

# Minutes



## ORDINARY MEETING OF COUNCIL

### MINUTES

26 JUNE 2019

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**ATTENDANCE:**

**Councillors Present**

- Cr Tanya Milligan (Mayor) (Chairperson)
- Cr Jason Cook (Deputy Mayor)
- Cr Kathy McLean
- Cr Janice Holstein
- Cr Chris Wilson
- Cr Michael Hagan
- Cr Rick Vela

**Officers Present**

- Ian Church, Chief Executive Officer
- David Lewis, Executive Manager Corporate & Community Services
- Angelo Casagrande, Executive Manager Infrastructure Works & Services
- Rick Machin, Manager Marketing, Communication & Engagement
- Erin Carkeet, Governance & Strategy Officer
- Tyana Boon, Business Administrative Trainee
- Corrin Bischoff, Coordinator Governance and Strategy
- Miriam Sharp, Planning Officer
- Brendan Sippel, Manager Parks Gardens and Cemeteries
- Jason Harm, Manager Regional Development
- Amanda Pugh, Manager Planning & Development
- Lacey Buzza, Media and Communication
- Alexis Donaldson, Work Experience Student
- Justine Schmidt, Work Experience Student

**1.0 MEETING OPENED**

*The meeting commenced at 10:00am.*

*The Mayor, Cr Milligan as the Chairperson opened the meeting and welcomed all present. Pastor Rob Edwards led the meeting in prayer, following a minute's silence for those persons recently deceased.*

**2.0 LEAVE OF ABSENCE**

*No Leave Of Absence*



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**4.0 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 175C of the *Local Government Act 2009*, a councillor or senior council officer who has a material personal interest in an issue to be considered at a meeting of a local government, or any of its committees must:

- (a) inform the meeting of the material personal interest in the matter, including the following particulars about the interest –
  - i. the name of the person or other entity who stands to gain a benefit, or suffer a loss, depending on the outcome of the consideration of the matter at the meeting
  - ii. how the person or other entity stands to gain the benefit or suffer the loss
  - iii. if the person or other entity who stands to gain the benefit or suffer the loss if the person or other entity is not the councillor or senior council officer—the nature of the relationship to the person or entity; 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 175E of the *Local Government Act 2009*, a councillor or senior council officer 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 personal interest in the matter, including the following particulars about the interests:

- a) the nature of the interests
- b) if the personal interests arise because of the relationship with, or receipt of a gift from, another person:
  - i. the name of the other person; and
  - ii. the nature of the relationship or value and date of receipt of the gift; and
  - iii. the nature of the other person's interests in the matter.
- c) how the councillor or senior council officer intends to handle the matter i.e. leave the meeting or proposes to stay in a meeting.

*No declarations were made by Councillors or Senior Officers at this time.*

**5.0 MAYORAL MINUTE**

*No Mayoral Minute*





**7.0 BUSINESS ARISING FROM MINUTES**

*No Business Arising from Minutes*

**8.0 COMMITTEE REPORTS**

*No Receival of Committee Reports as Minutes*

**9.0 DEPUTATIONS/PRESENTATIONS**

*No Deputations/Presentations*



TRC has previously carried out a significant amount of work on multi user trails (walking, mountain biking, horse riding) in their region and in particular on the escarpment where Toowoomba meets the Lockyer Valley. The TRC Trails Network Strategy (linked below) is a comprehensive piece of work that demonstrates the existing trails networks in this location and the opportunities to further develop these networks.

<http://www.tr.qld.gov.au/about-council/council-governance/plans-strategy-reports/12626-toowoomba-region-trails-network-strategy-2016>

To date Lockyer Valley has not developed a trail, cycling or active transport masterplan. The Lockyer Valley Sport and Recreation Plan flags the desire for a cycle and pedestrian strategy, the existence of horse riding and bushwalking tracks in the region and the desire to form partnerships to meet community outcomes. In the vicinity of the escarpment, the Lockyer Valley Sport and Recreation Plan considers the Withcott area and identifies a crossing of the Warrego Highway for cyclists and pedestrians as a desired outcome.

The Lockyer Valley Tourism Destination Plan notes that the Lockyer Valley is not yet fully realising the potential of its unique natural environment and its ability to offer outdoor, nature-based and recreational product. The Lockyer Valley Tourism Destination Plan identifies the potential to utilise parts of the escarpment for a range of recreational product including mountain biking trails (page 40).

It further notes that working holiday makers and backpackers are looking to spend money on tourism experiences. However, despite working in the Lockyer Valley, these people are travelling outside the Valley for these tourism experiences. The Lockyer Valley Tourism Destination Plan identifies the need for more adventure-based product such as mountain biking trails to service this unmet demand.

The recently released 2032 SEQ Olympic and Paralympic Games Feasibility Study identified Toowoomba as the potential venue for the mountain biking events. It also noted other areas in Queensland as potential locations for such a venue. It is noted that such venues are generally temporary in terms of spectator capacity (10,000) for such events.

TRC were also shortlisted under the Queensland Building Our Regions Program for a project called Toowoomba Escarpment Parks Upgrades. This project includes a component which is a TRC LVRC jointly funded upgrade of Amos Road which provides access to the Trails Hub located just inside the TRC boundary. If successful it is anticipated design will be carried out in 2019-20 with delivery in 2020-21.

### **3. Report**

TRC are in receipt of funding of \$25,000 as a contribution from the State Government for a Mountain Biking Masterplan. TRC have recognised the benefits of a masterplan which includes areas of the escarpment within Lockyer Valley and that will identify linkages to multi-user trails in both regions. A key and costly aspect of the masterplan is ground-truthing the location and practicality of trails and their links.

TRC intend to provide additional funding (\$20,000) and approached LVRC for a contribution to the cost of a broader study. The masterplan will include Lockyer Valley escarpment areas and identify linkages to other existing or potential trails in the Valley, including a safe trail crossing of the Warrego Highway towards the township of Withcott.

There are benefits for both TRC and LVRC in having an integrated Mountain Bike Masterplan that will guide the future development of trails and identify linkages to existing and potential trails in the regions. The masterplan is consistent with the LVRC Sport and Recreation Plan and the LVRC Tourism Destination Plan.

The masterplan will assist in attracting State and Federal grant funding in this competitive area. The masterplan has the potential to enliven grant applications as the funding is then seen to be more planned, integrated and 'shovel ready'.

While the 2032 Olympics bid is one factor (and may provide a vehicle to attract catalytic funding) the main benefit is planning for future sport and recreation and tourism opportunities for both regions.

There is an opportunity to take advantage of facilities being developed in the adjoining local area as well as funding that has already been allocated to that Council. It is considered unlikely that a stand-alone LVRC Mountain Biking Masterplan, fully funded by LVRC, would be justifiable in the foreseeable future.

From a tourism perspective, there is strong potential for the escarpment area to be a hub for mountain biking and multi-user trails. The outstanding environmental values and picturesque nature of the escarpment area suggests real potential for growth of this area. Withcott being located at the bottom of the escarpment and close to an existing trail head has the potential to become a 'Trail Town'.

To understand the potential for such an outcome please refer to the following link to a Landline story that provides more background to how the mountain biking opportunities in the Tasmanian town of Derby came about. It describes the transition from a dying regional town to a successful regional tourism hub through the transition to a trail town.

It suggests, the key ingredients for mountain biking tourism to be successful are a good network of high quality trails at various levels of difficulty (enough km's to encourage three to four night stays), good supply of accommodation suitable for mountain bikers needs, quality food and drink, local entrepreneurs willing to invest in providing services (Mountain bike shops, bike hire, shuttle services, guided tours, eco lodges, trail maintenance crews), multi-level government support and a relaxed, friendly and welcoming local community.

<https://www.youtube.com/watch?v=cDRSums5HEE>

A link is also provided below to a video of an Enduro World Series event held at Derby in March 2019 to demonstrate the nature of the sport and the type of attraction such an event can provide.

<https://www.enduroworldseries.com/ews-tv/>

#### **4. Policy and Legal Implications**

There are no policy and no legal implications arising from this report.

#### **5. Financial and Resource Implications**

The funding for the Joint Lockyer Valley Tourism Destination Plan is from three sources. The Queensland Government has provided \$25,000, TRC has agreed to contribute \$20,000 and a

contribution of \$20,000 from LVRC will broaden the scope to cover the Lockyer Valley areas of the escarpment and identify connections to other trails in the region.

The LVRC contribution will be funded from the existing 20018-19 budget allocations of the Regional Development and Sport and Recreation areas.

**6. Delegations/Authorisations**

No additional delegations or authorisations will be required.

**7. Communication and Engagement**

Given this is a joint project with TRC it is expected that communications, signage etc will be on a joint basis wherever appropriate.

**8. Conclusion**

The development of a Joint Escarpment Mountain Bike Masterplan with Toowoomba Regional Council will provide sport and recreation as well as tourism benefits for the region. Therefore, it is recommended that Council confirm a budget allocation of \$20,000 to contribute to the development of the masterplan.

**9. Action/s**

Advise TRC of the approved contribution from LVRC and the expectation that future communications will include references to LVRC as appropriate.

**Attachments**

There are no attachments for this report.



**3. Report**

Council has traditionally chosen the Brisbane EKKA “Country People’s Day” as the special holiday for the region. “Country People’s Day” is always the Monday before the Brisbane EKKA Show Holiday held on the Wednesday for people in Brisbane. This year “Country People’s Day” falls on Monday 12 August. Since the formation of the Lockyer Valley Regional Council, the region has continued to host the local shows around the dates and weekends where these have traditionally fallen. Currently there is no proposal to change that timing.

**4. Policy and Legal Implications**

There are no policy and legal implications for this report. The application is made by Council under the *Holidays Act 1983* and may be for a full or part day. Council may make application for a bank or public holiday. Traditionally only one day is approved each year.

**5. Financial and Resource Implications**

There are no special financial implications for this report and the public holidays for staff of Council are included in the annual budget for salaries and wages. Where required on-call staff will continue to be available to manage emergent issues and respond to operational emergencies.

**6. Delegations/Authorisations**

No further delegations are required to manage the matters raised in this report.

**7. Communication and Engagement**

The Chief Executive Officer is required to respond by completing and submitting the on-line form requesting the allocation of the public holiday for 2020. Notification of appointment of the holiday will be published in the Queensland Government Gazette.

**8. Conclusion**

That Council maintain its traditional practice of seeking the special holiday for the Brisbane Exhibition (RNA) on the Monday of the week following the commencement of the Brisbane EKLKA. The holiday is to recognise the significant agricultural connection of the region.

**9. Action/s**

The Chief Executive Officer submits the on-line form requesting the allocation of the public holiday for 2020.

**Attachments**

There are no attachments for this report.



- Identification of 12 Key Corporate Risk Categories
- Development of Council’s risk appetite statement
- Review and update Council’s Risk Management Policy
- Development of a Risk Management Framework Guideline
- Development of a Key Corporate Risk Register.

Council’s draft risk management documents were endorsed by the Audit and Risk Management Committee on the 23 May 2019.

### 3. Report

#### Risk Management Policy and Framework Guideline

A review of the Risk Management Policy (previously adopted by Council on 22 August 2018) has been undertaken to ensure alignment with the draft Risk Management Framework Guideline.

The Framework provides the context and platform for all risk management activities undertaken by Council. The Framework outlines Council’s approach to risk management in addition to providing the process for the identification, analysis and management of impacts on Council, reporting requirements and the roles of each stakeholder.

#### Key Corporate Risk Register

A key component of the risk management function was the development of a key corporate risk register that clearly identified what are Council’s key corporate risks.

The Key Corporate Risk Register is based on the following key corporate risk categories

Risk Code	Key Corporate Risk Category	Key Corporate Risk Category Description
FE1	Finance and Economic	Financial sustainability to support the achievement of strategy, goals and objectives in the medium to long term.
FE2	Finance and Economic	Decision making governance, due diligence, accountability and sustainability
IA1	Infrastructure and Assets	Planning, managing and maintaining assets for the future
IA2	Infrastructure and Assets	Delivering major projects (time, cost, scope and quality)
IA3	Infrastructure and Assets	Information and technology capacity and management
BC1	Business Continuity and Systems	Provision of core services now and into the future
EC1	Environment and Community	Environment and the community, including sustainable development, social and community wellbeing, relationships, public health, recreation, regional profile and identity
LCL1	Legal Compliance and Liability	Compliance management – regulatory or contract compliance, litigation, liability and prosecution
P1	Political	Intergovernmental

Risk Code	Key Corporate Risk Category	Key Corporate Risk Category Description
		relationships/relationships with other key stakeholders
R1	Reputation	Reputation and Goodwill
S1	Staff	Strategic workforce planning and management
WHS1	Work Health and Safety	Health and safety

These Key Corporate Risk Categories were adopted by Council along with its risk appetite statement on 26 July 2017.

The draft Key Corporate Risk Register was developed through conducting risk focus sessions with all of Council's business units. This process had been lengthy in duration however effective in educating staff on the role and importance of risk and their associated responsibilities.

An individual risk register has been developed for each of Council's Business Units, which includes the business unit's key corporate risks along with any operational risks the business unit may have, and the associate risk treatments or control measures required on each of these risks.

#### 4. Policy and Legal Implications

Council's policy framework has been adhered to in the development and review of the risk management policy included with this report. The risk management documents comply with the requirements of relevant legislation and standards. Any future policy and legal implications will be addressed as matters arise before Council.

#### 5. Financial and Resource Implications

This report does not have any budgetary implications. Budget implications related to risk management will continue to be addressed through existing allocations.

#### 6. Delegations/Authorisations

No further delegations are required to manage the issues raised in this report. The Chief Executive Officer will manage requirements in line with existing delegations

#### 7. Communication and Engagement

The following stakeholders were engaged in the review and drafting of the risk management documents addressed in this report:

- Audit and Risk Management Committee
- Executive Leadership Team
- Management Team
- A variety of officers from each business unit of Council.

The adopted risk management documents will be provided to relevant stakeholders including Councillors, employees, the public (via Council's website) and oversight bodies.

To ensure the successful implementation of risk management throughout the organisation, appropriate training in risk management will be provided to staff and managers. Training will encompass the risk management process, application of risk management tools, assistance with identification and analysis of Council's risk exposures and reporting

**8. Conclusion**

The Risk Management Policy, Risk Management Framework Guideline and Key Corporate Risk Register have been reviewed and developed in accordance with relevant legislation, standards and Council practice and therefore are recommended for adoption by Council.

**9. Action/s**

The approved Risk Management Policy and Framework Guidelines will be updated in Council's policy and procedure/guideline registers.

*Note: Printed copies of the Key Corporate Risk Register are available upon request.*

**Attachments**

<a href="#">1</a>	Policy	3 Pages
<a href="#">2</a>	Framework Guideline	28 Pages
<a href="#">3</a>	Key Corporate Risk Register	16 Pages



STRATEGIC GOVERNANCE SG08

## Risk Management

### Head of Power

*Local Government Regulation 2012*

#### Key Supporting Council Document

Lockyer Valley Regional Council Corporate Plan (2017 – 2022):

- 5.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community.
- 5.7 Compliant with relevant legislation

### Definitions

Risk is the effect of uncertainty on objectives.

Risk appetite is the level of risk that the Council is prepared to accept, tolerate, or be exposed to at any point in time.

Risk Management is the coordinated activities to direct and control an organisation with regard to risk.

### Policy Objective

The purpose of this policy is to broadly define Council's approach to managing risk in the organisation.

### Policy Statement

Managing risks is an integral part of governance, good management practice and decision making at Lockyer Valley Regional Council.

All of Council's business units are accountable for implementing Council's Risk Management Framework which provides an effective process for the identification, analysis and management of both negative and positive impacts on physical, social and economic capital. The Framework supports sustainability and safeguards Council's assets, infrastructure, people, finances and reputation.

Risk management is embedded in Council's practices and processes through integration in a number of Council documents including the annual Operational Plan and Business Unit Plans. Council is committed to providing the necessary available resources to assist those accountable and responsible for managing risk in the organisation.

Group: Executive Office  
Unit: Governance and Strategy  
Approved: Ordinary Council Meeting  
(Resolution Number:16-20/XX)  
Date Approved: 00/00/2019  
ECM: XXXX

Effective Date: 00/00/2019  
Version: 3.0  
Review Date: 30/06/2021  
Superseded/Revoked: Risk Management Policy ECM3627630

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Management accepts responsibility for managing risk for the organisation. Council and its Audit and Risk Management Committee accept responsibility for overseeing risk management in the organisation. This includes appropriate communication of key corporate risks and their management to the organisation and its stakeholders.

To enable a more streamlined approach to risk management, Council has adopted the following 12 key corporate risk categories:

Risk Code	Key Corporate Risk Category	Key Corporate Risk Category Description
FE1	Finance and Economic	Financial sustainability to support the achievement of strategy, goals and objectives in the medium to long term.
FE2	Finance and Economic	Decision making governance, due diligence, accountability and sustainability
IA1	Infrastructure and Assets	Planning, managing and maintaining assets for the future
IA2	Infrastructure and Assets	Delivering major projects (time, cost, scope and quality)
IA3	Infrastructure and Assets	Information and technology capacity and management
BC1	Business Continuity and Systems	Provision of core services now and into the future
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LCL1	Legal Compliance and Liability	Compliance management – regulatory or contract compliance, litigation, liability and prosecution
P1	Political	Intergovernmental relationships/relationships with other key stakeholders
R1	Reputation	Reputation and Goodwill
S1	Staff	Strategic workforce planning and management
WHS1	Work Health and Safety	Health and safety

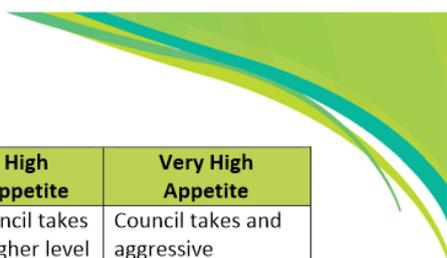
Once risks are identified, the adequacy of controls are considered within the context of Council's risk appetite. Where the risk appetite threshold has been breached, risk management controls and treatments are required to bring the exposure level back to an acceptable range.

Council's risk appetite is set across a range of areas which inform the annual risk process, controls, risk target identification and is generally defined as follows:

Group: Executive Office  
Unit: Governance and Strategy  
Approved: Ordinary Council Meeting  
(Resolution Number:16-20/XXXX)  
Date Approved: 00/00/2019  
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	Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite	Very High Appetite
<b>Approach to Risk</b>	Council accepts as little risk as possible	Council tasks a cautious approach towards taking risk	Council takes a balanced approach to taking risk	Council takes a higher level of risk for increased benefit	Council takes and aggressive approach towards risk as it is considered core to the strategy and purpose

Lockyer Valley Regional Council has a level of risk appetite that it tolerates as detailed in the below table:

Risk Appetite Areas:	Very low	Low	Medium	High	Very High
Health and Safety					
Compliance					
Reputation					
Financial					
Customer Experience (innovation)					
Human Resources					
Delivery of Core Operations & Capabilities					
Information Management and Security					
Major Change Failure					
Governance					

The areas by which Council’s risk appetite is described are an adjunct to Council’s risk management framework and activities. The risk appetite is an internally focused document, concerned with Council’s appetite for accepting risks within its reasonable control. As a result, these groups are different to the Key Corporate Risk Categories.

Council’s risk management performance is measured periodically through progress against the risk management framework. The risk management policy and framework are reviewed at least every two years and updated in response to an event; change in circumstances and to address identified areas of improvement.

### Related Documents

- Risk Management Framework
- Key Corporate Risk Register
- Risk Appetite Statement
- International Standard ISO 31000:2018 Risk Management – Principles and Guidelines*

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## Risk Management Framework

May 2019

### Document Control

This page will be re-issued every time amendments are made to controlled documents. Amended documents will have their revision status and issue date updated accordingly.

Version	Clause(s)	Changes	Author	Issue Date
0		Initial Document	Coordinator Governance and Strategy	15/05/2019
1				
2				
3				
4				



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## 1. Introduction

Lockyer Valley Regional Council provides a diverse range of services to more than 40,000 residents. Council is required to plan for and manage growth and change, deliver on its objectives within the context of population and environment as well as increased legislative and regulatory compliance obligations and financial accountability.

It is incumbent on Council to understand the internal and external risks that may impact the delivery of its organisational goals and have processes in place to identify, mitigate, manage and monitor those risks to ensure the best outcome for Council, staff and the community.

The Australian/New Zealand ISO Standard on Risk Management describes risk as “the effect of uncertainty on objectives”. Risk is the probability of an internal or external situation (an incident) having the potential to impact upon Council; preventing Council from successfully achieving its objectives, delivering its services or capitalising on its opportunities. Risks are an everyday occurrence that could potentially impact on Council’s ability to meet its obligations to stakeholders and the community. Council recognises that while some risks cannot be fully eliminated they can be identified, controlled and managed to an acceptable level.

Risk management is defined as “the coordinated activities to direct and control an organisation with regard to risk”. Council’s Risk Management Framework (‘Framework’) is aligned to the ISO Standard and shall be applied to all activities of Council. Risk needs to be considered and addressed by everyone, including councillors, the chief executive officer, executive managers and managers, employees, and related stakeholders. Council is committed to promoting an organisational culture where risk management is embedded in all activities and business processes.

Council undertakes proactive risk management because:

- It is good practice to understand the key strategic and operational risks and opportunities facing Council to make informed decisions and meet organisational and strategic goals.
- Council provides critical services and infrastructure to the residents and visitors of this region.
- Council has service agreements and contractual obligations with government and non-government agencies and organisations.

