



ORDINARY MEETING OF COUNCIL

AGENDA

13 MAY 2015



**ORDINARY MEETING OF
COUNCIL AGENDA
13 MAY 2015**

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1. MEETING OPENED

2. LEAVE OF ABSENCE

2.1 Leave of Absence

Date: 06 May 2015
Author: Ian Flint, Chief Executive Officer
Responsible Officer: Ian Flint, Chief Executive Officer

Officer's Recommendation:

THAT Leave of Absence be granted to Cr Holstein due to personal leave.

3. CONDOLENCES/GET WELL WISHES

3.1 Condolences/Get Well Wishes

Date: 07 May 2015
Author: Susan Boland, Council Business Support Officer
Responsible Officer: Jason Bradshaw, Executive Manager Governance and Performance

Officer's Recommendation:

THAT letters of condolence be forwarded to the families of the recently deceased persons in the Lockyer Valley region.

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4. DECLARATION OF ANY MATERIAL PERSONAL INTERESTS/CONFLICTS OF INTEREST BY COUNCILLORS AND SENIOR COUNCIL OFFICERS

4.1 Declaration of Material Personal Interest on any Item of Business

Pursuant to Section 172 of the *Local Government Act 2009*, a councillor who has a material personal interest in an issue to be considered at a meeting of the local government, or any of its committees must –

- (a) inform the meeting of the councillor's material personal interest in the matter; and
- (b) leave the meeting room (including any area set aside for the public), and stay out of the meeting room while the matter is being discussed and voted on.

4.2 Declaration of Conflict of Interest on any Item of Business

Pursuant to Section 173 of the *Local Government Act 2009*, a councillor who has a real or perceived conflict of interest in a matter to be considered at a meeting of the local government, or any of its committees must inform the meeting about the councillor's personal interest in the matter and if the councillor participates in the meeting in relation to the matter, how the councillor intends to deal with the real or perceived conflict of interest.

5. MAYORAL MINUTE

No Mayoral Minute at time of print run

6. CONFIRMATION OF MINUTES

No Confirmation of Minutes, the minutes of the 15 April 2015 will be confirmed at the next Ordinary Meeting.

7. BUSINESS ARISING FROM MINUTES

No Business Arising from Minutes

8. COMMITTEE REPORTS

No Receival of Committee Reports as Minutes

9. DEPUTATIONS/PRESENTATIONS

A presentation will be made in the Closed Session of Council in relation to Item 17.6.



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10. EXECUTIVE OFFICE REPORTS

No Executive Office Reports

11. GOVERNANCE AND PERFORMANCE REPORTS

11.1 Operational Plan 2014/2015 Quarterly Report, March 2015

Date: 05 May 2015

Author: Jason Bradshaw, Executive Manager Governance and Performance

Responsible Officer: Jason Bradshaw, Executive Manager Governance and Performance

Summary:

This report provides a summary of the performance against the Operational Plan 2014/15 for the period to 31 March 2015 and outlines progress to date and financial results of key strategies.

Members of the Executive Leadership Team (ELT) will present on the relevant areas of the Operational Plan 2014/15 Quarterly Report March 2015.

Officer's Recommendation:

THAT Council resolves to receive the Quarterly Performance Report on the Operational Plan 2014/15 for the period to 31 March 2015.

Report

1. Introduction

Council has adopted the Operational Plan 2014/15 with its Annual Budget on the 14 July 2014 and has an obligation to report on the performance in achieving outcomes against that plan. This Operational Plan is based on the current Corporate Plan and the key strategies adopted in line with Council's Community Plan.

2. Background

The Community and Corporate Plans have provided the base on which the annual Operational Plan has been adopted and reflect the future direction to be achieved this year. The progress on this plan outlines the activities that have been completed or progressed in the year.

3. Report

The attachment to the report details the achievements of key strategies and progress made to date.

The 2014/2015 Operational Plan has been developed to focus on the identification and delivery of key strategies that support and enhance Council's service provision to the community.

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While core services have been identified for each Operational Plan Theme, performance reporting against service level expectations is still under development for inclusion in the 2015/2016 Operational Plan reporting.

As part of Council's continuous improvement, the reporting on the delivery of initiatives has been expanded to provide an understanding of project delivery performance against budget, timeliness and key risks.

	Timing of Delivery	Budget Performance	Scope Delivery	Risk Management
Target Performance	On Time	Within 5%	Benefits to be Achieved	No Concerns
Acceptable Performance	Rescheduling Expected	Within 5-10%	Benefits at Risk	Concerns being addressed
Successful Delivery at Risk	At Risk of Deferral	Outside 10%	Benefits in Doubt	Significant Risk Experienced

With the three quarters of the year to March 2015 now past, it is pleasing to note that significant progress has been achieved with the majority of projects on time and benefits likely to be achieved, with reduced resources and through efficiency savings.

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Performance identified by the key Operational Plan themes:

	Lockyer Community	Lockyer Leadership	Lockyer Farming	Lockyer Livelihood	Lockyer Business	Lockyer Nature	Lockyer Planned	Lockyer Council
Total Initiatives for 2014/15	27	8	9	2	16	24	33	21
Timing of Delivery								
On-time	23	5	9	2	14	16	21	18
Rescheduling Expected	1	2	0	0	1	4	11	3
At risk of Deferral	1	1	0	0	0	4	0	0
Completed	2	0	0	0	1	0	1	0
Scope Delivery								
Benefits to be achieved	26	6	9	2	15	17	31	18
Benefits @ Risk	0	2	0	0	1	7	2	3
Benefits in Doubt	1	0	0	0	0	0	0	0
Risk Management								
No Concerns	21	4	9	2	15	17	25	12
Concerns being addressed	6	4	0	0	1	7	8	9
Significant Risk Experienced	0	0	0	0	0	0	0	0

It is intended to engage further with Councillors on those initiatives whose delivery is at risk, to ensure that outcomes are being monitored and progress achieved. There will be some activities that are deferred to next year from finalisation due to competing priorities or rather beyond our control.

4. Policy and Legal Implications

Section 122(2) of the *Local Government Regulation 2012* requires the Chief Executive Officer to present a written assessment of local governments' progress towards implementing the annual Operational Plan at meetings of the local government. These reports are required to be at regular intervals of not more than three months. It remains a key accountability for Councillors to monitor the progress of the organisations performance.

5. Financial and Resource Implications

The financial performance of each key Operational Plan Theme is summarised and can provide an indication on the progress of initiatives or of constraints in delivering outcomes for the Operational Plan. Overall, the financial performance is within budget tolerances and aligns to the delivery of outcomes. Each of the activities has been monitored against the agreed budget and reports to the budget impacts, which in this quarter is positive. Further refinement of the financial system is required to report individual projects or activities.

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Summary of Performance to Budget

	Lockyer Community	Lockyer Leadership	Lockyer Farming	Lockyer Livelihood	Lockyer Business	Lockyer Nature	Lockyer Planned	Lockyer Council
Total Initiatives	27	8	9	2	16	24	33	21
Budget Performance								
Within 5%	27	7	9	2	16	24	28	19
Within 5-10%	0	1	0	0	0	0	5	2
Outside 10%	0	0	0	0	0	0	0	0

From this summary it is noted the majority of initiatives are within budget, with no major budget overruns

Overall Financial Performance

Theme	Operating Expense		Operating Revenue		Capital Expense		Capital Revenue	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Lockyer Community	4,282,900	3,052,631	750,000	710,851	28,800	93,434	42,000	42,676
Lockyer Leadership	3,176,165	2,294,829	963,100	978,659	90,000	82,020		
Lockyer Farming	252,500	169,145	86,000	67,466				
Lockyer Livelihood	252,500	169,145	86,000	67,465				
Lockyer Business	3,987,000	3,117,415	2,169,000	1,184,098	75,000			
Lockyer Nature	377,670	59,880	171,000	179,900		4,535		
Lockyer Planned	63,650,565	47,617,805	50,279,200	39,804,599	17,702,234	10,535,889	8,845,000	725,346
Lockyer Council	14,002,900	12,043,567	32,387,000	28,275,389	10,537,019	9,277,446	625,000	488,152

6. Delegations/Authorisations

No delegations are required for this report and existing authorities are appropriate for the delivery of the Operational Plan outcomes.

7. Communication and Engagement

The significant achievements of the Operational Plan are regularly reported through Corporate Communications and media channels as required. The overall achievements from all quarterly reporting will contribute to the 2014/15 Annual Report and as the end of the term approaches, the highlights will flow into the Term Report Card.



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8. Conclusion

The quarterly reporting on the Operational Plan is a statutory process and informs Council and the community on the performance of Council on yearly programs and activities. The majority of initiatives are on track and with budget.

9. Action/s

1. ELT to further review any “at risk” initiatives and report progress to June 2015 quarterly report.

Attachments

A copy of the third quarter report on the 14/15 Operational Plan will also be provided separately(loaded onto the iPad).

Attachments

1 [View](#) 2014/15 Operational Plan Third Quarter Report 15 Pages

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Lockyer Community

FACILITATOR									
Project Name	Project Description	Project Manager	Project Sponsor	Project Steering Committee	Project Charter	Project Plan	Project Progress	Project Status	Project Risks
Project A	Project A Description	Project A Manager	Project A Sponsor	Project A Steering Committee	Project A Charter	Project A Plan	Project A Progress	Project A Status	Project A Risks
Project B	Project B Description	Project B Manager	Project B Sponsor	Project B Steering Committee	Project B Charter	Project B Plan	Project B Progress	Project B Status	Project B Risks
Project C	Project C Description	Project C Manager	Project C Sponsor	Project C Steering Committee	Project C Charter	Project C Plan	Project C Progress	Project C Status	Project C Risks
Project D	Project D Description	Project D Manager	Project D Sponsor	Project D Steering Committee	Project D Charter	Project D Plan	Project D Progress	Project D Status	Project D Risks
Project E	Project E Description	Project E Manager	Project E Sponsor	Project E Steering Committee	Project E Charter	Project E Plan	Project E Progress	Project E Status	Project E Risks
Project F	Project F Description	Project F Manager	Project F Sponsor	Project F Steering Committee	Project F Charter	Project F Plan	Project F Progress	Project F Status	Project F Risks
Project G	Project G Description	Project G Manager	Project G Sponsor	Project G Steering Committee	Project G Charter	Project G Plan	Project G Progress	Project G Status	Project G Risks
Project H	Project H Description	Project H Manager	Project H Sponsor	Project H Steering Committee	Project H Charter	Project H Plan	Project H Progress	Project H Status	Project H Risks
Project I	Project I Description	Project I Manager	Project I Sponsor	Project I Steering Committee	Project I Charter	Project I Plan	Project I Progress	Project I Status	Project I Risks
Project J	Project J Description	Project J Manager	Project J Sponsor	Project J Steering Committee	Project J Charter	Project J Plan	Project J Progress	Project J Status	Project J Risks
Project K	Project K Description	Project K Manager	Project K Sponsor	Project K Steering Committee	Project K Charter	Project K Plan	Project K Progress	Project K Status	Project K Risks
Project L	Project L Description	Project L Manager	Project L Sponsor	Project L Steering Committee	Project L Charter	Project L Plan	Project L Progress	Project L Status	Project L Risks
Project M	Project M Description	Project M Manager	Project M Sponsor	Project M Steering Committee	Project M Charter	Project M Plan	Project M Progress	Project M Status	Project M Risks
Project N	Project N Description	Project N Manager	Project N Sponsor	Project N Steering Committee	Project N Charter	Project N Plan	Project N Progress	Project N Status	Project N Risks
Project O	Project O Description	Project O Manager	Project O Sponsor	Project O Steering Committee	Project O Charter	Project O Plan	Project O Progress	Project O Status	Project O Risks
Project P	Project P Description	Project P Manager	Project P Sponsor	Project P Steering Committee	Project P Charter	Project P Plan	Project P Progress	Project P Status	Project P Risks
Project Q	Project Q Description	Project Q Manager	Project Q Sponsor	Project Q Steering Committee	Project Q Charter	Project Q Plan	Project Q Progress	Project Q Status	Project Q Risks
Project R	Project R Description	Project R Manager	Project R Sponsor	Project R Steering Committee	Project R Charter	Project R Plan	Project R Progress	Project R Status	Project R Risks
Project S	Project S Description	Project S Manager	Project S Sponsor	Project S Steering Committee	Project S Charter	Project S Plan	Project S Progress	Project S Status	Project S Risks
Project T	Project T Description	Project T Manager	Project T Sponsor	Project T Steering Committee	Project T Charter	Project T Plan	Project T Progress	Project T Status	Project T Risks
Project U	Project U Description	Project U Manager	Project U Sponsor	Project U Steering Committee	Project U Charter	Project U Plan	Project U Progress	Project U Status	Project U Risks
Project V	Project V Description	Project V Manager	Project V Sponsor	Project V Steering Committee	Project V Charter	Project V Plan	Project V Progress	Project V Status	Project V Risks
Project W	Project W Description	Project W Manager	Project W Sponsor	Project W Steering Committee	Project W Charter	Project W Plan	Project W Progress	Project W Status	Project W Risks
Project X	Project X Description	Project X Manager	Project X Sponsor	Project X Steering Committee	Project X Charter	Project X Plan	Project X Progress	Project X Status	Project X Risks
Project Y	Project Y Description	Project Y Manager	Project Y Sponsor	Project Y Steering Committee	Project Y Charter	Project Y Plan	Project Y Progress	Project Y Status	Project Y Risks
Project Z	Project Z Description	Project Z Manager	Project Z Sponsor	Project Z Steering Committee	Project Z Charter	Project Z Plan	Project Z Progress	Project Z Status	Project Z Risks

[illegible]

2014/2015 Operational Plan Third Quarter Report

Lockyer Farming

PROVISION									
Outcome, priority & strategy objectives	Strategic Number	Strategic aim...	Responsibility	Performance Indicators	Delivery Year	Progress indicators			
						Targeting	Budget	Target	Risk
Outcome 1: Corporate Financial Performance	1.1	Corporate Financial Performance	Corporate Financial Performance	Corporate Financial Performance	2014/15	On Track	On Track	On Track	On Track
	1.2	Corporate Financial Performance	Corporate Financial Performance	Corporate Financial Performance	2014/15	On Track	On Track	On Track	On Track
	1.3	Corporate Financial Performance	Corporate Financial Performance	Corporate Financial Performance	2014/15	On Track	On Track	On Track	On Track
	1.4	Corporate Financial Performance	Corporate Financial Performance	Corporate Financial Performance	2014/15	On Track	On Track	On Track	On Track
Outcome 2: Customer Satisfaction	2.1	Customer Satisfaction	Customer Satisfaction	Customer Satisfaction	2014/15	On Track	On Track	On Track	On Track
	2.2	Customer Satisfaction	Customer Satisfaction	Customer Satisfaction	2014/15	On Track	On Track	On Track	On Track
	2.3	Customer Satisfaction	Customer Satisfaction	Customer Satisfaction	2014/15	On Track	On Track	On Track	On Track
	2.4	Customer Satisfaction	Customer Satisfaction	Customer Satisfaction	2014/15	On Track	On Track	On Track	On Track
Outcome 3: Employee Engagement	3.1	Employee Engagement	Employee Engagement	Employee Engagement	2014/15	On Track	On Track	On Track	On Track
	3.2	Employee Engagement	Employee Engagement	Employee Engagement	2014/15	On Track	On Track	On Track	On Track
	3.3	Employee Engagement	Employee Engagement	Employee Engagement	2014/15	On Track	On Track	On Track	On Track
	3.4	Employee Engagement	Employee Engagement	Employee Engagement	2014/15	On Track	On Track	On Track	On Track
Outcome 4: Environmental Sustainability	4.1	Environmental Sustainability	Environmental Sustainability	Environmental Sustainability	2014/15	On Track	On Track	On Track	On Track
	4.2	Environmental Sustainability	Environmental Sustainability	Environmental Sustainability	2014/15	On Track	On Track	On Track	On Track
	4.3	Environmental Sustainability	Environmental Sustainability	Environmental Sustainability	2014/15	On Track	On Track	On Track	On Track
	4.4	Environmental Sustainability	Environmental Sustainability	Environmental Sustainability	2014/15	On Track	On Track	On Track	On Track
Outcome 5: Community Relations	5.1	Community Relations	Community Relations	Community Relations	2014/15	On Track	On Track	On Track	On Track
	5.2	Community Relations	Community Relations	Community Relations	2014/15	On Track	On Track	On Track	On Track
	5.3	Community Relations	Community Relations	Community Relations	2014/15	On Track	On Track	On Track	On Track
	5.4	Community Relations	Community Relations	Community Relations	2014/15	On Track	On Track	On Track	On Track

Lockyer Farming

[illegible]

2014-2015 Operational Plan Third Quarter Report

Lockyer Livelihood

Council Services													
Business processes & delivery outcomes		FACILITATOR											
Reported Development	Our Corporate Plan goals are to...	Strategy Number	Our strategies to achieve this are...	Responsibility	Performance Indicators	Delivery Year	Progress Indicators				First Quarter Progress (Comments)	Second Quarter Progress (Comments)	Third Quarter Progress (Comments)
							Training	Budget	Scope	Risk			
Support & Monitoring of the Region	Develop a partnership approach between Shirelockyer, TAFE and other training providers to develop a training opportunity and a range of opportunities	LOK001-02	Ensure quality guidelines to produce provision of education with education providers	Operational Development & Engagement	Benchmark the number of graduates from the region's organisations	Ongoing	On Time	Within the Budget	Within the Scope	Within the Risk	How did the first quarter progress? Have you achieved the target? If not, why not? What are the reasons for this? What are the reasons for this? What are the reasons for this?	How did the second quarter progress? Have you achieved the target? If not, why not? What are the reasons for this? What are the reasons for this? What are the reasons for this?	How did the third quarter progress? Have you achieved the target? If not, why not? What are the reasons for this? What are the reasons for this? What are the reasons for this?

