.3
CAP Member 4	1	5	3.65	1.2
CAP Member 5	4.5	3	3.8	1.3
CAP Member 6	1.5	0.3	1.2	0.3
CAP Member 7	3.3	4.3	2.6	1.8

Note, these are based on each members personal criteria weighting.

Combining CAP discussions with community values

The chart included below shows how community's values expressed during online engagement were used to assess the appropriateness of each site. Informed by the CAP group's assessments, each site was attributed a score (yes=2, maybe=1 and not likely=0). The values were sorted by greatest level of agreement amongst community (green) to lowest level of agreement amongst community (yellow) (weighted scores shown).

Combining CAP discussions with community values

		Sites			
		Thomas Jack Park	Myall Creek	Myall 107	Distributed
Meets major desired community attributes					
Should be easily accessible by car	4.61	2	2	2	2
Should be an impressive design showcasing Dalby's identity	4.51	2	2	2	
Should be located where there is enough space to replace what we had	4.4	2	2	2	0
Should be easily accessible by bike or foot from the town centre	4.29	2		0	2
Should be located in one place	4.23	2	2	2	0
Should consider whole of life costs and efficient use of taxpayer money	4.2	2		2	1
Should consider best how to compliment not compete with existing uses and function of town	4.18	2		1	2
Should reflect value for money	4.02				
Should contribute to the local economy by being located where it is easy to walk to other dining and retail offerings	3.76	2		0	2
Should be visible from the Warrego Highway	3.53	2	0	2	
Should not take away existing green space	3.51	0	2	2	2
Should take advantage of existing community infrastructure to maximise value.	3.51	2	0	2	0
TOTAL SCORE		20	14	17	13

This assessment shows Thomas Jack Park emerges as the clear favourite based on community feedback, followed by Myall 107. It also identifies a challenge relating to the divided community agreement about the appropriateness of reducing existing green space.

Councillor session feedback

Councillors participated in a similar workshop activity as the final CAP session. Community feedback was presented to the Councillors and WDRC senior executives following their own personal scoring of the site. The findings included below demonstrate the aligned thinking between the CAP and the Councillors and Executives.

Summary of findings

The major findings of the CAP and Councillor and community engagement activities have been evaluated in the following and divided up based on each site:

Thomas Jack Park (TJP)

- Is the most popular location choice of the CAP group scoring as the 1st (4) or 2nd (1) (mixed) preference of majority of CAP members.
- It meets all of the values community feel most strongly about.
- The community is divided over the loss of green space to accommodate a facility - just over 50% of people polled in online feedback feel strongly that we should not take away existing green space.
- TJP has potential to grow over time.
- The Cultural Centre project has potential to enhance the use of the park in the future.

Thomas Jack Park

- Is the 1st (4) or 2nd (1) (mixed) **preference of majority** of CAP members.
- Meets **all of the values community feel most strongly about**.
- The **community is divided** over the loss of green space to accommodate a facility.
- Just over 50% of people feel strongly that we should not take away existing green space.
- Potential to grow over time.
- Potential to **enhance the use of the park**.

What will it fit? (top 4 community requests)	
Library	Yes (large scale possible)
Cinema	Yes
Art Gallery	Yes
Live music / theatre	Yes (large scale possible)

"Cultural Centre at Thomas Jack Park"
Community member
(Online engagement)

"Definitely needs a face lift...feeling tired"
Community member
(Online engagement)

"[Thomas Jack Park] would allow for a family-friendly green space to be integrated...Community can't really argue loss of green space given the significant investment...and the ongoing potential development around creek...It's close to main street and would support existing hospitality and other businesses and greatly enhance the CBD"
CAP member

"Out of all the sites [Thomas Jack Park] has the best exposure. It's position is perfect to be the gateway to the Western Downs. The challenge with this site is selling it to the public with the loss of green space in the park...At a first look I was not in favour of losing land in the park but this actually can work well."
CAP member

Myall Creek

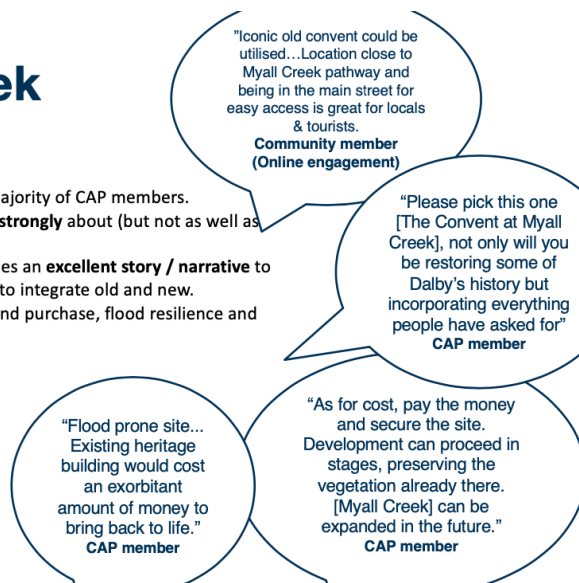
- Myall creek is the second most popular option from the CAP group, scoring 1st (3) or 2nd (2) (mixed) preference of majority of CAP members.
- It meets all of the values community feel most strongly about (but not as well as Thomas Jack Park).

- Many people feel strongly that this site provides an excellent story / narrative to strengthen Dalby's identity – there is a desire to integrate old and new.
- CAP recognises costs associated with land purchase, flood resilience and heritage building restoration.
- It has the potential to grow over time.
- Councillors pointed out the black soil onsite which means that the building would need to be restricted to only 1 storey.
- Potential flood risks on this site may hinder approvals.

Along Myall Creek (Old Convent)

- Is the 1st (3) or 2nd (2) (mixed) preference of majority of CAP members.
- Meets **all** of the **values community feel most strongly** about (but not as well as Thomas Jack Park).
- Many people feel strongly that this site provides an **excellent story / narrative** to strengthen Dalby's identity – there is a desire to integrate old and new.
- Community recognise costs associated with land purchase, flood resilience and heritage building restoration.
- Potential to grow over time.

What will it fit? (top 4 community requests)	
Library	Yes (large scale possible)
Cinema	Yes
Art Gallery	Yes
Live music / theatre	Yes (large scale possible)



Old Myall 107 site

- Is the 2nd preference of majority of CAP members (4).
- Has space to fit requirements onsite.
- Community prepared & expecting site to be used.
- A safe second option but wouldn't be a game changer.
- Many CAP members feel it wouldn't create an iconic 'Gateway to the Western Downs' or reflect Cultural Centre values.
- Many CAP members and Councillors felt that there could be access issues for this site as it is not central enough. Access could affect long term use especially for the elderly, children, teens and people without a car.

Old Myall 107 site

- Is the 2nd preference of majority of CAP members (4).
- Space to fit requirements onsite.
- **Community prepared & expecting site to be used.**
- A safe second option but wouldn't be a game changer.
- Many CAP members feel it wouldn't create an iconic 'Gateway to the Western Downs' or reflect Cultural Centre values.

"Not an ideal location...The site feels out of the way and doesn't connect with any of Dalby's local attractions and business hub."
CAP member

"Visible but not central... its distance from the CBD and its awkward position would make it less attractive to other sites... I thought this site was ideal until our recent meeting but it doesn't have the attractions of [Other sites]."
CAP member

What will it fit? (top 4 community requests)

Library	Yes (large scale possible)
Cinema	Yes
Art Gallery	Yes
Live music / theatre	Yes (possibly smaller in scale)

"The big negative is the distance from main street...the same age-old problem will continue to exist. Patrons, especially our seniors and children will still be compromised in accessing the site due to distance from schools and CBD...due to lack of foot-traffic, [A Café] will prove to be unviable, as it has been in previous building and therefore financially unsustainable for any operator."
CAP member

"People already align that site with a cultural centre; could be better uses for the site though; too hard for teens and elderly to get to...Too far away from CBD for ideal partnerships"
CAP member

Distributed

- The least preferred option from all CAP members.
- Most felt it would be too costly to acquire & develop sites.
- Most felt that the final locations would be too "cramped" and not provide enough space.
- Almost all felt this location did not reflect the Cultural Centre values as well as other sites.
- Concerns about development cost, traffic congestion and flooding.

Distributed

- The **least preferred option** from all CAP members.
- Most felt that the final locations would be too "cramped" and not provide enough space.
- **Almost all felt this location did not reflect the Cultural Centre values as well as other sites.**
- Concerns about development cost, traffic congestion and flooding.

"This would be my least favoured option. The size of the building has to be reduced to allow to fit into the area of land."
CAP member

"Not viable. Does not allow for an integrated facility, space not substantial enough... Not visible, won't do what is required i.e., provide a high-end, iconic site that makes a significant impression on visitors due to the cramped, unsuitable position."
CAP member

What will it fit? (top 4 community requests)

Library	Within a multi-storey
Cinema	Not in the one site but possible elsewhere (boutique) and connected
Art Gallery	Smaller
Live music / theatre	Yes large scale – use slope

"Our cultural centre needs to make a statement for people travelling through Dalby. If it is going to be the Gateway to the Western Downs, it needs to be visible from the highway."
CAP member

"Central but not visible and, being in different locations, difficult to go from one site to the other. ...Too messy – will be cramped. The land will cost a lot more"
CAP member

Final recommendations for location

Based on all the feedback provided across the CAP group sessions, online community engagement and Councillor session feedback, Thomas Jack Park has emerged as the preferred location for the new site of the cultural centre.

The sites many benefits including its centrality and visibility, connection to the CBD, site size (with ability to fit potential facilities and car parking) and relative ease of development all attribute to it as a preference. In particular, its centrality and visibility have convinced many people in the CAP group and WDRC that it would provide the best access and ease of use for the people of Dalby in the future and remove potential access barriers for those with limited mobility or access to vehicles (such as the elderly, children and teenagers).

A central location close to the CBD also means that tourism and businesses in Dalby may benefit from their close proximity and relationship with the cultural centre. Future economic growth in the town could be encouraged through a symbiotic relationship between the main street, parklands, and the new building. Overall, the central location of Thomas Jack Park means that it has been deemed more preferable for the location of the Cultural Centre than the previous Myall 107 site.

Continuing the community journey

Whilst Thomas Jack Park has emerged as the favourite site option for the development of the cultural centre, it does not come without some challenges. A summary of the main areas of concern raised during the process include:

- Community backlash towards the loss or fear of loss of greenspace in the park.
- Interruptions to the use of the park while construction is underway.

Many members of the CAP group and WDRC feel that despite these valid areas of concern, the long-term benefits of Thomas Jack Park would outweigh the potential limitations. They also felt that these concerns could be mitigated or managed with good planning and communication.

Recommendations

Now that the community are invested in this project it is important that they are kept at the centre of the process as the Dalby Cultural Centre project moves through the design briefing, design and building phases. CAP members have already highlighted that the biggest challenge will be getting the community on board and uniting their vision. Good communication is critical at this juncture to ensure that locals understand where, why and how the Cultural Centre is proceeding.

Additionally, Community wants to take the time to get it right but needs service provision now. It is therefore important that the project is managed efficiently but with a high-quality outcome in mind. An integrated place-based approach is recommended to help keep the community connected to the project, test and trial ideas to find out what works and also allow for temporary service provision and activities in the short term.

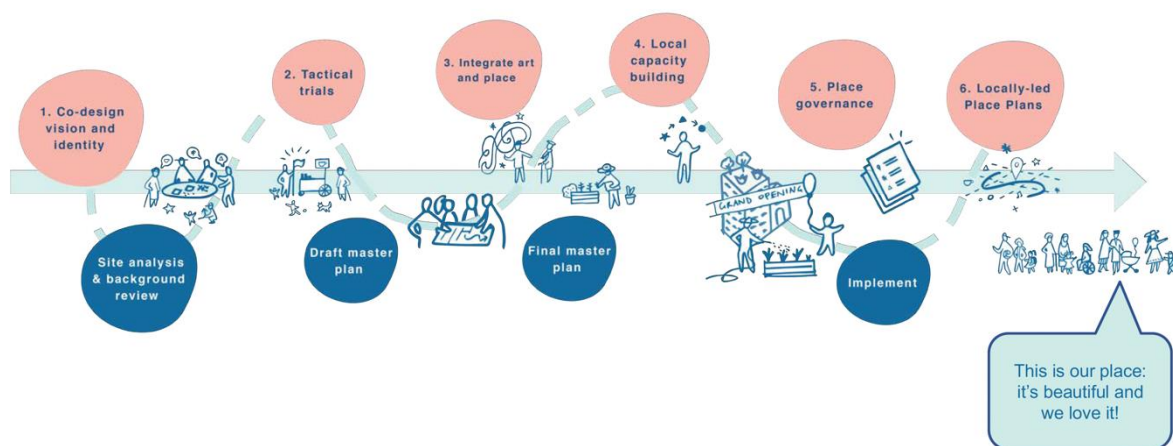
In terms of the site, it is recommended that Thomas Jack Park is investigated as a key location option as the Dalby Cultural Centre moves to the design briefing stage. This is based on strong findings from the CAP group and WDRC as well as community engagement and online feedback.

Some considerations for mitigation and management of concerns raised by the CAP group around community feedback and response to the project moving forward include:

- An ongoing communication and education strategy for the community explaining clearly why the location has been chosen over the previous location (Myall 107) and the other site options.
- Empowering and supporting the CAP group to become champions within the community to explain how community wants and needs were considered.