The Framework is designed to provide the architecture for a common platform for all risk management activities undertaken by Council, from individual functional, process or project-based assessments to whole-of-organisation assessments, with the aim of enabling comparative analysis and prioritisation of those assessments either individually or cumulatively. The Framework will be reviewed and approved every two years by the Chief Executive Officer and noted by Council. This document should be read in conjunction with Council’s Risk Management Policy.

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Group: Executive Office  
Unit: Governance & Strategy  
Approved: Ordinary Council Meeting  
(Resolution Number:16-20/XXXX)  
Date Approved: XX/XX/XXXX  
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Effective Date: XX/XX/2019  
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Related Policy: Risk Management Policy SG 8

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## 2. Definitions

The following definitions apply for the purposes of this Framework:

Term	Definition
<b>Consequence</b>	A consequence is the outcome of an event and influences objectives. A single event can generate a range of consequences which can have both positive and negative effects on objectives. Initial consequences can also escalate through cascading and cumulative effects.
<b>Control</b>	A control is any measure or action that modifies or regulates risk. Controls include any policy, procedure, practice, process, technology, technique, method, or device that modifies or regulates risk. Risk treatments become controls, or modify existing controls, once they are implemented
<b>Inherent Risk</b>	The risk that an activity would pose if no controls or other mitigating factors were in place (the gross risk or risk before controls)
<b>Likelihood</b>	The possibility of an event happening (probability).
<b>Residual Risk</b>	The risk level remaining after taking account the effectiveness of current controls or mitigating actions in place.
<b>Risk</b>	According to ISO 31000, risk is the “effect of uncertainty on objectives” and an effect is a positive or negative deviation from what is expected.
<b>Risk Analysis</b>	A systematic use of available information to determine what events may occur, the likelihood of occurrence and the magnitude of their consequences.
<b>Risk Assessment</b>	Risk assessment is a process that is made up of three separate processes: risk identification, risk analysis, and risk evaluation.
<b>Risk Appetite</b>	The level of risk that the Council is prepared to accept, tolerate, or be exposed to at any point in time.
<b>Risk Management</b>	The coordinated activities to direct and control an organisation with regard to risk.
<b>Risk Treatment/Action Plan</b>	The additional controls / mitigation action required to ensure that the risk appetite level is achieved.

Group: Executive Office  
Unit: Governance & Strategy  
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Related Policy: Risk Management Policy SG 8

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### 3. Risk Management Principles

All levels of Council commit to incorporating the following principles from the ISO Standard. Risk management will:

- Create and protect value
- Be an integral part of Council's organisational processes
- Be part of the decision-making process
- Explicitly address uncertainty by providing a Framework in which risk can be assessed
- Be systematic, structured and timely
- Be based on the best available information
- Be tailored to Council's internal and external environments
- Consider Council's human and cultural factors
- Be a transparent and inclusive process
- Be dynamic, iterative and responsive to changes; and
- Continually improve.

### 4. Three lines of defence

The Three Lines of Defence model provides a simple and effective way to enhance communications on risk management and control by clarifying essential roles and duties.



#### 1st Line of Defence – Leadership Team

Each Executive Manager and Group is responsible for the ownership and management of their risks. They are also responsible for implementing corrective actions to address process deficiencies. Each Group naturally serves as the 1st line as controls are designed into systems and processes under their guidance. There should be adequate managerial and supervisory controls in place to ensure compliance and to highlight control breakdown, inadequate processes and unexpected events. In some areas, specialist compliance roles have also been established to assist in promoting and monitoring compliance e.g. Finance and Technology.

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#### 2nd line of defence: risk management and compliance functions

The risk management and compliance functions ensure that the Framework is fully embedded, operational and monitor the 1st line controls to ensure that risks are being effectively managed. It is a risk management function that facilitates and monitors the implementation of effective risk management practices by management and assists risk owners in defining the target risk exposure and reporting adequate risk-related information throughout the organisation. Each of these functions has some degree of independence from the first line of defence.

#### 3rd line of defence: internal audit

Internal audit provides independent assurance on the effectiveness of governance, risk management, and internal controls, including the way the 1st and 2nd lines achieve risk management and control objectives. Internal audit provides Council and senior management with comprehensive assurance based on the highest level of independence and objectivity.

## 5. Organisational Risk Culture

The Chief Executive Officer has the ultimate responsibility and accountability for ensuring that risk is managed across the Council supported by the Executive Leadership Team. The Chief Executive Officer and the Executive Leadership Team (ELT) provides governance leadership, agrees the strategic direction and risk appetite (in conjunction with Council), promoting the culture and 'tone from the top', to ensure the best outcome for Council, staff and the community.

Council will actively consider risks during strategic decision-making processes as will all levels of management and will determine the level of residual risk/appetite they are willing to accept. Council will take a risk-based approach to managing internal and external projects, operational and key strategic risks i.e. risks will be managed and monitored according to severity.

Management will conduct full annual reviews of their Business Unit risks (facilitated by the Governance & Strategy Team) with monthly monitoring and status updates on treatments for high risks and quarterly monitoring of all risks. Management will also conduct out-of-cycle reviews of operational, project or key strategic risks if material changes occur, there is a breakdown of controls or new risks emerge for example organisation change, major process or system change, failure of controls, a major incident, a compliance breach, serious complaint or significant near miss.

## 6. Risk Management Guidelines

Council has finite resources, time and budget to manage all aspects of its activities. It is therefore vital that Council apportion resources into the areas of most need, or that will have the greatest impact. Council will therefore take a risk-based approach to managing resources as follows:

- Risks are initially identified and assessed on an inherent basis - the risk that an activity would pose if no controls or other mitigating factors were in place. Determining the likelihood and Impact of the risk occurring allows Council to understand which risks are of greater concern and must therefore be mitigated accordingly.
- The Residual Risk - the risk that remains after the effectiveness of controls are considered (the risk after controls) - can then be determined by assessing the effectiveness of controls in place to mitigate the likelihood and consequence of the risk occurring.
- All risks will be captured in the appropriate organisational Risk Register (Excel spreadsheet) and reported regularly through the various management and Council structures.

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## 7. Risk Appetite

Risk appetite is the amount of risk exposure, or potential adverse impact from an event, that Lockyer Valley Regional Council is willing to accept in pursuit of its objectives. Once the risk appetite threshold has been breached, risk management controls and actions/treatments are required to bring the exposure level back within the accepted range by considering:

- Emerging risks
- Risks that might be outside Council’s control (i.e. political change)
- Where best to allocate scarce resources; and
- Where Council might want to take on additional risk to pursue a strategic objective or expectation of above average returns.

Risk appetite is set across a range of areas which inform the annual risk process, controls, risk target identification and assurance activities and is generally defined as follows:

Appetite:	Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite	Very High Appetite
<b>Approach to Risk:</b>	Council accepts as little risk as possible	Council takes a cautious approach towards taking risk	Council takes a balanced approach to taking risk	Council takes a higher level of risk for increased benefit	Council takes and aggressive approach towards risk as it is considered core to the strategy and purpose

Lockyer Valley Regional Council’s current level of risk appetite is outlined in the below table:

Appetite:	Very low	Low	Medium	High	Very High
<b>Health and Safety</b>					
<b>Compliance</b>					
<b>Reputation</b>					
<b>Financial</b>					
<b>Customer Experience (innovation)</b>					
<b>Human Resources</b>					
<b>Delivery of Core Operations &amp; Capabilities</b>					
<b>Information Management and Security</b>					
<b>Major Change Failure</b>					
<b>Governance</b>					

The appetite statement is reviewed at least once during each term of Council (every four years) by Council in conjunction with the Executive Leadership Team.

It should be noted that Council’s risk appetite is not a judgement about the strategic importance of a function or service provided by Council.

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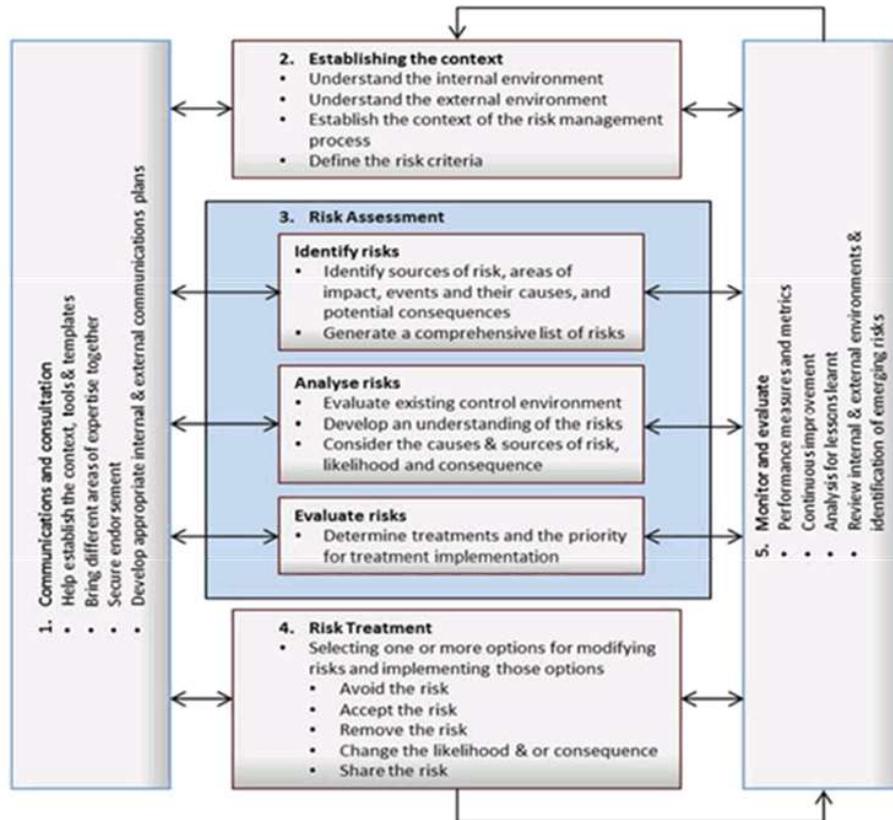
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## 8. Risk Management Process

The risk management process is the “how to” element of the Framework and is defined in the ISO Standard as “the systematic application of management policies, procedures and practices to the task of communicating, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk.”

The risk management process is outlined in the below diagram:



### 8.1 Communication and consultation

Communication and consultation with internal and external stakeholders are important elements at each step of the risk management process. Effective communication is essential to ensure that those responsible for implementing risk management and those with a vested interest understand the basis on which risk management decisions are made and why particular actions are required.

Key direction over a five-year period is set through the adoption of the Corporate Plan. In the development of the annual Operational Plan and Business Unit Plans, Council is dependent on the Risk Management Framework to be used to improve performance by the organisation in the achievement of Council’s actions as detailed in the Operational Plan to achieve the outcomes of the Corporate Plan.

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## 8.2 Establishing the context

Establishing the context in which the risk management process will take place, defines the parameters within which risks must be managed, the criteria against which risk will be evaluated and the structure of the analysis.

### 8.2.1 Understand the internal context

An understanding of Council as an organisation is important to consider prior to understanding the risk management process, regardless of the level. Areas to consider include:

- Goals and objectives and the strategies that are in place to achieve them
- Culture
- Corporate Plan, budget and drivers
- Internal stakeholders
- Work Health and Safety
- Governance and structure
- Capabilities in terms of resources such as people and systems
- Processes
- Council's internal strengths, weaknesses, opportunities and threats.

### 8.2.2 Understand the external context

In addition to considering the external environment, this also includes the relationship or interface between the Council and its external environment. This may include:

- Business, social, regulatory, cultural, competitive, financial and political environment
- International, National, State, Industry and Community impact, trends and practices
- Council's external opportunities and threats
- Health and Safety
- Media
- Legal and Regulatory obligations; and
- Relationships with external stakeholders and key third party service providers.

Establishing the external context is important to ensure that our community and external partners and their objectives are considered when developing risk management criteria and that externally generated threats and opportunities are properly considered.

### 8.2.3 Establish the context of the risk management process

The level of detail that will be entered during the risk management process must be considered prior to commencement and should correspond with the extent and nature of the inherent level of risk. The extent and scope of the risk management process will depend on the goals and objectives of the Council activity that is being addressed, as well as the budget that has been allocated to that activity.

In each instance, consideration must also be given to the roles and responsibilities for driving and undertaking the risk management process.

### 8.2.4 Define the risk criteria or appetite

Risk criteria are terms of reference and are used to evaluate the significance or importance of Council's risks. They are used to determine whether a specified level of risk is acceptable or tolerable. Risk criteria reflect Council's values, policies, and objectives, are based on the external and internal context, consider the views of stakeholders, and are derived from standards, laws, policies, and other requirements.

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## 8.3 Risk Assessment

### 8.3.1 Identify Risks

The purpose is to identify all risks: the what, when, why and how incidents might impact on the achievement of objectives. Comprehensive identification using a well-structured systematic process is critical, as a risk not identified will be excluded from further analysis, so identification should include all risks, whether they are under the control of Council or not.

An incident relates to the failure of people, processes, or systems or from external factors (e.g. fire, flood, assault or damage). In other words, something has gone wrong: a control failed to operate as expected, was not performed, was circumvented or perhaps there was no control in place. Incidents can have multiple and varied impacts:

- Financial (e.g. Losses, Costs, Fines, Penalties)
- Non-Financial (e.g. Customer, damage to Reputation/Assets, Regulatory, Business interruption).

Depending on the circumstances, incidents will typically be captured or identified as:

- Information Technology outages/incidents
- Customer complaints
- Fines/Penalties
- Insurance claims
- Litigation/Legal related incidents
- Work Health Safety incidents/breaches/concerns
- Business Continuity related incidents/breaches/concerns
- Fraud (internal or external)
- Human Resource related incidents / concerns such as termination issues or staff complaints
- Vendor/Third Party failure.

Capturing, understanding the root causes and investigating incidents is critical as these provide Council with important and timely information on the operation and effectiveness of controls, threats to business operation and the extent and nature of risks.

A comprehensive risk identification process is delivered through consideration of the potential influence of each of the elements on the internal and external operating environment on Council objectives. A systematic process includes working through each goal, objective or planned implementation action, identifying the things that may inhibit, detract from or prevent the achievement of the goal or enhance the opportunity to meet the objective.

Documentation of identified risks occurs through the development of a description of the risk and entry into the relevant risk register. The risk description should contain a statement of the risk and include those factors which could cause or contribute to the occurrence of the risk event. A risk, by definition, is a potential for something to happen/a possibility not an actuality and consequently the language used to describe risks should express this element of potentiality.

Council can use a range of tools and approaches to determine potential risks, including:

- Team based brainstorming with experienced and knowledgeable staff
- Structured techniques (such as SWOT analysis, process mapping, flow charting, systems analysis or operational modelling)
- Annual strategic, council planning, budget and risk identification workshops
- Examination and analysis of past reports and incidents
- Regular compliance reviews (internally and externally)
- Internal review by the Audit and Risk Management Committee; and
- Reviews by external service providers.

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There are three types of risks:

Type of risk	Definition	Risk Register
Key/Corporate Risk	is a matter that affects multiple Groups and/or is of a magnitude that may significantly impact the ongoing sustainability or operations of the organisation.	Corporate Risk Register Business Unit Risk Register
Operational Risk	is a matter that affects a single Group or Business Unit, and of a magnitude that is unlikely to impact the ongoing sustainability of the organisation.	Business Unit Risk Register
Project Risk	is a matter that affects a specific project.	Project Risk Register

The key/corporate risks are reviewed annually in conjunction with the ELT and Councillors, using Council's strategic objectives and plan as a starting point. The operational risks are identified in conjunction with Executive Manager and Business Unit Managers on an annual basis as a minimum, at meetings with Governance & Strategy Team which run parallel with the organisation's annual business planning cycle. Output from both the key/strategic and Business Unit Risk Assessments are to then be used as input to the business planning process.

The current corporate risk categories for the Lockyer Valley Regional Council are as follows:

Risk Code	Corporate Risk Category	Corporate Risk Category Description
FE1	Finance and Economic	Financial sustainability to support the achievement of strategy, goals and objectives in the medium to long term.
FE2	Finance and Economic	Decision making governance, due diligence, accountability and sustainability
IA1	Infrastructure and Assets	Planning, managing and maintaining assets for the future
IA2	Infrastructure and Assets	Delivering major projects (time, cost, scope and quality)
IA3	Infrastructure and Assets	Information and technology capacity and management
BC1	Business Continuity and Systems	Provision of core services now and into the future
EC1	Environment and Community	Environment and the community, including sustainable development, social and community wellbeing, relationships, public health, recreation, regional profile and identity
LCL1	Legal Compliance and Liability	Compliance management – regulatory or contract compliance, litigation, liability and prosecution
P1	Political	Intergovernmental relationships/relationships with other key stakeholders
R1	Reputation	Reputation and Goodwill
S1	Staff	Strategic workforce planning and management
WHS1	Work Health and Safety	Health and safety

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### Risk registers

Risk registers provide a mechanism for documenting, managing, monitoring, reviewing, updating and reporting risk information. There are three types of risk registers:

Type	Purpose	Register maintained by	Oversight of Register
Corporate Risk Register	Captures all key/corporate risks	Governance & Strategy Team	<ul style="list-style-type: none"> <li>• Council</li> <li>• Audit and Risk Management Committee</li> <li>• Executive Leadership Team</li> </ul>
Business Unit Risk Register	Captures all key/corporate and operational risks for the Business Unit	Business Unit Manager	<ul style="list-style-type: none"> <li>• Executive Manager of Business Unit</li> </ul>
Project Risk Register	Captures all risks associated with the project	Project Manager	<ul style="list-style-type: none"> <li>• Project sponsor and/or Project Steering Committee</li> </ul>

### 8.3.2 Analyse the risk

Analysis involves developing an understanding of the risk, the likelihood of the risk occurring and the full range of potential consequences. Identification of likelihood and consequences is not scientific, it is a qualitative exercise based on perception and history.

The initial analysis provides the inherent likelihood, the inherent consequences and the inherent risk rating.

At this stage, the analysis assumes that all controls have failed or there were no effective controls in place. Whilst this is unlikely, this allows the Council to understand which risks have the greatest potential for disrupting business operations and therefore require strong and effective controls with appropriate and ongoing oversight.

#### Inherent consequence

This is defined as the potential consequence of a risk occurring and is generally expressed as being a financial loss, non-financial loss (e.g. damage to reputation, customer impact, regulatory impact) or occasionally a gain. Asking 'what would be the impact/consequence of risk XYZ occurring?' may elicit a better response. (See below the Consequence Matrix and in Appendix 1)

Accurately determining the possible multiple consequences can be achieved by utilising the consequence matrix, which is divided into nine categories and five levels of consequence:

Consequence Categories:

- Business Continuity and Business Systems
- Environmental and Community
- Financial and Economic
- Work Health and Safety
- Staff
- Reputation
- Infrastructure and Assets
- Political

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- Legal Compliance and Liability.

Consequence Levels:

- Insignificant (1)
- Minor (2)
- Moderate (3)
- Major (4)
- Catastrophic (5).

A risk may fit into a single category or fall across multiple types and similarly the level of consequence may fit into more than one column. It is up to management to determine the type with the highest consequence for inclusion into the risk register.

The consequence matrix should be reviewed at least every two years with business subject matter experts as part of the Framework review to ensure that categories and descriptions are relevant and reflective of Council's internal and external environments.

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Consequence Matrix

Consequence	Business Continuity and Business Systems	Environmental and Community	Financial and Economic	Work Health and Safety	Staff	Reputation	Infrastructure and Assets	Political	Legal Compliance and Liability
<b>Catastrophic</b>	Permanent loss of activity.	Widespread and irreversible environmental damage / harm attributed by the courts to be negligent or incompetent actions of Council.	Financial impact jeopardises Council as a going concern.	Any fatality or significant irreversible disability.	Staff issues cause contributing failure to deliver essential services.	Loss of State Government support with scathing criticism and removal of the Council. Negative National media exposure against Council.	Widespread, long term loss of substantial key assets, infrastructure, corporate information and/or IT network/hardware.	Loss of power and influence restricting decision making and capabilities. Dismissal of Council by State Government.	Major civil lawsuit and/or criminal charges with prosecution.
<b>Major</b>	Significant disruption which has a serious impact on business activity, stakeholders or regulatory compliance resulting in contingency plans being invoked.	Severe environmental or community/planning impact requiring significant remedial action. Penalties and/or direction or compliance order incurred.	Financial impact limiting the capacity of the Council to achieve objectives.	Extensive injuries. Lost time of more than 4 working days.	Staff issues cause widespread failure to deliver several major strategic objectives and long-term failure of day to day service delivery.	State media and public concern / exposure with adverse attention and long-term loss of support from Lockyer Valley residents.	Widespread, short to medium term loss of key assets, infrastructure, corporate information and/or IT network/hardware.	Adverse impact and intervention by State Government, including loss of power and also added responsibilities and duties without resources.	Breach of regulation resulting in substantial fine, civil law suit, loss of contract/licence, future transactions affected.
<b>Moderate</b>	Some disruption with unacceptable impact on business activity, stakeholders or regulatory compliance.	Moderate impact on the environment and or community/planning; no long term or irreversible damage. May incur cautionary notice or infringement.	Financial impact requiring reallocation of funds across directorates.	Medical treatment. Lost time of up to 4 working days.	Staff issues cause failure to deliver minor strategic objectives and temporary and recoverable failure of day to day service delivery.	Significant local concern / exposure and short to mid-term loss of support from residents.	Short to medium term loss of key assets, infrastructure, corporate information and/or IT network/hardware.	Adverse impact and intervention by another local government & LOAQ.	Breach of regulation resulting in significant fine, threat of legal action or threat of loss of contract/licence.
<b>Minor</b>	Temporary and recoverable disruption with minor impact on business activity, stakeholders or regulatory compliance.	Minor environmental or community/planning damage such as remove temporary pollution.	Financial impact that can be absorbed and dealt with at the directorate level.	First aid treatment. No lost time.	Staff issues cause several days interruption of day to day service delivery.	Minor local community concern manageable through good public relations.	Minor loss/damage. Repairs required.	Adverse impact by another local government.	Breach of regulation resulting in infringement notice, isolated threat of legal action, isolated threat of loss of contract/licence.
<b>Insignificant</b>	Disruption with negligible impact on business activity, stakeholders, or regulatory compliance.	Brief, non-hazardous, transient pollution or damage.	Financial impact that can be absorbed and dealt with at the individual activity/project level.	Slight injury or health effect not requiring first aid.	Staff issues Short term low staffing level/performance temporarily reduces activity quality, but there is no impact on stakeholders.	Transient matter, e.g. customer complaint, resolved in day-to-day management.	Damage where repairs are required however facility/ infrastructure/ network/hardware are still operational.	Negligible impact from another local government.	Minor complaint, incident or contract issue resolved by management.