2014-2015 Operational Plan Third Quarter Report

Lookyer Business

PROYECTOS									
Estado	Nombre	Descripción	Responsable	Proyecto	Inicio	Fin	Presupuesto	Avance	Observaciones
En ejecución	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
En ejecución	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...
	Proyecto de mejora de la calidad del agua	Mejora de la calidad del agua en la zona de...

2014/15 Operational Plan Third Quarter Report

Lockyer Business

INITIATION										
This Strategic Plan goal is to:	Strategic Initiative	This strategic plan initiative is to achieve this goal:	Responsibility	Performance Indicators	Delivery Year	Program Indicators				First Strategic Program Comments
						Timing	Budget	Scope	Risk	
Improve the quality of the water supply to the Lockyer Shire Council	60101010	Improve the quality of the water supply to the Lockyer Shire Council	Lockyer Shire Council	Improve the quality of the water supply to the Lockyer Shire Council	Ongoing	12/1/15	1000000	1000000	1000000	Improve the quality of the water supply to the Lockyer Shire Council
	60101010	Improve the quality of the water supply to the Lockyer Shire Council	Lockyer Shire Council	Improve the quality of the water supply to the Lockyer Shire Council	Ongoing	12/1/15	1000000	1000000	1000000	Improve the quality of the water supply to the Lockyer Shire Council
FACILITIES										
Improve the quality of the water supply to the Lockyer Shire Council	60101010	Improve the quality of the water supply to the Lockyer Shire Council	Lockyer Shire Council	Improve the quality of the water supply to the Lockyer Shire Council	Ongoing	12/1/15	1000000	1000000	1000000	Improve the quality of the water supply to the Lockyer Shire Council
	60101010	Improve the quality of the water supply to the Lockyer Shire Council	Lockyer Shire Council	Improve the quality of the water supply to the Lockyer Shire Council	Ongoing	12/1/15	1000000	1000000	1000000	Improve the quality of the water supply to the Lockyer Shire Council
APPROPRIATE										
Improve the quality of the water supply to the Lockyer Shire Council	60101010	Improve the quality of the water supply to the Lockyer Shire Council	Lockyer Shire Council	Improve the quality of the water supply to the Lockyer Shire Council	Ongoing	12/1/15	1000000	1000000	1000000	Improve the quality of the water supply to the Lockyer Shire Council
	60101010	Improve the quality of the water supply to the Lockyer Shire Council	Lockyer Shire Council	Improve the quality of the water supply to the Lockyer Shire Council	Ongoing	12/1/15	1000000	1000000	1000000	Improve the quality of the water supply to the Lockyer Shire Council

Lockyer Nature

[illegible]

Lockyer Nature

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2014/2015 Operational Plan Third Quarter Report

Lookyer Planned

PROVIDER											
Overall provider information	Overall provider information	Overall provider information	Overall provider information	Overall provider information	Overall provider information	Overall provider information	Overall provider information	Overall provider information	Overall provider information	Overall provider information	Overall provider information
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2014-2015 Operational Plan Trade Chapter Report

Lockyer Planned

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2014-2015 Operational Plan Fiscal Quarter Report

Lockyer Planned

ADVOCATOR											
Advocator	Organization Name (Full Name)	Brief description of the organization's mission and vision	Advocacy Strategy (How the organization achieves its goals)	Key Activities (What the organization does)	Key Stakeholders (Who the organization works with)	Key Results (What the organization has achieved)	Financial Information				Other Information (Any other relevant information)
							Budget	Revenue	Expenses	Net Income	
1	Advocacy for the Environment (AEE)	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.	Advocacy through public campaigns, lobbying, and legal action.	Climate change, deforestation, biodiversity conservation.	Government, NGOs, media, public.	Reduced carbon emissions, increased forest cover, protected biodiversity.	\$100,000	\$50,000	\$30,000	\$20,000	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.
2	Advocacy for the Environment (AEE)	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.	Advocacy through public campaigns, lobbying, and legal action.	Climate change, deforestation, biodiversity conservation.	Government, NGOs, media, public.	Reduced carbon emissions, increased forest cover, protected biodiversity.	\$100,000	\$50,000	\$30,000	\$20,000	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.
3	Advocacy for the Environment (AEE)	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.	Advocacy through public campaigns, lobbying, and legal action.	Climate change, deforestation, biodiversity conservation.	Government, NGOs, media, public.	Reduced carbon emissions, increased forest cover, protected biodiversity.	\$100,000	\$50,000	\$30,000	\$20,000	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.
4	Advocacy for the Environment (AEE)	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.	Advocacy through public campaigns, lobbying, and legal action.	Climate change, deforestation, biodiversity conservation.	Government, NGOs, media, public.	Reduced carbon emissions, increased forest cover, protected biodiversity.	\$100,000	\$50,000	\$30,000	\$20,000	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.
5	Advocacy for the Environment (AEE)	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.	Advocacy through public campaigns, lobbying, and legal action.	Climate change, deforestation, biodiversity conservation.	Government, NGOs, media, public.	Reduced carbon emissions, increased forest cover, protected biodiversity.	\$100,000	\$50,000	\$30,000	\$20,000	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.
6	Advocacy for the Environment (AEE)	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.	Advocacy through public campaigns, lobbying, and legal action.	Climate change, deforestation, biodiversity conservation.	Government, NGOs, media, public.	Reduced carbon emissions, increased forest cover, protected biodiversity.	\$100,000	\$50,000	\$30,000	\$20,000	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.
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8	Advocacy for the Environment (AEE)	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.	Advocacy through public campaigns, lobbying, and legal action.	Climate change, deforestation, biodiversity conservation.	Government, NGOs, media, public.	Reduced carbon emissions, increased forest cover, protected biodiversity.	\$100,000	\$50,000	\$30,000	\$20,000	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.
9	Advocacy for the Environment (AEE)	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.	Advocacy through public campaigns, lobbying, and legal action.	Climate change, deforestation, biodiversity conservation.	Government, NGOs, media, public.	Reduced carbon emissions, increased forest cover, protected biodiversity.	\$100,000	\$50,000	\$30,000	\$20,000	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.
10	Advocacy for the Environment (AEE)	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.	Advocacy through public campaigns, lobbying, and legal action.	Climate change, deforestation, biodiversity conservation.	Government, NGOs, media, public.	Reduced carbon emissions, increased forest cover, protected biodiversity.	\$100,000	\$50,000	\$30,000	\$20,000	Advocacy for the environment, focusing on climate change, deforestation, and biodiversity conservation.

PRACTICE AND POLICY									
PROCESSES INDICATORS									
Indicator Type	Frequency	Score	Risk	First Quarter Progress Comments	Second Quarter Progress Comments	Third Quarter Progress Comments			
Strategic Alignment	Quarterly	4.5	Low	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.			
	Quarterly	4.0	Medium	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.			
	Quarterly	4.2	Low	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.			
	Quarterly	4.1	Medium	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.			
	Quarterly	4.3	Low	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.			
Operational Efficiency	Quarterly	4.0	Medium	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.			
	Quarterly	4.2	Low	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.			
	Quarterly	4.1	Medium	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.			
	Quarterly	4.3	Low	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.			
	Quarterly	4.4	Low	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.			
Customer Satisfaction	Quarterly	4.2	Low	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.			
	Quarterly	4.1	Medium	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.			
	Quarterly	4.3	Low	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.			
	Quarterly	4.4	Low	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.			
	Quarterly	4.6	Low	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.			
Community Engagement	Quarterly	4.7	Low	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.			
	Quarterly	4.8	Low	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.			
	Quarterly	4.5	Low	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.			
	Quarterly	4.0	Medium	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.			
	Quarterly	4.2	Low	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.			
Financial Performance	Quarterly	4.1	Medium	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.			
	Quarterly	4.3	Low	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.			
	Quarterly	4.4	Low	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.			
	Quarterly	4.6	Low	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.			
	Quarterly	4.7	Low	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.			
Human Resource Management	Quarterly	4.3	Low	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.			
	Quarterly	4.4	Low	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.			
	Quarterly	4.6	Low	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.			
	Quarterly	4.7	Low	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.			
	Quarterly	4.8	Low	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.			
Information Technology	Quarterly	4.4	Low	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.			
	Quarterly	4.6	Low	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.			
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	Quarterly	4.8	Low	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.			
	Quarterly	4.5	Low	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.			
Environmental Sustainability	Quarterly	4.6	Low	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.			
	Quarterly	4.7	Low	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.			
	Quarterly	4.8	Low	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.			
	Quarterly	4.5	Low	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.			
	Quarterly	4.0	Medium	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.			
Community Engagement	Quarterly	4.7	Low	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.			
	Quarterly	4.8	Low	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.			
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	Quarterly	4.0	Medium	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.			
	Quarterly	4.2	Low	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.			
Financial Performance	Quarterly	4.1	Medium	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.			
	Quarterly	4.3	Low	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.			
	Quarterly	4.4	Low	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.			
	Quarterly	4.6	Low	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.			
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Human Resource Management	Quarterly	4.3	Low	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.			
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	Quarterly	4.8	Low	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.			
Information Technology	Quarterly	4.4	Low	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.			
	Quarterly	4.6	Low	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.			
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	Quarterly	4.8	Low	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.			
	Quarterly	4.5	Low	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.			
Environmental Sustainability	Quarterly	4.6	Low	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.			
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	Quarterly	4.8	Low	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.			
	Quarterly	4.5	Low	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.			
	Quarterly	4.0	Medium	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.			
Community Engagement	Quarterly	4.7	Low	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.			
	Quarterly	4.8	Low	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.			
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	Quarterly	4.0	Medium	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.			
	Quarterly	4.2	Low	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.			
Financial Performance	Quarterly	4.1	Medium	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.			
	Quarterly	4.3	Low	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.			
	Quarterly	4.4	Low	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.			
	Quarterly	4.6	Low	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.			
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Human Resource Management	Quarterly	4.3	Low	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.			
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	Quarterly	4.8	Low	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.			
Information Technology	Quarterly	4.4	Low	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.			
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	Quarterly	4.5	Low	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.			
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	Quarterly	4.8	Low	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.			
	Quarterly	4.5	Low	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.			
	Quarterly	4.0	Medium	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.			
Community Engagement	Quarterly	4.7	Low	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.	Community Engagement: The organization's community engagement efforts are strong and effective. The organization's social responsibility initiatives are well-received and impactful.			
	Quarterly	4.8	Low	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.	Overall Performance: The organization's overall performance is excellent and exceeds expectations. The organization's strategic plan is well-executed, and its financial performance is strong.			
	Quarterly	4.5	Low	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.	Strategic Alignment: The organization's mission and vision are clearly defined and communicated to all employees. The strategic plan is aligned with the organization's long-term goals and objectives.			
	Quarterly	4.0	Medium	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.	Operational Efficiency: The organization's processes are streamlined and efficient. The use of technology is maximized to improve productivity and reduce costs.			
	Quarterly	4.2	Low	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.	Customer Satisfaction: The organization's customers are highly satisfied with the quality of its products and services. The organization's customer service is excellent and responsive.			
Financial Performance	Quarterly	4.1	Medium	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.	Financial Performance: The organization's financial performance is strong and stable. The organization's revenue is growing, and its expenses are well-controlled.			
	Quarterly	4.3	Low	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.	Human Resource Management: The organization's human resources are well-managed and motivated. The organization's recruitment and retention processes are effective.			
	Quarterly	4.4	Low	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.	Information Technology: The organization's information technology infrastructure is robust and secure. The organization's IT systems are reliable and efficient.			
	Quarterly	4.6	Low	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.	Environmental Sustainability: The organization's environmental sustainability efforts are strong and effective. The organization's carbon footprint is low, and its waste management is excellent.			
	Quarterly	4.7	Low	Community					

2014/2015 Operational Plan Third Quarter Report

Lockyer Council

LEADERSHIP AND COMMUNICATION										
Strategic Area	Strategic Objective	Strategic Initiative	Key Performance Indicators	Current Year	Financial Indicators			First Quarter Progress Comments	Second Quarter Progress Comments	Third Quarter Progress Comments
					Revenue	Expenditure	Score			
Corporate Governance and Accountability	Our Corporate Plan goals are to:	Strategy Number	Our strategies to achieve this are:	Responsibility	Performance Indicators	Current Year	Score <td>Comments<td>Comments<td>Comments</td></td></td>	Comments <td>Comments<td>Comments</td></td>	Comments <td>Comments</td>	Comments
	1. To ensure the Council is a good employer and a good neighbour.	1000000000	1. To ensure the Council is a good employer and a good neighbour.	1000000000	1. To ensure the Council is a good employer and a good neighbour.	1000000000	100%	1. To ensure the Council is a good employer and a good neighbour.	1. To ensure the Council is a good employer and a good neighbour.	1. To ensure the Council is a good employer and a good neighbour.
Community and Environment	2. To ensure the Council is a good employer and a good neighbour.	2000000000	2. To ensure the Council is a good employer and a good neighbour.	2000000000	2. To ensure the Council is a good employer and a good neighbour.	2000000000	100%	2. To ensure the Council is a good employer and a good neighbour.	2. To ensure the Council is a good employer and a good neighbour.	2. To ensure the Council is a good employer and a good neighbour.
	3. To ensure the Council is a good employer and a good neighbour.	3000000000	3. To ensure the Council is a good employer and a good neighbour.	3000000000	3. To ensure the Council is a good employer and a good neighbour.	3000000000	100%	3. To ensure the Council is a good employer and a good neighbour.	3. To ensure the Council is a good employer and a good neighbour.	3. To ensure the Council is a good employer and a good neighbour.

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11.2 Productivity Commission - Natural Disaster Funding Arrangements

Date: 08 May 2015
Author: Jason Bradshaw, Executive Manager Governance and Performance
Responsible Officer: Jason Bradshaw, Executive Manager Governance and Performance

Summary:

The Productivity Commission has released the final report into the review of natural disaster funding arrangements and this has been reviewed by the LGAQ who have issued a number of comments on the final report. This report increases Council's awareness of the key recommendations and supports the position adopted by the LGAQ.

Officer's Recommendation:

THAT Council note the contents of the report and endorse the LGAQ comments on the Productivity Commission's Final Report dated May 2015.

Further;

THAT Council continue to pursue the resolution forwarded to the ALGA National General Assembly in June 2015, in respect of required changes to funding alternatives.

Report

1. Introduction

The Productivity Commission's final report into Natural Disaster Funding Arrangements has been tabled in Parliament by the Australian Government. A media release by the Federal Minister for Justice, Michael Keenan MP, notes close consultation will be undertaken with the States. LGAQ will continue to make representations to the Australian and Queensland State Governments to seek the best outcome for Queensland councils.

This report provides further background and insight into the detailed matters and recommendations provided by the LGAQ for support by Council.

2. Background

The Productivity Commission's final report on Natural Disaster Funding Arrangements was tabled by the Australian Government on 1 May 2015. LGAQ President Cr Margaret de Wit has welcomed the Australian Government's undertaking to consult widely before responding to the controversial recommendations, which would drastically slash natural disaster recovery funding. The draft report from the Productivity Commission was released in September 2014, and a number of submissions were and considered prior to the release of the Final Report in early May 2015.

3. Report

LGAQ has prepared a table which compares the draft and final recommendations with LGAQ position statements, as articulated in submissions and in appearances before the

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Commission. This table is attached for reference. (Appendix A- This table will be discussed in detail at the meeting).