- Clearly communicating project milestones, goals, and deadlines with the public and managing stakeholder relationships throughout the design and build process (i.e., giving good notice in advance of traffic interruptions, interruptions in park services/closures).
- Bringing the community on board to contribute the design and build phases.
- Openly sharing designs and visualisation to focus on the long-term positive outcomes and benefits for Dalby.
- Considering the park and new facility holistically to upgrade Thomas Jack Park so that any loss of green space is offset by increased value of the remaining greenspace.
- Some CAP members suggested phasing the development so that community can access the park and activities sooner.
- Testing and trialling functions and uses of the future facility in other public areas and buildings throughout town.

Fourfold Studio's tried and tested **integrated place-based approach** to this development would support a positive narrative and community conversation and would result in the best outcome for all. Through this method the community are actively involved in the process of planning and are actively benefitting from approaches such as tactical trials, the integration of art and place and local capacity building.



Functional activities that a place-based approach could offer to the community include:

- Tactical trials of places and spaces such as outdoor rooms, technology, or niche pop-up library spaces throughout town.
- Pop ups or temporary chill out spaces (especially for teens).
- Pop ups or temporary Cafes and food or beverage options.
- Pop up maker spaces.
- Art workshops or artist in residence programs to encourage community storytelling and the integration of art and local stories into public spaces around and within the Cultural Centre precinct.



Next Steps

The results, findings and feedback from the community engagement process have helped inform the considerations and shared vision for the Cultural Centre. It is critical that the chosen design and construction team/s are correctly briefed on the feedback that the community in Dalby has given and their wants and needs as well as their challenges. Clear understanding of the community should directly inform the design brief and selection process for the design, development, and final construction of the centre. All of the companies that tender for the design and build components will be partnering with WDRC and the community and will need to show in their proposals and final work that they have listened to and understood the needs of the community and approach the project with Dalby's best interest in mind.

The Dalby Cultural Centre is so much more than a building to the people of Dalby. It is an opportunity for them to express and build on their identity, a place to come together to socialise and to grow and learn and also it represents their desire to invest in their future - it's important to get it right. The Dalby Cultural Centre will be a legacy for the town and the entire region and should provide a unique and iconic 'Gateway to the Western Downs' that everyone can enjoy and take pride in.

DALBY Cultural Centre

Have your say on the future of the Dalby Cultural Centre!

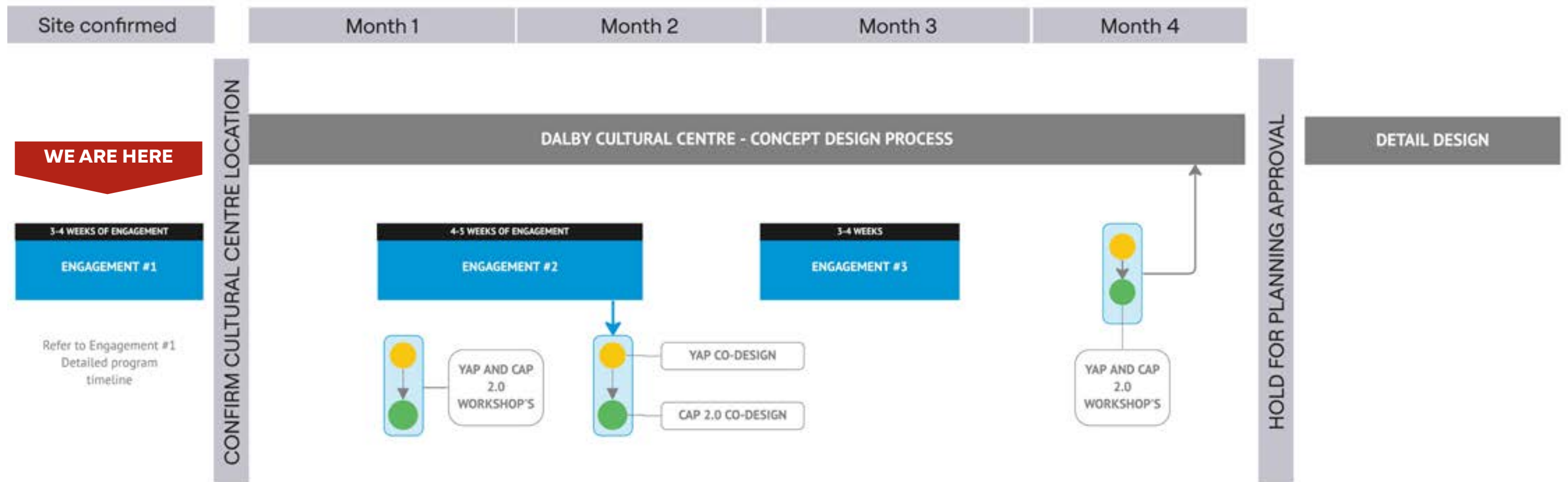
We are reimagining the Dalby Cultural Centre as a critical social and community anchor within the heart of our town - for our community today and for generations to come.

We are in the earliest stage of the project and are committed to engaging with community every step of the way.

There will be several phases of engagement offering both in-person and online engagement touchpoints. The three phases of engagement during the site and concept planning phases will provide opportunities for you to have your say on location, and the vision and values of the project and its surrounding location.

TIMELINE DIAGRAM

Future phases of the project will consider an integrated approach to engagement that invites community voices and feedback into the design process at each key phase. More details on ways for the community to get involved will be developed following the appointment of the design team and confirmation of a site.



Dates and touchpoints may be subject to change.

Stage 1 | Site Review 2.0

During Stage 1 of engagement, we're seeking input on community's values to help inform the project brief. This includes the Cultural Centre itself as well as its location.

Why are we reviewing the preferred location for Dalby Cultural Centre?

The selection of a preferred location for the Cultural Centre was not taken lightly and we are continuing to review our options to ensure we get this right.

During engagement between April and August 2023, four potential options were assessed against criteria that were indicated as important by community. We have narrowed our selection down to three and want to understand community's values to aid us in the process of selecting the final location. We have asked respected urban designers and architects to consider the main concerns we are hearing.

You can read about their considerations across the three site options at: haveyoursay.wdrc.qld.gov.au

Stage 1 Engagement Objectives

The key objectives of this upcoming engagement program are to:

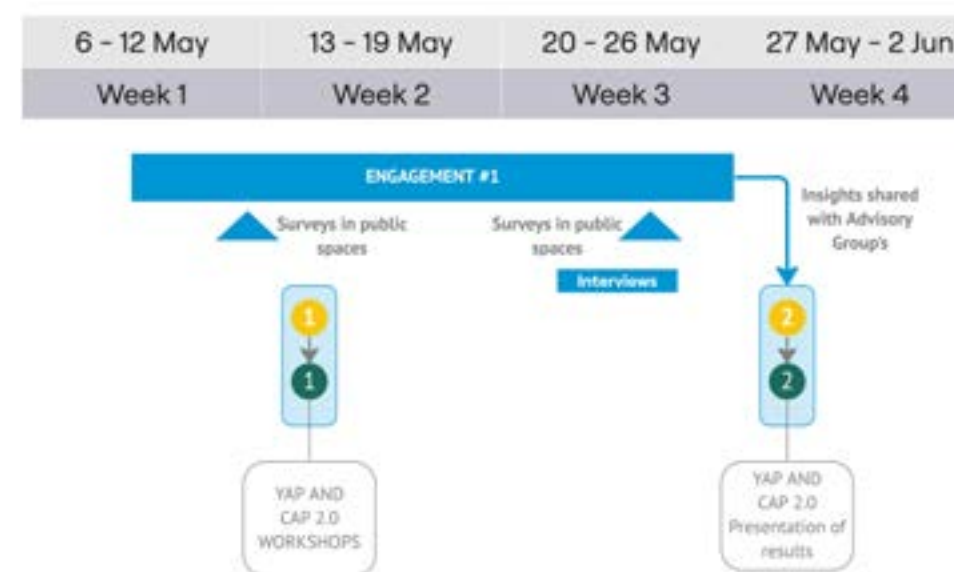
- Confirm community values for the Dalby Cultural Centre;
- Understand what activities and experiences can be supported by the Cultural Centre; and,
- Identify the preferred site for the new Cultural Centre.

To assist with sharing two-way information, insights and ideas, this first stage of the program establishes two advisory community groups that will focus on the new Cultural Centre. The groups will remain a key part of the engagement program throughout the concept planning process.

Youth Advisory Panel (YAP) (yellow numbers in below diagram): This is an inter-school collaboration with Dalby Christian College, Dalby State High School, and Our Lady of the Southern Cross. Approximately two students in year ten, eleven, and twelve from each school will be selected to attend a series of sessions over the course of the year. This cohort of 18+ young and passionate residents will help to inform the direction of the Cultural Centre, ensuring it is authentic and responsive to the upcoming generation.

Community Advisory Panel 2.0 (CAP) (green numbers in below diagram): This is a renewed group of community members who provide a diversity of community perspectives. Collectively, the group will provide a balance of interests including local community/interest groups and residents interested in the topics of environment, recreation, events, business, culture and community facilities. The CAP will focus on the new Cultural Centre providing ideas and advice around site location, and vision and values for the project and its surrounds.

DETAILED STAGE 1 TIMELINE DIAGRAM



STAGE 1 KEY DATES

Date	Task	Description
10.5.24	Survey opens	<ul style="list-style-type: none"> • Present updated site options. • Seek feedback on community values to inform site selection.
10.5.24	CAP 2.0 appointed	<ul style="list-style-type: none"> • Assessment of applicants and notifications to candidates.
11.5.24 - 12.5.24	Intercept surveys	<ul style="list-style-type: none"> • Roaming with postcards to encourage participation and offer paper based surveys.
13.5.24	YAP Workshop #1	<ul style="list-style-type: none"> • Expectation setting with the group including their roles and responsibilities as a CAP / YAP member.
14.5.24	CAP 2.0 Workshop #1	<ul style="list-style-type: none"> • History of 107 Drayton Street, Dalby and Thomas Jack Park. • Activities to understand site values and opportunities.
22.5.24	Stakeholder	<ul style="list-style-type: none"> • Individual or small group discussions to gather feedback on site related values.
23.5.24	Interviews	
22.5.24	Intercept surveys	<ul style="list-style-type: none"> • Roaming with postcards to encourage participation and offer paper based surveys.
26.5.24	Survey closes	<ul style="list-style-type: none"> • Online survey closes.
27.5.24	YAP Presentation	<ul style="list-style-type: none"> • Present results from survey.
28.5.24	CAP 2.0 Presentation	<ul style="list-style-type: none"> • Site assessment activity.
31.5.24	CAP and YAP site assessment due	<ul style="list-style-type: none"> • Individual site assessment process.
TBC	Online – report back findings and next steps	<ul style="list-style-type: none"> • Short external facing report.

Dates and touchpoints may be subject to change.

Title **Partnership with Country Universities Centre Western Downs**

Date 30 April 2024

Responsible Manager L. Koene, ECONOMIC DEVELOPMENT MANAGER

Summary

The purpose of this report is to examine the request received from Chinchilla, Community, Commerce & Industry (CCCI) for Western Downs Regional Council to become a foundation partner of the Country Universities Centre Western Downs (CUC WD), a proposed Regional University Study Hub designed to enhance access to tertiary education for regional and remote students, committing \$25,000 annually for an initial three-year term.

Link to Corporate Plan

Strategic Priority: Strong Diverse Economy

- Our region is a recognised leader in agribusiness, energy, and manufacturing.
- Our business and industry actively live and buy local.

Strategic Priority: Active Vibrant Community

- We are a happy, inclusive community, proud of where we live.
- Our parks, open spaces, and community facilities are alive with activities and connect our communities.

Strategic Priority: Quality Lifestyle

- Our residents are provided with modern infrastructure and quality essential services across our region.
- Our recreational spaces and community facilities are attractive, safe, and accessible.
- We attract families to live, work, prosper, and play in our region.

Material Personal Interest/Conflict of Interest

Nil

Officer's Recommendation

That this Report is received and that Council:

1. Resolves to become a foundation partner of the Country University Centre Western Downs at a cost of \$25,000 annually for an initial three-year term, subject to adjustment on the Chamber of Commerce Partnering Agreement for 2023 - 2026 between Chinchilla Community Commerce and Industry and Western Downs Regional Council.

Background Information

Early in 2020, CCCI undertook community consultation with its members, the community, Western Downs Regional Council, and local schools to envision the future for Chinchilla.

The following are some of the relevant key strategic goals in education and training identified by CCCI's Members (businesses, schools, organisations, individuals) and other community representatives during the consultation process:

- To retain our local talent and also attract new talent to the area
- To ensure our youth have; a sense of community, real world/business focused skills and mindset and have local career pathways available to them

- To provide progression opportunities for our workforce through access to training, education and quality local job opportunities

The collated community feedback formulated the CCCI's 2021 - 2025 strategic plan. The plan outlines goals for the future and offers an understanding and opportunity to be a part of a team that sets forward to achieve these outcomes over the next 5 years. The CCCI's 2021 - 2025 strategic plan highlights 5 pillars of liveability with Pillar 4 being Educational Opportunities. Initiative 4.2 is specifically focused on Tertiary & Vocational Education and indicates that CCCI will investigate the benefits which would be provided to our community through localising tertiary & vocational training.