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Inherent likelihood

The inherent likelihood of a risk occurring is defined as the probability and frequency of its occurrence. It may be easier to ask: ‘How likely is it that the risk event will occur?’ The table below (also refer to Appendix 2) is a commonly used format with five levels of Likelihood from Rare (an event that occurs only in exceptional circumstances) to Almost Certain (occurring frequently within a year).

Rating	Description	Likelihood of Occurrence	Probability
5	Almost Certain	Incidents will occur frequently each year	Multiple times per year
4	Likely	Incidents will almost certainly occur each year	1 per year
3	Possible	Incidents will possibly occur every 2 to 3 years	1 in 2 - 3 years
2	Unlikely	Incidents are unlikely; every 3 to 5 years	1 in 3 - 5 years
1	Rare	Incidents possible in exceptional circumstances	1 in 5+ years

Inherent risk rating

For each of the risks listed from the Risk Identification process, the likelihood of the risk occurring, and its consequence can be plotted using the criteria matrices (see below) by multiplying the numbers associated to each criterion of likelihood and consequence. For example, the risk of fraud occurring in the payroll process, in the absence of effective controls, could be assessed as follows:

The likelihood is considered as ‘Likely’ (= 4) with the consequence assessed as being ‘Major’ (= 4).

The resulting level of risk will be shown as the intersection of the two dimensions on the Risk Level Matrix (see below and Appendix 3). This provides the Inherent Risk Rating = High (80).

Likelihood	Rating	Consequence									
		1		2		3		4		5	
		Insignificant	Minor	Moderate	Major	Catastrophic					
A - Almost certain	5	M	52	H	64	H	76	E	88	E	100
<b>B - Likely</b>	4	L	44	M	56	H	68	<b>H</b>	<b>80</b>	E	92
C - Possible	3	L	36	M	48	M	60	H	72	E	84
D - Unlikely	2	L	28	L	40	M	52	H	64	H	76
E - Rare	1	L	20	L	32	L	44	M	56	H	68

*\*Example of how to identify inherent risk rating (fraud in a payroll process)*

8.3.3 Evaluate Risks

Risk mitigation/treatment involves identifying the most appropriate responses to reducing the inherent risk level to a status acceptable within the Council’s risk tolerance or appetite. Both controls and treatments are designed to mitigate the risk by reducing the likelihood of negative risks occurring and/or reducing the consequences of risks should they occur.

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There are several treatment options available and more than one can be applied to any risk. Typical treatment options include the establishment and operation of controls designed to mitigate, discourage, identify and/or limit the consequence and likelihood of a risk from occurring. Most risks will have multiple different controls in place, some intended to prevent a risk occurrence, and some will detect an occurrence whilst others are designed to respond to an occurrence.

Controls are not always performed by the risk owner. For example, Business Units will have a key reliance on technology to manage controls to ensure systems are available and operating as required.

**A. Directive Controls** are those designed to establish desired outcomes.

Examples: (fraud in payroll process example)

- Setting Council policies and/or procedures
- Setting spending limits
- Setting IT configuration standards
- Laws and regulations
- Training seminars
- Job descriptions
- Meetings,

**B. Preventive Controls** are designed to discourage errors or irregularities from occurring. They are proactive controls that help to ensure organisational objectives are being met.

Examples: (fraud in payroll process example)

- Training on applicable policies and procedures
- Review and approval for purchase requisitions to ensure they are appropriate before purchase
- IT access authorisations to ensure access is appropriate
- The use of passwords to stop unauthorised access to systems/applications
- Segregation of duties (authorisation, recordkeeping & custody of the related assets should not be performed by the one same individual)
- Physical control over assets
- Locking office door to discourage theft
- Using passwords to restrict computer access
- Shredding documents with confidential information.

**C. Detective Controls** are designed to find errors or irregularities after they have occurred.

Examples: (fraud in payroll process example)

- Cash counts, bank reconciliation
- Review of payroll reports
- Compare transactions on reports to source documents
- Monitor actual expenditures against budget
- Review logs for evidence of mischief
- Exception reports which list incorrect or invalid entries or transactions
- Reviews and comparisons
- Physical counts of inventories

**D. Corrective Controls** are intended to limit the extent of any damage caused by an incident e.g. by recovering the organisation to normal working status as efficiently as possible.

Examples: (fraud in payroll process example)

- Submit corrective journal entries after discovering an error
- Complete changes to IT access lists if individual's role changes

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- Anti-virus
- System upgrades
- Additional training
- Changes to procedures.

#### E. Share the risk

- Risk sharing may be achieved by taking out insurance to facilitate financial recovery against the realisation of a risk
- Compensating a third party to take the risk because the other party is more able to effectively manage the risk
- Risk may be wholly transferred, or partly transferred (that is, shared)
- It is important to remember that it is almost impossible to transfer risk completely. In almost all risk sharing arrangement, a degree of the original risk remains and there is inevitably financial or other consideration for the sharing of the risk. In addition, a new risk is inherited; that of being dependent on a third party to manage the original risk.

**F. Avoid the risk.** Some risks may only return to acceptable levels if the activity is terminated or avoided.

**G. Tolerate the risk.** A risk may be accepted because:

- The probability or consequences of the risk is low or minor
- The cost of treating the risk outweighs any potential benefit
- The risk falls within Council's established risk appetite and/or tolerance levels; or
- Council has limited/no control over the risk. E.g. natural disasters, international financial market impacts, terrorism and pandemic illnesses. To manage such risks, Council should have a business continuity plan in place to provide effective prevention and recovery.

When determining the most appropriate treatment, Council should consider:

- How will the treatment modify the level of risk?
- How do costs balance out against benefits?
- How compatible is the treatment with the overall Council objectives?
- Does it comply with legislation?
- Does it introduce new or secondary risks?

Often more than one response may be necessary to address an identified risk. In those cases, a combination of responses (controls/mitigations) should be taken into consideration.

#### Current control environment

To understand the extent to which the likelihood and consequence of a risk occurring is being mitigated, the full suite of controls in place must be documented and assessed for effectiveness of design and operation. The assessment should only assess controls that are currently in operation, not those that are planned.

Where controls are operated by a third party (e.g. technology), discussions with the control owner should take place to ensure there is an appropriate assessment of the control that takes into consideration the views of the control owner and the risk owner.

#### Control Rating

The table below is to assist in the assessment of the controls in use. The Control Rating is the subjective view of the Risk owner and the Control owner(s) and is reflective of the effectiveness of all the controls i.e. controls are not rated individually.

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Control Rating	Description
Adequate	<ul style="list-style-type: none"> <li>The controls address the identified risk and there is little scope for improvement</li> <li>There is no convincing cost/benefit justification to change the approach</li> </ul>
Opportunity for Improvement	<ul style="list-style-type: none"> <li>The controls contain some inadequacies and scope for improvement can be identified</li> <li>There is some cost/benefit justification to change the approach</li> </ul>
Inadequate	<ul style="list-style-type: none"> <li>The controls do not appropriately address the identified risk and there is an immediate need for improvement actions</li> <li>There is a significant cost/benefit justification to change the approach</li> </ul>

Residual Risk Rating

When the controls have been assessed and rated, the Residual Risk (the amount of risk left over after inherent risks have been reduced by controls) rating can be determined.

For each of the risks listed from the risk identification process, the residual likelihood of occurrence and potential consequences can be plotted by multiplying the numbers associated to each criterion of likelihood and consequence. For example, the risk of fraud occurring in the payroll process, taking into consideration the effectiveness of controls in place (considered 'Good'), could now be reassessed as follows:

The Likelihood is Rare (= 1) with the consequence assessed as now being Moderate (= 3).

The resulting residual risk will be shown as the intersection of the two dimensions on the matrix (see example 1 below). This provides the Residual Risk level of Low (L 44). It is likely that no further actions would be required to further mitigate this risk.

Likelihood	Rating	Consequence									
		1		2		3		4		5	
		Insignificant	Minor	Moderate	Major	Catastrophic					
A - Almost certain	5	M 52	H 64	H 76	E 88	E 100					
B - Likely	4	L 44	M 56	H 68	H 80	E 92					
C - Possible	3	L 36	M 48	M 60	H 72	E 84					
D - Unlikely	2	L 28	L 40	M 52	H 64	H 76					
E - Rare	1	L 20	L 32	L 44	M 56	H 68					

*\*Example 1 of how to identify residual risk rating (fraud in a payroll process) – within appetite.*

Alternatively, if controls in place to mitigate fraud occurring in the payroll process are determined to be 'Poor', the residual risk could be reassessed as follows:

The likelihood is 'Possible' with the consequence assessed as still being 'Major'.

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The resulting residual risk would be High (H 72) (*Example 2 below*). In these circumstances, the residual risk would likely be outside of appetite and would require actions to address the controls gaps or weaknesses to further mitigate the likelihood or impact of the risk occurring.

Likelihood	Rating	Consequence									
		1		2		3		4		5	
		Insignificant	Minor	Moderate	Major	Catastrophic					
A - Almost certain	5	M	52	H	64	H	76	E	88	E	100
B - Likely	4	L	44	M	56	H	68	H	80	E	92
C - Possible	3	L	36	M	48	M	60	H	72	E	84
D - Unlikely	2	L	28	L	40	M	52	H	64	H	76
E - Rare	1	L	20	L	32	L	44	M	56	H	68

\*Example 2 of how to identify residual risk rating (fraud in a payroll process)- outside appetite.

### 8.4 Risk treatment

Where control weaknesses are identified, and the decision is taken that further mitigation is required (i.e. the residual exposure is not accepted), a treatment plan must be established.

All actions/treatments must be:

- **Owned:** who is responsible for ensuring the action is addressed
- **Specific:** the exact activities that will be undertaken
- **Timely:** must be completed within appropriate time frames, commensurate with the significance of the gap/weakness
- **Achievable:** the action/activities must be realistic to ensure appropriate mitigation
- **Measurable:** it must be possible to quantify the action or have a means of assessing progress
- **Justified:** can demonstrate a further reduction in the Residual Likelihood and/or consequence.
- **Governed:** tracked, managed and reported.

### 8.5 Monitor and evaluate

The risk assessment process provides a snapshot of Council’s risks, controls and treatment plans at a given point in time – the risk register. As the external and internal environment in which Council operates is fluid, the risk management process is iterative and is subject to a structure of monitoring and review processes.

#### Ongoing review of material risks

Risk and the effectiveness of control measures to manage risk need to be monitored on an ongoing basis to ensure changing circumstances, such as the political environment and the Council’s strategic objectives and risk appetite do not alter the risk evaluation profiles and adequacy assessments.

New risks or deficiencies in existing mitigation strategies may be identified via several sources:

- Changes in the strategic objectives
- Regular review of the identified risks and mitigation strategies
- Annual Internal Audit Plan

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- Ongoing monitoring by Audit and Risk Management Committee and ELT
- New legislation
- New accounting standards, Frameworks or information from any regulator
- IT outages
- Complaints
- Regulatory/Compliance breaches
- Incidents
- External Audit
- Projects or Change Initiatives.

Internal audit will provide attention to those controls, mitigation activities or other responses identified through the risk assessment as having significant priority. In addition, the Risk Assessment Process, will be monitored, evaluated and reviewed by the Internal Auditor.

Risks are to be monitored and reviewed by the responsible manager/officer on an ongoing basis and reported as outlined in the table under section 10.

## 9. Project Related Risks

In relation to project-based risk assessments, the risk treatment plan provides the project manager with a tool to continuously monitor project improvement through the implementation of the plan. Issues and risks identified through the course of the project must be assessed and included in the project risk register, having gone through the full risk assessment process outlined in this framework. This process will ensure the continuing relevance of the risk assessment.

## 10. Risk Reporting and Assessment Review

### 10.1 Risk Reporting

#### Monthly Risk Reporting:

Risk register progress reporting is to be made on a monthly basis as follows:

Risk Register	Author/Responsibility	Reporting Requirements	Audience	
			Executive	ELT
Corporate Risk Register	Governance and Strategy Team	Risks with a residual risk rating of "Extreme" or "High"		✓
Business Unit Risk Register	Business Unit Managers/Coordinators	Key/Corporate risks by exception (what are outside appetite)	✓	

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## Quarterly Risk Reporting:

Risk register progress reporting is to be made on a quarterly basis as follows:

Risk Register	Author/Responsibility	Reporting Requirements	Audience			
			Executive	ELT	ARMC	Council
Corporate Risk Register	Governance and Strategy	All key/strategic risks including risk treatment plan update		✓	✓	
		Risks with a residual risk rating of Extreme or High				✓
Business Unit Risk Register	Business Unit Managers/Coordinators	All operational risks (by exception)	✓			

## 10.2 Review of Risk Assessments and Effectiveness of Risk Management Framework

The following reviews should be conducted on an annual basis as follows:

Review to be conducted	Responsibility	Audience			
		Executive	ELT	ARMC	Council
Corporate Risk Categories	Governance and Strategy Team		✓	✓	✓
Key/Corporate Risk Assessments	Governance and Strategy Team		✓	✓	✓
Operational Risk Assessments	Business Unit Managers	✓	✓		
Effectiveness of Risk Management Framework	Governance and Strategy Team		✓	✓	✓

The following review should be conducted at least once per Council term (4 years):

Review to be conducted	Responsibility	Audience			
		Executive	ELT	ARMC	Council
Council's Risk Appetite Statement	Governance and Strategy Team		✓	✓	✓

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## 11. Risk Training

To ensure the successful implementation of risk management throughout the organisation, appropriate training in risk management will be provided to staff and managers. Training will encompass the risk management process, application of risk management tools, assistance with identification and analysis of Council's risk exposures and reporting.

## 12. Roles and Responsibilities

Risk Management within Council is an integral element of good business practice. The Risk Assessment Process is integrated with the Corporate Planning processes. It is therefore everyone's responsibility within the Council to manage risk - the accountability for managing any specific risk sits with the position most appropriate to manage that risk. This is reflected in position descriptions (with varying degrees of responsibility at the various levels) and the performance management process.

Notwithstanding the "whole of organisation" approach to risk management responsibility, there are specific elements which require defined alignment of roles and responsibilities. The responsibilities for each of the roles identified are as follows:

### Council

- Appetite statement.
- Approve the Risk Management Policy and note the Risk Management Framework.
- Be satisfied that key/corporate risks are identified, managed and controlled appropriately.
- Appoint the Audit and Risk Management Committee.

### Audit and Risk Management Committee

- Oversee the Risk Management Framework and review the mechanisms in place to comply with the Framework.
- Monitor the systems and process via the Council's corporate risk register and consider these risks when developing the Internal Audit Plan.
- Consider the adequacy of actions/treatments taken to ensure that the risks have been dealt with in a timely manner to mitigate exposures to the Council.
- Identify and refer specific projects or investigations deemed necessary to assess risk management through the Chief Executive Officer, the internal auditor and the Council.

### Internal Audit

- Provides independent assurance on the effectiveness of governance, risk management, and internal controls.
- Develop an internal audit plan and undertake internal audits based on the key corporate risks.

### Executive Leadership Team (ELT)

- Assist with the development and implementation of the risk appetite statement.
- The Chief Executive Officer is accountable for ensuring appropriate risk management within Council.
- Endorse the Risk Management Policy for approval by Council, approve the Risk Management Framework, and monitor implementation.
- Provide executive leadership in the management of corporate, operational and project risk and generally champion risk management within Council.
- Ensure that their respective business unit risks as entered by each unit are reviewed, updated as required in the reporting schedule.

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Governance and Strategy Team

- Lead the development, implementation and review of the Risk Management Policy, Risk Management Framework, and supporting processes and systems.
- Develop, maintain and quality assure corporate risk registers and monitor implementation of controls and agreed treatment actions.
- Prepare various risk management reports to the Council, Audit and Risk Management Committee, ELT, and managers in accordance with this Framework and the Risk Management Policy.
- Provide risk management training, advice and support and conduct risk assessments as agreed with the ELT.
- Liaise with the Internal Auditor.
- Measure corporate risk management maturity and report on the implementation of actions to achieve target maturity.

Project managers

- Ensure that this Framework is applied to the projects under their oversight.

Work Health and Safety Team

- Develop and facilitate implementation of SafePlan.
- Ensure that SafePlan is based on risk management standards and is consistent with this Framework.

Managers

- Ownership of risk management within their Business Unit or as delegated by the CEO in accordance with the Risk Management Policy and the Risk Management Framework.
- Champion risk management within their Business Unit and appropriate risk management practice by staff, volunteers, contractors, and service providers.

Risk owners

- Responsibility that risk remains within defined tolerance.
- Trigger out-of-cycle review of the risks if material change occurs (e.g. restructure, new IT systems or processes being implemented, risk eventuates).
- Ensure personal compliance with risk management policies and procedures in performance of duties/activities.
- Ensure controls mitigating risks are designed and operating effectively to reduce the risk exposure to a level which is acceptable to the Council.
- Responsible for annual verification of risks.

Control owner

- Oversee ensuring that controls (which may be outside responsibility of risk owners e.g. IT controls) are identified and documented.
- Responsible for annual verification that controls are effective.
- Understands the importance of the effective operation of the control and potential impact of failure on all areas that rely upon it.
- Provide appropriate communication when their controls fail or do not operate as expected.

Staff, contractors and service providers

- Applying risk management practices in their area of work and ensuring that management are aware of risks associated with council's operations.
- Recommending or providing suitable plans to manage risks; obtaining appropriate approval prior to action (where required); and reporting on risk management practices.

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### 13. Performance Monitoring

Risk management performance indicators include:

- Monthly report to ELT on status of extreme and high rated residual risks
- Quarterly reports to ELT / Audit & Risk Committee of all risks treatments on track.

### 14. Related Documents

Risk Policy S 08  
Lockyer Valley Regional Council Risk Appetite Statement  
ISO 312000:2018E Risk Management - Principles and Frameworks

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## Appendix 1 – Consequence Matrix

Consequence and Business Systems	Business Continuity and Business Systems	Environmental and Community	Financial and Economic	Work Health and Safety	Staff	Reputation	Infrastructure and Assets	Political	Legal Compliance and Liability
<b>Catastrophic</b>	Permanent loss of activity.	Widespread and irreversible environmental damage / harm attributed by the courts to be negligent or incompetent actions of Council.	Financial impact jeopardises Council as a going concern.	Any fatality or significant irreversible disability.	Staff issues cause continuing failure to deliver essential services.	Loss of State Government support with scathing criticism and removal of the Council. Negative National media exposure against Council.	Widespread, long term loss of substantial key assets, infrastructure, corporate information and/or IT network/hardware.	Loss of power and influence restricting decision making and capabilities. Dismissal of Council by State Government.	Major civil lawsuit and/or criminal charges with prosecution.
<b>Major</b>	Significant disruption which has a serious impact on business activity, stakeholders or regulatory compliance resulting in contingency plans being invoked.	Severe environmental or community/planning impact requiring significant remedial action. Penalties and/or direction or compliance order incurred.	Financial impact limiting the capacity of the Council to achieve objectives.	Extensive injuries. Lost time of more than 4 working days.	Staff issues cause widespread failure to deliver several major strategic objectives and long-term failure of day to day service delivery.	State media and public concern / exposure with adverse attention and long-term loss of support from Lockyer Valley residents.	Widespread, short to medium term loss of key assets, infrastructure, corporate information and/or IT network/hardware.	Adverse impact and intervention by State Government, including loss of power and also added responsibilities and duties without resources.	Breach of regulation resulting in substantial fine, civil law suit, loss of contract/licence, future transactions affected.
<b>Moderate</b>	Some disruption with unacceptable impact on business activity, stakeholders or regulatory compliance.	Moderate impact on the environment and or community/planning; no long term or irreversible damage. May incur cautionary notice or infringement notice.	Financial impact requiring relocation of funds across directorates.	Medical treatment. Lost time of up to 4 working days.	Staff issues cause failure to deliver minor strategic objectives and temporary and recoverable failure of day to day service delivery.	Significant local concern / exposure and short to mid-term loss of support from residents.	Short to medium term loss of key assets, infrastructure, corporate information and/or IT network/hardware.	Adverse impact and intervention by another local government & LGAQ.	Breach of regulation resulting in significant fine, threat of legal action or threat of loss of contract/licence.
<b>Minor</b>	Temporary and recoverable disruption with minor impact on business activity, stakeholders or regulatory compliance.	Minor environmental or community/planning damage such as remove temporary pollution.	Financial impact that can be absorbed and dealt with at the directorate level.	First aid treatment. No lost time.	Staff issues cause several days interruption of day to day service delivery.	Minor local community concern manageable through good public relations.	Minor loss/damage. Repairs required.	Adverse impact by another local government.	Breach of regulation resulting in infringement notice, isolated threat of legal action, isolated threat of loss of contract/licence.
<b>Insignificant</b>	Disruption with negligible impact on business activity, stakeholders or regulatory compliance.	Brief, non-hazardous, transient pollution or damage.	Financial impact that can be absorbed and dealt with at the individual activity/project level.	Slight injury or health effect not requiring first aid.	Staff issues Short term low staffing level/performance temporarily reduces activity quality, but there is no impact on stakeholders.	Transient matter, e.g. customer complaint, resolved in day-to-day management.	Damage where repairs are required however facility/infrastructure/network/hardware are still operational.	Negligible impact from another local government.	Minor complaint, incident or contract issue resolved by management.