Overall, the final report findings and recommendations do not differ significantly from the draft report recommendations. However, there are a number of concerns arising.

The translation of draft recommendation 3.1 into a final recommendation 3.1 is particularly concerning as it would shift a significant share of the current contribution toward disaster rebuilding efforts away from the Australian Government without any clear funding alternative.

Further, more specifically, the recommendation to raise the eligibility threshold for 'small disasters' from \$240,000 to \$2 million is a concern to the LGAQ and Council.

When applied to events over the period March 2009 to January 2014, Queensland Reconstruction Authority data indicates that this alone would have resulted in additional costs to Queensland councils of \$9.3 million.

In addition, it is proposed to reduce the Australian Government's reimbursement rate to 50%. Taking into consideration threshold limits and costs ineligible to claim under NDRRA, this would reduce the effective contribution by the Australian Government to an estimated 40%. V This can be compared to a conservative estimate of the Australian Government's taxation revenue share of 70%.

The final recommendations 5.2 and 5.3 would require the State Government to consult with local government to determine benchmark prices, or the rates at which reconstruction work will be funded by the Australian Government. The Report also finds that current restrictions on the use of day labour would be addressed under a less prescriptive, benchmark prices model which would allow local governments to decide whether the use of day labour provided value for money. How would this be practically implemented remains unclear.

The following summary of key issues has been extracted as a summary in addition to the table provided from the LGAQ. .

- *Australia is exposed to natural disasters on a recurring basis. Effective planning and mitigation of risks is an essential task for governments, businesses and households.*
- *Current government natural disaster funding arrangements are not efficient, equitable or sustainable. They are prone to cost shifting, ad hoc responses and short-term political opportunism. Groundhog Day anecdotes abound.*
- *Governments overinvest in post-disaster reconstruction and underinvest in mitigation that would limit the impact of natural disasters in the first place. As such, natural disaster costs have become a growing, unfunded liability for governments.*
- *The funding arrangements matter because they impact the incentives to manage risks, including by using potent but politically challenging levers like land use planning. The reform imperative is greatest for states most exposed to natural disaster risk, like Queensland.*

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- *The recommended reforms comprise a coherent policy package across recovery and mitigation funding, budget treatment of recovery costs, and accountability requirements for all governments. 'Cherry picking' component parts would see the much needed balance between mitigation and recovery, as well as greater state autonomy, remain elusive.*
- *Australian Government post-disaster support to state and territory governments (states) should be reduced, and support for mitigation increased. Greater budget transparency and some provisioning is also needed.*
 - *States need to shoulder a greater share of natural disaster recovery costs to sharpen incentives to manage, mitigate and insure against these risks. The Australian Government should provide a base level of support to states commensurate with relative fiscal capacity and the original 'safety-net' objective of disaster recovery funding, with the option for states to purchase 'top-up' fiscal support.*
 - *Australian Government mitigation funding to states should increase to \$200 million a year and be matched by the states.*
 - *These reforms would give state and local governments autonomy in how they pursue disaster recovery and mitigation. The reforms should be supported by performance and process based accountability mechanisms that embed good risk management.*
- *Governments have a role in providing emergency relief payments to individuals seriously affected by natural disasters, to defray immediate economic and social hardship. Such relief should be provided in a consistent, equitable and efficient way.*
- *Governments can do better in terms of policies that enable people to understand natural disaster risks and also to give them the incentive to manage the risks effectively.*
 - *Information on hazards and risk exposure has improved significantly in recent years, but there are opportunities to improve information consistency, sharing and communication.*
 - *Regulations affecting the built environment have a significant influence on the exposure and vulnerability of communities to natural hazards. While building regulations have generally been effective, there is a need to transparently incorporate natural disaster risk management into land use planning.*
- *Insurance is an important risk management option. Insurance markets in Australia for natural disaster risk are generally working well, and pricing is increasingly risk reflective. Insurers can and should do more to inform households on their insurance policies, the natural hazards they face and the indicative costs of rebuilding after a natural disaster.*

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Council has an opportunity to continue to pursue the key recommendations at the ALGA National General Assembly next month in Canberra, in accordance with the motion that has been forwarded for consideration.

4. Policy and Legal Implications

Given the volume of the report, not all policy matters raised will have been addressed and this will be further examined to ensure consistency with matters raised in Council's previous submissions.

The recommendations from the report will need to be instituted into legislation or through some prescriptive directive for state and local government to follow. This has yet to be finalised.

5. Financial and Resource Implications

There are significant financial implications for Queensland local governments' if the funding model agreed and adopted pushes further impost back to these governments. This Council's recent experiences will certainly provide a good case study to measure the affordability for local governments, given the restoration of public assets works completed by Council.

Further modelling can be undertaken to estimate the financial impact which is likely to far exceed the Council's capacity to deliver services as these are currently provided.

6. Delegations/Authorisations

No additional delegations and authorisations are needed and the matter will be addressed within current delegations and authorities.

7. Communication and Engagement

The existing communication channels will continue to be used to deliver Council messages and the importance of getting this funding issue resolved by all levels of government. Council will endeavor to continue to support the LGAQ in its advocacy to other levels of government. Given the significance of the impact to local government, strong messaging will be required to gain broader community support and understanding to resolving these issues.

8. Conclusion

That Council note the impacts of the proposed changes at a broader level with support to the LGAQ and other Councils, to this broad ranging reform.


9. Action/s

That Correspondence be forwarded to the LGAQ supporting the majority position held by Council, and acknowledging the continuing effort to pursue outcomes through the ALGA motions.

Attachments


1 [View](#) Summary 18 Pages


LGAQ Summary May 2015	Inquiry into Natural Disaster Funding
Productivity Commission Draft Report September 2014	LGAQ comments and position on the Draft
<p>DRAFT RECOMMENDATION 3.1</p> <p>The Australian Government should:</p> <ul style="list-style-type: none">• reduce its marginal cost sharing contribution rate to disaster recovery outlays to 50 per cent under the Natural Disaster Relief and Recovery Arrangements.• increase the triggers for Australian Government assistance (small disaster criterion and annual expenditure threshold). <p>In conjunction with this reduction in funding assistance, the Australian Government should provide state and territory governments with increased autonomy to manage relief and recovery expenditure in a way that reflects the preferences and characteristics of their communities.</p>	<p>The LGAQ strongly opposes the draft recommendations in relation to funding arrangements.</p> <p>This recommendation has been made without any comment, consideration or analysis of the possible impact on councils across Australia, particularly lower-resourced small councils located in areas more prone to natural disasters.</p> <p>While technically this is a matter for each State government, it is unlikely that State governments would have the capacity to effectively double their financial support to local government.</p> <p>The draft report (p8) notes the extent of Vertical Fiscal Imbalance (VFI) and the need for the Australian Government to bear some natural disaster risk as a 'safety net' that reflects the Australian Government's greater ability to bear fiscal shocks (p 113).</p> <p>However, the report then goes on to argue that a marginal contribution rate of 50% would align with the extent of VFI in the Australian Federation (p114).</p> <p>Under the draft report proposals (with 50% rate for expenditure above the proposed \$2 million threshold), the Australian Government would potentially contribute no more than 40% of the cost of a natural disaster.</p>
Productivity Commission Final Report May 2015	LGAQ comments and issues on the Final Report May 2015
<p>RECOMMENDATION 3.1</p> <p>The Australian Government should fund natural disaster recovery by:</p> <ul style="list-style-type: none">• cost sharing with state and territory governments for community recovery and reconstruction of essential public assets at a rate of 50 per cent above an annual expenditure threshold.• providing funding based on assessed damages and benchmark prices.• providing an option for state and territory governments to purchase 'top-up' fiscal support at an actuarially fair price. <p>Australian Government involvement should be triggered where an annual (financial year) cumulative expenditure threshold of 0.45 per cent of total state government revenue is met, on an accrued basis (a higher trigger threshold up from 39% for the lower proposed contribution share).</p> <p>An increase in the 'small disaster' eligibility threshold from to \$2 million.</p>	<p>LGAQ comments – OPPOSED</p> <p>Unchanged from draft recommendation and OPPOSED by LGAQ:</p> <ul style="list-style-type: none">• a reduction in the Australian government share from 75 to 50%.• providing funding based on assessed damages and benchmark prices (as opposed to a share of actual reconstruction / reinstatement costs).• Australian Government involvement should be triggered where an annual (financial year) cumulative expenditure threshold of 0.45 per cent of total state government revenue is met, on an accrued basis (a higher trigger threshold up from 39% for the lower proposed contribution share).• an increase in the 'small disaster' eligibility threshold from to \$2 million. <p>LGAQ comments – SUPPORTED</p> <ul style="list-style-type: none">• "a transparent mechanism for exceptional circumstances fiscal support in the event of extraordinary and catastrophic natural disasters that clearly overwhelm a state or territory's medium-term fiscal capacity."

 LGAQ Summary May 2015	Productivity Commission Draft Report September 2014	LGAQ comments and position on the Draft	Productivity Commission Final Report May 2015	LGAQ comments and issues on the Final Report May 2015
		<p>compared with 60% at present.</p> <p>This potential outcome is not well aligned with VFI (Table 3.1 of LGAQ's submission) which when GST is included in State revenue, indicates revenue shares at about 70% Australian Government, States 27% and local governments 3%.</p> <p>Reducing the Australian Government's reimbursement rate to 50% as proposed and taking into consideration threshold limits and costs ineligible to claim under NDRRA, would reduce the effective contribution by the Australian Government to an estimated 40% compared with its taxation revenue share of 70%.</p> <p>The current funding contribution shares in conjunction with existing thresholds is closely aligned with VFI.</p> <p>Please refer to the LGAQ submission pages 3-9.</p>	<p>RECOMMENDATION 5.2</p> <p>The Australian Government should establish a framework for the development of benchmark prices for the reconstruction of essential public assets. This should set out the broad parameters that state and territory governments should follow, without prescribing particular prices to be used.</p> <p>The Australian Government should also develop a methodology for assessing damages to essential public assets from natural disasters, to enable the application of benchmark prices. Both tasks should be completed as soon as possible and within one year.</p> <p>RECOMMENDATION 5.3</p> <p>State and territory governments should develop benchmark prices for the reconstruction of essential public assets and submit these to the Australian Government for approval within one year. In developing these prices, they should consult with local governments and relevant experts, and draw on asset management plans. The prices should be reviewed and updated over time.</p>	<p>LGAQ comments – OPPOSED</p> <ul style="list-style-type: none"> • recommendation is to provide funding based on assessed damages and benchmark prices (as opposed to a share of actual reconstruction / reinstatement costs). • challenging timeframe. <p>LGAQ comments – CONCERNS relating to resourcing and timeframe</p> <p>If this proceeds:</p> <ul style="list-style-type: none"> • challenging timeframe. • requires input from local governments – resourcing issue.


 <p>LGAQ Summary May 2015</p>	<p>Inquiry into Natural Disaster Funding</p>											
<p>Productivity Commission Draft Report September 2014</p>	<p>LGAQ comments and position on the Draft</p>	<p>Productivity Commission Final Report May 2015</p>	<p>LGAQ comments and issues on the Final Report May 2015</p>									
<p>DRAFT RECOMMENDATION 3.2</p> <p>If the Australian Government reduces the relief and recovery funding it provides to state and territory governments, it should increase annual mitigation expenditure gradually to \$200 million, distributed to the states and territories on a per capita basis. The amount of mitigation spending could be adjusted over time to reflect the imputed 'savings' from reduced relief and recovery funding.</p>	<p>The LGAQ supports draft recommendation 3.2 that Australian Government funding support for mitigation should be increased. However, this should not be made conditional on reduced funding for recovery as future 'savings' from mitigation projects, in the form of lower disaster recovery expenditure and broader positive externalities, can only be achieved after mitigation projects have been completed.</p>	<p>RECOMMENDATION 3.5</p> <p>The Australian Government should gradually increase the amount of annual mitigation funding it provides to state and territory governments to \$200 million. Initially, this funding should be distributed to state and territory governments in accordance with the allocation under the National Partnership Agreement on Natural Disaster Resilience.</p>	<p>LGAQ comments – SUPPORTED</p> <p>The LGAQ supports recommendation 3.5 (prev 3.2) that Australian Government funding support for mitigation should be increased. [etc. see column 2]</p>									
<p>Increased mitigation funding should be conditional on matched funding contributions from the states and territories and best-practice institutional and governance arrangements for identifying and selecting mitigation projects. These would include:</p> <ul style="list-style-type: none"> project proposals that are supported by robust and transparent evaluations (including cost-benefit analysis and assessment of non-quantifiable impacts), consistent with National Emergency Risk Assessment Guidelines risk assessments and long-term asset management plans, and subject to public consultation and public disclosure of analysis and decisions 	<p>Further, mitigation funding should be distributed between states to match the expected benefit from mitigation work and not simply on a per capita basis. The LGAQ supports ongoing programs on both betterment and mitigation, with equal shares between the Commonwealth and State and up to 20% local government funding share. The local government share should be flexible, up to a limit, depending on the capacity of the individual council involved.</p>	<p>RECOMMENDATION 3.2</p> <p>Where asset management plans at the local, state or territory level pre-identify and cost betterment of assets (improving asset resilience to natural disasters), the Australian Government should share 50 per cent of the betterment component of reconstruction costs following damage from a (eligible) natural disaster.</p>	<p>LGAQ comments – SUPPORTED</p> <p>The LGAQ supports ongoing programs on both betterment and mitigation, with equal shares between the Commonwealth and State and up to 20% local government funding share. The local government share should be flexible, up to a limit, depending on the capacity of the individual council involved.</p>									
	<p>The LGAQ supports robust mitigation project assessment, prioritisation and selection processes but these should not impose qualifying processes on local government when the case for a project can be effectively demonstrated without necessarily incurring the significant expenses involved in a</p>	<p>RECOMMENDATION 3.7</p> <p>State and territory governments should be required to report on the following accountability requirements:</p> <ul style="list-style-type: none"> published risk assessments in accordance with the National Emergency Risk Assessment Guidelines transparent natural disaster liabilities in state and territory government budgets. 	<p>LGAQ comments – CONCERNS relating to resourcing and timeframe</p> <p>If this proceeds:</p> <ul style="list-style-type: none"> challenging timeframe. Cost and net benefit of 'transparent evaluations (including cost-benefit analysis, public consultation and assessment of non-quantifiable impacts)' and 'transparent ex-post evaluation of mitigation projects' requires input from local governments – resourcing issue. 									