On 18 July 2023, in response to the Australian Universities Accord Interim Report, the Australian Government announced funding to double the number of University Study Hubs, including additional Regional University Study Hubs. An application round was held between 28 September and 15 December 2023 for the 2023 Regional University Study Hubs Application Round, to establish a first tranche of additional Regional University Study Hubs. Since then, CCCI lodged the application in December 2023 to the Australian Government to establish the CUC WD, Council has also provided a letter of support at the time of CCCI lodging their application.

On 25 March 2024, the Hon Jason Clare MP, Minister for Education, announced the successful hubs from the 2023 Application Round with CUC WD as one of the 12 newly successful applicants.

The CUC WD is part of the Regional University Study Hubs program. It aims to address the educational disparities faced by regional and remote students by providing infrastructure and support services locally. The hub will offer study spaces, breakout areas, video conferencing facilities, computer resources, and high-speed internet access. Additionally, administrative, and academic support services will be available, including assistance with writing, research, administrative processes, and accessing student services. Furthermore, pastoral support and study advice will be provided to ensure students receive holistic support during their tertiary education journey.

The Country Universities Centre initiative addresses the educational and skills gap prevalent in regional areas. The Deloitte Western Downs Workforce Gap Analysis undertaken in 2021 highlighted that the Western Downs Region is projected to face shortage of 7,788 workers by 2030, across various industries including clerical and administrative workers, community and personal service workers, labourers, machinery operators and drivers, managers, professionals, sales workers, technicians, and trade workers. This shortage underscores the critical need for initiatives like the CUC WD, which aims to provide accessible higher education and vocational training locally.

Report

Existing Chamber of Commerce Partnering Agreement

In the existing Chamber of Commerce Partnering Agreement for 2023 - 2025, Council has already committed funding to Chinchilla Community Commerce and Industry (CCCI), amounting to \$47,496.96 each year for three years. Item number 3 of the CCCI partnering agreement specifically refers to the CUC project, aiming to increase the number of individuals undertaking tertiary education.

Request for Further Funding and Potential Benefits

The Management Committee for the CUC WD has requested Council to pledge \$25,000 annually for an initial three-year term to support the operations and growth of the CUC WD and become a foundation partner. This investment serves as resource to ensure the Centre's sustainability and effectiveness in addressing the identified skills gap.

Based on the request for partnership letter from the CUC WD Management Committee, becoming a foundation partner demonstrates the Council's commitment to educational advancement. This also aligns with the Western Downs Regional Council's Economic Development Strategy 2023-2028 which recognises the '*need to ensure the Western Downs workforce is growing, optimised and fit for the future*' and relevant to the Council's stated goal to increase education and skills by increasing local training opportunities that enable '*study in place*' with

a 2028 target of increasing persons over 15 years old with a post-school qualification to 50%, fostering a skilled workforce and supporting economic development within the region.

Potential benefits to the Council include:

- **Addressing the Skills Gap**
The establishment of CUC WD is expected to mitigate the projected shortage of skilled workers in the region, enhancing industry competitiveness.
- **Workforce Development**
Local access to higher education and vocational training will empower the community, supporting both Council and regional businesses.
- **Economic Growth**
A better-trained workforce will attract more investment, encourage entrepreneurship, and elevate overall economic health and prosperity.
- **Council Branding**
WDRC will benefit from visibility through logos displayed on CUC WD materials and collaterals.
- **Council Representation**
Through Councillor Kaye Maguires continued contribution to this initiative a logical continuation as the WDRC representative on the CUC WD Management Committee will ensure continuity and alignment with Council's strategic objectives.

Considerations and Recommendation:

Considering that an independent incorporated entity has been established since 22 April 2024 to commence the establishment and operations of the CUC WD (CUC WESTERN DOWNS LTD, ABN 83 676 780 724), it is preferred to remove any deliverables for the CUC from the Chamber of Commerce Partnering Program and to fund this initiative through a separate agreement with the new entity.

Under Item 13 of the Chamber of Commerce Partnering Agreement, the Chamber acknowledges that Council has the sole discretion to amend or vary this agreement by providing 30 days' written notice. It is recommended that Council approach CCCI to seek a variation on the current Partnering Agreement to remove the CUC and invite CCCI to provide alternative initiatives that will continue to strengthen the region's economic growth and continue to support strong capacity of Chambers of Commerce.

Funding for the Chamber of Commerce Partnering Program is based on the approved funding criteria, and therefore it would be preferred to request the CCCI to replace the CUC initiative with a new initiative in line with its responsibilities and the Economic Development Strategy 2023 - 2028.

The \$25,000 annually for an initial three-year term to support the CUC WD represents a modest investment with a considerable benefit for Chinchilla and the broader Western Downs. A bespoke funding agreement is recommended between Council and the CUC WD Management Committee.

Council's Economic Development Team will continue to work closely with the CUC WD Management Committee to seek alternative funding sources and to ensure the long-term financial stability of the CUC WD.

Supporting CUC WD will further strengthen Council's status as one of the largest employers in the region and the strong focus on employment and training pathways. Council's Human Resource department has been consulted when preparing this report and agreed this partnership aligns with existing workforce development initiatives and the Council's long-term human capital objectives.

Consultation (Internal/External)

Council's Human Resources Department (Internal)

Economic Development Manager (Internal)

Legal/Policy Implications (Justification if applicable)

Nil

Budget/Financial Implications

The allocation of an additional \$25,000 annually for an initial three-year term to support CUC WD through a separate arrangement with CUC Western Downs, ABN 83 676 780 724.

Human Rights Considerations

Section 4(b) of the *Human Rights Act 2019* (Qld) (the Human Rights Act) requires public entities 'to act and make decisions in a way compatible with human rights'.

There are no human rights implications associated with this report.

Conclusion

That Council resolves to support the allocation of \$25,000 annually for an initial three-year term to support CUC WD, subject to a variation to the Chamber of Commerce Partnering Agreement for 2023 - 2025 between Chinchilla Community Commerce and Industry (CCCI) and Western Downs Regional Council.

The establishment of CUC WD presents a transformative opportunity to enhance educational accessibility, workforce skills, and economic development within the Western Downs region.

By partnering with CUC WD, the Council reaffirms its commitment to empowering residents through lifelong learning and supporting the region's sustainable growth and prosperity.

Attachments

- Letter from Country Universities Centre Western Downs to Western Downs Regional Council to request to be Foundation Partners
- Chamber of Commerce Partnering Agreement for 2023 - 2025 between Chinchilla Community Commerce and Industry and Western Downs Regional Council
- 2021 - 2025 CCCI Strategic Plan

Authored by: Prince Lo, Economic Development Program Leader

Jodie Taylor
Chief Executive Officer
Western Downs Regional Council
PO Box 551, Dalby 4405

April 9, 2024

Dear Ms. Taylor,

RE: Country Universities Centre Western Downs Foundation Partners

We are writing to you on behalf of the Committee for the Country Universities Centre Western Downs (CUC WD). We are excited about the recent announcement from the Australian Government that our application to establish the Country Universities Centre Western Downs was successful. The CUC WD will be an independent incorporation overseen by a Committee of Western Downs Community Members. The CUC WD Committee is established and members were confirmed in our application to the Australian Government. Inaugural Directors of the CUC WD are; Robert Burke – Principal, Chinchilla State High School, Robyn Haig – Director, Regional Development Australia and Matthew Burke – Principal Partner, Envision Partners.

As you are aware, the Country Universities Centre Western Downs promises to be a cornerstone for educational advancement and community development in our area. Aligning with the Western Downs Regional Council's Economic Development Strategy 2023-2028 which recognises the *'need to ensure the Western Downs workforce is growing, optimised and fit for the future'* and is particularly relevant to the Council's stated goal to increase education and skills by increasing local training opportunities that enable 'study in place' with a 2028 target of increasing persons over 15 years old with a post-school qualification to 50%. We believe that investing in the Centre is not only an investment in education but also in the future prosperity and well-being of our community.

In line with previous correspondence and presentations to Council about the CUC WD, we kindly request a 3-year commitment in the upcoming Council Budget to become one of the Country Universities Centre Western Downs's Foundation Partners. We are asking Foundation Partners to pledge \$25,000 annually for an initial three-year term to support the operations and growth of the Country Universities Centre Western Downs. This commitment will serve as a vital resource to ensure the Centre's sustainability and effectiveness in fulfilling its mission. We are also seeking the same contribution from Major Projects and Industry in the region in addition to the \$20,000 committed at time of submission by Chinchilla Community Commerce and Industry. By pledging this support, the Western Downs Regional Council will not only demonstrate its dedication to the educational advancement of our community but also showcase its commitment to fostering innovation, economic growth, and educational opportunities for the region.

Phone
0407 554 862

Address
27 Bell Street, Chinchilla 4413

Email
manager@chinchilla.com.au

Website
www.cucw.com.au

We understand the various demands and considerations involved in budgetary decision-making. However, we firmly believe that investing in the Country Universities Centre Western Downs will yield significant returns for our whole region and warrants support and investment from the Council particularly given the clear alignment with the Council's Economic Development Strategy.

The CUC WD will empower our residents with access to quality higher education, create opportunities for skill development and training, give our youth local options for further education and contribute to building a knowledgeable and skilled workforce that is essential for our local businesses and region's growth and prosperity.

Given your recent announcement of Councillor Portfolios for the current term we invite you to appoint the appropriate Councillor to be part of our Management Committee for the Country Universities Centre Western Downs. We seek to ensure we are aligning the outcomes for the CUC WD with those of the Western Downs Regional Council wherever possible to ensure maximum benefit for our region.

We are more than willing to discuss this proposal further and provide any additional information or clarification that may be required. Our new Country Universities Centre Western Downs Committee is committed to collaborating with the Western Downs Regional Council to ensure the success of the Country Universities Centre Western Downs.

Thank you for considering our request. We eagerly await your favourable response and the opportunity to work together to be *'the people that make it'* for the Western Downs region.

Kind regards,



Rob Burke
Directors, Country Universities Centre Western Downs

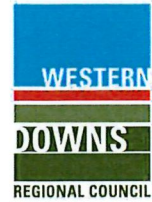


Robyn Haig



Matthew Burke





CHAMBER OF COMMERCE PARTNERING AGREEMENT

Parties

Western Downs Regional Council, a local government authority (ABN 91 232 587 651) of 30 Marble Street, Dalby Queensland 4405 (Council)

And

Chinchilla Community Commerce & Industry Inc., an incorporated association (ABN [88 613 547 815](#)) (Chamber)

Introduction

- A. Council wishes to partner with the Chamber in its provision of services and events to the local community, visitors and guests pursuant to the terms and conditions as set out in this agreement.
- B. Chamber provides various services to the community and visitors in general, and to businesses and industry in particular. The provision of these services is essential to the maintenance of a healthy local economy.
- C. The parties agree it is in the best interest of the Western Downs economy, Chambers, and Council, that Chambers provide certain services to the community in return for the payment of certain consideration by Council; the specifics of which are included in this partnership agreement and associated schedules.

Operative Provisions

Partnering term

1. The term of this agreement is from 1 July 2023 to 30 June 2026.

Roles and Responsibilities

- 2.1 Council will provide the services described in Schedule 1.
- 2.2 Chamber will provide the services described in Schedule 2.

Relationship

3. Except as expressly provided for in this agreement
 - (a) nothing in this agreement is intended to constitute a fiduciary relationship, joint venture, employment relationship or an agency, partnership or trust; and
 - (b) neither party has authority to bind the other.
 - (c) Chamber and any agent or employee of Chamber shall act in an independent capacity and not as officers or employees of Council. Council assumes no liability for Chamber's actions and performance, nor assumes responsibility for taxes, bonds, payments, or other commitments, implied, or explicit, by or for Chamber.

Payment

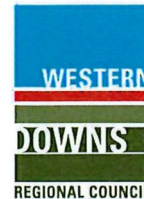
- 4.1 In consideration for the Chamber providing the services in Schedule 2, Council will pay the Chamber the yearly funding amount of \$47, 496.96 plus GST in advance, with payment for years 2 and 3 subject to clause 4.2 below.
- 4.2 Adjustment of yearly payment - On the anniversary of the first day of each year of the term of this agreement, Council will increase the subsequent yearly funding amount payable to the Chamber based upon the Consumer Price Index (CPI) positive variance as determined at Brisbane by the Queensland Government Statistician's Office (QGSO).
- 4.3 Payment will be made in a lump sum payment via direct credit to the payee's nominated bank account, within 30 days from receipt of a valid tax invoice and all other required information, such as the previous year's progress reports and/or acquittal (completed to the satisfaction of Council).

Option to renew

- 5 Subject to any Council resolution or policy to the contrary, and subject to the satisfactory discharge of its obligations under this agreement, an option to renew will be offered to Chambers for a further 3 year term, provided that Council sends written notice to Chamber of its intention to renew the Agreement for the following financial year within 30 days after receiving the Evaluation Report, that Chamber provides written acceptance of the renewal within 30 days, that the parties agree to and accept any amendments to the scope of services, and that Council approves an appropriation of funds for this agreement.

Chamber obligations

6. Chamber represents and warrants that all services to be provided shall be performed in a competent, professional and satisfactory manner.
7. Chamber acknowledges and agrees that this Agreement and the provision of services hereunder is nonexclusive and that Council or Chamber may enter into similar agreements with other entities.