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## Appendix 2 – Likelihood Matrix

Rating	Description	Likelihood of Occurrence	Probability
5	Almost Certain	Incidents will occur frequently each year	Multiple times per year
4	Likely	Incidents will almost certainly occur each year	1 per year
3	Possible	Incidents will possibly occur every 2 to 3 years	1 in 2 - 3 years
2	Unlikely	Incidents are unlikely; every 3 to 5 years	1 in 3 - 5 years
1	Rare	Incidents possible in exceptional circumstances	1 in 5+ years

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### Appendix 3 - Risk Level Matrix

Likelihood	Rating	Consequence									
		1		2		3		4		5	
		Insignificant		Minor		Moderate		Major		Catastrophic	
A - Almost certain	5	M	52	H	64	H	76	E	88	E	100
B - Likely	4	L	44	M	56	H	68	H	80	E	92
C - Possible	3	L	36	M	48	M	60	H	72	E	84
D - Unlikely	2	L	28	L	40	M	52	H	64	H	76
E - Rare	1	L	20	L	32	L	44	M	56	H	68

**Notes:**

1. This matrix is consistent with the Australian Standard, except for Cell A1 which is rated H (high risk) in the Risk Management Standard. This difference is due to the application of the formula described in Note 2, and only applies to risks for which the Consequences are insignificant.
2. To assist in risk ranking, scores (which are not included in the Australian Standard) are also allocated for each level of risk. The scores are derived from the following formula:

$$Risk = (Likelihood \times 2) + (Consequence \times 3)$$

(The result is multiplied by 4 to produce a scale of 20 to 100).

3. The SafePlan matrix is utilised by the Workplace Health and Safety Team when assessing their risks.

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 Unit: Organisational Development  
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 ECM:

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 Superseded/Revoked:

KEY CORPORATE RISK REGISTER				Inherent Risk Rating			Residual Risk Rating			Target Risk Rating			
RISK CODE	KEY CORPORATE RISK CATEGORY	KEY CORPORATE RISK CATEGORY DESCRIPTION	KEY CORPORATE INHERENT RISK RATING	KEY CORPORATE RESIDUAL RISK RATING	TARGET KEY CORPORATE RISK RATING (in line with Appetite)	Extreme	High	Medium	Low	Extreme	High	Medium	Low
FE1	Financial and Economic (FE1)	Financial sustainability to support the achievement of strategy, goals and objectives in the medium to long term.	High	High	Medium	Extreme	High	Medium	Low	Extreme	High	Medium	Low
FE2	Financial and Economic (FE2)	Decision making governance, due diligence, accountability and sustainability	High	High	Medium	Extreme	High	Medium	Low	Extreme	High	Medium	Low
IA1	Infrastructure and Assets (IA1)	Planning, managing and maintaining assets for the future	High	Medium	Medium	Extreme	High	Medium	Low	Extreme	High	Medium	Low
IA2	Infrastructure and Assets (IA2)	Delivering major projects (time, cost, scope and quality)	High	Medium	Medium	Extreme	High	Medium	Low	Extreme	High	Medium	Low
IA3	Infrastructure and Assets (IA3)	Information and technology capacity and management	Extreme	High	Low	Extreme	High	Medium	Low	Extreme	High	Medium	Low
BC1	Business Continuity and Systems (BC1)	Provision of core services now and into the future	High	High	Medium	Extreme	High	Medium	Low	Extreme	High	Medium	Low
EC1	Environment and Community (EC1)	Environment and the community, including sustainable development, social and community wellbeing, community relationships, public health, recreation, regional profile and identity	High	High	Medium	Extreme	High	Medium	Low	Extreme	High	Medium	Low
LCL1	Legal Compliance and Liability	Compliance management - regulatory or contract compliance, litigation, liability and prosecution	High	Medium	Low	Extreme	High	Medium	Low	Extreme	High	Medium	Low
PI1	Political	Inter-governmental relationships / relationships with other key stakeholders	High	Low	Low	Extreme	High	Medium	Low	Extreme	High	Medium	Low
RI1	Reputation	Reputation and goodwill - where the reputation of Council is negatively impacted	High	Medium	Low	Extreme	High	Medium	Low	Extreme	High	Medium	Low
SI1	Staff	Strategic Workforce Planning and Management	High	High	Low	Extreme	High	Medium	Low	Extreme	High	Medium	Low
WHS1	Work Health and Safety	Health and Safety	High	High	Low	Extreme	High	Medium	Low	Extreme	High	Medium	Low

Key Corporate Risk Register

Financial and Economic (FE1)																																																																														
REF	KEY CORPORATE RISK CATEGORY	RISK DESCRIPTION	INHERENT RISK ASSESSMENT			RESIDUAL RISK ASSESSMENT			TARGET RISK AND TREATMENT PLAN																																																																					
			CONSEQUENCE	LIKELIHOOD	INHERENT RISK	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	TARGET	TREATMENT	ACTION	RISK OWNER																																																																		
Financial sustainability to support the achievement of strategy, goals and objectives in the medium to long term.										<table border="1"> <tr> <th>Consequence</th> <th>Likelihood</th> <th>Inherent Risk</th> </tr> <tr> <td>Catastrophic</td> <td>Almost Certain</td> <td>High</td> </tr> <tr> <td>Major</td> <td>Likely</td> <td>High</td> </tr> <tr> <td>Moderate</td> <td>Possible</td> <td>Medium</td> </tr> <tr> <td>Minor</td> <td>Unlikely</td> <td>Low</td> </tr> <tr> <td>Insignificant</td> <td>Rare</td> <td>Low</td> </tr> </table>	Consequence	Likelihood	Inherent Risk	Catastrophic	Almost Certain	High	Major	Likely	High	Moderate	Possible	Medium	Minor	Unlikely	Low	Insignificant	Rare	Low	<table border="1"> <tr> <th>Existing Controls</th> <th>Consequence</th> <th>LIKELIHOOD</th> <th>RESIDUAL RISK</th> </tr> <tr> <td>Adequate</td> <td>Catastrophic</td> <td>Almost Certain</td> <td>High</td> </tr> <tr> <td>Opportunity for improvement</td> <td>Major</td> <td>Likely</td> <td>High</td> </tr> <tr> <td>Moderate</td> <td>Moderate</td> <td>Possible</td> <td>Medium</td> </tr> <tr> <td></td> <td>Minor</td> <td>Unlikely</td> <td>Low</td> </tr> <tr> <td></td> <td>Insignificant</td> <td>Rare</td> <td>Low</td> </tr> </table>	Existing Controls	Consequence	LIKELIHOOD	RESIDUAL RISK	Adequate	Catastrophic	Almost Certain	High	Opportunity for improvement	Major	Likely	High	Moderate	Moderate	Possible	Medium		Minor	Unlikely	Low		Insignificant	Rare	Low	<table border="1"> <tr> <th>Target</th> <th>Treatment</th> <th>Action</th> </tr> <tr> <td>Extreme</td> <td>Tolerate</td> <td>Yes</td> </tr> <tr> <td>High</td> <td>Avoid</td> <td>No</td> </tr> <tr> <td>Medium</td> <td>Share</td> <td>Yes</td> </tr> <tr> <td>Low</td> <td>Reduce/Control Likelihood</td> <td>Yes</td> </tr> <tr> <td></td> <td>Reduce/Control Consequence</td> <td>Yes</td> </tr> <tr> <td></td> <td>Reduce/Control Likelihood &amp; Consequence</td> <td>Yes</td> </tr> <tr> <td></td> <td>Reduce/Control Likelihood and Share</td> <td>Yes</td> </tr> </table>	Target	Treatment	Action	Extreme	Tolerate	Yes	High	Avoid	No	Medium	Share	Yes	Low	Reduce/Control Likelihood	Yes		Reduce/Control Consequence	Yes		Reduce/Control Likelihood & Consequence	Yes		Reduce/Control Likelihood and Share	Yes
Consequence	Likelihood	Inherent Risk																																																																												
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	Reduce/Control Consequence	Yes																																																																												
	Reduce/Control Likelihood & Consequence	Yes																																																																												
	Reduce/Control Likelihood and Share	Yes																																																																												
PA01	Financial and Economic (FE1)	ineffective processes in ensuring completeness, accuracy and timeliness in application of Council's infrastructure charges levying and revenue collection practices results in loss of revenue for Council	Major	Likely	High	Moderate	Likely	High	Opportunity for improvement	Moderate	Likely	High	Medium 48	Reduce/Control Consequence & Likelihood	Yes	Manager Planning and Development																																																														
WM6	Financial and Economic (FE1)	Waste management revenue is captured in General operating revenue, therefore no specific allocation of cash available to cover potential waste management costs.	Moderate	Possible	Medium	Moderate	Possible	Medium	Opportunity for improvement	Moderate	Possible	Medium	Medium 48	Reduce/Control Likelihood	Yes	Manager Health, Waste and Regulatory Services																																																														
WM7	Financial and Economic (FE1)	Failure to be 'very ready' (including the implementation of the waste levy) results in Council being non-compliant with State Government requirements and loss of potential income	Moderate	Possible	Medium	Minor	Possible	Medium	Opportunity for improvement	Moderate	Possible	Medium	Medium 48	Reduce/Control Likelihood	Yes	Manager Health, Waste and Regulatory Services																																																														
FS1	Financial and Economic (FE1)	Changes in the timing of the payment of the Federal Assistance Grants will result in a reduction in cash flows and Operating Surplus.	Moderate	Possible	Medium	Minor	Possible	Medium	Inadequate	Moderate	Possible	Medium	Medium 48	Tolerate	Yes	Manager Finance and Customer Services																																																														
FS2	Financial and Economic (FE1)	An unfavourable change to the Queensland Urban Utilities (QUU) dividend policy will result in a reduction in cash flows and operating surplus	Moderate	Unlikely	Medium	Moderate	Unlikely	Medium	Adequate	Moderate	Unlikely	Medium	Low 40	Share	Yes	Manager Finance and Customer Services																																																														
FS3	Financial and Economic (FE1)	The timing of the cash outflow for the construction of the new waste transfer station will result in a reduction in cash flows from infrastructure charges which may impact adversely on Council's general cash balances.	Moderate	Possible	Medium	Moderate	Possible	Medium	Opportunity for improvement	Moderate	Possible	Medium	Low 44	Reduce/Control Consequence	Yes	Manager Finance and Customer Services																																																														
FS4	Financial and Economic (FE1)	Lack of strategic procurement and obtaining means Council is not optimising its buying power which could result in value for money not being obtained and increased cost sustained by Council.	Moderate	Likely	High	Moderate	Likely	High	Opportunity for improvement	Moderate	Likely	High	Low 44	Reduce/Control Consequence & Likelihood	Yes	Manager Finance and Customer Services																																																														
FS5	Financial and Economic (FE1)	Costs incurred by the following commercial activities: Changing Post Code & Conference Centre, Child Care Centres, and the Lake Dyer Camp Grounds adversely impact on Council's sustainability ratios and ability to fund other 'core' Council services.	Moderate	Likely	High	Moderate	Likely	High	Opportunity for improvement	Moderate	Likely	High	Low 44	Reduce/Control Consequence & Likelihood	Yes	Manager Finance and Customer Services																																																														
FS6	Financial and Economic (FE1)	Changes in the mix of infrastructure Works and Services operational and capital projects from year to year impact on Council's financial sustainability ratios and the types of capital works to be performed	Moderate	Possible	Medium	Moderate	Possible	Medium	Opportunity for improvement	Moderate	Possible	Medium	Low 44	Reduce/Control Consequence & Likelihood	Yes	Manager Finance and Customer Services																																																														
FS4	Financial and Economic (FE1)	Cyber Security Risk. Risks in loss of disruption or corruption of data and physical and customer information held by Council and customer	Major	Almost Certain	Extreme	Major	Likely	High	Opportunity for improvement	Major	Likely	High	High 68	Reduce/Control Consequence & Likelihood and Share	Yes	Manager Information Services																																																														
FS7	Financial and Economic (FE1)	Maintenance of rail cost pricing model for Water Corporation's rail services on from rail services available in general operating revenue to support Council operations	Major	Likely	High	Minor	Possible	Medium	Opportunity for improvement	Minor	Possible	Medium	Low 20	Reduce/Control Likelihood	Yes	Manager Finance and Customer Services																																																														
CC01	Financial and Economic (FE1)	Inability to attract and maintain the required number of employees will result in the failure to maintain financial sustainability and loss of revenue.	Moderate	Almost Certain	High	Moderate	Likely	High	Inadequate	Moderate	Likely	High	Medium 48	Reduce/Control Consequence & Likelihood	Yes	Executive Manager Corporate and Community Services																																																														
LS4	Financial and Economic (FE1)	Preservation of exhibits may be compromised if the recommended level result in the failure to maintain financial sustainability and loss of revenue.	Moderate	Possible	Medium	Moderate	Unlikely	Medium	Opportunity for improvement	Moderate	Unlikely	Medium	Low 40	Reduce/Control Consequence	Yes	Executive Manager Corporate and Community Services																																																														

FE1



Financial and Economic (FE2)													
Decision making governance, due diligence, accountability and sustainability													
REF	KEY CORPORATE RISK CATEGORY	RISK DESCRIPTION	INHERENT RISK ASSESSMENT				RESIDUAL RISK ASSESSMENT				TARGET AND TREATMENT PLAN		
			CONSEQUENCE	LIKELIHOOD	INHERENT RISK	EXISTING CONTROLS	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	TARGET	TREATMENT	ACTION	RISK OWNER
			Catastrophic	Almost Certain	Critical	Inadequate	Catastrophic	Almost Certain	Critical	Extreme	Severe	Yes	
			Major	Likely	High	Opportunity for improvement	Major	Likely	High	High	Avoid	No	
			Moderate	Possible	Medium	Moderate	Moderate	Possible	Medium	Medium	Share		
			Minor	Unlikely	Low		Minor	Unlikely	Low	Reduce/Control Likelihood			
			Insignificant	Rare			Insignificant	Rare		Reduce/control consequence & likelihood			
PR01	Financial and Economic (FE2)	Inability to clearly articulate matters of a complex planning and development nature in council documents that provide guidance or require a decision, may result in ambiguous and tenuous decisions being made on strategic land use matters and development applications approvals	Major	Possible	High	Opportunity for improvement	Moderate	Possible	Medium	Medium S2	Reduce/Control Likelihood	Yes	Manager Planning and Development
IN01	Financial and Economic (FE2)	Inability to clearly articulate matters of a complex infrastructure nature in council documents that provide guidance or require a decision, may result in ambiguous and tenuous decisions being made on infrastructure asset planning, management and maintenance.	Major	Possible	High	Opportunity for improvement	Moderate	Possible	Medium	Medium S2	Reduce/Control Likelihood	Yes	Executive Manager Infrastructure Works and Services
PR02	Financial and Economic (FE2)	Inability to clearly articulate matters of a complex planning and buildings services nature in council documents that provide guidance or require a decision, may result in ambiguous and tenuous decisions being made on planning and building services matters and application approvals.	Major	Possible	High	Opportunity for improvement	Moderate	Possible	Medium	Medium S2	Reduce/Control Likelihood	Yes	Manager Planning and Building Services
RO 2	Financial and Economic (FE2)	Inadequate processes (feasibility study, business case etc), for the assessment, selection and prioritisation of regional development projects may result in compromised outcomes for Council.	Major	Possible	High	Inadequate	Major	Unlikely	High	Medium S2	Reduce/Control Likelihood	Yes	Manager Regional Development

FE2





Infrastructure and Assets (IA3)															
Information and technology capacity and management															
REF	KEY CORPORATE RISK CATEGORY	RISK DESCRIPTION	INHERENT RISK ASSESSMENT				RESIDUAL RISK ASSESSMENT								
			CONSEQUENCE	LIKELIHOOD	INHERENT RISK	RISK RATING	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	RISK RATING					
IS1	Infrastructure and Assets (IA3)	IT network infrastructure (hardware, connectivity, power supply) failure and poor performance. Results in loss of staff productivity, impact to service delivery timeliness, and loss of information and data.	Major	Almost Certain	High	High	Opportunity for improvement	Major	Likely	High	80	Medium 60	Reduce/Control Consequence & Likelihood	Yes	Manager Information Services
IS2	Infrastructure and Assets (IA3)	IT Business Systems (software) failure and poor performance. Results in loss of staff productivity, impact to service delivery timeliness, and loss of information and data.	Major	Almost Certain	High	High	Opportunity for improvement	Major	Likely	High	80	High 68	Reduce/Control Consequence & Likelihood and Share	Yes	Manager Information Services
IS6	Infrastructure and Assets (IA3)	Incomplete and inaccurate capture and management of business activity information in Council's business information systems. Results in loss of information, and rigorous decision making and inability to defend or challenge enforce compliance matters.	Major	Almost Certain	High	High	Opportunity for improvement	Moderate	Likely	High	68	Medium 60	Reduce/Control Consequence & Likelihood	Yes	Manager Information Services
IS1	Infrastructure and Assets (IA3)	A lower level of security applications on the systems. Failure of (specialised binary software program) may result in loss of the software and expose private and sensitive information.	Major	Almost Certain	High	High	Opportunity for improvement	Major	Possible	High	72	Medium 52	Reduce/Control Consequence	Yes	Executive Manager Corporate and Community Services
<b>RESIDUAL RISK ASSESSMENT</b>															
			Consequence	Likelihood	Inherent Risk	Risk Rating	Existing Controls	Consequence	Likelihood	Residual Risk	Risk Rating	Target	Treatment	Action	Risk Owner
			Catastrophic	Almost Certain	High	High	Inadequate	Catastrophic	Almost Certain	High	High	Extreme	Yielder	Yes	
			Major	Likely	High	High	Opportunity for improvement	Major	Likely	High	High	High	Avoid	No	
			Moderate	Possible	Medium	Medium	Inadequate	Moderate	Possible	Medium	Medium	Medium	Share		
			Minor	Unlikely	Low	Low		Minor	Unlikely	Low	Low	Low	Reduce/Control Likelihood		
			Insignificant	Rare	Low	Low		Insignificant	Rare	Low	Low	Low	Reduce/Control Consequence		
													Reduce/Control Consequence & Likelihood		
													Reduce/Control Consequence & Likelihood and Share		
<b>TARGET AND TREATMENT PLAN</b>															
												Target	Treatment	Action	Risk Owner

IA3

Business Continuity and Systems (BC1)		Provision of core services now and into the future		CONSEQUENCE		LIKELIHOOD		INHERENT RISK		EXISTING CONTROLS		CONSEQUENCE		LIKELIHOOD		RESIDUAL RISK		TARGET		TREATMENT		ACTION		RISK OWNER	
KEY CORPORATE RISK CATEGORY	RISK DESCRIPTION	CONSEQUENCE	LIKELIHOOD	INHERENT RISK	EXISTING CONTROLS	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	TARGET	TREATMENT	ACTION	RISK OWNER													
HM3	Business Continuity and Systems (BC1) No defined service standards for the performance and delivery of Health and Regulatory service deliverables results in inability to provide a consistent level of service to the community and non-compliant with statutory requirements.	Major	Almost Certain	High	Adequate	Major	Almost Certain	High	Low	Reduce/Control Likelihood	Yes	Manager Health, Waste and Regulatory Services													
		Moderate	Possible	Medium	Opportunity for improvement	Moderate	Possible	Medium	High	Reduce/Control Likelihood	No														
		Minor	Unlikely	Low	Inadequate	Moderate	Possible	Medium	Medium	Reduce/Control Likelihood	Share														
		Insignificant	Rare	Low	Opportunity for improvement	Minor	Unlikely	Low	Low	Reduce/Control Likelihood	Reduce/Control Consequence & Likelihood														
		Insignificant	Rare	Low	Opportunity for improvement	Insignificant	Rare	Low	Low	Reduce/Control Likelihood and Share	Reduce/Control Consequence & Likelihood and Share														
HM2	Business Continuity and Systems (BC1) Performance issues with Council's kerbside waste and recycling collection contractors results in this waste management service not being delivered in accordance with the agreed specification and Council/Community expectations	Major	Possible	High	Opportunity for improvement	Moderate	Possible	Medium	Low 28	Reduce/Control Consequence & Likelihood	Yes	Manager Health, Waste and Regulatory Services													
		Moderate	Likely	High	Inadequate	Moderate	Possible	Medium	High 64	Reduce/Control Consequence & Likelihood	Yes	Manager Information Services													
		Moderate	Likely	High	Inadequate	Moderate	Possible	Medium	Medium 52	Reduce/Control Likelihood	Yes	Executive Manager Infrastructure Works and Services													
HM1	Business Continuity and Systems (BC1) Performance issues with Council's Material Recovery Facility (MRF) and Waste Facility Supervisor Contractor results in this waste management service not being delivered in accordance with the agreed specification and Council/Community expectations	Major	Likely	High	Opportunity for improvement	Moderate	Possible	Medium	Low 20	Reduce/Control Consequence & Likelihood	Yes	Manager Health, Waste and Regulatory Services													
		Moderate	Likely	High	Inadequate	Moderate	Possible	Medium	Low 28	Reduce/Control Consequence & Likelihood	Yes	Manager Health, Waste and Regulatory Services													
HM0	Business Continuity and Systems (BC1) Lack of strategic workforce planning, management and development results in inability to attract, develop and retain staff which decreases Council ability to meet and deliver its strategic objectives (including services to the community).	Major	Likely	High	Inadequate	Major	Possible	High	Medium 48	Reduce/Control Consequence & Likelihood	Yes	Manager Organisational Development													
		Moderate	Likely	High	Opportunity for improvement	Moderate	Possible	Medium	Medium 48	Reduce/Control Likelihood	Yes	Manager Plumbing and Building Services													
DM1	Business Continuity and Systems (BC1) Compliance by the organisation about disaster preparedness due to lack of recent disaster activity may result in the organisation not being appropriately trained and prepared in the event of disaster	Major	Possible	High	Opportunity for improvement	Moderate	Possible	Medium	Low 44	Reduce/Control Likelihood	Yes	Manager Disaster Management													
		Moderate	Likely	High	Opportunity for improvement	Moderate	Possible	Medium	Medium 48	Reduce/Control Likelihood	Yes	Manager Plumbing and Building Services													