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<p> LGAQ Summary May 2015</p>	<p><i>Inquiry into Natural Disaster Funding</i></p>															
<p>Productivity Commission Draft Report September 2014</p>	<p>LGAQ comments and position on the Draft</p>	<p>Productivity Commission Final Report May 2015</p>	<p>LGAQ comments and issues on the Final Report May 2015</p>													
<ul style="list-style-type: none"> considering all alternative or complementary mitigation options (including both structural and non-structural measures) using private funding sources where it is feasible and efficient to do so (including charging beneficiaries) partnering with insurers to encourage take-up of adequate private insurance and private mitigation through measures such as improved information sharing and reduced premiums. 	<p>detailed cost-benefit analysis.</p> <p>The LGAQ is open to consider user-pays models that may contribute revenue to mitigation projects where benefits can be clearly assigned and accepted by users and there is efficient and transparent hypothecation of revenues.</p> <p>In relation to insurance, please refer to pages 13-15 of LGAQ's submission.</p>	<ul style="list-style-type: none"> asset registers and asset management plans at the state, territory and local government level that incorporate natural disaster risk. implementation of the Enhancing Disaster Resilience in the Built Environment Roadmap. effective mechanisms to identify and prioritise mitigation spending based on cost-benefit analysis and transparent decision making. <p>Specifically, effective mechanisms to identify and prioritise mitigation spending should include:</p> <ul style="list-style-type: none"> project proposals that are supported by robust and transparent evaluations (inc cost-benefit analysis, public consultation and assessment of non-quantifiable impacts), and that are consistent with state risk assessments. considering alternative or complementary mitigation options (inc structural and non-structural measures). using private funding sources where it is feasible and efficient to do so (inc charging beneficiaries). transparent ex-post evaluation of mitigation projects. The Australian Government should continue three-yearly reviews of state and territory governments' insurance arrangements. The reviews, and government responses, should be published. 	<p>[see comments above]</p>													


 LGAQ Summary May 2015	Productivity Commission Draft Report September 2014	LGAQ comments and position on the Draft	Productivity Commission Final Report May 2015	LGAQ comments and issues on the Final Report May 2015
	<p>DRAFT RECOMMENDATION 3.3</p> <p>The Australian Government should publish estimates of the future costs of natural disasters to its budget in the Statement of Risks.</p> <p>It should also provision through annual appropriation for some base level of natural disaster risks that can be reasonably foreseen.</p> <p>For more catastrophic, less quantifiable risks, it is likely to be more efficient to finance the related costs if and when the risks are realised.</p>	<p>The LGAQ supports in-principle the Australian Government publication of estimates of the future costs of natural disasters.</p> <p>The LGAQ notes and supports the statement that recommends 'for more catastrophic, less quantifiable risks, it is likely to be more efficient to finance the related costs if and when the risks are realised.'</p> <p>In relation to this draft recommendation, the LGAQ seeks recognition that Queensland remains exposed to significant natural disaster risk that are expected to occur over time as a feature of a natural weather cycle. While councils have developed strategies and measures to reduce the impact of these, there is little that can be done to reduce the risk of such events occurring over time.</p>	<p>RECOMMENDATION 5.5</p> <p>The Australian Government should develop a formula for allocating mitigation funding to state and territory governments on the basis of where such funding is likely to achieve the greatest net benefits, taking into account the future risks of natural disasters. This should be completed within five years and in consultation with state and territory governments.</p> <p>RECOMMENDATION 3.6</p> <p>The Australian Government should:</p> <ul style="list-style-type: none"> publish estimates (and their confidence ranges) of future costs of natural disasters to its budget in the Statement of Risks. These estimates should be informed by catastrophe loss modelling. provision for a base level of natural disaster expenditure in the budget forward estimates, in recognition of the fact that there will be some level of Australian Government expenditure on natural disasters each year. 	<p>LGAQ comments – SUPPORTED</p> <p>Mitigation funding should be distributed between states to match the expected benefit from mitigation work and not simply on a per capita basis.</p>
	<p>DRAFT RECOMMENDATION 3.3</p> <p>The Australian Government should publish estimates of the future costs of natural disasters to its budget in the Statement of Risks.</p> <p>It should also provision through annual appropriation for some base level of natural disaster risks that can be reasonably foreseen.</p> <p>For more catastrophic, less quantifiable risks, it is likely to be more efficient to finance the related costs if and when the risks are realised.</p>	<p>The LGAQ supports in-principle the Australian Government publication of estimates of the future costs of natural disasters.</p> <p>The LGAQ notes and supports the statement that recommends 'for more catastrophic, less quantifiable risks, it is likely to be more efficient to finance the related costs if and when the risks are realised.'</p> <p>In relation to this draft recommendation, the LGAQ seeks recognition that Queensland remains exposed to significant natural disaster risk that are expected to occur over time as a feature of a natural weather cycle. While councils have developed strategies and measures to reduce the impact of these, there is little that can be done to reduce the risk of such events occurring over time.</p>	<p>LGAQ comments – SUPPORTED</p> <p>The LGAQ supports in-principle the Australian Government publication of estimates of the future costs of natural disasters.</p> <p>The LGAQ notes and supports the statement that recommends 'for more catastrophic, less quantifiable risks, it is likely to be more efficient to finance the related costs if and when the risks are realised.'</p> <p>In relation to this draft recommendation, the LGAQ seeks recognition that Queensland remains exposed to significant natural disaster risk that are expected to occur over time as a feature of a natural weather cycle. While councils have developed strategies and measures to reduce the impact of these, there is little that can be done to reduce the risk of such events occurring over time.</p>	<p>LGAQ comments – SUPPORTED</p> <p>Mitigation funding should be distributed between states to match the expected benefit from mitigation work and not simply on a per capita basis.</p>


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 LGAQ Summary May 2015	Productivity Commission Draft Report September 2014	LGAQ comments and position on the Draft	Productivity Commission Final Report May 2015	LGAQ comments and issues on the Final Report May 2015
<p>DRAFT RECOMMENDATION 3.4</p> <p>State, territory and local governments should further investigate non-traditional insurance products for roads. Where they do not already do so, state, territory and local governments should compile and publish detailed registers of road asset condition and maintenance for all roads over which they have jurisdiction (and have these registers independently audited). This may help insurance markets to understand and price the risk. Consideration should be given to the Victorian model in this regard.</p>	<p>[ALGA's submission suggest that no council in Australia insures roads (although some have secured insurance for selected bridges).]</p> <p>The Department of Finance and Deregulation's <i>Review of Insurance Arrangements of State and Territory Governments under the NDRRA Determination 2011</i> states:</p> <ul style="list-style-type: none">• "While the insurance cover already held by the ACT and VIC is evidence that road assets are an insurable risk, it is clear that this is not a viable option for all jurisdictions." (p36)• "Historically, parametric products have been found to be more expensive than traditional insurance options." (p37). The Department went on to state that "A parametric solution for road assets may not be a viable solution for reducing States' exposure in all cases." (p39).• "[In summing up] "However, the limitations of these [non-traditional] options indicate that risk transfer for road assets, whether traditional or non-traditional, may not be a viable solution for most jurisdictions." (p39). <p>The Review also noted the considerable efforts made by the Queensland and South Australian Governments to obtain market terms for insuring road assets and their inability to obtain cover.</p>	<p>FINDING 2.4</p> <p>The current natural disaster funding arrangements reduce the incentives for state, territory and local governments to insure their assets. Most state, territory and local governments do not have adequate insurance for their road assets. This partly reflects the fact that:</p> <ul style="list-style-type: none">• some state, territory and local government road asset registers are inadequate for the requirements of insurers• most state, territory and local governments have not fully explored the use of non-traditional insurance instruments for insuring roads.	<p>LGAQ comments – OPPOSED</p> <p>The LGAQ does not support a requirement that local governments compile and publish detailed registers of road asset condition and maintenance for all roads over which they have jurisdiction (and have these registers independently audited).</p> <p>The LGAQ does not support NDRRA funding being conditional on external assessment of the adequacy of individual council asset management plans and their incorporation of natural disaster risk planning.</p>	


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DRAFT RECOMMENDATION 3.5	<p>The Australian Government should:</p> <ul style="list-style-type: none">cease reimbursement to state and territory governments under the Natural Disaster Relief and Recovery Arrangements for relief payments for emergency food, clothing or temporary accommodation and assistance to businesses and primary producers (including concessional loans, subsidies, grants and clean-up and recovery grants)reduce the amount provided under the Australian Government Disaster Recovery Payment (AGDRP). The Australian Government Crisis Payment may provide a reasonable benchmark in this regardlegislate the eligibility criteria for the AGDRP and the Disaster Recovery Allowance and make these not subject to Ministerial discretion.	<p>The LGAQ considers this is primarily a State issue.</p> <p>[ALGA notes that it does not support the draft recommendation to terminate reimbursement for the more immediate state and territory government personal hardship and distress payments and clean-up and recovery grants for businesses in favour of the inconsistently applied Commonwealth AGDRP.</p> <p>ALGA does support greater consistency and less ministerial discretion in the AGDRP arrangements.]</p>	<p>RECOMMENDATION 3.4</p> <p>Funding to state and territory governments for community recovery should be provided as untied grants, with a transition period pending the development of a framework to assess community recovery costs.</p> <p>During the transition period, the Australian Government should continue to provide funding for community recovery through a reimbursement model.</p> <p>Eligible community recovery expenditure during this transition period should be rationalised to counter disaster operations, personal hardship relief and community relief packages.</p> <p>Eligible expenditure should be limited to activities that arise as a direct consequence of a natural disaster and:</p> <ul style="list-style-type: none">have widespread community benefits and would be underprovided without government support.provide targeted longer-term assistance to people who have limited financial resources and have suffered severe losses.provide personal and financial counselling aimed at alleviating personal hardship and distress arising as a direct result of a natural disaster.are additional to the normal responsibilities of state, territory and local governments.	<p>LGAQ comments – Note ALGA opposes</p> <p>The LGAQ considers this is primarily a State issue.</p> <p>[ALGA notes that it does not support the draft recommendation to terminate reimbursement for the more immediate state and territory government personal hardship and distress payments and clean-up and recovery grants for businesses in favour of the inconsistently applied Commonwealth AGDRP.</p> <p>ALGA does support greater consistency and less ministerial discretion in the AGDRP arrangements.]</p>	


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LGAQ comments and issues on the Final Report May 2015	[see comments above]	LGAQ comments – SUPPORTED LGAQ generally supports untied grants.
RECOMMENDATION 3.3 The Australian Government should: <ul style="list-style-type: none"> legislate the current eligibility criteria for the Australian Government Disaster Recovery Payment (AGDRP) and remove Ministerial discretion review the amount provided under the AGDRP so that it is more reflective of immediate emergency relief needs, and against other comparable payments. 	RECOMMENDATION 5.4 Within three years, the Australian Government should develop and implement a framework for untied grants for community recovery assistance to state and territory governments. This framework should take into account factors such as the type, location and scale of a disaster, and the number of people affected.	LGAQ comments – SUPPORTED LGAQ supports recommendation 4.1 in principle. The LGAQ acknowledges that it is often difficult to provide information in a readily accessible and digestible manner (particularly for less common, catastrophic or very slow onset events) but supports the view that a better informed community is inevitably better
DRAFT RECOMMENDATION 4.1 When collecting new natural hazard data or undertaking modelling, all levels of governments should: <ul style="list-style-type: none"> make information publicly available where it is used for their own risk management and/or there are significant public benefits from doing so use private sector providers where 	RECOMMENDATION 4.1 Governments at all levels should make new and currently held natural hazard data publicly available in accordance with open public sector information principles. When collecting new natural hazard data or undertaking modelling, all levels of government should: <ul style="list-style-type: none"> make information publicly available unless it would not be in the public 	LGAQ comments – SUPPORTED The LGAQ supports draft recommendation 4.1 in principle. The LGAQ acknowledges that it is often difficult to provide information in a readily accessible and digestible manner (particularly for less common, catastrophic or very slow onset events) but supports the view that a better


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<p>cost effective, and use licencing arrangements that allow for public dissemination. Where there are costs involved in obtaining intellectual property rights for existing data, governments should weigh up these costs against the public benefits of making the data freely accessible</p> <ul style="list-style-type: none">• apply cost recovery where governments are best placed to collect or analyse specialist data for which the benefits accrue mostly to private sector users.	<p>informed community is inevitably better able to prepare itself.</p> <p>The LGAQ supports the sharing of data between levels of governments to better understand hazards, risks, potential impacts and treatment strategies.</p>	<ul style="list-style-type: none">• interest to do so. use private-sector providers where cost effective, and use licencing arrangements that allow for public dissemination. Where there are costs involved in obtaining intellectual property rights for existing data, governments should weigh up these costs against the public benefits of making the data freely accessible.• apply cost recovery where governments are best placed to collect or analyse specialist data for which the benefits accrue mostly to private sector users.	<p>able to prepare itself.</p>	<p>LGAQ comments – SUPPORTED</p> <p>The LGAQ supports recommendation in 4.2 principle.</p> <p>One of the key expected benefits from a more open system that recognises local mitigation measures would be a decrease in premiums for the community.</p>
<p>DRAFT RECOMMENDATION 4.2</p> <p>State and territory governments, local governments and insurers should explore opportunities for collaboration and partnerships. Partnerships, for example, could be formed through the Insurance Council of Australia and state-based local government associations (or regional organisations of councils). Consideration could be given to the Trusted Information Sharing Network model, and involve:</p> <ul style="list-style-type: none">• governments sharing natural hazard data that they already hold and undertaking land use planning and mitigation to reduce risk exposure and vulnerability• insurers sharing expertise and information (for example, claims data) to inform land use planning	<p>The LGAQ supports this draft recommendation in principle.</p> <p>One of the key expected benefits from a more open system that recognises local mitigation measures would be a decrease in premiums for the community.</p>	<p>RECOMMENDATION 4.2</p> <p>State and territory governments, local governments and insurers should explore opportunities for collaboration and partnerships. Partnerships, for example, could be formed through the Insurance Council of Australia and state-based local government associations (or regional organisations of councils). Consideration could be given to the Trusted Information Sharing Network model. Partnerships could involve:</p> <ul style="list-style-type: none">• governments sharing natural hazard data that they already hold and undertaking land use planning and mitigation to reduce risk exposure and vulnerability.• insurers sharing expertise and information (for example, claims		

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<p>and mitigation</p> <ul style="list-style-type: none"> collaboration to inform households of the risks that they face and adequacy of their insurance to fully cover rebuilding costs, and to encourage private funding of mitigation through incentives such as reduced premiums. 	<ul style="list-style-type: none"> data) to inform land use planning and mitigation decisions, collaboration to inform households of the risks that they face and to encourage private funding of mitigation through incentives such as reduced premiums. <p>RECOMMENDATION 4.3</p> <p>Governments should task the Australia–New Zealand Emergency Management Committee with leading the development of guidelines for the collection and dissemination of natural hazard mapping, modelling and metadata. Guidelines should be developed for all hazards that need to be modelled and mapped at the local/regional level and where consistency across regions is desirable.</p>		<p>DRAFT RECOMMENDATION 4.3</p> <p>State and territory governments should hasten implementation of the Enhancing Disaster Resilience in the Built Environment Roadmap, including reviewing the regulatory components of vendor disclosure statements. Furthermore, the Land Use Planning and Building Codes Taskforce should consider possibilities for regular, low-cost dissemination of hazard information to households by governments and insurers (for example, the work of the Insurance Council of</p>	<p>The LGAQ supports draft recommendation 4.3 in principle.</p> <p>LGAQ notes that ALGA officers continue to participate in the work of the Taskforce.</p>	<p>The LGAQ supports recommendation 4.4 in principle.</p> <p>LGAQ notes that ALGA officers continue to participate in the work of the Taskforce.</p>	<p>LGAQ comments – CONCERNS relating to resourcing and timeframe</p> <p>The LGAQ considers this is primarily a State issue.</p> <p>Any training and implementation costs for councils would need to be funded.</p>


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Australia to develop natural hazard ratings at a household level).		RECOMMENDATION 3.7 State and territory governments should be required to report on the following accountability requirements: <ul style="list-style-type: none">published risk assessments in accordance with the National Emergency Risk Assessment Guidelines.transparent natural disaster liabilities in state and territory government budgets.asset registers and asset management plans at the state, territory and local government level that incorporate natural disaster risk.implementation of the Enhancing Disaster Resilience in the Built Environment Roadmap.effective mechanisms to identify and prioritise mitigation spending based on cost-benefit analysis and transparent decision making. Specifically, effective mechanisms to identify and prioritise mitigation spending should include: <ul style="list-style-type: none">project proposals that are supported by robust and transparent evaluations (including cost-benefit analysis, public consultation and assessment of non-quantifiable impacts), and that are consistent with state risk assessments.considering alternative or complementary mitigation options.	LGAQ comments – CONCERNS relating to duplication of effort, resourcing and timeframe Under section 167 and 168 of the Local Government Regulation 2012 (Qld), councils are already required to prepare a long-term asset management plan covering a period of at least ten years and to value infrastructure assets to meet the requirements of the Australian Accounting standards. Up to date asset registers are audited by the Queensland Audit Office (QAO) as part of an established annual process. This established Regulatory requirement and QAO audit process is considered to be sufficient oversight of this process. Queensland and councils are supported by LGAQ to continually improve their asset management practices. Please refer to the LGAQ submission pages 16-20. If this proceeds, timeframe? <ul style="list-style-type: none">Cost and net benefit of 'asset registers and asset management plans at the state, territory and local government level that incorporate natural disaster risk'.Cost and net benefit of 'transparent evaluations (including cost-benefit analysis, public consultation and