- 8. All services rendered shall be provided in accordance with all resolutions, statutes, rules, regulations and laws of Council and any Federal or State government agency.
- 9. Chamber shall obtain, at Chamber's expense, any licenses, permits and approvals as may be required by law for the performance of the services required by the Agreement. Chamber shall have the sole obligation to pay for any fees, assessments and taxes, plus applicable penalties and interest, which may be imposed by law and which arise from or are necessary for the performance of the services required by this Agreement.
- 10. By executing this Agreement, Chamber represents and warrants that it has thoroughly investigated and considered the work to be performed and has carefully considered how the work should be performed, the staff required and Chamber's capabilities. Should Chamber discover any latent or unknown conditions materially differing from those inherent in the work or as represented by Council, Chamber shall immediately inform Council of such fact and shall not proceed except at Chamber's risk until written instructions are received from Council.
- 11. The Chamber shall perform services in addition to those specified in Schedule 2 upon the mutual written agreement of the Parties, provided that Chamber shall not be required to perform any such additional services without compensation.
- 12. The Chamber agrees to extend its member rates for the cost of attending events to Council staff and Councillors.
- 13. The Chamber acknowledges that Council has the sole discretion to amend or vary this agreement by providing 30 days' written notice.

Insurance

- 14. Without limiting Council's right to indemnification, it is agreed that Chamber shall secure prior to commencing any activities under this Agreement, and maintain during the Term of this Agreement, insurance coverage appropriate to the activities and terms of engagement, including but not limited to Public Liability Insurance, Directors & Officers Insurance, and Workcover (if applicable).

Executed as an agreement

Chinchilla Community Commerce & Industry Inc.

Western Downs Regional Council

Signature of Authorised Officer
 Louise McMahon
 President

Date signed

Signature of Authorised Officer
 Lidewij Koene Daniel Fletcher
 Economic Development Manager
 GM Community & Liveability

Date signed

2/1/2024



SCHEDULE 1

Schedule of Services

Council

- Council to assess the "Agreed Action Plan" based on the organisation's community/strategic plans, and/or priority projects which are aligned to the 5 pillars in Council's Economic Development Strategy 2023-2028
- Upon approval, to process payment of funds upon receipt of a valid tax invoice.
- To provide advice and support to Chambers as necessary to ensure successful adherence to this agreement.
- Attend business networking functions and meetings, or at the request of Chambers.

SCHEDULE 2

Schedule of Services

Chamber

- Assist Council in distributing information received from Council and key statistical and economic development indicator information to investors, businesses and members
- Attend Council facilitated meetings that are beneficial to Chambers
- Delivery of the Agreed Action Plan based on the organisation's community/strategic plans, and/or priority projects which are aligned to the 5 pillars in Council's Economic Development Strategy 2023-2028.
- Promote Council's support
 - By including the wording "In partnership with Western Downs Regional Council" accompanied by Council's logo (supplied by council) on all correspondence and marketing material (electronic and hard-copy) for activities sponsored under the Agreement
 - Displaying a pull-up banner (supplied by Council) at all Chamber functions and events that are sponsored under this Agreement or by other grants or sponsorship from Western Downs Regional Council
- Submit Evaluation Report by 31 July of each year, as per the following requirements;

Evaluation report

Phase 1

Annual progress report to be submitted through the online grants portal (submission due date is 31 July) with the following years payment made upon approved progress report. Progress reports are completed following year 1 and 2 of this agreement, with an acquittal to be completed at the end of this agreement in year 3.

Progress Reports and the final Acquittal should be submitted by 31 July of each calendar year and include as a minimum -

- Most current financial statements
- Evidence of acknowledgement of Council's funding support
- Reporting on expenditure to the value of the grant provided by Council
- Current minutes from AGM outlining the Executive Committee members.
- Updated membership numbers and if requested by Council a full list of members for validation and funding audit purposes only

Phase 2

The Annual progress reports and acquittal following year 3 are supported by audited financials and the minutes of the most recent Annual General Meeting to be provided by 31 October. The minutes of the Annual General Meeting are required to include the total membership number.

Should you require any further information, please contact Council's Advocacy & Economic Development Program Leader, Prince Lo, on telephone 0429 585 726 or by email to prince.lo@wdrc.qld.gov.au.

Summary

Application - COCPA000022324

Project Essential Details

Project Title

Brief Project Description

Project Subject

Project Beneficiaries

Project Anticipated - Gender Inclusion

Project Anticipated - Gender Inclusion Measurement

Project Anticipated - Gender Inequality Outcomes **Will your project address gender inequality?**

Project Start Date

Project End Date

Total Amount Requested \$47,496.96

Total Project Cost \$47,496.96

Amount Requested Year 1

Amount Requested Year 2

Amount Requested Year 3

Hero Image

Applicant Contribution

Applicant Financial Contribution

Amount Approved

Conditions of Approval

Creditor Number 10403

Amount requested from Council

Gather information

Compliance

Project Expanded Details

Project Rationale

Summary

Application - COCPA000022324

Project Activities

Expected Outcomes

Measures of Success

Acquittal and Evaluation

Completed Activities

Project Changes

Actual Outcomes

Gender Lens Consideration - Actual **Did you apply a gender lens to your work?**

Project Inequality Results - Actual **Did your project/program address gender inequality?**

Gender Lens Result - Actual **What percentage of this project/program's beneficiaries identified as women or girls?**

Levels of Success

Most Significant Change

Lessons Learnt

How much is to be returned?

Repaid unspent funds or arrangements to repay

Carried from your intend results

Unexpected results

Eligibility Questions

Does your organisation own or operate a commercial

your organisation a political or religious group

your organisation a commercial organisation or thi

Summary

Application - COCPA000022324

**your organisation a
Government agency or
departmen**

**your organisation a
charitable not-for-profit orga**

Application Reportables

**What district will this event
be physically locate**

**How does this application
contribute to local ando**

**Please choose how you will
acknowledge WDRCs suppo**

Application Type

**Does your In Kind request
relate to a Road Closure**

Assessment Questions

**Do you have any prescribed
or declarable conflict** No

What nature conflict interest

Standpipe Work Order

Outcomes OE

Grantseeker Outcome OE One Long Table. Improve the livability and profitability of our region, unify our community and generate income to our local businesses, not-for-profit organisations and clubs. This enhances the livability of the region, encourages people to relocate to the region and improves the standard of living for all members of our community.

Outcome Timeframe OE Immediate

Grantmaker Outcome OE

Outcome Alignment Notes OE These community events attract large numbers of visitors to the region which also increases local spend. It offers all members of our community with quality events within their own region to attend with their family and friends.

Outcome Progress OE

Summary

Application - COCPA000022324

Outcome Progress Notes OE

Outcome Notes OE

Grantseeker Outcome OE

BEST Group program. The project increases the prospects of our young people to find a post-school role and assists them with the knowledge and understanding of what they may need to achieve this.

Outcome Timeframe OE

Medium-term

Grantmaker Outcome OE

Outcome Alignment Notes OE

This project covers increased education as well as future employment opportunities for our young people. The initiative also benefits our local businesses with potential to attract and retain new staff that are local to the region already.

Outcome Progress OE

Outcome Progress Notes OE

Outcome Notes OE

Grantseeker Outcome OE

CUC Project. This project will increase the number of students/people in general who will undertake tertiary education, resulting in more members of the community with tertiary degrees.

Outcome Timeframe OE

Medium-term

Grantmaker Outcome OE

Outcome Alignment Notes OE

This will increase tertiary educated numbers, increase our skilled workforce and in turn boost local business with qualified staffing.

Outcome Progress OE

Outcome Progress Notes OE

Outcome Notes OE

Grantseeker Outcome OE

Buy Local and Community Spirit Voucher Program

Outcome Timeframe OE

Immediate

Grantmaker Outcome OE

Outcome Alignment Notes OE

These projects focus on local business support, keeping the money in our own community and rewarding our local people for that support.

Outcome Progress OE

Outcome Progress Notes OE

Outcome Notes OE

Grantseeker Outcome OE

Business Support Programs and Events

Summary

Application - COCPA000022324

Outcome Timeframe OE Immediate

Grantmaker Outcome OE

Outcome Alignment Notes OE All of these projects and initiatives aim to increase productivity and sales and support business growth in the region.

Outcome Progress OE

Outcome Progress Notes OE

Outcome Notes OE

Grantseeker Metrics OE

Grantseeker Metric OE Community Events

Grantseeker Metric Type OE Activity Metric

Grantseeker Metric Target OE 3000

Grantseeker Metric Progress OE

Grantseeker Metric Collection OE Community Events are generally measured by online ticket sales, attendance and support and feedback obtained from the community, sponsors and stakeholders. Consideration is also given to budget outcomes for the event.

Grantseeker Metric Notes OE

Grantseeker Metric OE BEST Group Programs

Grantseeker Metric Type OE Outcome Metric

Grantseeker Metric Target OE 6

Grantseeker Metric Progress OE

Grantseeker Metric Collection OE BEST group outcomes are many and varied, the number of opportunities available, the number of attendees (including the number of schools participating) and the number of participating businesses. Longer term outcomes are looking at how many students undertake employment opportunities with employers after finishing school that they had engaged with during their time with the BEST program. The BEST group is facilitated by a dedicated group of volunteers representing schools, business and industry as well as community support networks, which provide support, feedback and ideas for improvement or further opportunities available.

Grantseeker Metric Notes OE

Grantseeker Metric OE CUC Project

Summary

Application - COCPA000022324

Grantseeker Metric Type OE Outcome Metric

Grantseeker Metric Target OE 500

Grantseeker Metric Progress OE

Grantseeker Metric Collection OE We aim to increase the number of students undertaking higher education and in turn completing their degrees and obtaining and retaining employment in our local region. Increase of skilled workforce in the region.

Grantseeker Metric Notes OE

Grantseeker Metric OE Buy Local & Community Spirit Programs

Grantseeker Metric Type OE Activity Metric

Grantseeker Metric Target OE 500000

Grantseeker Metric Progress OE

Grantseeker Metric Collection OE Local spend outcomes calculated annually through the entries received in the Buy Local Campaign and the presentation of Community Spirit Vouchers.

Grantseeker Metric Notes OE

Grantseeker Metric OE Business Support Programs and Events

Grantseeker Metric Type OE Outcome Metric

Grantseeker Metric Target OE 200

Grantseeker Metric Progress OE

Grantseeker Metric Collection OE Retention and increase of membership base indicates satisfaction of CCCI services and offerings to support our local businesses and organisations.

Grantseeker Metric Notes OE

STRATEGIC PLAN 2021 - 2025



CCCI

Chinchilla Community
COMMERCE & INDUSTRY INC.

ACTING NOW FOR
OUR COMMUNITY'S FUTURE

EXECUTIVE SUMMARY

Early in 2020 the CCCI sought community consultation to envision what the future may look like for our local community over the next two decades. After consulting with our members, community, council and schools through workshops, we were able to identify a compelling vision for Chinchilla over the next 20 years. This is a shared vision and brings with it a sense of optimism that has been driven by ideas that aim to prepare us for a transition from single industry reliance. This vision is aimed to align passions and efforts to achieve a liveable and thriving region into the future.

Our community's engagement at the 2040 Vision workshops was inspiring and some great ideas for what this region could become were put forward. A strong desire to celebrate our identity and preserve our history was evident. Our people want to live in a modern town that maintains its rural feel by keeping us grounded to our country roots.



CCCI President Shannon McDermatt addresses attendees at 2020 Strategic Planning Workshop

This Strategic Plan provides a framework for the initiatives the CCCI (Chinchilla Community Commerce & Industry Inc.) have in place to assist members, our partners and the Chinchilla community in achieving the 2040 Chinchilla Vision.

The future of our region is in our hands and we are excited that, as your local chamber, we can now focus on making your vision a reality. It is with great enthusiasm we look to advocate on behalf of our community to make Chinchilla an even greater place to live, work and play.

This strategic plan will outline our goals for the future and offer our members an understanding and opportunity to be a part of a team that sets forward to achieve these outcomes over the next 5 years.



As we get closer to 2040: We get a clearer, narrower and more certain vision of what Chinchilla will look like in 2040.



Proudly Partnering



This document has been developed in consultation with CCCI members, partners, organisations and community members deemed as significant stakeholders and influencers in the future of Chinchilla. This was conducted during two publicly advertised open invitation Chinchilla 2040 Vision Workshops, a follow-up online survey and ongoing community conversations.

Outcomes observed from workshops, surveys and member conversations

- We have enthusiastic and creative students and community members who are keen to make a difference and help Chinchilla thrive.
- It can take many years to turn an idea into a reality. This can be achieved through a long-term vision and commitment with lots of complementary short, medium and long term goals and associated actions.

Outcomes observed as a result of COVID-19:

- Nothing is certain, things can change in an instant.
- Without a clear plan and structures in place, people can get distracted and go off on tangents.
- Even with a great vision and plan, things will still not go 100% to plan, there will be unplanned and unexpected issues and opportunities that need to be worked on.
- Members support one-another to get through challenging times.
- Together we can overcome adversity, reset, rebuild and achieve great things.

Strategic goals for the future

Goals of this plan as identified by our Members (businesses, schools, organisations, individuals) and other community representatives:

- To develop pride in our town and community.
- To create a safe community to raise a family.
- To create a healthy, collaborative community.
- To provide recreational, sports, art and entertainment opportunities for local residents and visitors
- To retain our local talent and also attract new talent to the area.
- To ensure our youth have; a sense of community, real world/business focused skills and mindset and have local career pathways available to them.
- To make Chinchilla a more inviting place to visit and stay over.
- To make it easier, cheaper and faster for people to connect with Chinchilla and the region (digital and transport).
- To provide progression opportunities for our workforce through access to training, education and quality local job opportunities
- To create a whole-of-life experience from birth to twilight year living.
- To ensure water security.
- To attract investment.
- To ensure long-term financial prosperity.
- To have a shared and aligned vision of a self-supportive, sustainable future.