BC1

Environmental and Community (EC1)														
Environmental and the community, including sustainable development, social and community wellbeing, community relationships, public health, recreation, regional profile and Identity														
REF	KEY CORPORATE RISK CATEGORY	RISK DESCRIPTION	INHERENT RISK ASSESSMENT				RESIDUAL RISK ASSESSMENT				TARGET AND TREATMENT PLAN			
			CONSEQUENCE	LIKELIHOOD	INHERENT RISK	RISK RATING	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	RISK RATING	TARGET	TREATMENT	ACTION	RISK OWNER
WMS2	Environmental and Community (EC1)	potential contamination of former cattle dip and quarry sites on Council controlled and could lead to environmental, health and safety and financial impacts for Council	Major	Likely	High	High	Major	Likely	High	High	Extreme	Severe	Yes	Executive Manager Infrastructure Works and Services
			Moderate	Possible	Medium	Medium	Moderate	Likely	High	High	High	Good	No	
WMI1	Environmental and Community (EC1)	Inadequate process and monitoring of obligations contained within the Environmental Authority results in Council being non-compliant with Environmental Authority	Major	Likely	High	High	Major	Possible	High	High	Medium	Share	Yes	Manager Health, Waste and Regulatory Services
			Minor	Unlikely	Low	Low	Minor	Unlikely	Low	Low	Low	Reduce/Control Likelihood	No	
<b>RESIDUAL RISK ASSESSMENT</b>														
			Major	Likely	High	High	Major	Possible	High	High	Extreme	Severe	Yes	
			Minor	Unlikely	Low	Low	Minor	Unlikely	Low	Low	Medium	Share	No	
			Insignificant	Rare	Low	Low	Insignificant	Rare	Low	Low	Low	Reduce/Control Likelihood	No	
<b>TARGET AND TREATMENT PLAN</b>														
			Reduce/Control Consequence & Likelihood									Yes		
			Reduce/Control Consequence & Likelihood									Yes		
			Reduce/Control Consequence & Likelihood									Yes		

EC1

REF	KEY CORPORATE RISK CATEGORY	RISK DESCRIPTION	INHERENT RISK ASSESSMENT				RESIDUAL RISK ASSESSMENT				TARGET AND TREATMENT PLAN			
			CONSEQUENCE	LIKELIHOOD	INHERENT RISK	EXISTING CONTROLS	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	TARGET	TREATMENT	ACTION	RISK OWNER	
			Catastrophic	Almost Certain	Extreme	Adequate	Catastrophic	Almost Certain	Extreme	Extreme	Tolerate	Yes		
PA02	Legal Compliance and Liability (LC1)	Undefined standards and business processes along with limited resourcing, a lack of adequacy and effectiveness of compliance monitoring, management and enforcement regimes which may result in non-compliant development in region.	Major	Likely	High	Adequate	Major	Likely	High	Medium 48	Tolerate	Yes	Manager Planning and Development	
GS1	Legal Compliance and Liability (LC1)	Inaccurate delegations and authorisations result in invalid actions and decisions of staff	Moderate	Likely	High	Inadequate	Moderate	Likely	High	Medium 52	Reduce/Control Likelihood	Yes	Coordinator Governance and Strategy	
GS2	Legal Compliance and Liability (LC1)	Where Councilors and staff are not well informed of Council's local law, policies and procedures their actions may be inconsistent with Council's objectives and position on matters.	Moderate	Possible	Medium	Inadequate	Moderate	Unlikely	Medium	Medium 52	Reduce/Control Likelihood	Yes	Coordinator Governance and Strategy	
GS5	Legal Compliance and Liability (LC1)	Changes in State and Federal legislation impacting on local government may result in changes in required operations and responsibilities for Council outside of existing resource capability.	Major	Likely	High	Opportunity for improvement	Minor	Possible	Medium	Low 40	Reduce/Control Likelihood	Yes	Coordinator Governance and Strategy	
RD1	Legal Compliance and Liability (LC1)	Inadequate identification, disclosure, treatment and management of actual, potential or perceived conflicts of interest in regional development initiatives, activities or outcomes may result in a significant regulatory breach or litigation.	Catastrophic	Likely	Extreme	Inadequate	Moderate	Possible	Medium	Low 40	Reduce/Control Likelihood	Yes	Manager Regional Development	
LS3	Legal Compliance and Liability (LC1)	A lack of defined workplace processes and procedures on what the library services staff responsibilities are on ensuring the safety of the public whilst visiting libraries may expose Council to civil liability claims and damage to its reputation.	Moderate	Possible	Medium	Opportunity for improvement	Minor	Possible	Medium	Low 40	Reduce/Control of Consequence	Yes	Executive Manager Corporate and Community Services	
RD4	Legal Compliance and Liability (LC1)	Inadequate protection and security of commercial in confidence information / intellectual property related to prospective development resulting in breaches of contractual obligations and loss of investor interest in programs/projects.	Major	Possible	High	Inadequate	Major	Unlikely	High	Medium 56	Reduce/Control Likelihood	Yes	Manager Regional Development	
EW93	Legal Compliance and Liability (LC1)	Lack of adequate security of private details of property owners, bank account details and credit card data may expose private and/or sensitive information and expose Council to civil liability claims and damage to its reputation	Major	Possible	High	Opportunity for improvement	Moderate	Unlikely	Medium	Low 32	Reduce/Control of Consequence & Likelihood	Yes	Coordinator Environment and Pest	
EW94	Legal Compliance and Liability (LC1)	Inadequate policy, procedures and process in place in relation to acquisition, storage and use of firearms and ammunition including appropriate licensing of staff may result in the mis-use of firearms and ammunition, non-compliance with Weapons Regulation 2016 and subsequent enforcement action.	Major	Likely	High	Inadequate	Moderate	Likely	High	Medium 56	Reduce/Control Likelihood	Yes	Coordinator Environment and Pest	
RD6	Legal Compliance and Liability (LC1)	Inadequate engagement, induction and management of volunteers may expose Council to significant litigation.	Moderate	Possible	Medium	Adequate	Moderate	Unlikely	Medium	Low 40	Tolerate	No	Manager Regional Development	
MC15	Legal Compliance and Liability (LC1)	Inadequate probity in event procurement, contract establishment and management practices to ensure 'back to back' management of risk expose Council to civil liability claims, reputational damage and increased insurance coverage costs.	Major	Likely	High	Opportunity for improvement	Moderate	Possible	Medium	Low 40	Reduce/Control of Consequence & Likelihood	Yes	Manager Marketing, Communication and Engagement	

LC1

REF	KEY CORPORATE RISK CATEGORY	RISK DESCRIPTION	INHERENT RISK ASSESSMENT				RESIDUAL RISK ASSESSMENT				TARGET AND TREATMENT PLAN				RISK OWNER
			CONSEQUENCE	LIKELIHOOD	INHERENT RISK	EXISTING CONTROLS	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	TARGET	TREATMENT	ACTION			
			Catastrophic Major Moderate Minor Insignificant	Almost Certain Likely Possible Unlikely Rare	Extreme High Medium Low	Adequate Opportunity for improvement Inadequate	Catastrophic Major Moderate Minor Insignificant	Almost Certain Likely Possible Unlikely Rare	Extreme High Medium Low	Extreme High Medium Low	Severe Avoid Share Reduce/Control Likelihood Reduce/Control Consequence Reduce/Control Consequence & Likelihood	Yes No			
<b>Legal Compliance and Liability (LC1)</b> Compliance management - regulatory or contract compliance, litigation, liability and prosecution															
PR51	Legal Compliance and Liability (LC1)	Undeclared standards and business processes, a lack of adequacy and effectiveness of compliance monitoring, management and enforcement regimes which may result in non-compliant planning and buildings in the region	Major	Almost Certain	Extreme	Inadequate	Moderate	Possible	Medium	Medium 48	Reduce/Control Consequence	Yes	Manager Planning and Building		
WM5	Legal Compliance and Liability (LC1)	Inadequate processes and monitoring of current and emerging waste management legislation results in Council being non-compliant with its statutory and legal requirements	Major	Likely	High	Inadequate	Moderate	Likely	High	Low 28	Reduce/Control Consequence & Likelihood	Yes	Manager Health, Waste and Regulatory Services		
LP51	Legal Compliance and Liability (LC1)	Inadequate protection and security of commercial in confidence information / intellectual property related to legal matters may result in a breach of regulation and legal obligations which could lead to further litigation and liability for Council	Major	Possible	High	Opportunity for improvement	Major	Unlikely	High	Medium 64	Reduce/Control Likelihood	Yes	Legal and Property Coordinator		
LP52	Legal Compliance and Liability (LC1)	Incomplete and inaccurate capture and management of business activity information in Council's business information systems, results in loss of information and/or legal and regulatory obligations and thereby to defend or challenge enforce compliance matters.	Major	Almost Certain	Extreme	Opportunity for improvement	Moderate	Likely	High	Medium 57	Reduce/Control Likelihood	Yes	Legal and Property Coordinator		
LP53	Legal Compliance and Liability (LC1)	Inadequate processes and clear accountability for the management of Council owned land results in legislative breaches and compromised reputation in the community	Moderate	Possible	Medium	Opportunity for improvement	Moderate	Unlikely	Medium	Low 44	Reduce/Control Likelihood	Yes	Legal and Property Coordinator		
DM2	Legal Compliance and Liability (LC1)	Inadequate Disaster Management Planning including the development and review of Council's Disaster Management Plan and sub plans may result in Council being ill prepared in the event of a disaster which could lead to non-compliance with Disaster Management Act 2003, damage to Council's reputation and impact the safety of the Community.	Major	Possible	High	Adequate	Minor	Unlikely	Low	Low 40	Tolerate	No	Manager Disaster Management		

LC1

REF	KEY CORPORATE RISK CATEGORY	RISK DESCRIPTION	INHERENT RISK ASSESSMENT				RESIDUAL RISK ASSESSMENT				TARGET AND TREATMENT PLAN				RISK OWNER
			CONSEQUENCE	LIKELIHOOD	INHERENT RISK	RISK RATING	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	RISK RATING	TARGET	TREATMENT	ACTION		
<b>Political (P1)</b> Intergovernmental relationships / relationships with other key stakeholders															
CEO1	Political (P1)	Inadequate relationships with key stakeholders jeopardizing positive outcomes for the community.	Major	Almost Certain	High	High	Adequate	Major	Almost Certain	High	High	Extreme	Tolerate	Yes	Chief Executive Officer
CEO2	Political (P1)	A significant change in the composition of the elected members of Council may result in a significant change in strategic direction and priorities of the organisation	Major	Possible	High	High	Inadequate	Minor	Unlikely	Low	Low	High	Avoid	No	Chief Executive Officer
			Moderate	Possible	Medium	Medium	Opportunity for improvement	Moderate	Possible	Medium	Medium	Medium	Share	Yes	
			Minor	Unlikely	Low	Low	Inadequate	Minor	Unlikely	Low	Low	Low	Reduce/Control Likelihood	Yes	
			Insignificant	Rare	Insignificant	Insignificant	Opportunity for improvement	Insignificant	Rare	Insignificant	Insignificant	Insignificant	Reduce/Control Consequence & Likelihood	Yes	

Reputation (R1) Reputation and goodwill - where the reputation of Council is negatively impacted														
REF	KEY CORPORATE RISK CATEGORY	RISK DESCRIPTION	CURRENT RISK ASSESSMENT			EXISTING CONTROLS			RESIDUAL RISK ASSESSMENT			TARGET AND TREATMENT PLAN		
			CONSEQUENCE	LIKELIHOOD	INHERENT RISK	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	TARGET	TREATMENT	ACTION	RISK OWNER		
EV11	Reputation (R1)	Inadequate project management to support objectives, implementation of planned actions and outcomes of the Lockyer Catchment Action Plan 2015-2018 (Council of Mayors (SCM) Bellent Rivers Initiative may result in a loss of support from other key stakeholders and subsequent damage to Council's reputation.	Major	Possible	High	Inadequate	Moderate	Unlikely	Medium	Low 32	Reduce/Control Consequence & Likelihood	Yes	Coordinator Environment and Pest	
ND3	Reputation (R1)	Inadequate use of project management methodology and practices throughout facilitation of regional development programs and projects resulting in unrealistic time and cost targets; lack of understanding of project issues and status by stakeholders, and deployment of inappropriate skills and experience to deliver the project/program.	Major	Possible	High	Inadequate	Moderate	Possible	Medium	Low 44	Reduce/Control Consequence & Likelihood	Yes	Manager Regional Development	
MC13	Reputation (R1)	Inadequate identification, disclosure, treatment and management of actual, potential or perceived conflicts of interest in marketing, communication and engagement initiatives, activities or outcomes may result in significant damage to Council's reputation, regulatory breach or litigation.	Major	Likely	High	Opportunity for improvement	Moderate	Likely	High	Low 28	Reduce/Control Consequence & Likelihood	Yes	Manager Marketing Communication and Engagement	

R1

Staff (S1)														
Strategic Workforce Planning and Management														
REF	KEY CORPORATE RISK CATEGORY	RISK DESCRIPTION	INHERENT RISK ASSESSMENT				RESIDUAL RISK ASSESSMENT				TARGET AND TREATMENT PLAN			
			CONSEQUENCE	LIKELIHOOD	INHERENT RISK	RISK RATING	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	RISK RATING	TARGET	TREATMENT	ACTION	
W56	Staff (S1)	Lack of infrastructure works and services staff succession planning and staff development programs results in inadequate medium-long term depth of skills in critical areas of expertise to support achievement of objectives.	Catastrophic	Almost Certain	High	High	Inadequate	Catastrophic	Almost Certain	High	High	Reduce/Control Likelihood	Yes	Executive Manager Infrastructure Works and Services
			Major	Likely	High	High	Opportunity for improvement	Major	Likely	High	High	Avoid	No	
PA03	Staff (S1)	Lack of planning and development staff succession planning, staff development programs and attraction and retention process results in inadequate medium-long term depth of skills in critical areas of technical expertise to support achievement of objectives.	Major	Almost Certain	High	High	Inadequate	Moderate	Almost Certain	High	High	Reduce/Control Likelihood	Yes	Manager Planning and Development
			Moderate	Possible	High	High	Opportunity for improvement	Moderate	Possible	High	High	Share	No	
001	Staff (S1)	Inadequate organisational (staff) compliance management process may result in the actions of staff being inconsistent with Council's objectives and reduce the ability for Council to mitigate and manage non-compliant staff conduct.	Major	Possible	High	High	Inadequate	Moderate	Likely	High	Medium	Reduce/Control Consequence	Yes	Manager Organisational Development
			Minor	Unlikely	Low	Low	Opportunity for improvement	Minor	Unlikely	Low	Low	Reduce/Control Consequence	No	

Work Health and Safety (WHS1)		CONSEQUENCE		LIKELIHOOD		INHERENT RISK		EXISTING CONTROLS		CONSEQUENCE		LIKELIHOOD		RESIDUAL RISK		TARGET		TREATMENT		ACTION		RISK OWNER																																										
REF	KEY CORPORATE RISK CATEGORY	RISK DESCRIPTION	CONSEQUENCE	LIKELIHOOD	INHERENT RISK	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	CONSEQUENCE	LIKELIHOOD	TREATMENT	ACTION	RISK OWNER																																													
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WHS1	Work Health and Safety (WHS1)	Lack of defined policies, procedures and guidelines in the context of personal safety in undertaking field based activities by Health and Regulatory Services employees may result in harm (physical/psychological) to Health and Regulatory Services employees.	Catastrophic	Likely	Extreme	Major	Possible	High	Major	Possible	High	Major	Possible	High	Medium 52	Reduce/Control Consequence & Likelihood	Yes	Manager/Health, Waste and Regulatory Services																																														
PA05	Work Health and Safety (WHS1)	Lack of defined policies, procedures and guidelines in the context of personal safety in undertaking activities by the planning and development services employees (in particular) and compliance may result in harm (physical/psychological) to planning and development services employees.	Catastrophic	Possible	Extreme	Major	Possible	High	Major	Possible	High	Medium 52	Reduce/Control Consequence & Likelihood	Yes	Manager/Planning and Development																																																	
WHS4	Work Health and Safety (WHS1)	Workplace issues, inappropriate practices and lack of defined workplace processes may result in harm (physical/psychological) to Infrastructure Works and services personnel.	Major	Possible	High	Moderate	Possible	Medium	Moderate	Possible	Medium	Low 40	Reduce/Control Consequence & Likelihood	Yes	Executive Manager Infrastructure Works and Services																																																	
BAZ2	Work Health and Safety (WHS1)	Inadequate procedures and understanding on health and safety provisions under contractor arrangements (duty of care provisions under work health and safety laws including 'Chain of Responsibility') may result in non-compliance with Work Health and Safety legislation	Major	Possible	High	Moderate	Possible	Medium	Moderate	Possible	Medium	Low 40	Reduce/Control Consequence & Likelihood	Yes	Manager/Building and Facilities																																																	
PRS4	Work Health and Safety (WHS1)	Lack of defined policies, procedures and guidelines in the context of personal safety in undertaking activities by the Plumbing and Building Services employees may result in harm (physical/psychological) to plumbing and building services employees.	Catastrophic	Possible	Extreme	Major	Possible	High	Major	Possible	High	Medium 52	Reduce/Control Consequence & Likelihood	Yes	Manager/Plumbing and Building																																																	
LS2	Work Health and Safety (WHS1)	Lack of defined workplace processes and procedures in dealing with the public may result in harm (physical/psychological) to Library Services personnel.	Major	Almost Certain	Extreme	Moderate	Possible	Medium	Moderate	Possible	Medium	Medium 52	Reduce/Control Likelihood	Yes	Executive Manager Corporate and Community Services																																																	
EW22	Work Health and Safety (WHS1)	Lack of defined policies, procedures and guidelines in the context of personal safety in undertaking activities by the Environment and Pest employees may result in harm (physical/psychological) to Environment and Pest employees.	Catastrophic	Possible	Extreme	Major	Possible	High	Major	Possible	High	Medium 52	Reduce/Control Consequence & Likelihood	Yes	Coordinator/Pest Management																																																	
MC22	Work Health and Safety (WHS1)	Inadequate level of resource available to deliver the current annual events schedule (assistance provided to community events and council fun events) may result in harm (physical/psychological) to Marketing, Communication and Engagement employees	Major	Likely	High	Moderate	Possible	Medium	Moderate	Possible	Medium	Medium 52	Reduce/Control Likelihood	Yes	Manager/Marketing, Communications and Engagement																																																	
WH4	Work Health and Safety (WHS1)	Inadequate health and safety waste management practices results in significant injury (whether physical or mental) to an employee, contractor or visitor and/or results in damage to plant/equipment.	Major	Likely	High	Moderate	Possible	Medium	Moderate	Possible	Medium	Low 20	Reduce/Control Consequence & Likelihood	Yes	Manager/Health, Waste and Regulatory Services																																																	
CC2	Work Health and Safety (WHS1)	Lack of defined policies, procedures and guidelines in the context of Personal Safety in undertaking activities by Child Care Centres Staff may result in harm (physical/psychological) to Child Care Staff.	Major	Likely	High	Moderate	Possible	Medium	Moderate	Possible	Medium	Medium 52	Reduce/Control Likelihood	Yes	Executive Manager Community Services																																																	
RO8	Work Health and Safety (WHS1)	Lack of defined policies, procedures and guidelines in the context of Personal Safety in undertaking activities by Staging Post Staff may result in harm (physical/psychological) to Staging Post Staff	Major	Possible	High	Moderate	Possible	Medium	Moderate	Possible	Medium	Medium 52	Reduce/Control Likelihood	Yes	Manager/Regional Development																																																	

WHS1

Work Health and Safety (WHS1)												
Health and Safety												
REF	KEY CORPORATE RISK CATEGORY	RISK DESCRIPTION	INHERENT RISK ASSESSMENT			RESIDUAL RISK ASSESSMENT			TARGET AND TREATMENT PLAN			
			CONSEQUENCE	LIKELIHOOD	INHERENT RISK	CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK	TARGET	TREATMENT	ACTION	RISK OWNER
WHS1	Work Health and Safety (WHS1)	Inadequate safety management plan (SMP) framework for high risk activities could lead to health and safety non-compliance or harm to Council employees.	Catastrophic	Almost Certain	High	Major	Almost Certain	High	Extreme	Reduce/Control Consequence & Likelihood	Yes	Manager/Organisational Development
WHS2	Work Health and Safety (WHS1)	Inadequate implementation and monitoring of Work Health and Safety Practices of contractors sub-contracting goods and services to Council may result in non-compliance with Work Health and Safety legislation	Major	Possible	High	Moderate	Possible	Medium	High	Reduce/Control Likelihood	Yes	Manager/Organisational Development
CS1	Work Health and Safety (WHS1)	Lack of defined policies, procedures and guidelines in the context of Personal Safety in undertaking activities by Customer/Service Staff may result in harm (physical/psychological) to Customer/Service Staff	Major	Likely	High	Moderate	Possible	Medium	Medium	Reduce/Control Likelihood	Yes	Manager/France and Customer Service
OB2	Work Health and Safety (WHS1)	Expectation by Managers that accountability in relation to managing people and health and safety issues lies with Organisational Development (OB) and not each Manager, could lead to a poor organisational culture, health and safety non-compliance and financial impacts for Council	Major	Possible	High	Moderate	Likely	High	Medium	Reduce/Control Consequence & Likelihood	Yes	Manager/Organisational Development
OB3	Work Health and Safety (WHS1)	Workplace issues, activity and environment may result in psychological harm to employees	Major	Possible	High	Moderate	Likely	High	Medium	Reduce/Control Likelihood	Yes	Manager/Organisational Development
<b>EXISTING CONTROLS</b>												
			Adoptive	Opportunity for improvement	Inadequate							
				Inadequate								
				Opportunity for improvement								
				Opportunity for improvement								
				Opportunity for improvement								

WHS1

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**10.4 Lockyer Valley and Somerset Water Collaborative**

**Date:** 18 June 2019  
**Author:** Stephen Hart, Coordinator Council Business  
**Responsible Officer:** Ian Church, Chief Executive Officer

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**Summary:**

Following the successful work of the Lockyer Valley and Somerset Water Collaborative in 2018-19, this report is to advise Council of the work to date and to seek endorsement for Council's involvement for the period 2019-2021. The Collaborative will be seeking water security for future generations and intends to oversee the development of robust business case for sustainable water supply.