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<p>Productivity Commission Draft Report September 2014</p>	<p>LGAQ comments and position on the Draft</p>	<p>Productivity Commission Final Report May 2015</p>	<p>LGAQ comments and issues on the Final Report May 2015</p>		
<p>DRAFT RECOMMENDATION 4.4</p> <p>State governments should:</p> <ul style="list-style-type: none"> clearly articulate the statewide natural hazard risk appetite in land use planning policy frameworks provide local governments with guidance on how to prioritise competing objectives within land use planning provide local government with guidance on how to integrate land use planning and building standards. Consideration should be given to Victoria's Integrated Planning and Building Framework for Bushfire in this regard. <p>Furthermore, local governments should publish the reasoning behind development assessment decisions.</p>	<p>The LGAQ supports draft recommendation 4.4 in principle; dot point 1 could be better worded as <i>"clearly articulate the State's whole-of-government natural hazard risk management framework in land use planning and asset management"</i>.</p> <p>State Governments should provide local governments with a statutory exemption from liability for natural hazard management for reasonably-based decision making and actions.</p> <p>Please refer to pages 11-12 of LGAQ's submission.</p>	<p>(including structural and non-structural measures),</p> <ul style="list-style-type: none"> using private funding sources where it is feasible and efficient to do so (including charging beneficiaries). transparent ex-post evaluation of mitigation projects. The Australian Government should continue with the three-yearly reviews of state and territory governments' insurance arrangements. The reviews, and government responses to their recommendations, should be published. 	<p>assessment of non-quantifiable impacts)... and 'transparent ex-post evaluation of mitigation projects'.</p> <ul style="list-style-type: none"> requires input from local governments – resourcing issue. <p>The LGAQ considers this is primarily a State issue.</p>		
<p>DRAFT RECOMMENDATION 4.5</p> <p>State and territory governments should:</p> <ul style="list-style-type: none"> clearly articulate the statewide natural hazard risk appetite in land use planning policy frameworks by identifying the risks posed by natural hazards and specifying appropriate planning controls for each given level of risk. provide local governments with guidance on how to prioritise competing objectives within land use planning. provide local governments with guidance on how to integrate land use planning and building standards. Consideration should be given to Victoria's Integrated Planning and Building Framework for Bushfire in this regard. 	<p>The LGAQ supports recommendation 4.5 (prev 4.4) in principle.</p> <p>State Governments should provide local governments with a statutory exemption from liability for natural hazard management for reasonably-based decision making and actions.</p> <p>Please refer to pages 11-12 of LGAQ's submission.</p>	<p>LGAQ comments – SUPPORTED</p> <p>The LGAQ supports recommendation 4.5 (prev 4.4) in principle.</p> <p>State Governments should provide local governments with a statutory exemption from liability for natural hazard management for reasonably-based decision making and actions.</p> <p>Please refer to pages 11-12 of LGAQ's submission.</p>			


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DRAFT RECOMMENDATION 4.5 The onus is on state governments to ensure that local governments in their jurisdiction are sufficiently resourced to effectively implement their land use planning responsibilities. State governments should review the adequacy of local governments' resources and capabilities, and provide further resources and support where they are not adequate.	The LGAQ supports draft recommendation 4.5 in principle and maintains that an effective and efficient natural hazard land use planning and asset management risk management framework must be consistent across all spheres of government and be a genuine partnership given the intertwined and complementary jurisdictional responsibilities.	<ul style="list-style-type: none">State and territory governments should regularly review their published risk appetite and guidance documentation to ensure it is up-to-date, accessible and incorporates relevant hazard information.Local governments should record the reasoning behind development assessment decisions, where they do not do so already, and (at a minimum) provide this information to the public upon request.	LGAQ comment – Draft recommendation not carried forward as a recommendation.	
DRAFT RECOMMENDATION 4.6 State governments should provide additional support and guidance to local governments that addresses the extent of local governments' legal liability when releasing natural hazard information and making changes to land use planning regulations.	The LGAQ supports draft recommendation 4.6 in principle - additional support, information and guidance for local government - with the additional requirements that State Governments must provide local governments with a statutory exemption from liability for natural hazard	RECOMMENDATION 4.6 State governments, where they have not already done so, should provide local governments with statutory protection from liability for releasing natural hazard information and making changes to local planning schemes where such actions have been taken 'in good faith' and in accordance with state	LGAQ comments – SUPPORTED The LGAQ supports recommendation 4.6 in principle.	

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		<p>management for reasonably-based decision making and actions, including in relation the identification of new risks / hazards and / or emerging evidence of impacts which result in a decision to change the land use planning regulations or reassign mitigation requirements.</p> <p>This would also be likely to support greater availability of mapping products. Please refer to pages 11-12 of LGAQ's submission.</p>	<p>planning policy and legislation.</p>	
DRAFT RECOMMENDATION 4.7 The provisions in the Queensland Sustainable Planning Act 2009 for injurious affection should be repealed.	The LGAQ supports draft recommendation 4.7 that the provisions in the Queensland Sustainable Planning Act 2009 for injurious affection should be repealed.	RECOMMENDATION 4.7 The provisions in the Queensland Sustainable Planning Act 2009 for injurious affection should be repealed.	LGAQ comments – SUPPORTED The LGAQ supports recommendation 4.7.	
DRAFT RECOMMENDATION 4.8 State and territory taxes and levies on general insurance should be phased out and replaced with less distortionary taxes.	The LGAQ recognises that this draft recommendation may have an impact on the State budget. In principle, LGAQ supports moves to improve market efficiency by removing 'price distorting' taxes. In the context of insurance market, any improvements in price that can be achieved through increased information sharing and other measures that encourage the affordability of insurance cover should be encouraged.	RECOMMENDATION 4.8 State and territory taxes and levies on general insurance should be phased out and replaced with less distortionary taxes.	LGAQ comments – RESOURCING & TIMEFRAME The LGAQ considers this is primarily a State / Federal issue.	
DRAFT RECOMMENDATION 4.9 Insurers should provide additional information to households regarding their insurance policies, the natural	The LGAQ supports draft recommendation 4.9 in principle. Additional information from the insurers about the calculation of the individual	RECOMMENDATION 4.9 Insurers should provide additional standardised information to households regarding their insurance policies, the	LGAQ comments – SUPPORTED The LGAQ supports recommendation 4.9 in principle.	


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<p>hazards they face and possible costs of rebuilding after a natural disaster. This work could be led by the Insurance Council of Australia to ensure consistency in the provision of information across insurers.</p>	<p>premiums will enable households and businesses to understand the measures that they can undertake to minimise their personal exposure to potential natural disasters.</p> <p>This could be integrated with the work program associated with draft recommendations 4.1 and 4.2.</p>	<p>The LGAQ supports draft recommendation 4.10 that there should be increased autonomy for State and local government to manage relief and recovery expenditure in a way that reflects the preferences and characteristics of their communities.</p> <p>The LGAQ supports robust project assessment, prioritisation and selection processes but these should not impose qualifying processes on local government when the case for a project can be effectively demonstrated without necessarily incurring the significant expenses involved in a detailed cost-benefit analysis.</p> <p>The LGAQ is open to consider user-pays models that may contribute revenue to mitigation projects where benefits can be clearly assigned and accepted by users and there is a mechanism for the efficient and transparent hypothecation of revenues.</p>	<p>natural hazards they face and indicative costs of rebuilding after a natural disaster. This work should be led by the Insurance Council of Australia developing guidelines within one year, to ensure consistency in the provision and presentation of this information across insurers.</p>	<p>The LGAQ supports robust project assessment, prioritisation and selection processes but these should not impose qualifying processes on local government when the case for a project can be effectively demonstrated without necessarily incurring the significant expenses involved in a detailed cost-benefit analysis.</p>
<p>DRAFT RECOMMENDATION 4.10</p> <p>All governments should put in place best-practice institutional and governance arrangements for the provision of public infrastructure, including road infrastructure.</p> <p>These should include:</p> <ul style="list-style-type: none"> stronger processes for project selection that incorporate requirements for cost-benefit analyses that are independently scrutinised and publicly released consideration of natural disaster risk in project selection a clearer link between road-user preferences and maintenance and investment decisions 	<p>The LGAQ supports draft recommendation 4.10 that there should be increased autonomy for State and local government to manage relief and recovery expenditure in a way that reflects the preferences and characteristics of their communities.</p> <p>The LGAQ supports robust project assessment, prioritisation and selection processes but these should not impose qualifying processes on local government when the case for a project can be effectively demonstrated without necessarily incurring the significant expenses involved in a detailed cost-benefit analysis.</p> <p>The LGAQ is open to consider user-pays models that may contribute revenue to mitigation projects where benefits can be clearly assigned and accepted by users and there is a mechanism for the efficient and transparent hypothecation of revenues.</p>	<p>RECOMMENDATION 4.10</p> <p>All governments should put in place best-practice institutional and governance arrangements for the provision of public infrastructure, including road infrastructure. These should include:</p> <ul style="list-style-type: none"> stronger processes for project selection that incorporate requirements for cost-benefit analyses that are independently scrutinised and publicly released consideration of natural disaster risk in project selection and asset management planning a clearer link between road-user preferences and maintenance and investment decisions 	<p>RECOMMENDATION 5.1</p> <p>The Australian Government should schedule an independent and public review of the progress of reforms to</p>	<p>The LGAQ supports recommendation 4.10 in principle, that there should be increased autonomy for State and local government to manage relief and recovery expenditure in a way that reflects the preferences and characteristics of their communities.</p> <p>The LGAQ supports robust project assessment, prioritisation and selection processes but these should not impose qualifying processes on local government when the case for a project can be effectively demonstrated without necessarily incurring the significant expenses involved in a detailed cost-benefit analysis.</p>
			<p>LGAQ comments – LGAQ opposed</p> <p>The final report continues the Commission's approach of pointing to the non-insurance of roads by most</p>	

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			<p>natural disaster funding arrangements five years after implementation has commenced. This review should examine the operation and efficacy of the arrangements, including the:</p> <ul style="list-style-type: none"> • use of assessed damages and benchmark prices for the reconstruction of essential public assets. • use of upfront grants for community recovery. • feasibility of moving away from a cumulative trigger for recovery funding and towards an event-based model. • quantum and impacts of mitigation funding, and the institutional arrangements used by states and territories to allocate the mitigation funding they receive. • accountability arrangements for each level of government, including those that relate to Australian Government budgeting for natural disasters, insurance of state and territory government assets, and use of asset management planning by state, territory and local governments. • progress implementing the Commission's recommendations in relation to land use planning, information provision and insurance. • In developing terms of reference for 	<p>States and local governments as a factor that is consistent with, and supportive of, their position on NDRRA funding.</p> <p>Their approach is based on the view that because insurance for roads may be available (in some non-traditional form), the widespread position of governments on insuring roads demonstrates that current NDRRA funding acts as a disincentive to insure. The Commission also draws comfort from its view that the position taken by governments on insuring roads is not consistent with risk management principles on how to best manage risk.</p> <p>The problem is that the Commission (and the Department of Finance and Deregulation before it in the NDRRA insurance review), has never been able to adequately complete the argument that roads should be insured. They have not been able to identify any reasonable basis to be able to state that cost effective and fit for purpose insurance cover for roads is available and thereby recommend that government's should be required to insure.</p> <p>As LGAQ pointed out in the response to the draft report, contrary to the impression created in the draft, despite extensive investigation and discussion of insurance (both traditional and non-traditional) for roads, the outcome of the</p>

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<p> LGAQ Summary May 2015</p>	<p>Productivity Commission Draft Report September 2014</p>	<p>LGAQ comments and position on the Draft</p>	<p>Productivity Commission Final Report May 2015</p>	<p>LGAQ comments and issues on the Final Report May 2015</p> <p>Department of Finance and Deregulation's review of state and local government insurance arrangements was that cost effective insurance was most likely not available.</p> <p>In response to the Commission's position that non-traditional insurance options had not been adequately examined, the Queensland Government directly informed the Commission of an extensive exercise in 2011 unsuccessfully seeking insurance cover for state roads.</p> <p>Ultimately both the Commission and the Department have only been able to suggest that non-traditional insurance options in particular continue to be investigated.</p> <p>It is therefore the case that the Commission is recommending that councils in particular take on significant additional costs but not specifically identifying any alternate source of external funding (perhaps other than just borrowing).</p> <p>It is interesting that in the case of domestic insurance the Commission has a slightly different view of the capacity of the insurance market to deal with natural disaster issues. On page 32</p>
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<p> LGAQ Summary May 2015</p>	<p>Productivity Commission Draft Report September 2014</p>	<p>LGAQ comments and position on the Draft</p>	<p>Productivity Commission Final Report May 2015</p>	<p>LGAQ comments and issues on the Final Report May 2015</p> <p>towards the bottom of the page in the paragraph commencing "In cases where non-traditional" the Commission appears to recognise that there will be cases where high market premiums resulting from market forces will be undesirable. In that situation the Commission states that governments may need consider some form of direct intervention.</p> <p>Bottom line is that orientating policy towards increasing the incentive for governments to take out insurance for roads is not logical when taking out insurance is either impossible or financially counterproductive. This is particularly the case when significant public funds must be expended to continually investigate the policy objective.</p>
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11.3 Taxation Reform Discussion Paper

Date: 08 May 2015

Author: Jason Bradshaw, Executive Manager Governance and Performance

Responsible Officer: Jason Bradshaw, Executive Manager Governance and Performance

Summary:

Tax reform is a key part of the Commonwealth Government's policy agenda to build jobs, growth and opportunity, and fits with the existing reforms under consideration in respect of the reform of federation and addressing the challenges facing the nation. This report summarises some of the key issues and is the commencement of the process for considering tax reform.

Officer's Recommendation:

THAT Council receive and note the report on taxation reform.

Report

1. Introduction

With Tax Reform now a high priority for the federal government, the tax discussion paper released by the treasurer on 30 March is a welcome invitation for Australia to enter the discussion with government on the areas of Australia's tax system where further attention is required.

The Taxation Reform discussion paper focuses primarily on issues related to company and personal tax as well as the GST.

2. Background

The paper, called '*Re:think*', is a detailed examination of Australia's taxation system across all levels of government. It does not provide a wish list of areas where reform will be targeted. Rather, it provides an analysis of the technical and economic merits and failings of Australia's tax system, and in particular, areas where the current system distorts economic decisions.

The Government's approach in '*Re:think*' aligns with the results of the *BDO Tax Reform Survey 2015*, which has been calling for all tax issues to be on the table to be considered in the tax reform debate (see BDO comments below).

The way in which the current system distorts economic decision making is a key part of the paper, identifying the following as economic decisions where the tax law distorts decisions:

- The decision to invest – areas where investment decisions are distorted include dividend imputation, negative gearing, superannuation concessions, CGT concessions and discounts
- The decision to work – marginal personal income tax rates and the transfer system distort the decision to work

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- The business structure to use – in small business, the advantages of Trusts are a key driver in the choice of business structure.

The paper also considers the effectiveness and efficiency of the various taxes and imposts levied by government, including:

- the ability of the tax to raise revenue
- the cost of administering the tax
- the compliance costs of the tax
- the fairness of the tax.

3. Report

The discussion paper “re:think” compares the relative levels of taxes with those of key OECD countries. The paper also compares Australia’s tax mix with those found in these OECD countries. In particular, the paper cites Australia’s greater reliance on income based taxes. Based on these ideas, and some key challenges facing the Australian tax system, the paper essentially puts all taxes on the table, and asks for open discussion on ways in which the tax system as a whole can be reformed.

However, politically, it may be difficult for all taxes to be on the table. Given the comments in the paper regarding Australia’s greater reliance on income based taxes, and the relatively low level of consumption taxes in Australia, much of the commentary surrounding this paper has been on an increase to the GST.

In particular, the Treasurer has highlighted the need for broad community consensus in expanding the GST base, the need to adequately address the digital economy, and the need to plug the holes in international and multinational taxation.

Some interesting observations and suggestions

Whilst there are no proposals that are being promoted by the government as a wish list, the paper makes some interesting observations and suggestions for consideration, including:

- “Corporate tax rates that are increasingly uncompetitive will make it harder for Australia to continue to attract necessary investment.”
- “[O]ur company tax rate of 30 per cent is now significantly above the average rate of other countries, particularly our Asian neighbours, with whom we compete for foreign investment.”
- “Australia’s aggregate tax burden is relatively low compared to other developed economies, but higher than some of our major regional trading partners.”
- “Recent research by the Treasury indicates that, in the long run, much of the burden or incidence of company tax falls on Australian workers.”
- “Australia relies heavily upon income taxes, particularly company income tax, compared to other developed economies.”
- Economic modelling suggests that the taxes with particularly high costs to economic growth are company taxes and stamp duties.”
- “Australia’s tax and transfer systems are highly progressive, which supports fairness.”
- “Tax settings for savings should give people the incentive to save for their future, but differences in the taxation of alternative savings vehicles affects savings choices.”
- “While Australia’s taxation system has served the nation well over the decades, it is increasingly outdated.”

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- That while Australia's top marginal tax rate is relatively similar to other OECD countries, it takes effect at a relatively low income threshold compared to such countries.
- "The complexity of Australia's FBT system may be exacerbated by the fact that legal incidence (the obligation to pay the tax) rests with employers."
- The value held by taxpayers in housing is identified as a form of saving for taxation considerations.
- The continued appropriateness of the rationale for, and size of, the CGT discount is posited as a question for consideration.
- Navigating a complex tax system can be disproportionately burdensome for small businesses, especially where certain features encourage them to adopt particular legal structures that are costly to establish and maintain."
- "Australia has a lower reliance on consumption taxes than most other developed countries."
- "Australia's GST rate is one of the lowest among developed countries and is roughly half the average rate among OECD countries."
- The exemptions to Australia's GST mean that it was paid on only 47% ... of the consumption of all goods and services in 2012."