CHINCHILLA'S 2040 VISION

Participants at the 2040 Vision workshops were asked to imagine what their ideal Chinchilla community would look like in 20 years' time. Their visions for future included;

We celebrate our identity and what we have accomplished as an aligned community. There is a sense of optimism, shared goals and belonging, we have successfully transitioned into a diverse economy.

We have modern and well-maintained facilities (hospital, aged care, ambulance, education, sporting and entertainment) in a modern town, but we haven't lost the rural feel that keeps us grounded in the country.

There are amazing opportunities for all members of the community. We have retained our local talent and attracted new talent to the area due to the work, learning opportunities and the abundance of services, facilities and entertainment.

We have come a long way, but we also celebrate our history. We have an Indigenous Cultural Centre. We have further developed the parklands and established a STEM centre.

The community is aligned from the youth to the elderly, from business to the not-for-profit organisations, from the chamber to the council.

We are a tourism destination, linked across the Western Downs.

There are quality education options provided and our school students have access to well-suited facilities with space to grow in schools that are accessible and safe.

Retail options are available to service our population and are aligned to expectations and needs of the residents, businesses, and visitors.

A multipurpose sporting/entertainment/performing arts facility, including a stadium for concerts and sports is enjoyed by those within our community and brings people together from nearby regions.

Water is abundant. The weir pool permanently holds a usable level of water, skiing and water sports are possible year-round. The weir is deeper and cleaner than ever before, with recreation areas connected to the town through the boardwalks, paths, road, and water channels.

Faster transport connects the region and the cities - Roma, Chinchilla, Dalby, Toowoomba, Brisbane. Fast rail, airport and uber planes/drones, car parks (caravans/RVs) are close to the CBD, easily accessible for older tourists.

Agriculture and technology play a big part in our future. We are known as a "Clean Energy Hub" with renewable energy, advanced food production and agricultural technology. It's a great place for start-ups, new ideas are embraced and supported.

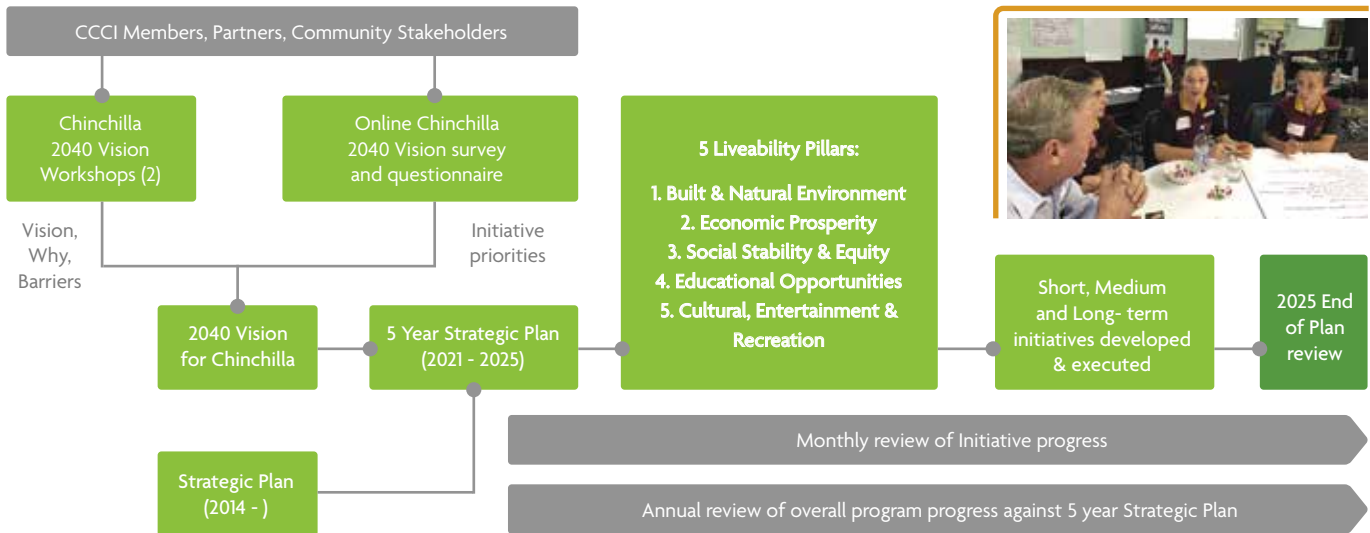
This may not be exactly what results after two decades of progress as there will trials and surprises along the way. We will certainly need to adapt and change at times. Regardless of the challenges the CCCI is dedicated to pursuing this vision on behalf of the Chinchilla and Western Downs Community's.



Heeney St. Chinchilla CBD



STRATEGIC PLAN DEVELOPMENT PROCESS



As a community representative body, the range of possible roles for our organisation is broad. Through our consultation there was one unifying theme all participants agreed upon, this being the high importance we all place on liveability within our community.

“Liveability is the sum of the factors that add up to a community’s quality of life—including (1) built and natural environments, (2) economic prosperity, (3) social stability and equity, (4) educational opportunities and (5) cultural, entertainment and recreation possibilities.”

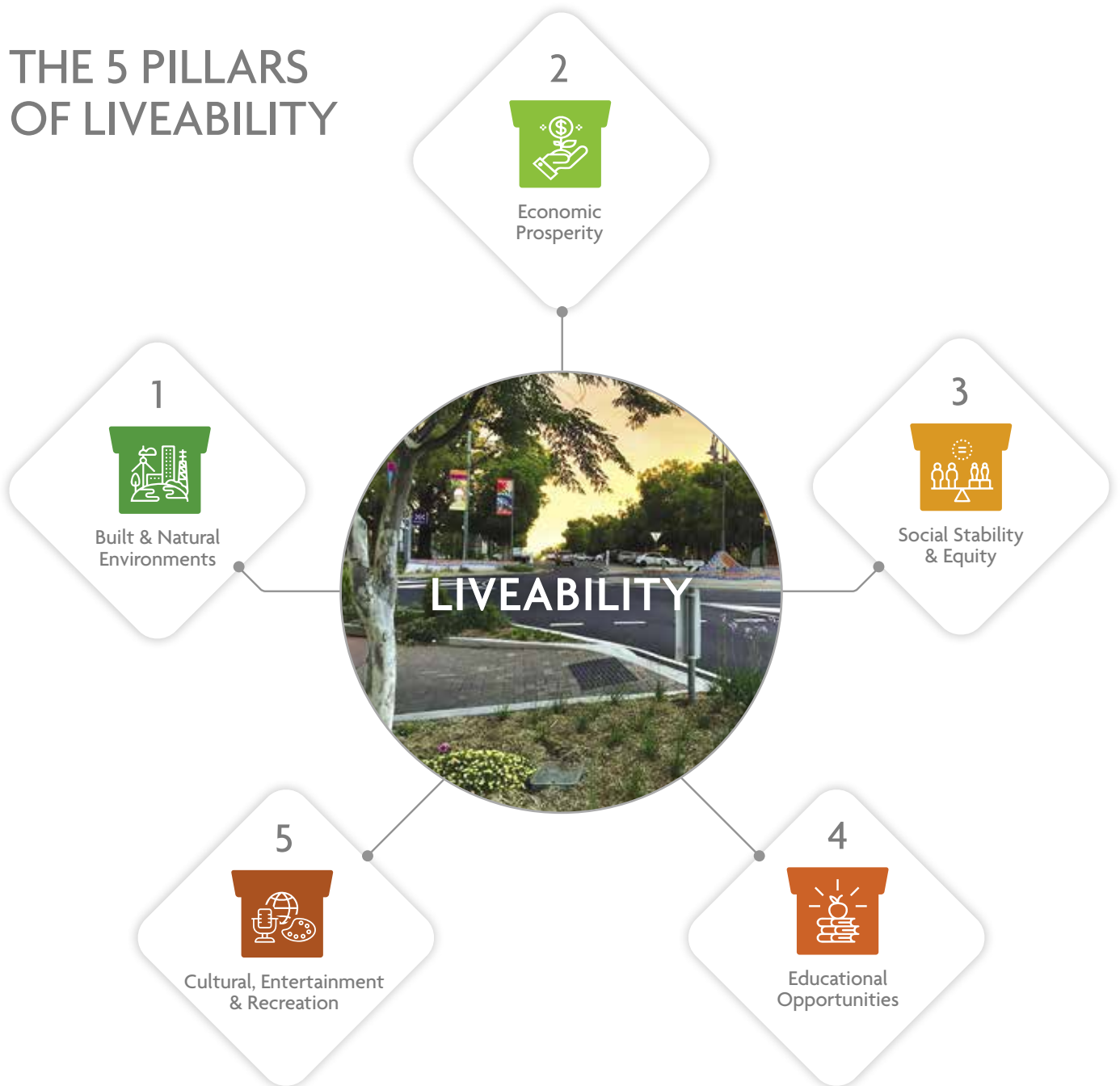
These five (5) pillars formed a framework to organise all the suggestions gathered from our consultation process. Initiatives developed from ideas at our workshops have been refined and allocated to one of the core pillars. Although some may fall across a number of pillars, we have allocated them to a single core pillar, for ease of resource allocation, communication, management and reporting.



2040 Vision Workshop



THE 5 PILLARS OF LIVEABILITY



Each initiative has been classified based on the following two dimensions:

Dimension 1. Duration: short, medium or long term

Some of the larger initiatives will take much longer than 5 years and be executed across a number of future CCCI Strategic Plans. As we have seen with the Chinchilla Parklands project, by keeping the longer-term focus and taking continued and committed action over time, great results will be realised.

Dimension 2. Impact: high or very high impact.

CCCI will not be doing this alone and will be working and collaborating with many stakeholders to bring the vision to life, including:

- CCCI Members
- CCCI Partners: Western Downs Regional Council (WDRC) & Origin
- Western Downs Chambers
- State and Federal Government Departments
- Key Chinchilla community organisations and committees

As a region it is imperative we ensure that we're looking to the future. As a result of this, we have a target of becoming self-sufficient as a community and a region beyond 2040. We can work together to achieve outcomes that benefit the entire community ensuring we remain up to speed with our metropolitan counterparts and are not reliant on any single industry.

LIVEABILITY PILLAR 1: BUILT & NATURAL ENVIRONMENTS



Chinchilla Weir Improvements (Initiative 1.1)

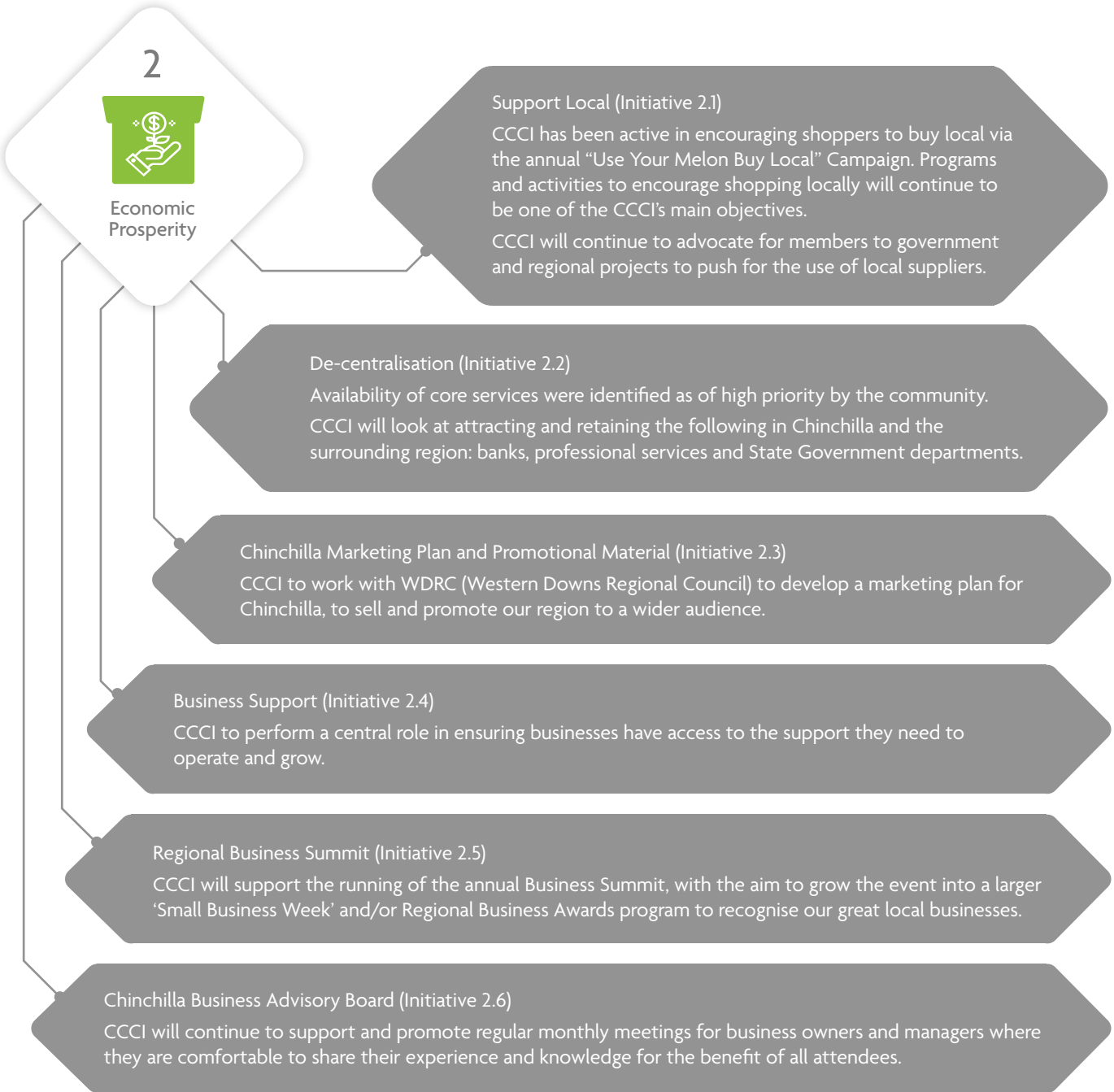
De-silt the weir waterways and investigate alternative options to maintain usable recreation water at the Chinchilla Weir consistently for the summer season.