**Officer's Recommendation:**

**THAT with respect to the Lockyer Valley and Somerset Water Collaborative, Council resolve to:**

- **Note the successful outcomes of the work undertaken by the Lockyer Valley and Somerset Water Collaborative in 2018-19.**
- **Continue support for the Collaborative for the period 2019-2021.**
- **Confirm Lockyer Valley Regional Council's financial contribution to the operation of the Lockyer Valley and Somerset Water Collaborative of \$60,000 as per 2019-20 budget.**
- **Support the extension of the Lockyer Valley and Somerset Water Collaborative Chair's contract for a further period of two years subject to existing contract terms and to a further review by 30 June 2020.**
- **Confirm Councillor Milligan and the Chief Executive Officer as Council's representatives on the Lockyer Valley and Somerset Water Collaborative and Councillor Hagan and the Manager Regional Development as the respective proxies for these representatives.**

**RESOLUTION**

**THAT with respect to the Lockyer Valley and Somerset Water Collaborative, Council resolve to:**

- **Note the successful outcomes of the work undertaken by the Lockyer Valley and Somerset Water Collaborative in 2018-19.**
- **Continue support for the Collaborative for the period 2019-2021.**
- **Confirm Lockyer Valley Regional Council's financial contribution to the operation of the Lockyer Valley and Somerset Water Collaborative of \$60,000 as per 2019-20 budget.**
- **Support the extension of the Lockyer Valley and Somerset Water Collaborative Chair's contract for a further period of two years subject to existing contract terms and to a further review by 30 June 2020.**
- **Confirm Councillor Milligan and the Chief Executive Officer as Council's representatives on the Lockyer Valley and Somerset Water Collaborative and Councillor Hagan and the Manager Regional Development as the respective proxies for these representatives.**

**Moved By: Cr Hagan**

**Seconded By: Cr Wilson**

**Resolution Number: 16-20/1409**

**CARRIED**  
**7/0**

## **Report**

### **1. Introduction**

Water security and sustainability has been identified as one of our community's highest priorities. The community as a whole will benefit from securing a guaranteed water supply for current and future generations.

The Lockyer Valley and Somerset Water Collaborative was established in 2018 creating a partnership between Somerset Regional Council, Lockyer Valley Regional Council, Queensland Urban Utilities, Lockyer Chamber of Commerce & Industry, Lockyer Valley Growers Inc, and Lockyer Water Users Forum to ensure a united position develop a collaborative strategy.

### **2. Background**

There is a considerable history of advocating, planning and working towards water security for the Lockyer Valley and Somerset regions. During this time significant studies have been undertaken, and users have sought to improve the efficiency of water use and water security. This has related to water for farming, business, industry, tourism and the community. Sustainable water supply, use and security is fundamental to our regions, given our reliance on this resource.

In November 2017, stakeholders from the regions participated in a workshop and identified a vision for future water security. Strategies were identified seeking to fulfil this vision. This workshop identified that a Steering Group was required to establish the structure, governance and processes for a Lockyer Valley and Somerset Water Collaborative and to provide an ability to advocate on behalf of the regional stakeholders.

The Collaborative was established in early 2018. At Council meeting of 28 March 2018, Council resolved to support and fund the Collaborative and engage the services of an independent Chairman. Mr Stephen Robertson was appointed to this role and has chaired Collaborative meetings. He has also project managed and delivered advocacy services on behalf of the Collaborative.

### **3. Report**

The purpose of the Lockyer Valley and Somerset Water Collaborative is primarily to seek water security for Lockyer Valley and Somerset regions and to advocate a shared position on future water security, supply and management for all water users and our communities.

The agreed representatives of the Lockyer Valley and Somerset Water Collaborative are as follows:

- Lockyer Valley Regional Council
- Somerset Regional Council
- Lockyer Water Users Forum
- Queensland Urban Utilities
- Lockyer Chamber of Commerce and Industry
- Lockyer Valley Growers Inc.

Key Responsibilities and Functions of the Group include to:

- be the peak water representative entity acting on behalf of industry, water users and the communities of the Lockyer Valley and Somerset Regions
- provide a conduit to business and industry to support a communication channel to disseminate appropriate information to their networks and the collaborative
- prepare applications to seek funding/grants to provide for additional sustainable water supply for the region
- prepare relevant business case/feasibility work for water projects
- advocate for long term water security and sustainable use and supply
- oversee Steering Group funding
- seek expert advice as required
- work collaboratively in good faith to achieve consensus
- liaise with proponents of the Nu-Water Project and other entities as required; and
- oversee development of any required Memoranda of Understanding with stakeholders.

Each member representative of the Lockyer Valley and Somerset Water Collaborative Steering Group made a proportional contribution toward the operation of the group. Five portions were agreed as follows:

- one portion – Industry (Lockyer Water Users Forum, Lockyer Chamber of Commerce and Industry and Lockyer Valley Growers Inc.)
- one portion – Queensland Urban Utilities
- one portion – Somerset Regional Council
- two portions – Lockyer Valley Regional Council

The larger contribution by Lockyer Valley Regional Council is based on the proportion of anticipated beneficiaries of the work. Lockyer Valley has also provided in-kind administration, management and governance/strategy support.

Mr Stephen Robertson was appointed as Chair for the period until 30 June 2019 and at the May meeting of the Collaborative provided details of the successful work that had been undertaken to date.

Key achievements of the Collaborative over the year have included:

- Securing \$1.4 million towards the development of a detailed business case
- Completion through DNRME and Jacobs Consulting of a Draft Strategic Business Case
- Consistency of this business case with the Building Queensland framework
- Securing additional funding for a Water Use efficiency initiative
- Engagement and positive support from State and Federal members; and
- Maintenance of stakeholder engagement.

At the May 2019 meeting of the Collaborative, it was agreed unanimously (subject to ratification from Councils and member organisations) that the Collaborative should continue, and that the Chair's engagement should be extended for a further two years (with a review in 12 months). This will allow time for the completion of the detailed business case.

**4. Policy and Legal Implications**

The engagement of Kooroomba Consulting (Stephen Robertson) required resolution from Council to enter into the contract without first inviting quotes or tenders due to the specialised nature of the services. The existing Contractor agreement provides for extending the duration of the engagement by mutual agreement.

**5. Financial and Resource Implications**

Total income for the Collaborative of \$150,000 was made up of member contributions (in the proportions outlined above). End of financial year balances are not yet available. However, the current balance is \$84,000. An additional amount of \$25,000 has been committed as the Collaborative's contribution to the Water Efficiency Project to be conducted by Growcom.

Following payment of invoices for May and June the end of year balance will be carried over to 2019/20. At the May 2019 Collaborative meeting it was recognised that further member contributions will be required for 2019/20. Members would seek that funding from their organisations.

The recently adopted Lockyer Valley Regional Council budget provided for a contribution of \$60,000 towards the Collaborative for 2019/20.

**6. Delegations/Authorisations**

No additional delegations will be required.

**7. Communication and Engagement**

Following Council consideration, it is anticipated that media will be conducted to advise the community of the work to date, progress and the continuance of the Collaborative.

**8. Conclusion**

It is considered that the Collaborative has been successful in achieving its purpose and priorities in 2018/19. The Chair has been successful in his role and there is unanimous support from members to extend the Chair for a further term.

Council consideration is sought regarding the recommendations made by the Lockyer Valley and Somerset Water Collaborative. A critical consideration is the recommended extension of the appointment of the Independent Chair utilising the combined funds from the contributing members. It is considered this approach is optimal to finalising the detailed business case and to secure additional water for the regions.

**9. Action/s**

1. Advise the Lockyer Valley and Somerset Water Collaborative of the support and intent of Lockyer Valley Regional Council to proceed as outlined in the report.
2. Advise the Chair of Council's resolution.

**Attachments**

There are no attachments for this report.



**2. Background**

The appointment of an A/CEO can be made under *Section 195* of the *LGA*, however it is worth noting that an appointment under *Section 195* need not be by resolution, providing the CEO or Mayor have been given delegated power under *Section 257* of the *LGA* to make an acting appointment as the need arises. However, this power has not been delegated in the past, therefore a resolution is required.

*Section 195* of the *LGA* states that:

*“A Local Government may appoint a qualified person to act as the CEO during:*

- a) Any vacancy, or all vacancies, in the position*
- b) Any period, or all periods, when the CEO is absent from duty or cannot, for another reason perform the CEO’s responsibilities.”*

**3. Report**

The Chief Executive Officer will be on annual leave for the period 29 July to 9 August 2019. Council is required to appoint an A/CEO to fulfil the duties and responsibilities of the position for that period.

It is recommended that Council appoint the Executive Manager Infrastructure Works and Services as the A/CEO for the period stated above. The Executive Manager Infrastructure Works and Services will be provided with the required delegated authority to carry out the role.

**4. Policy and Legal Implications**

A resolution to appointment an A/CEO in accordance with the *LGA* ensures legislative compliance regarding this matter.

**5. Financial and Resource Implications**

When a staff member is appointed to an acting role for a period of time, it is usual practice to make an additional payment part way between the staff members existing remuneration and that of the position they are appointed to.

**6. Delegations/Authorisations**

The A/CEO will assume all delegated authority that the CEO currently has, to enable continuation of business as usual.

**7. Communication and Engagement**

All staff and key contacts will be advised by email of the CEO’s absence and the appointment of an A/CEO Officer for the period of absence.

**8. Conclusion**

In summary, it is recommended that Council appoint the Executive Manager Infrastructure Works and Services as A/CEO for the period of upcoming leave.

**9. Action/s**

The Executive Manager Infrastructure Works and Services will be advised by letter of their appointment as A/CEO.

**Attachments**

There are no attachments for this report.

**11.0 ORGANISATIONAL DEVELOPMENT AND PLANNING SERVICES REPORTS**

**11.1 Request for Negotiated Decision for a Development Permit for Reconfiguring a Lot at Scheiwe Road Plainland**

**Date:** 12 June 2019  
**Author:** Miriam Sharp, Planning Officer  
**Responsible Officer:** Ian Church, Chief Executive Officer

**Summary:**

The purpose of this report is to consider a request for a Negotiated Decision for Reconfiguring a Lot for Subdivision (1 into 21 Lots and Balance Lot) on L98 RP892928 at Scheiwe Road, Plainland.

The application has been assessed in accordance with the requirements of the *Planning Act 2016* and it is recommended that the request be approved in part in accordance with the Officer's Recommendation.

**Officer's Recommendation:**

**THAT the request for a Negotiated Decision for a Development Permit for Reconfiguring a Lot for Subdivision (1 into 21 Lots and Balance Lot) on Lot 98 RP892928 at Scheiwe Road, Plainland be approved in part as follows:**

It is recommended that the following plan is included as the Approved Plan:

**Approved Plan**

Plan No.	Rev.	Plan Name	Date
DA-C2	A	Proposal Layout Plan Stage 1, prepared by Hunt Michel and Partners as amended by Council in red	10/05/2019

It is recommended that condition 4 and condition 36 be deleted.

It is recommended that condition 5 be amended as follows:

5. Development of the balance lots A and B requires further development applications. The indicative layout of the balance lots is not approved or endorsed under this permit.

It is recommended that condition 6 be amended as follows:

6. Dedicate, at no cost to or compensation by Council, a drainage reserve over all areas impacted by the design 1% AEP and any drainage infrastructure capturing/conveying stormwater runoff from an upstream catchment. The drainage reserve must be a minimum 4.0m wide and be of sufficient dimensions to fully contain the proposed drainage infrastructure (including batters) and stormwater overland flow path.

It is recommended that condition 30 be amended as follows:

30. Construct roads to service the development at a minimum as follows:
  - Road 2 (East-West Road) must be an Access Street;



**Resolution Number: 16-20/1411**

**CARRIED**  
**7/0**

**Report**

**1. Introduction**

The applicant has requested a Negotiated Decision Notice for the Development Permit for Reconfiguring a Lot for Subdivision (1 into 21 Lots and Balance Lot) at Scheiwe Road, Plainland. The approval was given by Council and therefore the request for a negotiated decision is presented to Council as well.

**2. Background**

A Development Permit for Reconfiguring a Lot for Subdivision (1 Lot into 21 Lots plus Balance Lot) was approved by Council on 13 March 2019. The applicant suspended the appeal period on 10 April 2019 and made representations on 13 May 2019 to the development approval conditions. The representations are detailed below but primarily relate to the amended proposal plan and road construction requirements.

**3. Report**

**Assessment**

An assessment in relation to each of the submitted representations is provided below.

**Approved Plan and Condition 4 a and c**

**4. Amend the plan titled Proposed Subdivision Scheiwe Road Plainland as follows:**

- a) Provide a cul-de-sac off Sassafras Court such that a maximum of five (5) additional lots access Sassafras Court;
- b) Provide a new road within the development such that all remaining lots access the development via Scheiwe Road. This new road must terminate in a cul-de-sac; and
- c) Provide a connection between the cul-de-sac of Sassafras Court and the cul-de-sac of the new road for pedestrian access and stormwater drainage.

After consideration of the approval, the applicant has decided to provide all proposed lots adjacent to Scheiwe Road rather than near Sassafras Court. The amended proposal plan also shows an indicative layout of what will be the balance lots.

Applicant's Representation

The assessment of the original application determined that access via Sassafras Court was not desirable. Council therefore conditioned that this access route was limited to no more than five (5) lots. As a result, the applicant has decided that they would prefer to not utilise Sassafras Court at all: *"the applicant no longer wishes to utilise Sassafras Court in any way. It is considered that this would be acceptable to Council as it is not in conflict with the planning scheme and will result in a much less complicated and more polished development outcome"*.

Assessment of Representation

*Agree*

All traffic generated by the development will now be utilising Scheiwe Road, which will need to be constructed to the appropriate standard. This can be achieved and is the preferred access route. The proposed amended plan is a significant improvement in seeking appropriate outcomes for the development and the area in general. Council officers are supportive of the updated proposal. Now that the proposal plan has been updated such that there will be no connection through Sassafras Court and the overall development will have access from Scheiwe Road only, condition 4 in its entirety is no longer required. It is recommended that condition 4 is deleted, however the intent of condition 4 (c) to provide a pedestrian between Sassafras Court and the residential estate may be revisited when a Reconfiguring a Lot application is received for Balance Lot B.

The updated plan can become the Approved Plan, noting that the indicative layout of the balance lots does not form part of the approval. This has been marked on the plan as such. This also needs to be reflected and reinforced in an amendment to condition 5, which currently reads:

5. *Development of the balance lot (Lot 22) requires further development applications.*

It is recommended that condition 5 is amended as follows:

5. Development of the balance lots **A and B** (~~Lot 22~~) requires further development applications.  
**The indicative layout of the balance lots is not approved or endorsed under this permit.**

**Condition 6 Drainage Reserve**

6. *Dedicate, at no cost to or compensation by Council, a drainage reserve over all areas impacted by the design 1% AEP and any drainage infrastructure capturing/conveying stormwater runoff from an upstream catchment. The drainage reserve must be a minimum 4.0m wide and be of sufficient dimensions to fully contain the proposed drainage infrastructure (including batters) and stormwater overland flow path. The drainage infrastructure and/or centreline of the stormwater overland flow path must be centrally located within the drainage reserve.*

Applicant's Representation

The applicant's consultant engineer states that the drainage reserves (proposed lots 900 and 901 on the updated plan) are intended to convey stormwater flows via the existing natural flow paths, which are not central within the drainage reserves. They request that the last sentence of the condition is deleted.

Assessment of Representation

*Agree*

Council's engineer does not have any objections to the request as it does not impact the stormwater management within the development. The last sentence may be deleted.

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### Condition 30 and Conditions 41-44 Intersection Design/Upgrade

Condition 30 reads:

30. *Construct roads to service the development at a minimum as follows:*

- *Road 1 (cul-de-sac connecting to Sassafras Court) must be an Access Place;*
- *Road 2 (East-West Road) must be an Access Street;*
- *Road 3 (North-South Road north of the overland flow path up to and including the cul-de-sac) must be an Access Street;*
- *Road 4 (North-South Road between Road 1 and Scheiwe Road) must be 6m pavement, 8m formation and 20m reserve (future Collector Street);*
- *Scheiwe Road (frontage of lot) must be a Collector Street;*
- *Scheiwe Road (connection to Pats Road) must be 6m pavement, 8m formation and 20m reserve (future Collector Street); and*
- *The connection between the cul-de-sac of Sassafras Court (road 1) and the cul-de-sac of the new road (road 3) for pedestrian access and stormwater drainage must be a minimum of 4m wide.*

*The design and construction of each road or street must ensure that the speed environment, geometry, sight distances, carriageway widths, lighting, bus stops, vehicle movements, on street parking and other physical attributes are consistent with the function and role of the road or street in the transport network.*

Conditions 41-44 relate to the requirement to design and upgrade the intersection of Scheiwe Road and Pats Road.

#### Applicant's Representation

The applicant requests that the reference to Sassafras Court is removed from condition 30 as it no longer forms part of the proposal. Further, the applicant's consultant engineer has requested that the road reserve with required for Scheiwe Road is reduced from 20m to 18m "as this is an existing road reserve".

Further, the applicant states that "well over a hundred additional acres of developable land will directly benefit from the construction of Scheiwe Road. These development sites are currently unviable due to the requirement to construct Scheiwe Road but will be able to be developed as soon as this road is constructed. Given that the Council does not have a Local Government Infrastructure Plan in place for the area surrounding the development site and that Council has also determined that Scheiwe Road is the most important factor in its future development, it seems fair that cost distribution relating to the formation of Scheiwe Road in Condition 30 and the associated intersection works listed in conditions 41-44 be adjusted or reworded to factor in cost sharing with the other sites".

#### Assessment of Representation

*Agree in part*

As Sassafras Court will no longer be used for access, the first and last dot point of the condition may be deleted. Road 3 is no longer included in the proposal plan and thus the third dot point may also be deleted. Road 2 remains as conditioned, and Road 4 now becomes Road 1. With respect to the road reserve width for Scheiwe Road, this is to remain 20m as per Council's Road Hierarchy requirements. The applicant has not demonstrated that a reduced road reserve is warranted.

Therefore, condition 30 may be amended as follows:

30. Construct roads to service the development at a minimum as follows:
- ~~• Road 1 (cul-de-sac connecting to Sassafras Court) must be an Access Place;~~
  - Road 2 (East-West Road) must be an Access Street;
  - ~~• Road 3 (North-South Road north of the overland flow path up to and including the cul-de-sac) must be an Access Street;~~
  - Road 4 1 (North-South Road between Road 1 and Scheiwe Road) must be 6m pavement, 8m formation and 20m reserve (future Collector Street);
  - Scheiwe Road (frontage of lot) must be a Collector Street; **and**
  - Scheiwe Road (connection to Pats Road) must be 6m pavement, 8m formation and 20m reserve (future Collector Street); **and.**
  - ~~• The connection between the cul-de-sac of Sassafras Court (road 1) and the cul-de-sac of the new road (road 3) for pedestrian access and stormwater drainage must be a minimum of 4m wide.~~

The proposed development will be generating additional traffic that will have an impact on Scheiwe Road and the intersection of Scheiwe Road and Pats Road. Therefore, an upgrade to both Scheiwe Road and the intersection will be required. However, Scheiwe Road and Pats Road are not included as trunk infrastructure in Council's *Local Government Infrastructure Plan*. Therefore, the cost of the construction of Scheiwe Road and the intersection with Pats Road are to be borne by the developer. It is recommended that conditions 41-44 are retained without change.