4. Policy and Legal Implications

There are no direct policy implications with the discussion paper as such, however a number of implications can arise through forecast changes. This will be monitored as the debate on the reform commences.

5. Financial and Resource Implications

The LGAQ discussion paper highlights a number of issues that will impact councils and some are discussed below.

For local government, reduced Federal taxation revenue but with increased state revenue through increases in GST could result in responsibility for funding support to local government through programs such as Financial Assistance Grants (FAG's) and Roads to Recovery becoming a matter for the State Government to determine. The Commission of Audit made similar recommendations in 2014.

The Tax discussion paper also raises the issue of land tax and considers that land tax (including council rates) are efficient forms of taxation. The discussion paper suggests that there are significant economic gains associated with tax reform, particularly reducing stamp duties and greater use of potentially efficient payroll and land taxes.

Increasing State land tax could be a concern to local government as land is the sole taxation revenue base for local government. An increased or broadened State land tax could reduce the capacity of local government to raise rates as it would have an impact on capacity to pay through a 'crowding out' effect.

The Taxation Discussion Paper also raises the issue of user charges for roads noting that cost reflective road pricing has been supported as a means to promote efficient investment in road transport infrastructure, improve congestion and reduce vehicle costs. For local government, greater use of user charges for roads may be appropriate provided revenue obtained is hypothecated to road infrastructure investment.

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Apart from the above the paper does not focus on taxation options for local government revenue or consider the potential impacts for local government from possible changes in the taxation mix.

The following comments from BDO provide a summary of the key issues:

The tax discussion paper, in addressing all taxes at all levels in the Australian tax system, represents a material improvement, when compared to the 'Henry Review', which was artificially constrained from addressing the GST and the taxation treatment of superannuation.

BDO considers that there are some readily apparent areas that require attention. As identified in our recent Tax Reform Survey 2015, our respondents indicated they wanted to see real and genuine tax reform, and that tax reform is long overdue.

The key areas identified were:

- *Broadening the GST base (Not considering that GST is to be levied at 10 per cent for all time)*
- *That state taxes require urgent attention, including the distortions to the investment and employment decisions created by inefficient state taxes*
- *Personal income taxes*
- *The company tax rate*
- *Superannuation and its complexities.*

It is heartening to see these areas seem to be priorities of this new review.

However, we must wait and see if the government has the political will to tackle these areas. Commentators have already asked why Australia needs yet another review of the tax system, and whether anything will come from this review. Perhaps this review will allow this government to differentiate itself from its predecessors, and that it will actually produce real reform.

It is important that something be produced from this review, as many taxpayers are suffering from reform review fatigue. In our BDO Tax Reform Survey 2015, many respondents indicated they are tired of waiting and that they are ready for real action. In addition, respondents indicated a desire for the government to be courageous and not pander to special interest groups at the expense of real and effective tax reform.

How successful this process will be remains to be seen. However, we must take the government on its word and become actively involved in this discussion process. The Treasurer has promised an open, full and frank discussion with all areas of tax on the table. This echoes the demands of respondents to our survey, and we must therefore hold the Treasurer to this promise. This is a chance for clients to be heard and BDO will be active in this process.

6. Delegations/Authorisations

There are no relevant delegations applicable to this report. Existing delegations and authorities are relevant. As the debate advances and the issues are presented in a white paper process, no action is required, other than responding to the LGAQ in the normal submission process.

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7. Communication and Engagement

There is no external communication required at this time and Council will remain engaged with the LGAQ on this important reform for local government and respond s necessary to the requests for responses to discussion papers based upon Council discussion and officer input.

8. Conclusion

The report is for Council to note and where necessary support the issues identified through the LGAQ on matters assessed and debated in this review.

9. Action/s

That a response be drafted to the LGAQ supporting issues and identifying other concerns to be addressed in the reforms.

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11.4 LGAQ Finance Summit, 21 - 22 April 2015

Date: 08 May 2015
Author: Jason Bradshaw, Executive Manager Governance and Performance
Responsible Officer: Jason Bradshaw, Executive Manager Governance and Performance

Summary:

The LGAQ's fourth annual Finance Summit was held in Brisbane in April and was supported by the Queensland Treasury Corporation with a focus on finance and budgets in the lead up to the 2016 Local Government Elections. This report provides an overview of the key highlights from the Summit.

Officer's Recommendation:

THAT Council receive the report on the LGAQ 2015 Finance Summit, acknowledging the continuing focus on financial sustainability in the long term.

Report

1. Introduction

The LGAQ held its 4th Annual Finance Summit in April. This report summarises the key issues identified of relevance to Council and the Local Government sector.

2. Background

The LGAQ Finance Summit is an opportunity for local government to reflect on the current challenges and circumstances, and to better understand the immediate and future impacts on the economy generally and further what issues will directly impact the preparation of upcoming budgets.

This year is the fourth summit and each year has built upon the last in evolving the content and relevance and in providing tools to local government to improve accountability and performance, to support ongoing sustainability.

3. Report

The upcoming financial year will be focused on achieving greater productivity, improved efficiency and new innovations amidst a climate of reducing funding from Federal and State Governments, and the reflections of major reforms on taxation and federation.

Local governments cannot hold back the tide of globalisation or deny that improvements in information technology have given individuals in their communities unprecedented political power. Business, large and small, is reminded every day of the power of the consumer. Governments of all levels need to recognise the power of the community, and not just at election time. Those advances in technology have allowed communities to evaluate the performance of their elected representatives every day and in great detail.

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This makes it almost impossible for councils tempted to hide their dirty linen. With greater power in the hands of the community also comes greater expectations surrounding accountability and transparency on governments of all levels, but especially the one recognised as being closest to be the community.

The advances that are forcing more transparency on governments also offer great opportunities for those same governments to talk about and share their successes with their peers and their communities in compelling and exciting ways. This affords all the opportunity to improve our performance and long term sustainability.

There were a number of highlights under the conference theme of “*Governing for Success*” and the key matters raised will be discussed, with other commentary provided by the Councillor reports attached.

- *Federation and Taxation Reforms*
The LGAQ has prepared a discussion paper on the important reforms of the Federation and the Australian Taxation System. These reviews could have significant implications in terms of their roles, responsibilities and funding. An important element of these reviews is the principle of subsidiarity, whereby responsibility lies with the lowest level of government possible, allowing flexible approaches to improving outcomes. This discussion paper provides a background on some of the key issues of relevance to local government, as well as assisting with any feedback or responses to LGAQ on these reviews to feed into the broader debate.
- *LGM Queensland – Assets (Self Insurance)*
Building on the success of the LGM Queensland Mutual Liability and Workcare schemes, LGM has established a new cover for assets to provide greater insurance coverage through self-insurance for property and assets to assist with controlling risk, improving long term stability and controlling volatility over the longer term. Council has contacted LGM for a proposal since the launch of this cover and Council will be updated as to any changes.
- *LG Performance Benchmarking*
The LGAQ has launched a new performance benchmarking tool for local government to allow for comparison of like data between like councils, and to evaluate key benchmarking data around published information (eg through Annual Reports). This service will allow councils to seek to understand their own performance within the sector and also individually across years. Council officers are yet to test the tool and if possible a demonstration will be provided to the meeting.
- *QTC Project Decision Tool*
The QTC launched a project decision framework tool that provides councils with a step by step guide to choosing the right projects for their region. The framework has an integrated approach to assist local governments with ensuring decision-making for new projects is disciplined, robust and in the best interests of the community. It includes:
 - A holistic policy position to be adopted by local governments
 - Agreed processes, governance arrangements and decision points, and
 - Practical tools and templates

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- *QTC Emerging Economic Issues*
There are significant issues currently in the world economy and Australia is not immune from these. Within Australia there is negativity around leadership and local decisions are also subject to greater scrutiny by local communities. There are issues with commodity prices linked to China, with adverse effects being seen in the regions. The currency continues to change with increases in tourism and improved competitiveness for exports. With inflation low and slowing the economy its having to look across the board at business and the mix of current costs. And the cost of funding remains low with long term borrowing more appealing for investment.
- *Ministerial Statements*
The Deputy Premier and the Treasurer spoke on the state government vision for improved productivity and jobs and a roadmap for industry and workforce planning with linkages to skills development and training. The constrained financial environment continues to control government priorities, and other funding programs are being developed to drive infrastructure projects.
- *FAGs*
The Financial Assistance Grants have diminished since the last Federal Budget and ALGA and LGAQ are seeking to re-establish the indexation and quantum of grants following that decision. Councils are encouraged to lobby federal members for this reinstatement in the current budget.

4. Policy and Legal Implications

There are no direct policy or legislative impacts, as matters can continue to be addressed through existing policy and legislation, which are directly reviewed in the preparation of the budget each year.

5. Financial and Resource Implications

No direct financial impacts have been identified and the Summit has set the scene for Councils in their thinking for the upcoming budget.

6. Delegations/Authorisations

All matters can continue to be dealt with under delegation, with no changes required at this time. The preparation of the budget remains a responsibility of the Mayor and there were case studies shared and referenced on this topic. This proved that while each approach was different, their responsibilities were the same and positive outcomes were being realised.

7. Communication and Engagement

This report is provided as a summary to all Councillors on the annual Summit and any issues that are of interest should be followed up with one of the attendees. Council will respond in writing to the discussion paper. A number of the broader issues will be addressed in the budget communication plan.

8. Conclusion

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The report has been provided and discussed, with written contributions from the Councillors in attendance attached. Further discussion will occur on the reform initiatives in finalising any responses to the LGAQ.

9. Action/s

1. Make available a copy of all presentations to councillors for follow up.
2. Provide a submission on the Discussion Paper – Federation and Taxation Reform Initiative.

Attachments

- 1 [View](#) Briefing - Cr Milligan 3 Pages
2 [View](#) Briefing - Cr Pingel 2 Pages

Brief report by Cr Tanya Milligan

LGAQ Finance Summit 21 - 22 April 2015

The 4th Local Government Finance Summit was themed Governing for Success. With the combination of the newly formed State Government and the Local Government election less than a year away, finance and budgets are at the forefront for all Queensland councils'.

I attended 2 workshops on the Tuesday, one discussed the 'seven deadly sins of capital works' facilitated by LGIS, the other facilitated by QTC on the launch of the "Project Decision Framework" in assisting councils to achieve value for money in infrastructure projects.

The LGIS workshop focussed on the following:

- (sloth) Failure of diligence, governance arrangements, poor planning and inadequate attention to detail
- (gluttony) Trying to do too much and therefore putting projects at risk
- (envy) Wanting services and assets that other Councils have, even though they may not be suitable or have the rate base for, despite the community appetite
- (greed) Being over ambitious and therefore contractors run the risk of being non compliant and fold, or the outcome is risky WH & S practises
- (lust) Pushing the asset outcome at the risk of bypassing due diligence and good project management
- (pride) Inability to admit work project failures early enough, or failing to recognise and address errors or failing to learn from past mistakes
- (wrath) Taking on litigation when mediation process may provide a better overall outcome

The Project Decision Framework launched by QTC is a tool in assisting local governments with the ever increasing challenges of aging infrastructure, affordability considerations, community need vs expectation and of political considerations. The framework does assist in providing a why, what and how; why being policy, what being process and how being via tools and templates. These tools and templates can assist councils in concept selection, prefeasibility, delivery, providing on line risk assessment tools and a potential whole of life costing tool of the asset. Comparisons can be viewed with ease and can also give a risk snapshot while providing key

financial metrics such as cost, value and funding, and project planning re time and resources.

Conference launched the LGAQ Federation and Taxation Reform Initiative discussion paper. The LGAQ seeks to deal with the 2 reviews (White Paper on the Reform of the Federation / White Paper on the Reform of Australia's Tax System) concurrently, given the direct relationship between roles and responsibilities and financial capacity. For local governments, these reviews could have significant implications in terms of roles, responsibilities and funding. The discussion paper provides some background on issues of relevance to local government, and is intended as a resource only and to generate member feedback (submissions / feedback is required by 30 June 2015).

Phillip Noble, CEO, Queensland Treasury Corporation discussed the health of local government to say that:

- 0% were very weak
- 29% weak
- 38 % moderate
- 29% sound
- 8% strong

He also commented that on average Queensland jobs in the past decade have been stronger than the national average, with household savings at the highest and people are paying off their debt rather than getting in to debt. Tourism and Construction is on the increase (natural resources only makes up 10% of QLD economic output) with economic growth in Queensland forecast to be the fastest growing state in 2015/16.

The strong closing message for me from Phillip Noble was that our planning processes need to be efficient and friendly to promote private sector investment to encourage growth, therefore giving councils the ability increase and generate more dollars for the community.

The Hon Curtis Pitt MP, Treasurer, Minister for Employment and Industrial Relations, Minister for Aboriginal and Torres Strait Island Partnerships shared with conference his theme of 'grow our economy'. He discussed that the nation is experiencing global and domestic challenges eg ¾ State is drought declared, the affects of cyclones and biosecurity threats. He too commented on the positive with the increase in the housing and construction industries, and the need for government to provide certainty and to manage expectations.

The Mayors Panel Session had much to offer with Cr Tom Tate (Gold Coast), Cr Margaret Strelow (Rockhampton) and Cr Belinda Murphy (McKinlay). The theme was Communicating: Value for Money. The following were the key points:

- The need for some communities to reinvent themselves
- Local government is under more scrutiny eg social media; but unfortunately most is not informed
- The community wants more things, but wants to pay less
- 'Real' Mayors who offer practical 'back to basics' is the key; and the ability to listen

Cr Tanya Milligan

Brief report by Cr Derek Pingel

LGAQ Finance Summit 21 - 22 April 2015

This year's LGAQ Finance Summit highlighted the significant and real emerging problems facing all local governments, financial sustainability. One of the key reasons for the continuing decline in financial sustainability is the fact that subsidies from other levels of government are decreasing and debt is increasing. It was highlighted that asset measurement plans need to be closely linked to financial sustainability. Clearly continuing with operating deficits reduces local government's financial flexibility.

During the Summit, I attended two workshops both of which provided very useful, relevant information and everyday examples to heighten our awareness across the broader areas of the day to day issues that confront Councils. Both workshops, 'The 7 Deadly Sins of Capital works' and 'Achieving the Critical link', provided the opportunity for us to participate and analyse real life examples of the outcomes of bad decisions, poor planning, lack of proper diligence, clouded thinking, blinded by emotive desire and much more, all of which must be avoided in an effort to provide communities with the appropriate outcomes needed to sustain and develop services.

This year's Summit included some excellent topics across a broad range of relevant issues and these gave a stark reality of just exactly where local governments are at and where they are headed. Both addresses by the State Government Treasurer and Deputy Premier were uninspiring at best. At this early stage in their term of this government it is abundantly obvious that consulting and discussing is their current mantra.

There were many great examples provided and sobering statistics all of which painted a stark picture of the future should local government not change.

Philip Noble's address from the Queensland Treasury Corporation perspective looked at the overall health of our Councils noting that very few councils were in the strong category with most being moderate, sound or weak. He also highlighted the fact that leadership and financial governance is critical. "*Courage is what it takes to stand up and speak, and courage is what it takes to sit down and listen*", a truly relevant statement. On the bright side however, the suggestion made that Queensland is forecast to be the fastest growing state is encouraging. Our low Aussie dollar correlates with increasing tourism spend.

One of the highlight sessions was the Mayor's panel discussion with Mayor Tom Tate, Mayor Margaret Strelow, and Mayor Belinda Murphy. These 3 very different but dynamic Mayors gave great insight to all attendees across a range of issues. Some excellent practical hints and tips were provided with one of the key messages being that it's important to get back to basics and really listen to the needs of communities. It was highlighted that almost every community expects more but believes they should pay less. Mayor Tate contributes growing support and community confidence to a simple drive, Consultation and value for money.

All mayors agreed that today there is:

- more scrutiny of Council budgets,
- higher expectations for services, and
- expectation of lower rates

Much discussion focused on the Federal government NDRRA funding which is likely to reduce from 75% to 50% and the flow on effect causes major issues for Council to fund any disaster recovery in the future.

An excellent discussion paper on the Federation and taxation reform initiative was presented. This discussion paper set out issues of relevance to local governments and its intention as a resource is to generate feedback and submissions all of which are required by the end of June this year. Both white papers highlight the relationship between roles and responsibilities plus financial capacity of local governments. As such these reviews will have considerable implications in terms of funding, roles and responsibilities.

Of all the financial summits, that I have attended to date, this was without doubt one of the most informative and constructive, providing valuable insight and awareness of the current day local government complexities and issues we as Councillors and staff must confront and address to achieve more sustainable outcomes for the future.