Town Beautification Program (Initiative 1.2)

The appearance of Chinchilla is very important to our community, especially the youth. This is an ideal first project for the Chinchilla Junior Chamber. Investigation of programs to motivate individuals to contribute to town beautification and a whole of town green space master plan with strong community input.



LIVEABILITY PILLAR 2: ECONOMIC PROSPERITY



LIVEABILITY PILLAR 3: SOCIAL STABILITY & EQUITY



Health Facilities (Initiative 3.1)
CCCI to investigate the suitability of Chinchilla's medical services in comparison to the actual needs of our community and improve understanding of these services and their availability.

Community Safety (Initiative 3.2)
CCCI will advocate for 24/7 police presence.

Vibrant Events (Initiative 3.3)
CCCI to continue delivering vibrant community and business events.



One Long Table



Indigenous Wakka Wakka dancers at One Long Table

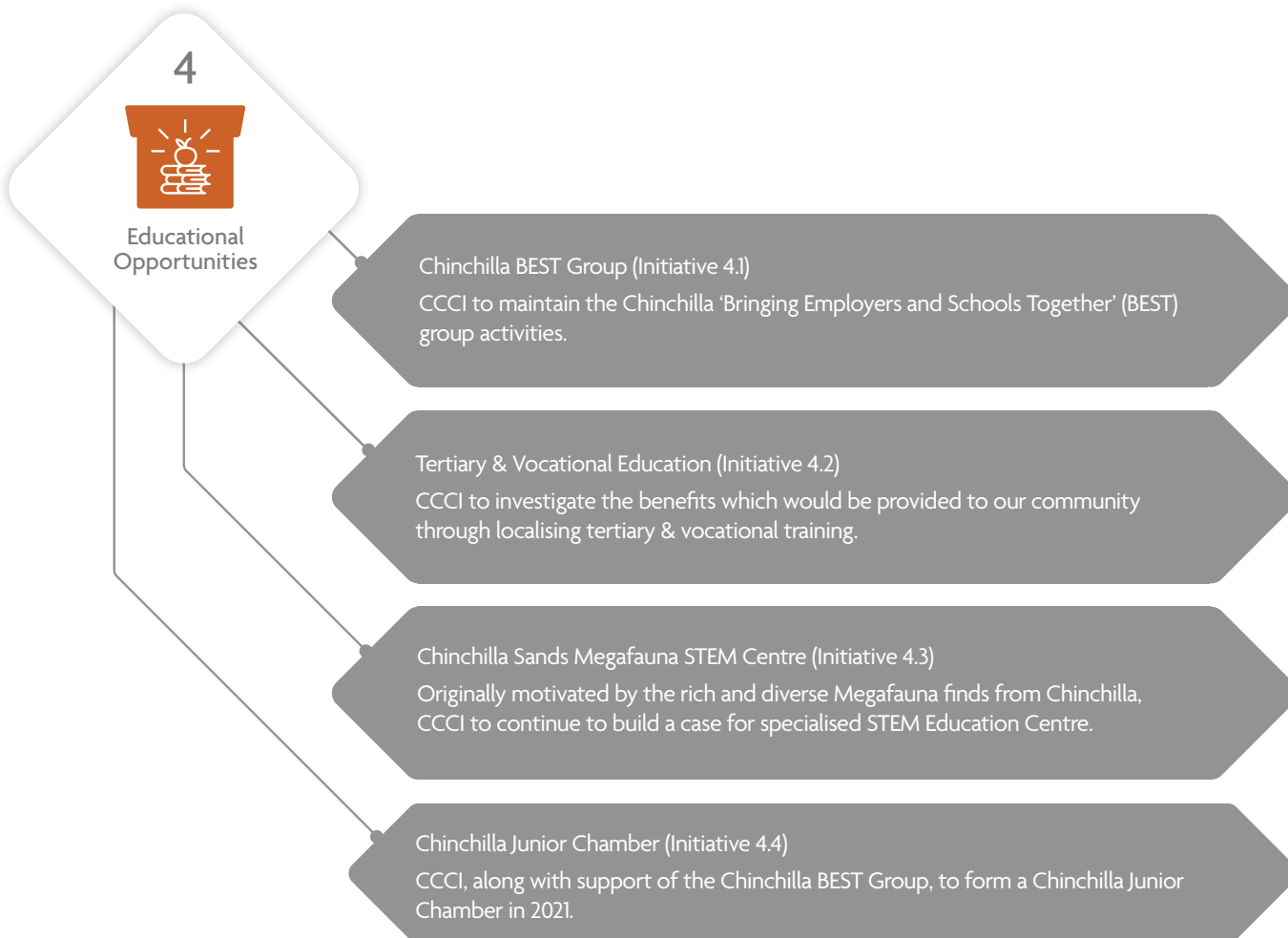


CCCI President's Cup Gold Day



One Long Table cultural dress parade 2019

LIVEABILITY PILLAR 4: EDUCATIONAL OPPORTUNITIES



LIVEABILITY PILLAR 5: CULTURAL, ENTERTAINMENT & RECREATION



Chinchilla Sports Precinct (Initiative 5.1)
CCCI to bring together a Chinchilla sport/facilities reference group to investigate the feasibility of a sports precinct and identify what needs to be put in place to make it happen.

Regional Arts (Tourist) Trail (Initiative 5.2)
CCCI to collaborate with key stakeholders to develop a regional arts trail to generate increased tourism.





INITIATIVE COMPLETION TIMING

Some initiatives will take many years to implement based on their size and complexity, even though the process is starting now. The current anticipated initiative completion timing is as follows:

	Short Term (within 5 years)	Medium Term (within 6 - 10 years)	Long Term (within 11 - 20 years)
VERY HIGH IMPACT	<ul style="list-style-type: none"> 2.1 3.1 3.2 3.3 		<ul style="list-style-type: none"> 4.3 2.2 5.1 1.1 1.2
HIGH IMPACT	<ul style="list-style-type: none"> 2.4 2.6 2.5 2.3 4.1 4.4 	<ul style="list-style-type: none"> 5.2 	<ul style="list-style-type: none"> 4.2



RESEARCH & PROGRAM MANAGEMENT

RESEARCH AND DEVELOPMENT:

CCCI will work with regional, state or national institutions to research what needs to be implemented and what challenges may need to be overcome to achieve this vision. This may include:

- Culture and personality of Chinchilla and surrounding towns and how this influences short/long-term population and business growth. What types of people and businesses will be attracted to the region in the long term and why.
- Factors that need to be in place for the region to have:
 - A hospital upgrade
 - Improved transport links between identified regional centres
 - An upgraded airport
- Factors that need to be in place to encourage:
 - Entrepreneurs to stay/set up in the region
 - CSIRO, defense and/or aerospace to the region
- Factors that impact water utilisation and security:
 - Advocate for improved water security to the region
 - Understand Government Policy on water and provide recommendations to leverage
- Innovations:
 - Investigate technologies including drones and automation for agriculture and other industries
 - Become a partner in technological advancement, eg. 10G test area

SPECIAL ACKNOWLEDGMENT



“CCCI would like to dedicate this strategic plan to Lindsay Marsden who worked tirelessly over 30 years to turn the community’s vision of the Chinchilla Parklands into a reality. Lindsay was a founding member of the Chinchilla Economic and Tourism development Association that amalgamated with the Chinchilla Chamber of Commerce in 2009 to form the CCCI. The award winning* Chinchilla Parklands opened in 2019.”

*Green Flag Award 2019 & 2019 Parks and Leisure Award for Excellence “Park of the Year”





SERVICE OFFERING

CCCI SERVICE OFFERING:

The main initiatives CCCI currently provide to the community and members are:

- Advocacy and business connection.
- Timely market information to members.
- Business advice to members through the Chinchilla Business Advisory Board.
- Periodic member newsletters.
- BEST Initiative connecting students to local businesses.
- CCCI community events, including:
 - One Long Table (multicultural food festival).
 - Street Christmas Party.
 - 'Buy Local' and most recently the 'Buy Western Downs' campaign.
 - President's Cup Golf Day.
 - Yearly look-ahead breakfasts.
 - Christmas lights competition.
- Liveability projects, aimed at ensuring Chinchilla continues to be an attractive town to live in. Past successes include:
 - Chinchilla Weir development.
 - CCTV installation.
 - Botanic parklands.
 - Increased police presence.
- Other key points of value:
 - Public acknowledgement for community contribution.
 - Opportunities to meet and build strong relationships with Key Buying Centre stakeholders.
 - Receipt of market and project intelligence before non-members.
 - Opportunities to sponsor and/or contribute to local community and business events.

"Liveability projects assist our community and members in many ways, including:

1. It is easier to attract and retain good staff.
2. By attracting more people to town, businesses will have increased customers.
3. Population drives many important economic factors such as stable property/housing prices, rental prices and government investment.
4. Increased population means better health facilities.

These liveability projects highlight the interdependence between business and the community and why it is important for businesses in the region to exercise their corporate social responsibility.

Chinchilla Community, Commerce & Industry Inc. (CCCI) is based in Chinchilla, Queensland and was established in 2009, as an amalgamation of the Chinchilla Chamber of Commerce and the Chinchilla Economic and Tourism Development Association.

THE MAIN INDUSTRIES IN THE CHINCHILLA REGION ARE:

- > OIL & GAS / COAL SEAM GAS (CSG) EXTRACTION & PRODUCTION
- > FARMING (AGRICULTURE)
- > MINING & QUARRYING
- > ENERGY GENERATION & DISTRIBUTION
- > MANUFACTURING & FABRICATION

WESTERN DOWNS REGION



OUR PURPOSE:

- > LIVEABILITY
- > PROSPERITY
- > CONNECTION

OUR VISION:

To shape a future where all Chinchilla people are living in a vibrant, thriving and prosperous community.

CONTACT US:

- ☎ 07 4668 9172
- ✉ events@chinchilla.com.au
- 🌐 www.chinchilla.com.au
- 📌 @chinchillachamber



CCCI

Chinchilla Community
COMMERCE & INDUSTRY INC.

Title **Community and Liveability Quarterly Report January to March 2024**

Date 7 May 2024

Responsible Manager D. Fletcher, GENERAL MANAGER (COMMUNITY & LIVEABILITY)

Summary

The purpose of this Report is to provide Council with an update in relation to the Community and Liveability Division's strategic and operational activities for the third quarter of the 2023/2024 Financial Year.

Link to Corporate Plan

Strategic Priority: Strong Diverse Economy

- We aggressively attract business and investment opportunities.
- Our region is a recognised leader in agribusiness, energy, and manufacturing.
- We deliver water security to enable future economic growth.
- We proactively advance our region as a tourism destination.
- Our business and industry actively live and buy local.

Strategic Priority: Active Vibrant Community

- We are a happy, inclusive community, proud of where we live.
- Our people of diverse backgrounds and ages are united by social, cultural, and sporting activities.
- Our parks, open spaces, and community facilities are alive with activities and connect our communities.
- We are a strong sustainable community supported by volunteers.
- We empower communities to develop local initiatives and events.

Strategic Priority: Quality Lifestyle

- Our residents are provided with modern infrastructure and quality essential services across our region.
- Our recreational spaces and community facilities are attractive, safe, and accessible.
- We invest in safe, well maintained road networks to connect our region and support economic activities.
- We attract families to live, work, prosper, and play in our region.
- We take pride in our natural assets, environment, and heritage.

Strategic Priority: Sustainable Organisation

- We are recognised as a financially intelligent and responsible Council.
- We focus on proactive, sustainable planning for the future.
- Our people are skilled and values driven to make a real difference.
- Our agile and responsive business model enables us to align our capacity with service delivery.
- Our effective asset management ensures that we responsibly maintain our community assets.

Material Personal Interest/Conflict of Interest

Nil

Officer's Recommendation

That Council resolve to receive the Community and Liveability Quarterly Report for the period January to March 2024.

Background Information

The Community and Liveability Division provides a general status and performance update on a quarterly basis, providing Council with information on significant activities completed, in progress and planned.

Report

This Report outlines the Community and Liveability Division activities and outcomes during the second quarter of the 2023/2024 Financial Year.

Consultation (Internal/External)

Consultation has occurred with the relevant Community and Liveability departments including:

1. Planning and Environment;
2. Communities;
3. Economic Development; and
4. Parks and Recreation.

Consultation (Internal/External)

Legal/Policy Implications (Justification if applicable)

NIL

Budget/Financial Implications

NIL

Human Rights Considerations

There are no human rights implications associated with this report

Conclusion

It is recommended that Council receive this report

Attachments

Community and Liveability Quarterly Report Q3 January to March

Authored by: Giordann Hallsmith, Project Officer



COMMUNITY & LIVEABILITY DIVISION QUARTERLY REPORT

QUARTER 3:
1 JANUARY TO 31 MARCH 2024

AT A GLANCE: Capital and Operational Statistics

- Communities
- Parks and Recreation
- Planning and Environment
- Economic Development

Note: comparisons in these figures are based on previous quarter data.