#### **Condition 36**

36. *A footpath, 1.5 metres wide, is to be constructed within the connection between the cul-de-sac of Sassafras Court and the new road. Footpaths are to be constructed in accordance with IPWEAQ Standard Drawing RS-065. Kerb ramps shall be provided at intersections in accordance with IPWEAQ Standard Drawing RS-090 and RS-094.*

#### Applicant's Representation

The amended proposal plan does not provide any connection to Sassafras Court and there is no existing pedestrian network along this road. Therefore, the applicant considers that the condition is no longer required.

#### Assessment of Representation

*Agree*

The amended plan no longer includes any lots that connect directly to Sassafras Court. Therefore, Council officers support the request. It is noted that, should the balance lot be developed in the future, a footpath connection may be required at that stage. Condition 36 may be deleted.

#### **Condition 49**

49. *All stormwater drainage structures (surface and underground) and accessories shall be designed and constructed to effectively drain all stormwater falling on and coming to the proposed subdivision to a point of satisfactory legal discharge. The lawful point of discharge shall be identified for each drainage path which crosses the development site boundary.*

Applicant's Representation

The applicant's consultant engineer states that the condition "*adds confusion to the acceptance of the stormwater management proposed for the site*". They request that the condition is removed.

Assessment of Representation

*Disagree*

The condition is general in nature and does not conflict with the Stormwater Management Plan. The inclusion of this condition ensures that any potentially unforeseen issues that may arise at the Operational Works stage of the development are covered. It is recommended that the condition remains.

**Recommendation**

It is recommended that the following plan is included as the Approved Plan:

**Approved Plan**

Plan No.	Rev.	Plan Name	Date
DA-C2	A	<i>Proposal Layout Plan Stage 1, prepared by Hunt Michel and Partners as amended by Council in red</i>	10/05/2019

It is recommended that condition 4 and condition 36 be deleted.

It is recommended that condition 5 be amended as follows:

5. Development of the balance lots A and B requires further development applications. The indicative layout of the balance lots is not approved under this permit.

It is recommended that condition 6 be amended as follows:

6. Dedicate, at no cost to or compensation by Council, a drainage reserve over all areas impacted by the design 1% AEP and any drainage infrastructure capturing/conveying stormwater runoff from an upstream catchment. The drainage reserve must be a minimum 4.0m wide and be of sufficient dimensions to fully contain the proposed drainage infrastructure (including batters) and stormwater overland flow path.

It is recommended that condition 30 be amended as follows:

30. Construct roads to service the development at a minimum as follows:
  - Road 2 (East-West Road) must be an Access Street;
  - Road 1 (North-South Road) must be 6m pavement, 8m formation and 20m reserve (future Collector Street);
  - Scheiwe Road (frontage of lot) must be a Collector Street; and
  - Scheiwe Road (connection to Pats Road) must be 6m pavement, 8m formation and 20m reserve (future Collector Street).

It is recommended that conditions 41-44 and 49 remain.

**4. Policy and Legal Implications**

Following a decision made by Council on the application, the applicant may appeal against Council's decision. If the applicant decides to appeal the decision by Council, legal representation may be required.

**5. Financial and Resource Implications**

Following a decision made by Council on the application, the applicant may appeal against Council's decision. If the applicant decides to appeal the decision, Council may need to engage external technical experts (e.g. stormwater/flooding, traffic).

**6. Delegations/Authorisations**

There are no implications for delegations or authorisations arising from the recommendation provided in this report.

**7. Communication and Engagement**

The decision of Council will be formally communicated to the applicant in accordance with the requirements of the *Planning Act 2016*.

**8. Conclusion**

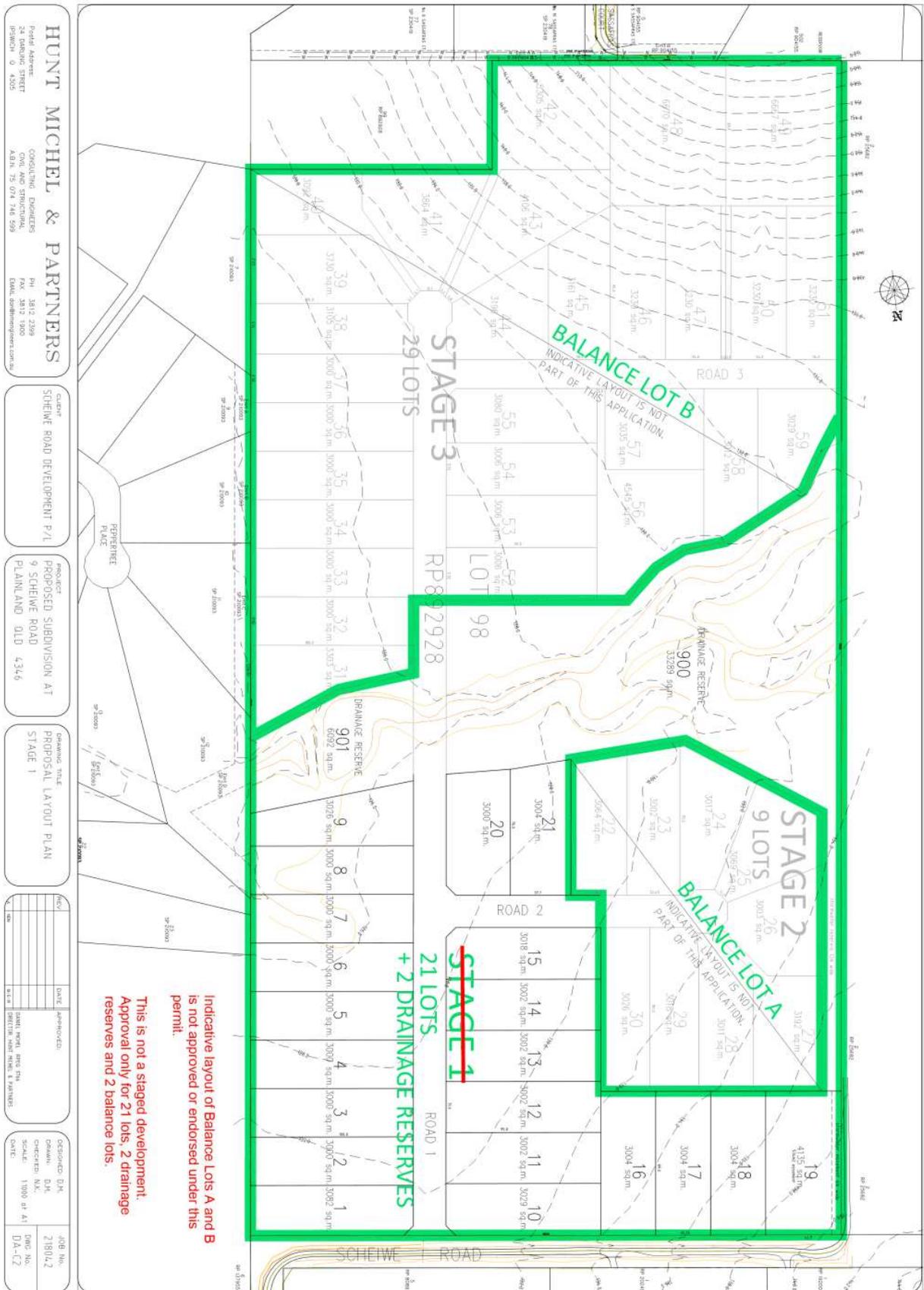
The request for a negotiated decision is recommended for approval in part.

**9. Action/s**

Advise the applicant of Council's decision.

**Attachments**

[1](#) Proposal Plan Negotiated Decision Scheiwe Road Plainland 1 Page



**11.2 Minor Change to Approval Helidon Spa Caravan Park**

**Date:** 19 June 2019  
**Author:** Miriam Sharp, Planning Officer  
**Responsible Officer:** Ian Church, Chief Executive Officer

**Summary:**

The purpose of this report is to consider an application for a Minor Change to Approval for Material Change of Use for Caravan Park on L1 and L3 RP96795 and L23 RP901411 at 7828 Warrego Highway, Helidon Spa.

The application has been assessed in accordance with the requirements of the *Planning Act 2016* and it is recommended that the proposal be approved in accordance with the Officer's Recommendation.

**Officer's Recommendation:**

**THAT the application for a Minor Change to Approval for Material Change of Use for Caravan Park on Lot 1 and Lot 3 RP96795 and Lot 23 RP901411 at 7828 Warrego Highway, Helidon Spa be approved subject to the following:**

**A. Update the Approved Plans as follows:**

**APPROVED PLANS**

The following plans are the Approved Plans for the development:

**Approved Plans**

Plan No.	Rev.	Plan Name	Date
19409 Page 1	J	<i>Overall Concept Plan</i> , prepared by Raunik Design Group	29/05/2019
19409 Page 2	J	<i>Concept Plan</i> , prepared by Raunik Design Group	29/05/2019
19409 Page 3	J	<i>Concept Plan</i> , prepared by Raunik Design Group	29/05/2019
19409 Page 4	J	<i>Recreation Building</i> , prepared by Raunik Design Group	29/05/2019

**B. Amend the following conditions:**

**Condition 13 to read as follows:**

13.	The unnumbered sites adjacent to sites T18, T35 and T36 are to remain vacant and not to be utilised for any purpose.	At all times.
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**Condition 16 to read as follows:**

16.	The stages and their sequence are as follows:	At all times.
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	<p>Stage 1 includes:</p> <ul style="list-style-type: none"> <li>• Managers' Dwelling with shed and carport and office;</li> <li>• Coffee shop and reception with covered area;</li> <li>• Amenities Block A;</li> <li>• Recreation Building and Communal Recreation Area;</li> <li>• Long Term Accommodation Sites P1-P18; and</li> <li>• Short Term Accommodation Sites T1-T11.</li> </ul> <p>Stage 2 includes:</p> <ul style="list-style-type: none"> <li>• Amenities Block B; and</li> <li>• Short Term Accommodation Sites T12-T26</li> </ul> <p>Stage 3 includes:</p> <ul style="list-style-type: none"> <li>• Short Term Accommodation Sites T27-T39.</li> </ul> <p>Stage 4 includes:</p> <ul style="list-style-type: none"> <li>• Short Term Accommodation Sites T40-T47; and</li> <li>• Additional amenities.</li> </ul> <p>Stage 5 includes:</p> <ul style="list-style-type: none"> <li>• Short Term Accommodation Sites T48-T66.</li> </ul>		
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**Condition 17 to read as follows:**

17.	<p>The development must be carried out in accordance with the conditions applicable to all stages and each individual stage as follows:</p> <ul style="list-style-type: none"> <li>• Conditions applicable to all Stages: 1, 3-19, 21-23, 25, 27-55, 57, 59-67</li> <li>• Conditions applicable to Stage 1 only: 20, 24, 26, 56 and 58</li> <li>• Conditions applicable to Stage 2 only: Nil</li> <li>• Conditions applicable to Stage 3 only: Nil</li> <li>• Conditions applicable to Stage 4 only: Nil</li> <li>• Conditions applicable to Stage 5 only: Nil</li> </ul>	At all times.
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**Condition 21 to read as follows:**

21.	For the 66 short term accommodation sites, provide and maintain adequate numbers of toilets, bathing and showering facilities for persons of both sexes (including disabled persons), and laundry facilities to the	Prior to the commencement of use of each stage
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	<p>following specifications:</p> <ul style="list-style-type: none"> <li>a) Sanitary conveniences and ablutionary facilities are to be located not more than 100m from any site and at least 6m from any site;</li> <li>b) Laundry facilities are to include at least 1 set of twin tubs, 1 washing machine/washing boiler and 1 clothes hoist (or equivalent length of clothes line) for every 20 sites;</li> <li>c) Toilet facilities are to include at least 1 male and 1 female toilet cubicle for every 7 sites. Individual toilets must be screened to provide absolute privacy to the user and fitted with inside locks. For every 4 female toilet cubicles 1 sanitary disposal unit is to be provided; and</li> <li>d) Shower facilities are to include at least 1 shower (or bath) for every 7 sites for males and at least 1 shower (or bath) for every 7 sites for females. Individual showers (baths) must be screened to provide absolute privacy to the user and fitted with inside locks. At least 1 hand wash basin is to be provided for every 4 shower (or bath) cubicles. Hot and cold reticulated water is to be provided to all showers and hand wash basins.</li> </ul> <p><i>Note: In order to satisfy this condition, additional facilities must be provided prior to the commencement of use of Stages 4 and 5 (in addition to existing amenities blocks A and B).</i></p>	<p>as applicable.</p>	
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**Amend Condition 30 to read as follows:**

<p>30.</p>	<p>Construct a vehicle cross-over and a sealed roadway to a Rural Road standard together with any necessary drainage infrastructure from the Warrego Highway to the entrance to the development.</p> <p><i>Note: Council will agree to offset the cost of these works against the infrastructure charges payable through an Infrastructure Agreement.</i></p>	<p>Within twelve (12) months from the date the approval takes effect.</p>
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**C. Delete condition 2**

**D. Amend Advisory Note (i) to read as follows:**

**ADVISORY NOTES**

- (i) This change approval and the conditions attached to the approval have been specifically constructed to recognise the application for material change of use is one which seeks to regularise an unlawful development and that a number of the aspects of the unlawful development are approved only on the basis of compliance with the conditions of the approval within the timeframes specified.

**RESOLUTION**

**THAT the application for a Minor Change to Approval for Material Change of Use for Caravan Park on Lot 1 and Lot 3 RP96795 and Lot 23 RP901411 at 7828 Warrego Highway, Helidon Spa be approved subject to the following:**

**A. Update the Approved Plans as follows:**

<b>APPROVED PLANS</b>
-----------------------

The following plans are the Approved Plans for the development:

**Approved Plans**

Plan No.	Rev.	Plan Name	Date
19409 Page 1	J	<i>Overall Concept Plan</i> , prepared by Raunik Design Group	29/05/2019
19409 Page 2	J	<i>Concept Plan</i> , prepared by Raunik Design Group	29/05/2019
19409 Page 3	J	<i>Concept Plan</i> , prepared by Raunik Design Group	29/05/2019
19409 Page 4	J	<i>Recreation Building</i> , prepared by Raunik Design Group	29/05/2019

**B. Amend the following conditions:**

**Condition 13 to read as follows:**

13.	The unnumbered sites adjacent to sites T18, T35 and T36 are to remain vacant and not to be utilised for any purpose.	At all times.
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**Condition 16 to read as follows:**

16.	<p>The stages and their sequence are as follows:</p> <p>Stage 1 includes:</p> <ul style="list-style-type: none"> <li>• Managers' Dwelling with shed and carport and office;</li> <li>• Coffee shop and reception with covered area;</li> <li>• Amenities Block A;</li> <li>• Recreation Building and Communal Recreation Area;</li> <li>• Long Term Accommodation Sites P1-P18; and</li> <li>• Short Term Accommodation Sites T1-T11.</li> </ul> <p>Stage 2 includes:</p> <ul style="list-style-type: none"> <li>• Amenities Block B; and</li> <li>• Short Term Accommodation Sites T12-T26</li> </ul> <p>Stage 3 includes:</p> <ul style="list-style-type: none"> <li>• Short Term Accommodation Sites T27-T39.</li> </ul> <p>Stage 4 includes:</p>	At all times.
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	<ul style="list-style-type: none"> <li>• Short Term Accommodation Sites T40-T47; and</li> <li>• Additional amenities.</li> </ul> <p>Stage 5 includes:</p> <ul style="list-style-type: none"> <li>• Short Term Accommodation Sites T48-T66.</li> </ul>	
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**Condition 17 to read as follows:**

17.	<p>The development must be carried out in accordance with the conditions applicable to all stages and each individual stage as follows:</p> <ul style="list-style-type: none"> <li>• Conditions applicable to all Stages: 1, 3-19, 21-23, 25, 27-55, 57, 59-67</li> <li>• Conditions applicable to Stage 1 only: 20, 24, 26, 56 and 58</li> <li>• Conditions applicable to Stage 2 only: Nil</li> <li>• Conditions applicable to Stage 3 only: Nil</li> <li>• Conditions applicable to Stage 4 only: Nil</li> <li>• Conditions applicable to Stage 5 only: Nil</li> </ul>	At all times.
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**Condition 21 to read as follows:**

21.	<p>For the 66 short term accommodation sites, provide and maintain adequate numbers of toilets, bathing and showering facilities for persons of both sexes (including disabled persons), and laundry facilities to the following specifications:</p> <ol style="list-style-type: none"> <li>a) Sanitary conveniences and ablutionary facilities are to be located not more than 100m from any site and at least 6m from any site;</li> <li>b) Laundry facilities are to include at least 1 set of twin tubs, 1 washing machine/washing boiler and 1 clothes hoist (or equivalent length of clothes line) for every 20 sites;</li> <li>c) Toilet facilities are to include at least 1 male and 1 female toilet cubicle for every 7 sites. Individual toilets must be screened to provide absolute privacy to the user and fitted with inside locks. For every 4 female toilet cubicles 1 sanitary disposal unit is to be provided; and</li> <li>d) Shower facilities are to include at least 1 shower (or bath) for every 7 sites for males and at least 1 shower (or bath) for every 7 sites for females. Individual showers (baths) must be screened to provide absolute privacy to the user and fitted with inside locks. At least 1 hand wash basin is to be provided for every 4 shower (or bath)</li> </ol>	Prior to the commencement of use of each stage as applicable.
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cubicles. Hot and cold reticulated water is to be provided to all showers and hand wash basins.

*Note: In order to satisfy this condition, additional facilities must be provided prior to the commencement of use of Stages 4 and 5 (in addition to existing amenities blocks A and B).*

**Amend Condition 30 to read as follows:**

30.	Construct a vehicle cross-over and a sealed roadway to a Rural Road standard together with any necessary drainage infrastructure from the Warrego Highway to the entrance to the development.  <i>Note: Council will agree to offset the cost of these works against the infrastructure charges payable through an Infrastructure Agreement.</i>	Within twelve (12) months from the date the approval takes effect.
-----	--	--

**C. Delete condition 2**

**D. Amend Advisory Note (i) to read as follows:**

**ADVISORY NOTES**

- (i) This change approval and the conditions attached to the approval have been specifically constructed to recognise the application for material change of use is one which seeks to regularise an unlawful development and that a number of the aspects of the unlawful development are approved only on the basis of compliance with the conditions of the approval within the timeframes specified.

**Moved By: Cr McLean**

**Seconded By:**

**Cr Wilson**

**Resolution Number: 16-20/1412**

**CARRIED**

**7/0**

**Report**

**1. Introduction**

The applicant seeks a Minor Change to the Approval for a Material Change of Use for a Caravan Park at 7828 Warrego Highway at Helidon Spa. The subject land is zoned Rural General under the *Gatton Shire Council Planning Scheme 2007*.

**2. Background**

Council approved a Minor Change to the development permit for a Caravan Park on 8 May 2019 (MC2018/0105). Some additional minor changes are being sought after further negotiations with the Applicant (MC2019/0037).

**3. Report**

**Proposed Development**

The applicant is seeking to have version J of the plans approved, to amend the condition in relation to ablutions requirements and to defer the road construction requirements for three (3) years rather than prior to the commencement of Stage 3. There also was a request to add the word 'change' to advisory note (i).

**Subject Land**

The subject site is located at 7828 Warrego Highway, Helidon Spa and is located within the Rural General Zone under the *Gatton Shire Council Planning Scheme 2007*. The site contains an existing Caravan Park.

**Assessment**

Statutory Process

An application was made for a minor change to a development approval under s78 of the *Planning Act 2016*. Such an application can only be in certain circumstances where the change meets the definition of a 'minor change' under the *Act*.

The proposed change to the development approval requested by the applicant is determined to constitute a minor change on the grounds that:

- The change does not result in a substantially different development;
- The change does not cause the inclusion of prohibited development;
- The change does not cause the application to be referred to any additional referral agencies; and
- The proposed change does not cause the application to require public notification.

On this basis, the application is considered to be a minor change to a development approval.

Assessment of Minor Change

The *Planning Act 2016* requires that the change application be assessed against the matters that applied when the original application was made, but may have regard to the matters that apply now.

The following Planning Scheme provisions applied to the original application:

<b>Planning Scheme:</b>	<i>Gatton Shire Council Planning Scheme 2007</i>
<b>Zone:</b>	Rural General Zone
<b>Assessment Benchmarks:</b>	<ul style="list-style-type: none"> <li>• Desired Environmental Outcomes;</li> <li>• Rural General Zone Code;</li> <li>• Caravan and Relocatable Home Parks Code;</li> <li>• Building Work Code;</li> <li>• Landscaping Code;</li> <li>• Lighting Code;</li> <li>• Services and Infrastructure Code; and</li> <li>• Vehicle Access, Parking and On-Site Movement Code.</li> </ul>

It is considered that the proposed changes to the development will not create any inconsistencies with current applicable benchmarks as the planning scheme that was in effect at the time of the original approval is still in force.

Approved Plans

The Applicant has provided updated plans (version J). Council officers have no objection to these becoming the approved plans. As the updated plans also include the amendments as were required in the permit, condition 2 is no longer needed and can be removed from the permit.