I certainly appreciate the opportunity to be involved in these very important and worthwhile conferences.

Cr Derek Pingel

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12. ORGANISATIONAL DEVELOPMENT AND ENGAGEMENT REPORTS

No Organisational Development and Engagement Reports

13. CORPORATE AND COMMUNITY SERVICES REPORTS

13.1 Gatton Showgrounds Amenities Block

Date: 07 May 2015

Author: Mike Lisle, Manager Community Facilities and Services

Responsible Officer: David Lewis, Executive Manager Corporate & Community Services

Summary:

The purpose of this report is to seek approval from Council to advise the Department of Infrastructure, Local Government and Planning that Council is unable to deliver the Gatton Showgrounds Amenities Block in line with the requirements of the funding agreement under the 2014/15 Local Government Grants and Subsidies Program.

Officer's Recommendation:

THAT Council advise the Department of Infrastructure, Local Government and Planning that Council is unable to deliver the Gatton Showgrounds amenities building as described in the executed funding agreement and request the termination of the agreement and return the funds received to date.

Report

1. Introduction

Council received funding to subsidise the construction of a new amenities block at the Gatton Showgrounds under the Local Government Grants and Subsidy Program. A change of design saw the timeframe to deliver the project moved beyond the due date to spend the grant funding. It was determined that the project was not able to be delivered and the funding agreement should be terminated and the initial funding payment be returned to the Department.

2. Background

The amenities at the Gatton Showground are in need of repair and a project was developed for the replacement of the amenities building. The project was in the preliminary budget for 2014/15 and Council sought funding to subsidise the cost of the project from the Local Government Grants and Subsidies Program (LGGSP) administered by the State Government. Council was successful in obtaining a subsidy from the LGGSP and a funding agreement was entered into in August 2014 with work scheduled to commence in February 2015. The project was not approved in the final Council budget which was adopted after the funding application was submitted.

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The project was discussed at the November 2014 Councillor Workshop where a request was made for further investigation to be undertaken regarding alternative building designs to the original design proposed. Council investigated the possibility of an extension of time from the Department to accommodate the further investigations required in the project delivery schedule. Advice was provided from the Department that an extension would not be granted as the funding agreement requires projects to be completed by 30 June 2015.

3. Report

The existing amenities at Gatton Showground's requires ongoing maintenance due to faded paint coverings, aged colour schemes, aged fittings, aged cisterns, aged toilet roll holders, broken mirrors, worn paint coverings and no clothes hooks or shelving to place toiletries. The showers in particular, are in an obvious state of disrepair.

Council was successful in obtaining a subsidy of up to \$40,000 under the Local Government Grants and Subsidies Program for the \$105 000 project and an agreement was entered into with the Department in August 2014. Following a workshop with Council in November 2014 it was requested that further investigations be undertaken regarding alternative building designs. In addition, the balance of funding for the new toilet block (\$65,000) was not allocated in the final 2014/15 budget.

The Department has advised that the project is to be completed by 30 June 2015 and under the terms of the funding agreement it cannot be transferred to another project. As Council is unable to meet the timeframe to deliver the project with a design that is suitable it is recommended that a request to terminate the funding agreement is sent to the Department.

As the renovation of the existing toilet block is still required, design options are being sought for consideration. Provision of adequate funds should be considered for inclusion in the capital works budget in future years on the finalisation of a design and project plan.

4. Policy and Legal Implications

Policy and legal implications will be addressed in the future on matters that arise before Council to ensure Lockyer Valley Regional Council assets are cost effectively replaced and maintained in a safe and reliable operating condition.

5. Financial and Resource Implications

The provision of funding to upgrade the amenities at the Gatton Showground's should be considered for inclusion in the capital works budget in future years on the finalisation of a design and project plan.

6. Delegations/Authorisations

No further delegations are required to manage the issues raised in this report. The Executive Manager Corporate and Community Services will manage the requirements in line with existing delegations.

7. Communication and Engagement

The matters arising from this report will be managed under existing protocols and delegations.

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8. Conclusion

As the project cannot be completed in accordance with the grant conditions, Council seeks the termination of the funding agreement and return the funds already received. The existing amenities block at Gatton Showground's requires ongoing maintenance and will need to be either refurbished or considered for replacement in the in future years.

9. Actions

1. Request termination of the funding agreement from the Department as Council is unable to deliver the project to construct the new Gatton Showgrounds Amenities Building as agreed. Council will also return the \$12,000 funds previously received.
2. Advise the regular uses of the Gatton Showground of the outcome of this matter.

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14. PLANNING AND DEVELOPMENT SERVICES REPORTS

14.1 Laidley RSL Sub Branch Request for Long Term Lease on Council Owned Land

Date: 07 May 2015

Author: Mark Piorkowski, Executive Manager Planning & Development Services

Responsible Officer: Mark Piorkowski, Executive Manager Planning & Development Services

Summary:

The purpose of this report is to consider a proposal to lease part of Council owned land at the Laidley Cultural Centre to the Laidley RSL Sub Branch. This would enable the Sub Branch to seek funding from other entities to develop the site and provide improved facilities to the club, members and the community.

Officer's Recommendation:

THAT Council resolves to:

- (a) support the request from Laidley RSL Sub Branch to obtain a long term lease of up to 30 years on Council owned land, part of Lot 1 RP 148894 (approx. 2900m²) and**
- (b) apply the exception in Section 236(1)(b)(ii) of the Local Government Regulation 2012 to dispose of the land to the Laidley RSL Sub-Branch by way of lease on terms to be negotiated and agreed; and**
- (c) delegate authority to the Chief Executive Officer to do all things necessary to negotiate the lease of part of Lot 1 RP 148894 to the Laidley RSL Sub-Branch.**

Report

1. Introduction

Correspondence was received by Council on 14 April 2015 from the Laidley RSL Sub Branch seeking new premises for that organisation to carry out their operations. In particular they were seeking a long term lease over part of Council owned land located behind the Laidley Cultural Centre on the old tennis courts (described as part of Lot 1 RP 148894).

2. Background

The Laidley RSL Sub Branch is a growing organisation with a current membership of 83 members. They currently operate from within part of the existing Laidley Cultural Centre. The Sub Branch focuses on assisting members and their families with welfare and providing help when needed. They also operate a Community Day Club which is open to all Laidley residents as well as RSL members (with a membership of 104). Bus trips, exercise classes, games, entertainment and guest speakers are also organised for members. The ability to maintain and provide the services expected of the Sub branch is becoming ever more difficult from the current facilities.

3. Report

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The Laidley RSL Sub Branch is currently operating from within the Laidley Cultural Centre building. The existing facilities, in the current building beneath the Laidley Cultural Centre, are inadequate and substandard. There are no handicapped facilities, there is minimal office space for current membership and their activities and the building is subject to water inundation and flooding.

The members need better facilities but do wish to stay within the current area which is convenient to members and is appropriately located and zoned for the purpose.

The Laidley RSL Sub Branch is interested in obtaining a lease over the area where the disused tennis courts are located within the Laidley Cultural Centre site (Lot 1 on RP 148894). This lot is presently owned by Lockyer Valley Regional Council in freehold and is zoned for community purposes, open space and reserves. A lease over the land would then enable the RSL Sub Branch to seek funding from the RSL itself and other levels of government to enable development of facilities in that location.

If Council is supportive of the proposal to offer a lease, the legislation provides for an exemption from tendering processes for Community groups.

The request is for a long term lease but this runs the risk of alienating the land for an extended period of time. In developing a lease agreement it would be recommended therefore that a mechanism is included to terminate the lease if the area is not developed and used for the stated purpose. This could either be done by a clause in the lease agreement that terminates after a specified period or through terms relating to options to renew.

During the development phase of the club, Council may wish to apply a nominal rent however in the event that that club becomes commercially successful a clause should be drafted that reviews the rental agreement for example when pre-determined turnover figures are achieved. Such terms would need to be negotiated with the RSL if Council is supportive of the proposal.

4. Policy and Legal Implications

Section 236(1)(b)(ii) of the *Local Government Regulation 2012* provides that a local government may dispose of a valuable non-current asset (such as land) without going to tender or auction if the asset is being disposed of to a community organisation. It is considered that the Laidley RSL Sub Branch is such a community organisation. If this exemption is to apply it will need to be included in the resolution of Council.

Further, Section 236(4) provides that if an asset is disposed of using this exemption that it need not be for market value consideration. This is further discussed in the financial implications section below.

5. Financial and Resource Implications

The starting point for lease negotiations is that leasing should be on commercial terms. However, given the nature of the RSL Sub Branch and their community purposes, Council may wish to seek a minimal rent. A further consideration will be that if a long term lease is considered, this will effectively alienate the land from any other use and appropriate rent should be charge to offset this lease.

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RSL Clubs in other locations have proven to be commercially successful with licensing, meals, pokies etc. While that is not likely in the short term it should be at least contemplated in a long term lease.

As a balance, during the development phase of the Sub Branch facilities, Council may wish to apply a nominal rent. In the event that that club becomes commercially successful, the lease would be able to provide clauses that enable rental review to reflect the increased commercial earnings.

6. Delegations/Authorisations

The CEO will need to be given delegated authority to do all things necessary to negotiate with the Laidley RSL Sub Branch and to execute a lease over part of Lot 1 on RP 148894.

7. Communication and Engagement

Negotiations with the Laidley RSL Sub Branch will be required.

8. Conclusion

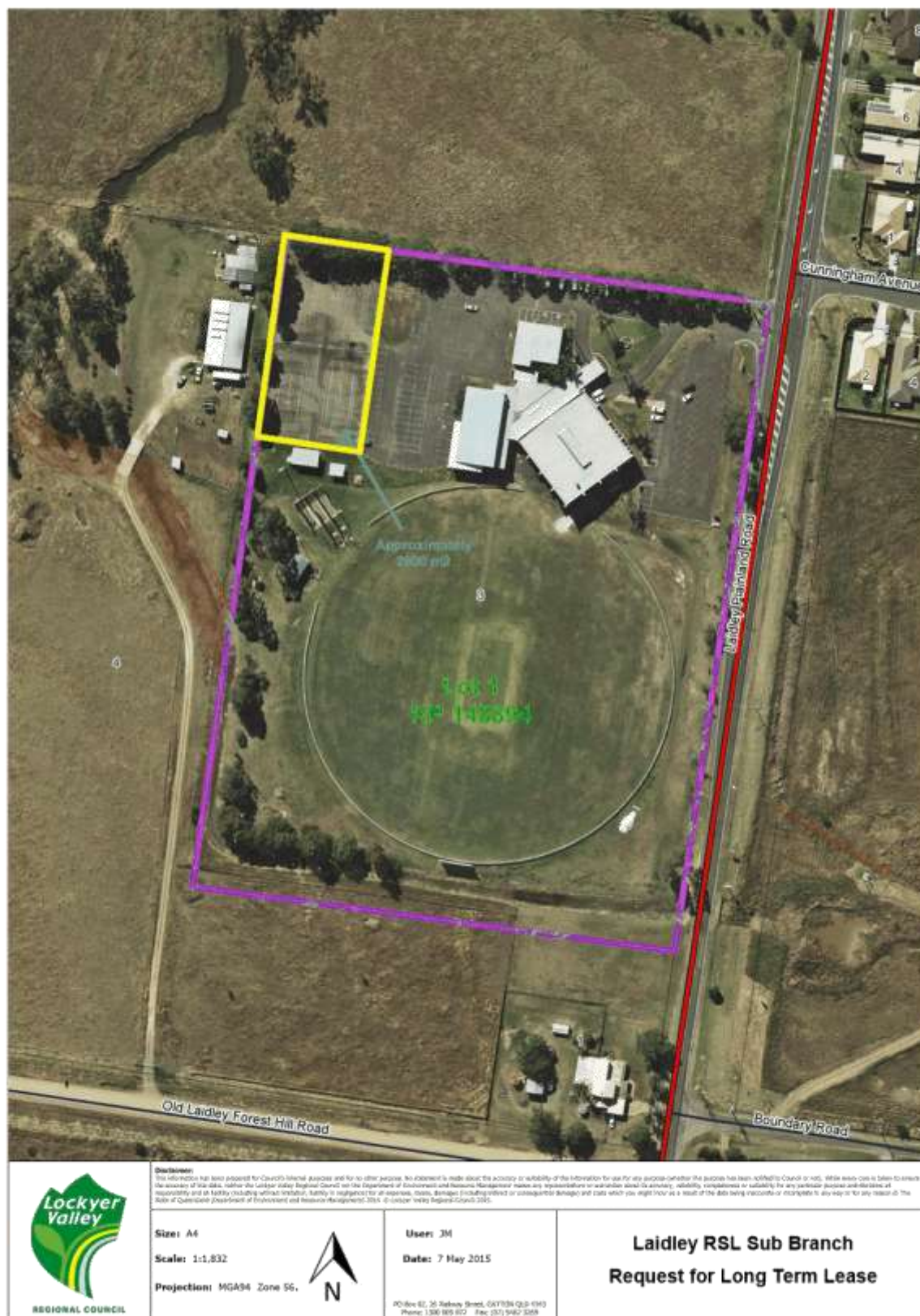
Council support the request from the Laidley RSL to establish a long-term lease over the requested land for up to 30 years and that the CEO be empowered to enter into negotiations to finalise the leasing arrangement.

9. Action/s

Advise Laidley RSL Sub Branch of Council resolution with CEO empowered to engage in further negotiations with the Laidley RSL Sub Branch on the details of the lease.

Attachments

1View	Plan	1 Page
2View	Letter	1 Page
3View	Strategic Report	4 Pages





Laidley RSL Sub Branch

Chartered 1 January 1939
Incorporated 25 July 2008
ABN: 49 453 207 049

Returned & Services League of Australia (Qld Branch)

PO Box 401
LAIDLEY QLD 4341

Website: www.laidleyrsl.org.au

Telephone: (07) 5465 1738
Email: laidleyrsl@bigpond.com

The Deputy Mayor
Ms Tanya Milligan
Lockyer Valley Regional Council
PO Box 82
GATTON Qld 4343

14 April 2015

Dear Ms Milligan,

I refer to our recent meeting with Mayor Cr Steve Jones regarding the possibility of obtaining new premises from which the Laidley RSL Sub Branch can operate, I have enclosed a detailed report outlining our proposed requirements.

With the increase in population throughout our community and the corresponding increase in RSL membership, our ability to maintain and provide the services expected of a Sub Branch is becoming ever more difficult.

Over the years, Laidley RSL Sub Branch has established an excellent rapport within the local community and our wish is to continue in the same manner.

We appreciate Council's interest in our plight and look forward to receiving a favourable response in due course.

Yours sincerely,

Lindy Barton
Secretary.

President: Tom Barton
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Secretary: Lindy Barton
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Treasurer: Wayne Gibson
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Email: laidleyrsl@bigpond.com



Summary

The Laidley RSL Sub Branch is a very progressive organisation with a current membership of 83 members and their partners. Our main focus is to assist members in welfare and provide help when needed. The office is open every Monday and general meetings held every month with a 2 to 3 course meal provided for members and partners.

The Branch also operates a Community Day Club which is open to all Laidley residents as well as RSL members. This club has a membership 104 with 50 to 60 attending our functions every Tuesday, a 2 to 3 course meal is provided at minimal cost to members each Tuesday.

Bus trips, Exercise Classes, Games, Entertainment and Guest Speakers is also organised for members.

Introduction

The purpose of this report is to outline the activities undertaken by members of our Sub Branch in our current premises beneath the Laidley Cultural Centre.

This Report also contains recommendations made by our Management Committee to improve facilities and working conditions for our members.

Aims of Strategic Report

- Improve facilities and amenities for Members
- Improve working conditions for office bearers
- Create a safe and friendly environment for members by installing handicapped facilities.

Committee Members

Tom Barton

Lindy Barton

Jim Nicholls

Wayne Gibson

Brian Buckby

Approach

- Consult members to develop key issues and concerns;
- Consult office bearers to develop key issues and concerns;
- Investigate workplace health and safety issues.

Current Situation

- Club rooms are below ground level and are subject to continual flooding;
- Ceiling height is not compliant with building regulations;
- Meeting room is too small and not conducive to increased membership;
- Office bearers fulfil their duties in an open room;
- Welfare Officers interview members in an open office with no regard to confidentiality;
- Entrance to club rooms very difficult for wheelchairs and handicapped members;
- No handicapped facilities such as toilets, etc;
- Weekly Day Club meetings have to be held in another venue;
- All major functions conducted by Sub Branch have to be held in other venues;
- Club rooms unsuitable for hold RSL District meetings;
- LRVC offer of gymnasium at the Recreation Reserve is unsuitable regarding the time-frame involved and general building suitability;
- Operating a Sub Branch and Day Club places an enormous strain on club finances with the present facilities inappropriate for fundraising events.