Australia Day & Pool Party
events delivered regionally



13 local events delivered (-14)
1,598 attendees (-4,617)



29,667 physical library visitors (+321)
8,380 online transactions (+143)



581 new library members (+211)



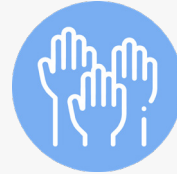
6 exhibitions delivered
Regional Artists Exhibition launched



9 public arts programs delivered (-2)
1,657 visitors to Dogwood (+577)



\$91,795.47 in community grants
(-\$2,640)



86 active volunteers (-2)
2,154 volunteer hours (-142)



46 interments (+1)



3,480 campers (+1,042)
2,740 day guests



18 reserve requests



330 customer requests
processed (+73)



49 memorial plaque
applications actioned



5 projects complete (+4)



3 community events



7 hall hires



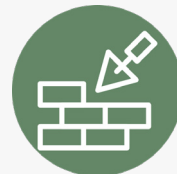
5,042 dogs registered (+202)



262 food licenses (-6)



63 environmental health
applications (+2)



48 development assessments
decided (-2)



12 day assessment period (-1)



Local Housing Action Plan
endorsed by Council



5 year operational waste contracts
released across **8 locations**



3,494 visitors through VIC (-953)



Communities Partnering Framework
endorsed by Council



Bronze Grey Nomad Award
for Big Skies (2nd year in a row)



6 advocacy actions made (+1)



2 events delivered (=)

COMMUNITIES

Local artist Regina Hyland (her work, 'Bubble melon pop', pictured here) has been appointed to develop a public art mural in Tara.

Arts and Culture

Public Art

- Local artist Regina Hyland was appointed to develop the mural for the mural on the Day Street side of the Tara Soldier's Memorial Hall Tara. In person engagement sessions with the school and community plus online engagement have been undertaken to seek community input into ideas for design concepts
- The Public Art Strategy draft has been endorsed by SLT and is booked in for ELT.

Exhibitions

- The 2024 Western Downs Regional Artists' Exhibition was launched with the theme of *Rural Realities*. Toowoomba based curator and educator Rhi Johnson was selected to curate the exhibition. Entries are open until 8 July.
- Meandarua Anzac Memorial Museum: Total visitors 131; Exhibition by Glenmorgan Art Group opened on ANZAC Day.
- Dogwood Visitor Feedback:
 - "Changed my ideas on what I thought photography was."
 - "I love your artistic spirit. Thank you for bringing a smile to my day."

Arts and Culture Strategy

- Consultants Fourfold Studio and Susan Davis OAM are in the final stages of drafting the Arts and Culture Strategy based on the community engagement undertaken.

Libraries

Words Out West

The region's annual celebration of reading and writing celebrated its fifth birthday with a suite of events for word lovers, big and small:

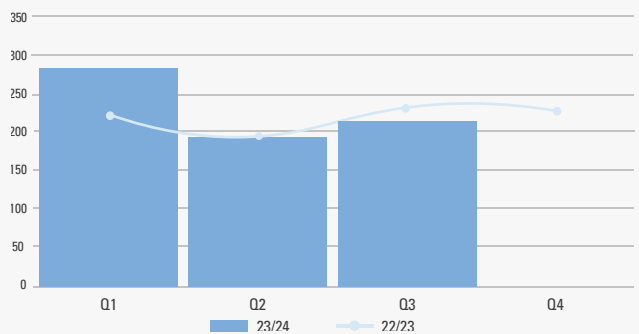
11 events **42** sessions, workshops & presentations **17** presenters **32** short story entries
406 unique attendees **46** external collaborators **9.2** average rating **10** volunteers **8** days
31% return attendees **20%** attended multiple events **59%** visitors over main weekend

Event	Date	Goal #	Actual #
Books & Bubbles	8 March	180	109
Regional Author Tour	21–22 March	150	69
Festival Day	9 March	180	142
School Days (Dalby & Chinchilla)	28–29 February	1,500	2,200
Writers Workshops	10 March	40	23
Schooners & Stories	2 March	150	153

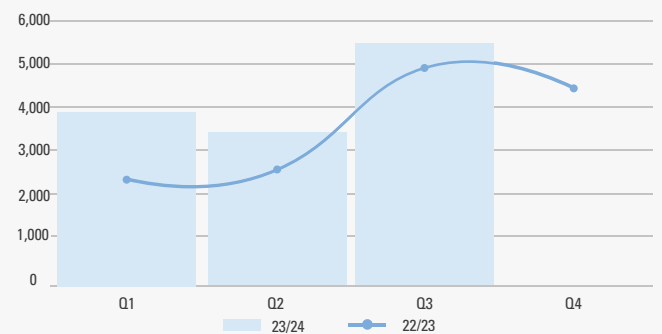
Picture Western Downs (phase two)

We have reached our target! 300 additional images have been digitised, researched, and uploaded into Picture Western Downs, totalling 643 images in the collection. We are transitioning from our current platform to 'Recollect', thanks to \$27,500 in grant funding from the State Library of Queensland.

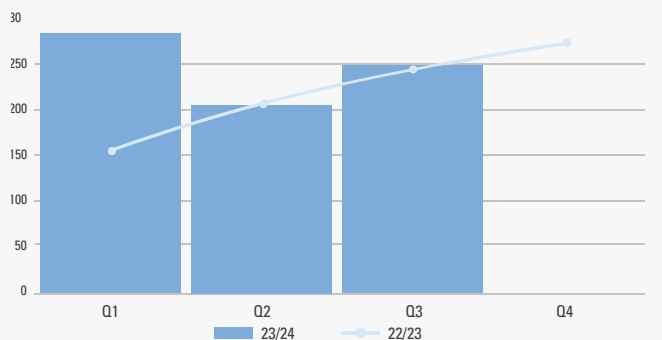
Programs Delivered:



Number of Program Attendees:



Programming Hours:



Some of the team and presenters behind Words Out West 2024.





Australia Day Award Ceremonies were held at six towns across the Western Downs.

Community Activation

Event Name	Event Date	Location/s	Attendance #
Chinchilla Australia Day Breakfast & Awards Ceremony	26 January	Chinchilla Cultural Centre	280
Chinchilla Australia Day Family Fun	26 January	Chinchilla Aquatic Centre	105
Dalby Australia Day Breakfast & Awards Ceremony	26 January	Mary's Place	150
Dalby Australia Day Family Fun	26 January	Dalby Aquatic Centre	96
Miles Australia Day Breakfast & Awards Ceremony	26 January	Miles Historical Village / Morgan Place	97
Miles Australia Day Family Fun	26 January	Miles Aquatic Centre	94
Tara Australia Day Colour Fun Run, Breakfast & Awards Ceremony	26 January	Tara Lagoon Parklands / Tara Soldiers Memorial Hall	205
Tara Australia Day Family Fun	26 January	Tara Aquatic Centre	150
Wandoan Australia Day Breakfast & Awards Ceremony	26 January	Juandah Historical Village	246
Meandarra Pool Party	10 February	Meandarra Swimming Pool	65
Moonie Pool Party	11 February	Moonie Swimming Pool	35
Wandoan Pool Party	17 February	Wandoan Swimming Pool	
Bell Pool Party	24 February	Bell Swimming Pool	75
Tara Easter Movie	28 March	Tara Aquatic Centre	Cancelled



Local children made a splash at Pool Parties across the region.

Projects and Grants

Grants

- Region grant team visits – Chinchilla, Tara and Miles.
- \$91,795.47 was distributed under the community grant programs for the quarter across 32 community groups.
- Smarty Grants Outcomes Engine delivered for the Major Events Program.

Volunteering

- Summer Volunteer of the Season awarded to Daryl Schubert.
- \$91,795.47 was distributed under the community grant programs for the quarter across 32 community groups.
- Smarty Grants Outcomes Engine delivered for the Major Events Program.

Report Group	Hours	Volunteers
Dogwood Crossing	34	3
Library Deliveries	28	3
Library Operations	190	10
Showgrounds	133	2
Visitor Information Centre	1,706	58
Words Out West	63	10
Total Hours	2,296	

Other

- Australia Day Awards presented at six Australia Day events across the region.
- Condamine town entry signage installed.

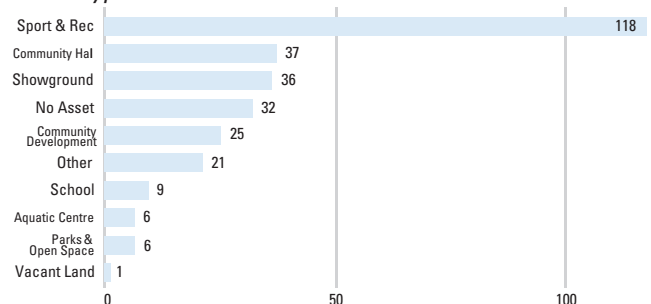


Australia Day Award winners in Chinchilla.

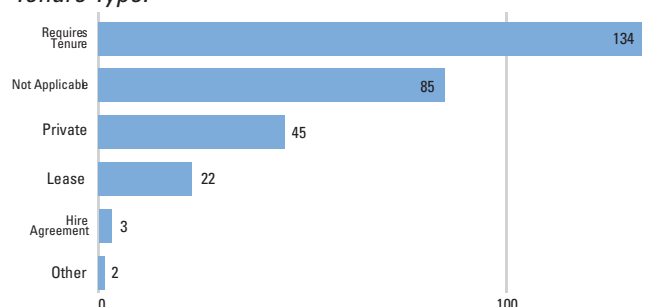
Community Liaison and Agreements

- Community engagement continues regarding formalised agreements between council and community groups
- Jandowae Showgrounds Governance project completed.
- PCYC & Dalby Netball agreement negotiations underway.
- Community Tenure Project findings presented to Senior Leadership Team, progress to the Executive Leadership team.
- Total of 290 Community Organisations currently identified across the region.
- 134 currently organisations require tenure from Council.

Asset Type:



Tenure Type:



PARKS AND RECREATION



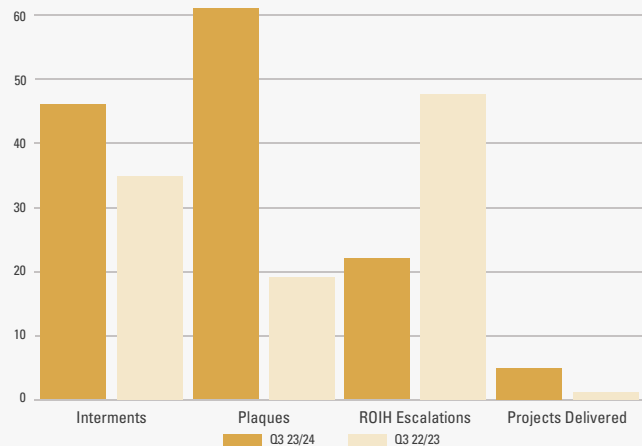
The Parks & Recreation team celebrated Parks Week this March.

Cemeteries

Cemeteries

Q3 remained hugely busy for the cemeteries team with the death rate at an all-time high. The team also completed a successful Request for Proposal for bronze and granite supply for the new financial year: bringing a fresh, innovative, and sustainable approach to memorial options available to our community. Additionally, Q3 saw the finalisation of all Cemetery Capital and Replacement projects. Capital works delivery has included the provision of a new columbarium wall in the Miles Cemetery as well as a full refurbishment to the existing wall in Miles and the impressive wall in Dalby. Structural reinforcement of existing walls has retained the integrity of the structures whilst preserving them for generations to come.

Cemeteries actions:



Parks & Operations

- We celebrated Parks Week by getting our hands dirty in our green spaces at events across the region, including a Community Planting Day, Storytime, promotion of the 'Seed Library' and a relaunch of the popular Adopt a Street Tree program.
- We delivered a very special project with the much-needed restoration of the Heritage Listed ANZAC Park gates in Dalby. These incredibly intricate gates have been professionally and delicately restored whilst preserving their history and integrity.
- Levelling works was commenced at Myall Remembrance Park to improve visual aesthetics and drainage - starting in section L works are off to a great start, with lots of stakeholder engagement and communication required for cemetery works.
- Final restoration works were complete with the installation of replacement granite at the (sadly vandalised) Dogwood Cemetery. This beautiful Creekside cemetery has a strong and significant history that the Cemeteries team worked passionately to restore.
- Digital and face-to-face engagement sessions were held for Dogwood Creek in Miles and Diplock Park in Dalby. Both masterplans are well on their way to becoming shovel-ready, creating vibrant, sustainable and functional locations for years to come.
- Paint & Sip events at Lake Broadwater kept our caretakers busy, with tickets a same day sell out!
- Easter Sunday brought 80 children to an epic Easter Egg hunt adventure at Lake Broadwater.



The Community Planting Day saw hundreds of wildflower seeds sown in the gardens of the Chinchilla Botanic Parklands.

Storytime in the Park, jointly delivered by Libraries and Parks & Recreation, was a hit with the students of Meandarra State School.



Recreational Spaces & Camping

Lake Broadwater

Q3 brought up the 1-year anniversary of caretakers Tim & Megan Walker! Lake Broadwater has thrived under their stewardship seeing guest numbers skyrocket over 400%! To celebrate 12 sensational months their contract was varied to include activation of the Lake Broadwater Hall! Q3 brought 7 hall hires with it - a 700% increase on this time last year! Rainfall early in the quarter resulted in water levels rising enough to allow us to open the boat ramp and see a return to water recreation on the lake. Easter was another fabulous feature at the Lake with an Easter egg, hunt, coffee, food vendors and HUGE numbers - despite the very wet weather!

Tara Lagoon

With the existing Caretaker Agreement at this site expiring in July of this year a Request for Proposal was presented to market in Q3 for Caretaker Services at the beautiful Tara Lagoon Parklands. The RFP launched in February to an overwhelming response - generating 59 submissions! Through several rounds of evaluation, we close out Q3 with only the final stage of evaluation outstanding, so stand by for exciting updates about the next chapter for Tara Lagoon!

Chinchilla Weir

Another quarter, another site evacuation - heavy rain in Q3 lead to an early morning evacuation and a several day closure impacting the access road. Thankfully infrastructure came out unscathed and our ops team had everything cleaned up and open for business as soon as water receded.

Caliguel Lagoon

Never left out of the natural disaster impacts this fabulous site required closure due to flood water access safety implications. Thankfully, the site was unimpacted and reopened with increased water levels to the excitement of many who enjoy water recreation at this site.

Waterloo Plain

Managing to stay high and dry Waterloo Plains in Wandoan was a hot spot for campers over the Easter weekend. Perhaps our most immaculately maintained site, Q3 has appeared to bring with it an increase in both campers and day guests. Site maintenance including arboreal trim backs and fresh mulch have the site looking extra special as we head into Q4.



The Bunya Mountains Bike Trails have recently fallen into the Parks & Recreation portfolio.

The Bunya Mountain Bike Trails

Q3 brought with it a new portfolio - the Bunya Mountain Bike Trails! Wet weather events have led to the tracks being closed for most of the quarter, however this provided opportunity for professional site audits and assessments by an independent third party, and some much-needed remediation work to be performed on the trails. After much review, remediation, and planning in Q3 - we are excited to see the tracks open in Q4, and work across Council and with our community to ensure that visitors to the beautiful Bunya Mountains can experience all the history, beauty and environmental significance that play host to these awesome trails!



Recent site maintenance at Waterloo Plains proved popular with campers over the Easter weekend.

PLANNING AND ENVIRONMENT

The Housing and Land Incentive, first established in 2022, has been increased to \$5 million to stimulate construction in the region.

Rural Services

- Significant partnerships established: Origin Environmental Funding (which involves extension of the WDRC Vertebrate Pest Monitoring Program onto Origin owned and managed properties), and Biosecurity Queensland (Pest Animal Surveys)
- Priority Weed Projects: Wet weather has impacted completion and progress of a number of priority weed projects. Have been able to target our *Harrisia Cactus* projects and start on mechanical removal trial project for *Mimosa Bush* and *African Boxthorn*.
- Coordinated Wild Dog Baiting Programs: 2 out of 3 programs completed this financial year, with the last program scheduled from 13 May.
- Black flying fox numbers: Dalby 1,500, Chinchilla 500, Bell 4,000 and Jandowae 800.

Planning

Development Assessments

- 54 development applications were received during the Quarter.
- 48 decisions were made during the Quarter, with 22 of those received during the Quarter decided during the Quarter.
- 100% of Development Applications were decided within allocated timeframes.
- 57% of Code Assessable Development Applications were completed within 15 business days on average during the Quarter.
- 12 business days on average were taken to complete the process of applications during the Quarter, compared to the statutory timeframe of 70bd.
- 18 business days on average were taken to complete the process of applications that were received and also decided during the Quarter, compared to the statutory timeframe of 70bd.

Community Standards

- 31.31 days on average to issue a building approval
- 8.81 days to issue a plumbing approval

Waste

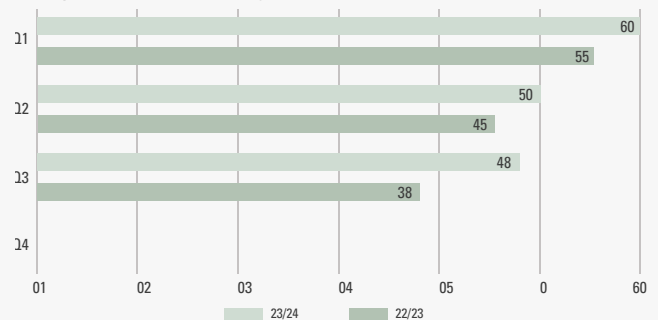
Waste Tenders

A significant tender package has now been released calling for tenders for 5 year operational contracts for Dalby, Chinchilla, Miles, Condamine, Kaimkillenbun, Tara, Wandoan and Winfields Road (Jandowae) Waste Facilities, as well as the tender for the haulage of waste from Transfer Stations to landfill disposal sites. The current contracts run out in late 2024, early 2025. National advertising of the tenders resulted in strong numbers of tender downloads. A non-compulsory tender information briefing was held in Council's Dalby office. Tenders close on 24 May and at this stage it is anticipated a report will be presented to Council's Ordinary July 2024 meeting.

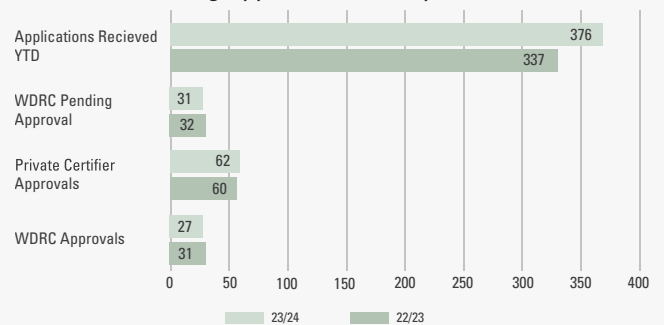
Council's successful Pest Monitoring Program has been extended thanks to a partnership with Origin Energy.



Comparison of Planning Decisions Made:



Number of Building Approvals, January to March:



Tara & Wandoan Weighbridge Projects

Both projects are currently at the civil design stage. Once design is completed, civil tenders will be called. The actual weighbridges have been ordered after a tender process and are being supplied by a Victorian based company, NWI. NWI will also undertake regular servicing of all of Council's waste site weighbridges from their Brisbane based Service Department. The State Government, who are providing generous grant funding towards these projects have approved of a change in scope to include improved power supply and site amenities as well as an extended project completion date to 31 December 2024. During the period, Council Officers visited Toowoomba Regional Council Waste sites to monitor their progress for similar weighbridge projects.

ECONOMIC DEVELOPMENT

The Economic Development Team supported the BEST Group Soft Skills Program, where 85 students engaged in mock employment interview scenarios.

Economic Development

Job Connect

Following the recent announcement from New Wilkie Energy, Council's Economic Development and Recruitment teams jointly hosted a reactive Jobs Connect event on 19 January to link impacted employees and other jobseekers with local recruitment opportunities. Local businesses were invited to submit their vacancies to promote at the event, as well as vacancies in-house at Council. A total of 12 attendees participated (eight directly impacted by the mine event), resulting in:

- Multiple applications for positions across local business
- Multiple applications for Council positions, including one attendee securing an interview
- An EOI page set up on Council's website for job seekers to register their interest for upcoming positions

Young Entrepreneur Summit (YES) 2024

The Young Entrepreneur Summit (YES) was delivered on 14 February at Chinchilla's Country Hope Church, again in partnership with the Australian School of Entrepreneurship (ASE Group) and sponsorship from Origin and Advance Queensland. This was the second annual YES event in the Western Downs.

Students participated in various workshop and networking-style activities throughout the day including keynote presentations, panel discussions, exhibition stalls, brainstorming exercises and a 'Shark Tank' style pitch to a panel of judges.

Council sponsored 250 tickets for schools within the region, with the University of Southern Queensland (UniSQ) sponsoring in-demand visitor tickets.

The second annual YES event, this time held in Chinchilla, encouraged students to explore local entrepreneurship.



Skilling Queenslanders for Work Program – Tara Work Skills Traineeship Project

As of the end of Q3, the Tara Work Skills Traineeship program is 19 of 26 weeks complete, with 9 of 10 trainees still engaged in the program.

The dedicated Traineeship Support Officer has been working with individual trainees on identifying further education and training or employment pathways, with a number of trainees securing interviews for positions across Tara.

The Traineeship Support Officer will continue to support trainees in the transition out of the program.

Trainees in the Tara Work Skills Traineeship program are on track to graduate on 17 May.



Chinchilla Community Commerce and Industry – Regional University Study Hub

As part of the Economic Development Strategy to enable 'study in place' opportunities in the region, Council has supported Chinchilla Community Commerce and Industry (CCCI) with their funding application for the Regional University Study Hubs program: which in March was announced successful.

The program aims to improve access to tertiary education for regional and remote students; providing access to local study spaces, computer and high-speed internet access facilities, and administrative, academic and student support services. CCCI anticipates the hub will be open students by December 2024 or January 2025.

Chamber of Commerce Partnership – Dalby Chamber of Commerce and Industry (DCCI)

Dalby Chamber of Commerce and Industry has entered a partnering agreement for 2023 to 2026 with Council, with Council providing support to Chamber organisations to deliver programs and activities aligned with the strategic pillars of the Economic Development Strategy 2023-2028. These partnerships are key for the Western Downs to diversify and grow its economy, building on the region's competitive advantage and further supporting business and investment in value-adding opportunities and emerging markets.

Supporting Business Enquiry

Council has supported 13 separate businesses over the quarter, in the form of sharing information on how to grow their business, general information about the region, funding opportunities and regional events/marketing campaigns. This ensures all businesses have the information and capability necessary to establish their business within our region, boosting our economic growth. A business contact register has now been established.

Bringing Employer and Students Together (BEST) Group Soft Skills Program 2024

The team supported the Bringing Employer and Students Together (BEST) Group Soft Skills Program 2024, organised by the Chinchilla Community Commerce and Industry (CCCI). 85 students across Chinchilla Christian College and Chinchilla State High School engaged in mock interview sessions to prepare them for the workforce. This event was also attended by representatives of the Department of Employment, Small Business and Training, local employers and the Department of Education.



Along with Council, the Soft Skills program was also supported by local schools, employers, and representatives from the Department of Employment, Small Business and Training, and the Department of Education.

Carbon Emissions Review

100% Renewables has completed the Carbon Emissions review and has finalised two reports: the first focusing on Council’s operations provides three pathways to net-zero for Council consideration, and a second community report provides insight into opportunities local businesses can implement to become net-zero. Both reports have been presented to the Executive Leadership Team in Q3 and will be presented to Council in Q4.

Communities Partnering Framework

Council’s Communities Partnering Framework was endorsed by Council in the February Council Meeting after which this has been released with a media release and shared to key stakeholders. Key industry partners will be followed-up to request completion of the self assessment forms to further share and inspire great examples of Communities Partnering.

Advocacy

The following advocacy actions have been undertaken:

- Submission to the Health Workforce Strategy for Queensland to 2032
- Submission to the Energy (Renewable Transformation and Jobs) Bill 2023
- Submission to the TAFE Infrastructure Strategy Feedback
- Submission to the Universal Service Obligation
- Submission to the Clean Economy Jobs Bill 2024
- Provided further policy feedback on CSG document around Industry Testing Initiative

Tourism

Trade Show Attendance

Council supported the Drive Queensland Stand at Caravanning Queensland’s Let’s Go Gold Coast Caravan & Outdoor Expo, with total attendees exceeding 7,000. The new Events Brochure was well received at the National 4x4 Outdoors Show, with a caravan air-freshener a proven conversation starter and great engagement tool. This show targeted a younger demographic and was a great networking opportunity with Southern Queensland Country and local government area peers.



Council supported the Drive Queensland stand at this year’s ‘Let’s Go Gold Coast’ Caravan & Outdoor Expo.

New Product: Fossicking Equipment Hire Chinchilla

Chinchilla Visitor Information Centre now offers fossicking equipment to visitors. This new initiative offers a unique experience to visitors which may in turn extend their length of stay to enjoy.

Electronic Direct Mail

A tourism marketing electronic direct mail (EDM) has been created to target groups visiting the region. It features the two bookable tours, and the bucket list festivals that are planned in the region. This also includes references and links to accommodation, things to do and places to eat. Liaison with the event organiser has allowed us to bespeak the EDM and send to the following:

- National Australian Polocrosse (Chinchilla): 24 – 30 June
- Australian National Campdraft (Wandoan) - 23 – 27 April
- Australian Reining Breeders Classic (Dalby) - 24 –31 March

Southern Queensland Country Tourism (SQCT) Joint Initiatives

SQCT are currently undergoing a brand redevelopment and have held engagement sessions regarding the shift from Southern Queensland Country to Queensland Country including a new destination management plan. Industry consultation began in February and is anticipated to be completed and launched in the new financial year.

Strong attendance received for this engagement, delivered by Krista Hauritz Marketing: *“This was one of the best workshops I’ve attended, well presented and extremely well delivered, everyone was engaged in the conversations happening around the room.”*

Visitor Statistics:

VIC	Jan 24	Feb 24	Mar 24	Total
Dalby	292	222	346	860
Chinchilla	321	317	444	1,082
Miles	530	336	686	1,552
	1,143	875	1,476	3,494