Key Issues

- Handicapped facilities;
- Offices space;
- Meeting rooms inadequate to cater for current membership and activities;
- Members would prefer to stay within the current locale.

Recommendations

- Sub Branch approach LVRC to apply for long-term lease on disused tennis courts behind Cultural Centre as the site for new premises;
- Committee investigate if disused school buildings or mining prefab buildings could be purchased for removal to new site;
- Committee investigate availability of grants to complete this project.

15 April 2015.

15. INFRASTRUCTURE WORKS AND SERVICES REPORTS

No Infrastructure Works & Services Reports

16. ITEMS FOR INFORMATION

16.1 Town Revitalisation Brief

Date: 07 May 2015

Author: Myles Fairbairn, Executive Manager Infrastructure Works & Services;
Mark Piorkowski, Executive Manager Planning & Development Services

Responsible Officer: Myles Fairbairn, Executive Manager Infrastructure Works & Services

Summary:

The purpose of this report is to provide Council with an update on the Laidley Futures and Gatton Revitalisation projects currently being undertaken by Council.

RESOLUTION:
This document is for Council's information only.

Report

1. Introduction

This report provides an update on the projects being implemented by the Laidley Futures and Gatton Revitalisation Committees.

2. Background

Council has initiated two separate committees focused on facilitating growth and stimulating positive perceptions within Gatton and Laidley. Starting in Laidley following the 2013 floods the Laidley Futures Committee was established with the intent of developing a vision and action plan for the town. The action plan was broken down into short, medium and long term actions. The success in generating action on the ground and engaging the community in Laidley Futures encouraged Council to establish a similar arrangement for Gatton focusing on that town's particular needs and challenges including street and landscaping.

3. Report

Laidley Futures

The Laidley Futures Committee arose out of the Recovery and Resilience Taskforce which was established after the 2013 Australia Day flood event. The Committee consists of four elected members (Cllr Milligan, Cllr Pingel, Cllr Holstein and Cllr McLean) and relevant Council officers.

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The Committee identified the need for a coordinated and concise Council lead vision consistent with the Community Plan for the revitalisation of Laidley which would be used to engage with the community across key initiatives to re-build prosperity and build up resilience. It was determined that the Laidley Futures Project must provide a vision and strategic framework integrating design and urban renewal strategies to initiate revitalisation, beautification and economic uplift to the centre and its surrounds. This also offered a means to better coordinate Council recovery efforts and work closely with key local stakeholders such as local business to maximise joint investment and get more “bang for the buck”.

In February 2014, a report was presented to Council outlining a series of “doable” key short, medium and longer term initiatives targeted at assisting in encouraging investment, activity and positivity in Laidley.

1. Short Term (doing). These are actions that can be implemented and achieved immediately.
2. Medium Term (looking). These are actions that need further scoping, consideration and detailed project planning and scheduled in subsequent operational plans post 2014.
3. Long Term (thinking). These are actions that require investigation as longer term actions. Consideration of these projects should occur in deliberations on current development decisions to ensure that the opportunity to deliver in the future is not compromised.

Key LVRC actions identified to date through the Laidley Futures Committee include:

Short term	Opportunity	
<ul style="list-style-type: none"> Hanging plant and greenery baskets 	<ul style="list-style-type: none"> Working with Bendigo Back to deliver and maintain these baskets in Laidley. 	Completed
<ul style="list-style-type: none"> Paint the town initiative 	<ul style="list-style-type: none"> Develop implementation plan, identify corporate and local partners. 	Completed
<ul style="list-style-type: none"> Main street – improve presentation 	<ul style="list-style-type: none"> Identify low cost cosmetic improvements within existing budgets (i.e. painting). 	Completed
<ul style="list-style-type: none"> Green spine 	<ul style="list-style-type: none"> Develop landscape plan and where practical begin planting. 	Completed
<ul style="list-style-type: none"> Improve gateways/entry statements to main street 	<ul style="list-style-type: none"> Work with Laidley Better Business to develop the concept and deliver on the initial project identified by LBB. 	Completed
<ul style="list-style-type: none"> Business Incubator 	<ul style="list-style-type: none"> Assess the potential for this initiative to progress making use Council land assets. 	Underway
Medium term	Opportunity	
<ul style="list-style-type: none"> Post office square – shaded hub 	<ul style="list-style-type: none"> Scope out this project in terms of cost responsibility and timing for reporting to Laidley Futures Committee. 	Underway
<ul style="list-style-type: none"> Activate pedestrian mall and library 	<ul style="list-style-type: none"> Scope out this project in terms of cost responsibility and timing for reporting to Laidley Futures Committee. 	Underway

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<ul style="list-style-type: none"> Green Curtain – Vignette Activate Spicer Street 	<ul style="list-style-type: none"> Scope out this project in terms of cost responsibility and timing for reporting to Laidley Futures Committee. 	Underway
Long term	Opportunity	
<ul style="list-style-type: none"> Redevelop McNulty Park 	<ul style="list-style-type: none"> Scope out this project in terms of cost responsibility and timing for reporting to Laidley Futures Committee. 	Pending
<ul style="list-style-type: none"> Expand and upgrade Das Neumann Haus Park – town park 	<ul style="list-style-type: none"> Scope out this project in terms of cost responsibility and timing for reporting to Laidley Futures Committee. 	Pending
<ul style="list-style-type: none"> Further development of Spicer, Pike and John Streets 	<ul style="list-style-type: none"> Scope out this project in terms of cost responsibility and timing for reporting to Laidley Futures Committee. 	Pending

Local Arts Initiative

Two artists submitted proposals for the Laidley CBD Arts Project – one a local and one from Mt Tamborine. The submissions were discussed at the first Public Art Reference Group (PARG) meeting held on 12 March in Laidley attended by Council's Community Development and Engagement Officer and five external members. Both the PARG and Laidley Futures Committee agreed to contract both artists to undertake further design development in preparation for an in-person presentation to the PARG and Laidley Futures Committee. A site meeting was conducted with the artists to further explain the context, desired outcomes, site specific restrictions and opportunities, and to convey feedback from the PARG and Laidley Futures Committee on their concepts. The site meeting was a valuable process all around. The face-to-face presentations were held on 28 April to the PARG and on 6 May to the Laidley Futures Committee, both presentations were well-received with good discussion and feedback provided to the artists.

Main street – improve presentation

The repainting of the bollards around the pedestrian section of the Laidley town centre has been completed with the rest of the bollards proving more difficult to remove as they are chem-set into the concrete. Majority of the bollards left to repaint are having to undergo repair works to fix cracks, holes and rust issues before being painted. These bollards in particular are in the areas most affected by the previous floods. The damaged street lights in the main street will be replaced with the same style lights from in front of the Council building in Spicer Street. This will occur in the next financial year when new lights can be purchased for in front of the Council building. The bin replacement project will be allocated in the budget for next financial year.

The project brief for the proposed Das Neumann Haus project will go out to consultant companies during the week beginning the 27 April 2015. Once a consultant company has been selected through Council's procurement process, the consultant will provide Council with design concepts which will be presented at a future Councillor workshop. The Regional Development team has identified a new opportunity that community group Creative Recovery Network are currently looking for external funding which may be used to fund the project.

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Green spine

Consultants GHD along with Council officers presented excerpts of the Draft Road Reserve Landscaping Guidelines to Councillor workshop on 14 April 2015. GHD are currently collating feedback from the workshop and will produce a final draft of the guidelines and planting schedule which will be placed on Council's website for the community to view. Community drop-in sessions will be held in May to discuss with the community and collect feedback for GHD to prepare the final guidelines in June. Once the guidelines are endorsed by Council, Senior Environmental Planner will commence the detailed design of the green spine for Laidley.

Improve gateways/entry statements to main street

The entry statement gardens on Queensland Rail land on the corner of Patrick and Spicer Street, Laidley have been developed with the assistance of State Government and Rotary Club funding and substantial work by Laidley Better Business.

Paint the town initiative

The repainting of the old Laidley library building is nearing completion. Council's Facilities team will be liaising with the paint contractor to ensure the works are completed to a satisfactory standard. Whilst Council has had positive conversations with possible business participants, only one application has been received to date. Enquiries have been made in relation to colours and further information about the project. The promotion will run until the end of July 2015 with Dulux offering 30% off trade price for paint and product. Council will begin personally approaching businesses in the hopes of getting them involved. Plans are in place to create a display with the Dulux Dog in the front window of the building to generate interest.

Business incubator

The old Laidley library building will be officially named Neilsen's Place, as a tribute to the original owners and original use of the building when constructed in 1894. Council is liaising with a design company to develop logos and branding which can be used for a sign on the building's exterior. The committee would like to see the signage in place prior to the opening of the business incubator. Expression of Interest (EOI) documents are currently being developed for potential occupiers to apply to use the incubator space. These documents will be placed on Council's website along with an information pack allowing people to apply at any time. Council's Legal Services team are in the process of drafting the legal licence to occupy documents. The internal building repairs have commenced and the timelines should be met for an official opening in June or July 2015. Council's Information Technology team are working to connect Wi-Fi in the building. A request has been made to the Department of Communications for unused funds from the Digital Local Government Program to be used for the connectivity of video conferencing in the digital workspace. A request to quote document was sent to the real estates in Laidley with Ray Bachmann Real Estate being selected as the best option to manage the front section of the building. The committee would like to maintain the flexibility of the building to enable changes to be made to meet demand.

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Gatton Revitalisation

The Gatton Revitalisation Project (GRP) is being guided by a steering committee to provide ideas and solutions to assist in the economic and social betterment of the Gatton CBD area.

After the successful implementation of the Laidley Futures project, a similar concept is being implemented in Gatton to identify problems, provide ideas and implement solutions. The GRP steering committee has recently been establishing project parameters and project scope. This forum provides a mechanism whereby the objectives of the GRP are being discussed as are the actions that are necessary to achieve the desired outcomes.

It is intended that the overall economic and social vitality of the Gatton CBD will be enhanced in an incremental manner through the implementation of a series of sub-projects or tasks over the coming years, with the current focus being on implementing near-term improvements and enhancements during the latter part of 2014-15 within the available funding envelope.

A series of sub-projects are in the process of being implemented as described below.

Footway maintenance

A trial of various footway cleaning approaches was undertaken during the early morning hours of 19 February 2015. From this trial it was found that flushing of the footway was generally ineffective at removing chewing gum residue and stains from the footway. In addition, the trial has found that the full footway cleaning operation would cost in the order of \$12,000-13,000 using Council's resources.

The GRP team is currently investigating the viability of applying footway 'topping' treatments to improve the consistency, cleanliness and overall appearance of the CBD footways. It is anticipated that a small trial may be undertaken in Q1 of 2015-16 to assess the effectiveness of a potential treatment and its affordability.

Council officers have also held discussions with some business operators with a view to improving the frequency of footway pillages and staining at some locations. Feedback provided from the businesses was positive and they are willing to work with Council to improve the footpath appearance where they can.

Hard landscaping maintenance

Parks and Open Spaces staff and Building Maintenance staff have been working together to replace the sandstone capping stones to the garden beds. This work is nearly completed with appearance improving dramatically. Park and Open Spaces staff has also started carry out maintenance to the seating down the Gatton CBD by repainting and replacing broken boards with the seating in front of North Street toilet being the first area completed and brought back to life. The Gatton CBD bollards will also be receiving fresh coat paint as a part of the Gatton Revitalisation program.

Soft landscaping maintenance

Parks and Open Spaces staff are currently removing old soil median in the centre gardens under the leopard wood trees in the Gatton CBD. Once the existing soil has been removed, repairs to the existing irrigation system will be undertaken and new soil added in preparation of

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planting new low maintenance plants within the next couple of months. Excess mulch will also be removed from the Gatton CBD main roundabout gardens with design work being carried out to plant more low maintenance flowering plants in the roundabout garden network. Other gardens within the Gatton CBD have been identified for maintenance and a program has been put in place to action in the near future.

Cigarette butt bin installation

Quotations for the supply of additional cigarette butt bins have been sought and it is forecast that several new bins will be installed in Railway Street prior to 30 June 2015. The new cigarette bins will be placed in areas outside pedestrian crossings where there is the most pedestrian traffic.

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17. CONFIDENTIAL ITEMS

17.1 NDRRA Program Update

Date: 05 May 2015

Author: Jason Bradshaw, Executive Manager Governance and Performance

Responsible Officer: Jason Bradshaw, Executive Manager Governance and Performance

That the above item be considered in Closed Session to the exclusion of the press and public in accordance with Section 275 (1) (e) of the Local Government Regulation, 2012, as the matter involves other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

Summary:

The following Report provides a status of the 2010/11 and 2013 Lockyer Valley Regional Council (LVRC) NDRRA Program as at 31 March 2015. The NDRRA arrangements are administered and managed State-wide by the Queensland Reconstruction Authority (QldRA). Ongoing liaison and negotiation with QldRA is essential to ensure the constructed works meet the NDRRA guidelines for funding.

This report was delayed from the April Meeting and is presented now for update.

NDRRA works are progressing towards being completed by June 2015 for 2013 restoration program.

17.2 Organisational & People Development Quaterly Report

Date: 07 May 2015

Author: Shane Browne, Manager Organisation & People Development

Responsible Officer: Dan McPherson, Executive Manager Organisational Development & Engagement

That the above item be considered in Closed Session to the exclusion of the press and public in accordance with Section 275 (1) (e) of the Local Government Regulation, 2012, as the matter involves other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

Summary:

The purpose of this report is to provide Council with a snapshot of the organisation from an Organisation & People Development perspective for the period 1 January 2015 to 31 March 2015.



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17.3 Sale of Land for Arrears of Rates Preliminary to Notice of Intention to Sell

Date: 06 May 2015
Author: Tony Brett, Manager Finance
Responsible Officer: David Lewis, Executive Manager Corporate & Community Services

That the above item be considered in Closed Session to the exclusion of the press and public in accordance with Section 275 (1) (d) of the Local Government Regulation, 2012, as the matter involves ratings concessions.

Summary:

The following report is presented to commence the process required under the *Local Government Act 2009* and *Local Government Regulation 2012* by which overdue rates and charges may be recovered by the sale of the subject properties.

17.4 2015 Caravan and Camping Show

Date: 07 May 2015
Author: Michelle Brown, Event & Marketing Coordinator
Responsible Officer: Mark Piorkowski, Executive Manager Planning & Development Services

That the above item be considered in Closed Session to the exclusion of the press and public in accordance with Section 275 (1) (e) of the Local Government Regulation, 2012, as the matter involves other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

Summary:

In the past Council has attended the Caravan and Camping Show held annually in June during the Queen's Birthday long weekend at the Brisbane Showgrounds (formally RNA). Council is seeking support to not attend the 2015 show due to competing priorities with increased focus on upcoming food tradeshow and the addition of the Brisbane Truck Show in this year's schedule.



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17.5 **Proposal for the Transfer & Development of Lot 4 on SP270923, Philps Road, Grantham**

Date: 07 May 2015
Author: Stephen Hart, Manager Administration & Executive Operations
Responsible Officer: Ian Flint, Chief Executive Officer

That the above item be considered in Closed Session to the exclusion of the press and public in accordance with Section 275 (1) (e) of the Local Government Regulation, 2012, as the matter involves other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

Summary:

The purpose of this Report is to consider options for the transfer of land and development of an agricultural industry processing facility on Lot 4 on SP270923 at Grantham.

17.6 **75a Philps Road, Grantham**

Date: 06 May 2015
Author: Mike Lisle, Manager Community Facilities and Services
Responsible Officer: David Lewis, Executive Manager Corporate & Community Services

That the above item be considered in Closed Session to the exclusion of the press and public in accordance with Section 275 (1) (e) of the Local Government Regulation, 2012, as the matter involves other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

Summary:

This report is to outline the current situation regarding a rental tenancy dispute between tenants at 75a Philps Road, Grantham and RE/Max Local Specialists (Council's managing agent). A Notice to Leave (form 12) was issued on 4 March 2015 requiring the tenants to vacate the premises by 3 May 2015.



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17.7 Advocacy Plan Update

Date: 07 May 2015

Author: Jamie Simmonds, Executive Policy Advisor Mayor/CEO

Responsible Officer: Ian Flint, Chief Executive Officer

That the above item be considered in Closed Session to the exclusion of the press and public in accordance with Section 275 (1) (e) of the Local Government Regulation, 2012, as the matter involves other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

Report to be provided prior to the meeting.

18. MEETING CLOSED