Condition 2

2.	Submit amended plans that address the requirements of this approval.	Prior to the lodgement of an application for Operational Works for Stage 1.
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Now that condition 2 is recommended for removal, condition 17 requires updating as follows:

17.	<p>The development must be carried out in accordance with the conditions applicable to all stages and each individual stage as follows:</p> <ul style="list-style-type: none"> <li>• Conditions applicable to all Stages: 1, 3-19, 21-23, 25, 27-55, 57, 59-67</li> <li>• Conditions applicable to Stage 1 only: <del>2</del>, 20, 24, 26, 56 and 58</li> <li>• Conditions applicable to Stage 2 only: Nil</li> <li>• Conditions applicable to Stage 3 only: Nil</li> <li>• Conditions applicable to Stage 4 only: Nil</li> <li>• Conditions applicable to Stage 5 only: Nil</li> </ul>	At all times.
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Further, as a result of the change in the numbering of the sites, conditions 13 and 16 also require updating as follows:

Condition 13

13.	The unnumbered sites adjacent to sites <del>T17</del> T18, <del>T25 and T26,</del> <del>T34 and</del> T35 and T36 are to remain vacant and not to be utilised for any purpose.	At all times.
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The unnumbered sites mentioned in the condition were vacant on the approved plans to ensure a large emergency vehicle can manoeuvre around them. The updated plans have slightly renumbered sites. The sites adjacent to T25 and T26 have now been included in the development for short-term occupation. The layout has been amended to accommodate a large vehicle within the internal roads around these sites. Condition 13 can therefore be updated to reflect the new numbers.

Condition 16

16.	<p>The stages and their sequence are as follows:</p> <p>Stage 1 includes:</p> <ul style="list-style-type: none"> <li>• Managers' Dwelling with shed and carport and office;</li> <li>• Coffee shop and reception with covered area;</li> <li>• Amenities Block A;</li> <li>• Recreation Building and Communal Recreation Area;</li> <li>• Long Term Accommodation Sites P1-P18; and</li> <li>• Short Term Accommodation Sites T1-T11.</li> </ul> <p>Stage 2 includes:</p> <ul style="list-style-type: none"> <li>• Amenities Block B; and</li> <li>• Short Term Accommodation Sites <del>T12-T16</del> and <del>T17-T25</del> T12-T26</li> </ul> <p>Stage 3 includes:</p> <ul style="list-style-type: none"> <li>• Short Term Accommodation Sites <del>T26-T38</del> T27-T39.</li> </ul> <p>Stage 4 includes:</p> <ul style="list-style-type: none"> <li>• Short Term Accommodation Sites <del>T39-T48</del> T40-T47; and</li> <li>• Additional amenities.</li> </ul> <p>Stage 5 includes:</p> <ul style="list-style-type: none"> <li>• Short Term Accommodation Sites <del>T49-T66</del> T48-T66.</li> </ul>	At all times.
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Condition 21 – Ablutions

This condition reads as follows:

21.	<p>For the 66 short term accommodation sites, provide and maintain adequate numbers of toilets, bathing and showering facilities for persons of both sexes (including disabled persons), and laundry facilities to the following specifications:</p> <ol style="list-style-type: none"> <li>a) Sanitary conveniences and ablutionary facilities are to be located not more than 100 from any site and at least 6m from any site. Separate ablution facilities are to be provided for each gender;</li> <li>b) Laundry facilities are to include at least 1 set of twin tubs, 1 washing machine/washing boiler and 1 clothes hoist (or equivalent length of clothes line) for every 20 sites;</li> <li>c) Toilet facilities are to include at least 1 male and 1 female</li> </ol>	Prior to the commencement of use of each stage as applicable.
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	<p>toilet cubicle for every 7 sites. Individual toilets must be screened to provide absolute privacy to the user and fitted with inside locks. For every 4 female toilet cubicles 1 sanitary disposal unit is to be provided; and</p> <p>d) Shower facilities are to include at least 1 shower (or bath) for every 7 sites for males and at least 1 shower (or bath) for every 7 sites for females. Individual showers (baths) must be screened to provide absolute privacy to the user and fitted with inside locks. At least 1 hand wash basin is to be provided for every 4 shower (or bath) cubicles. Hot and cold reticulated water is to be provided to all showers and hand wash basins.</p> <p><i>Note: In order to satisfy this condition, additional facilities must be provided prior to the commencement of use of Stages 4 and 5 (in addition to existing amenities blocks A and B).</i></p>	
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Point a) of the condition requires that separate facilities are provided for male and female occupants. As there is an existing facility which is unisex, the Applicant has requested that the condition is amended to allow facilities to be unisex. Council officers have no objection to the request. Point a) can therefore be amended as follows:

- a) Sanitary conveniences and ablutionary facilities are to be located not more than 100m from any site and at least 6m from any site. ~~Separate ablution facilities are to be provided for each gender;~~

The remainder of this condition does not require any amendment.

Condition 30 – Road construction

30.	<p>Construct a vehicle cross-over and a sealed roadway to a Rural Road standard together with any necessary drainage infrastructure from the Warrego Highway to the entrance to the development.</p> <p><i>Note: Council will agree to offset the cost of these works against the infrastructure charges payable through an Infrastructure Agreement.</i></p>	<p>Prior to the commencement of use of Stage 3.</p>
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The Applicant has requested to defer the road construction works required under this condition for three (3) years: *“We did ask for a 3 year grace period for these works because of the works required by the Service Centre should they proceed. Given my discussions with a RPG representative that they are not likely to start until at least the 2<sup>nd</sup> quarter of 2020 (time needed to get all OPW approvals from LVRC, DTMR & QUU), it seems premature to do these works by Stage 3 commencement until we fully understand RPG’s program.”*

A permit must be able to function without depending on third parties for the development to be completed. Therefore, the timeframe for commencement of construction of the adjoining development (Helidon Spa Service Centre) is irrelevant. If the approval for the Service Station is never acted upon, the subject development would not have appropriate access. The Caravan Park development will increase the traffic utilising Twidales Road. Therefore, the developer is to be responsible for construction of the road to the appropriate standard and within reasonable timeframes.

Under the existing approval the developer is required to construct the road prior to the commencement of Stage 3. It is considered that is the time when the increase in traffic will reach a point where the road will need to be constructed to a bitumen seal standard (as opposed to the existing gravel access). However, the developer would like to be able to have the Caravan Park (in particular the seasonal workers' accommodation) operational as soon as possible to satisfy the existing high demand for such a use. The requirement to construct the road would significantly delay this opportunity. Therefore, Council officers are agreeable to delay the road construction requirement for twelve (12) months from the date the approval takes effect. The condition may be amended as follows:

30.	<p>Construct a vehicle cross-over and a sealed roadway to a Rural Road standard together with any necessary drainage infrastructure from the Warrego Highway to the entrance to the development.</p> <p><i>Note: Council will agree to offset the cost of these works against the infrastructure charges payable through an Infrastructure Agreement.</i></p>	<p><del>Prior to the commencement of Stage 3</del> Within twelve (12) months from the date the approval takes effect.</p>
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Advisory Note (i)

- (i) *This approval and the conditions attached to the approval have been specifically constructed to recognise the application for material change of use is one which seeks to regularise an unlawful development and that a number of the aspects of the unlawful development are approved only on the basis of compliance with the conditions of the approval within the timeframes specified.*

The applicant has requested that the word 'change' is included in the advisory note. Council officers have no objections to the proposed change. The note may therefore be amended as follows:

- (i) This **change** approval and the conditions attached to the approval have been specifically constructed to recognise the application for material change of use is one which seeks to regularise an unlawful development and that a number of the aspects of the unlawful development are approved only on the basis of compliance with the conditions of the approval within the timeframes specified.

**Consultation**

Input was sought from Council's Development Engineer and the Environmental Health section. It is noted that Council's Environmental Health Department issued a Caravan Park Licence for Stage 1 and 2 of the development which is valid until 31 October 2019.

**4. Policy and Legal Implications**

Council has previously undertaken compliance action against the previous owner/operator of the premises. It is possible that the current owner/operator will also not comply with the new conditions. This could lead to initiation of fresh compliance action against the current owner/operator, which may ultimately have to be dealt with in the Planning and Environment Court. Further, following a decision

made by Council on the application, the applicant may appeal against Council's decision. If the applicant decides to appeal the decision by Council, legal representation may be required.

**5. Financial and Resource Implications**

Council has previously incurred costs in compliance action and in response to legal action taken against Council and Council Officers by the previous owner/operator of the premises. It is possible that the current owner/operator of the premises will also not comply with the conditions attached to the approval. Council will need to initiate fresh compliance action which will have financial and resource implications. Further, following a decision made by Council on the application, the applicant may appeal against Council's decision, which will have financial and resource implications for Council.

**6. Delegations/Authorisations**

There are no implications for delegations or authorisations arising from the recommendation provided in this report.

**7. Communication and Engagement**

The decision of Council will be formally communicated to the applicant in accordance with the requirements of the *Planning Act 2016*.

**8. Conclusion**

The proposed changes to the development constitute a minor change. It is recommended that the changes are approved as per the recommendation.

**9. Action/s**

Advise the applicant of Council's decision.

**Attachments**

- 1 [↓](#) Proposal Plans Minor Change to Approval Helidon Spa Caravan Park 5 Pages

# MASSLAND HELIDON SPA



CONCEPT - REV J  
29/05/2019  
JOB:19409

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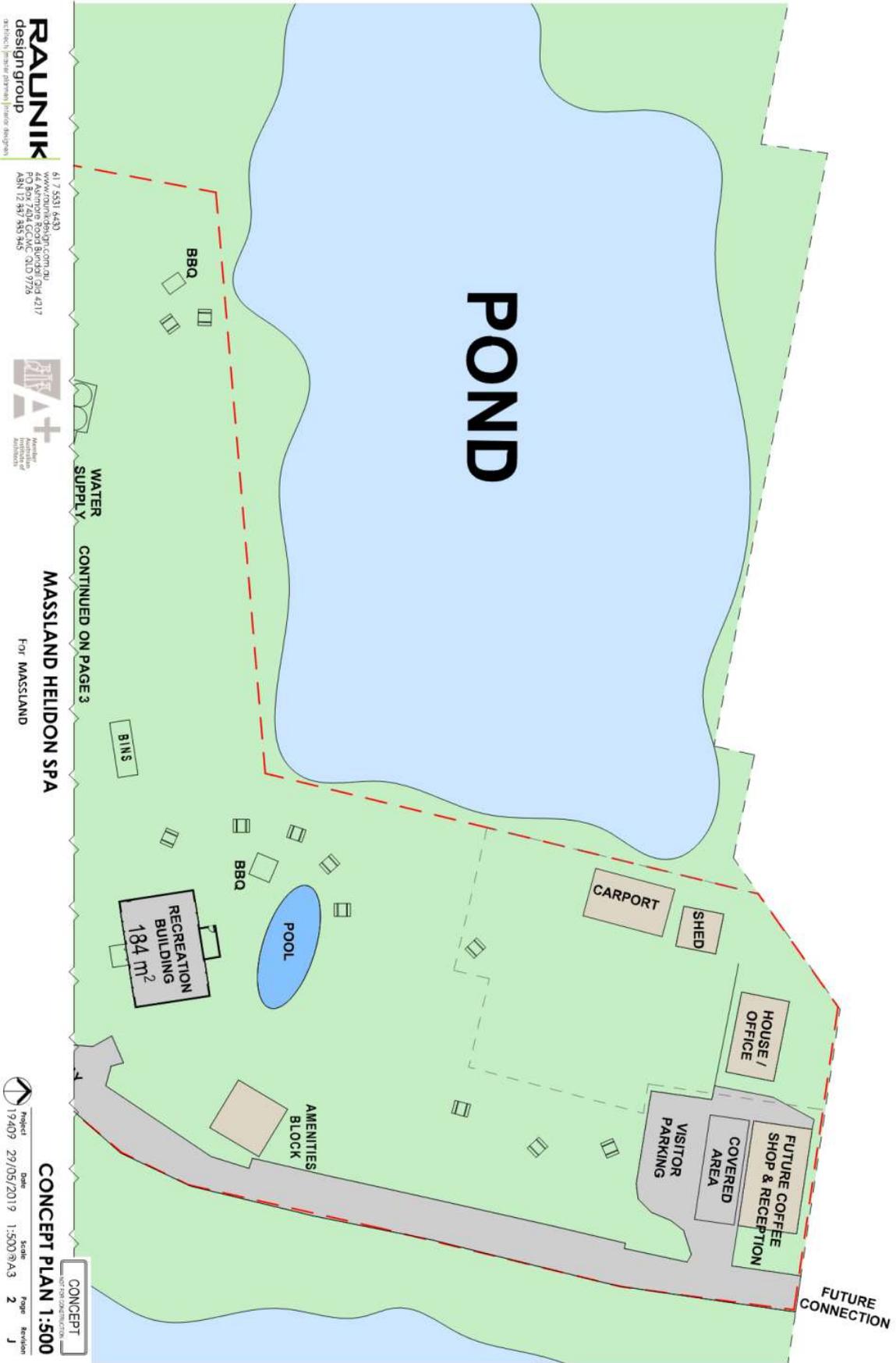
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**MASSLAND HELIDON SPA**  
 For MASSLAND

**CONCEPT**  
 OVERALL CONCEPT PLAN  
 Project 19409 Date 27/05/2019 Scale 1:1000 @ A3  
 Page 1 Revision J







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**CONCEPT PLAN 1:500**  
 CONCEPT  
 NOT FOR CONSTRUCTION  
 Project: 19409 Date: 27/05/2019 Scale: 1:500 @ A3 Page: 3 Revision: J

CONTINUED ON PAGE 2



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**MASSLAND HELIDON SPA**  
 For MASSLAND

**CONCEPT**  
 NOT FOR CONSTRUCTION  
**RECREATION BUILDING**  
 Project 19409 Date 29/05/2019 Scale 1:100 @A3 Page 4 Revision J



**Report**

**1. Introduction**

The Regional Arts Development Fund (RADF) is a partnership between the Queensland Government and Queensland local councils in regional arts and cultural development which support and promote the professional development and employment of artists and arts workers in regional Queensland.

**2. Background**

The RADF Committee has reviewed 4 applications received for RADF grant funding under the current funding offer. All 4 applications were approved by the Committee for recommendation to Council.

**3. Report**

The recommendations of the RADF Committee in relation to each application assessed by the Committee at its meeting on 18 June 2019 follows:

a) Lockyer Valley Art Society Incorporated

That the application by Lockyer Valley Art Society for funds to assist with the delivery of two workshops to artists be approved to the value of \$800.00 being 80% of the total cost of the project.

b) Lockyer Valley Regional Council (Lockyer Valley Libraries)

That the application by the Lockyer Valley Libraries for funds to assist with the delivery of two puppet making workshops be approved to the value of \$3,350.00 being 65% of the total cost of the project.

c) Lockyer Valley Dance Centre

That the application by the Lockyer Valley Dance Centre for funds to employ choreographers to teach routines to the dance school students for public appearance be approved to the value of \$4,600.00 being 32% of the total cost of the project.

d) Lockyer Valley Regional Council

That the application by the Lockyer Valley Regional Council for funds to deliver a variety of dance workshops suitable for beginners of all ages be approved to the value of \$13,138.00 being 65% of the total cost of the project.

A relatively low number of applications were received in this round of funding despite advertisements in local media, commentary in social media and direct approaches to potential applicants. Council officers will look at amending current funding processes to accommodate short quick grants and to allow funding across all rounds. These initiatives will be progressively implement in the coming year.

**4. Policy and Legal Implications**

Under Lockyer Valley Regional Council's Community Plan, Council recognises the importance of the development of arts and culture within the community and the role it plays in supporting individual and group initiatives while providing infrastructure support and leadership to allow people to enjoy opportunities for artistic expression and to explore their culture and heritage while promoting the diversity of the community.

There are no further policy or legal implications associated with the recommendation of this report.

**5. Financial and Resource Implications**

In Council's 2018-19 Budget, a provision of \$41,000 was made available for RADF funding. The balance after allocations of \$19,112.00 in round 1 is a balance of \$21,888 for further funding rounds in the Arts Queensland financial year, which runs from September to August. The four recommended applications for Round Two, total the remaining balance.

**6. Delegations/Authorisations**

The Gatton Library Coordinator is responsible for processing RADF documentation.

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

**7. Communication and Engagement**

Once the recommendations of this report have been approved by Council, the applicants will be notified by mail and a media release will be organised through Council's Marketing, Communications and Engagement Branch after approval by the Queensland Government.

**8. Conclusion**

The recommendations of this report facilitate the development of arts and culture within the community in line with Council's Community Plan.

**9. Action/s**

1. The successful applicants to be notified by mail.
2. A media release will be organised through Council's Marketing, Communications and Engagement Branch after its approval by Arts Queensland.

**Attachments**

There are no attachments for this report.



The *Local Government Act 2009* and *Local Government Regulation 2012* make provision for the granting of concessions with regard to rates or charges to a ratepayer or class of ratepayers, subject to certain criteria. It has been Council's practice to invite applications and to assess those received against that criteria, culminating in this report to Council, for consideration.

### 3. Report

Council's Community Grants Policy states Council may consider an application for remission of rates under the *Local Government Act 2009* in the following circumstances:

- the organisation is a non-profit community-based organisation;
- the applicant organisation must be the owner or lessee of the land and must be able to demonstrate that they are required to pay the rates levied
- the land or any part of the land must not be rented or leased to a third party on a commercial basis
- a Liquor Licence (allowing trading on more than 3 days per week) must not be held by the organisation or any affiliate relating to the property subject to the application; and
- where General Rates do not apply to a property by virtue of a condition contained in a lease of a reserve from Council no further relief will be available.

The Toowoomba Motor Cycle Club Inc has submitted an application requesting an exemption of rates and charges for the financial year 2018-19 for its property at 107 Kherim Road Murphy's Creek which is used by Club members for off road motorcycle riding. The total amount of rates levied on this property for the financial year ending 30 June 2019 is \$9,925.42. Only the component of general rates (\$9,025.01) is eligible for remission.

Being a non-profit community organisation, the Toowoomba Motor Cycle Club Inc qualifies for remission under the policy.

### 4. Policy and Legal Implications

Section 120 of the *Local Government Regulation 2012* gives Council the power to grant a ratepayer a concession for rates or charges for land subject to certain criteria. The concession granted may be a rebate of all or part of the rates.

So that the group does not have to reapply each year for the concession, Council may request the Department of Natural Resources, Mines and Energy to apply a nil valuation to the land whilst it remains in the ownership of the not-for-profit group. This will mean that the general rates for future years will be nil.

The applicant has met the eligibility requirements set out in Council's adopted Community Grants Policy.

### 5. Financial and Resource Implications

Council currently has sufficient budgeted funds available to provide the concession.

By allowing the concession, Council will incur an additional expense of \$9,025.01 for the financial year ended 30 June 2019.

If a zero valuation is applied to the property all future general rates will be foregone.

**6. Delegations/Authorisations**

No additional or amended delegations are required to give action to Council's resolution

**7. Communication and Engagement**

Ratepayers granted concessions are contacted in writing once approved by Council, and in this instance, the amount approved will be credited to the appropriate rate record with any refund paid to the owner.

Council should also note that a summary of concessions granted must be published in Council's Annual Report.

**8. Conclusion**

Councils Revenue Policy states that Council may consider applications for concessions on rates and charges from Not-For-Profit organisations. Council has also resolved to invite and consider applications for rating concession from non-profit community, cultural and sporting organisations within the region.

Being a non-profit community organisation and meeting the other requirements within Council's policy, the Toowoomba Motorcycle Club Inc. is deemed to qualify for remission under Council's Revenue Policy.

**9. Action/s**

1. Advise the property owner of Council's decision.
2. Issue an amended assessment for the adjusted amount of rates.
3. Request that the Department of Natural Resources Mines and Energy issue a nil valuation for the property.

**Attachments**

There are no attachments for this report.

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**12.3 Updated Policies for Approval**

**Date:** 19 June 2019  
**Author:** Tony Brett, Manager Finance & Customer Services  
**Responsible Officer:** David Lewis, Executive Manager Corporate & Community Services

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**Summary:**

The purpose of this report is to seek adoption by Council of the updated Rates and Charges Debt Collection and Recovery Policy and the Sundry Debt Collection and Recovery Policy for inclusion in the policy register as per the *Local Government Act 2009*.

Both policies have been reviewed as part of the 2019/2020 Budget process with the only changes made being to align the amount of overdue interest charged with the maximum amount allowed by legislation.

**Officer's Recommendation:**

**THAT Council adopt the following policies:**

- Rates and Charges Debt Collection and Recovery Policy
- Sundry Debt Collection and Recovery Policy.

**RESOLUTION**

**THAT Council adopt the following policies, as attached to these Minutes:**

- Rates and Charges Debt Collection and Recovery Policy
- Sundry Debt Collection and Recovery Policy.

**Moved By:** Cr Hagan **Seconded By:** Cr Vela

**Resolution Number: 16-20/1415**

**CARRIED**  
**7/0**

**Report**

**1. Introduction**

Council regularly reviews its policies to ensure that they are current and compliant with the *Local Government Act 2009* and *Local Government Regulation 2012*.

**2. Background**

The Rates and Charges Debt Collection and Recovery Policy and the Sundry Debt Collection and Recovery Policy are key policies of Council and provide guidance to officers when dealing with monies owed to Council.

---

**3. Report**

Rates and Charges Debt Collection and Recovery Policy

This policy has been in place for seven years. The Rates and Charges Debt Collection and Recovery policy provides a process which is consistent and ethical for the recovery of outstanding rates and charges in accordance with the *Local Government Regulation 2012*.

The only change within the policy is the reduction in the interest on overdue rates and charges from 11.00% per annum compounding on a daily basis, to 9.83% per annum compounding on a daily basis. This is to conform with changes to the *Local Government Regulation 2012* which has reduced the maximum amount of interest Councils can charge on overdue rates and charges.

Setting the level of interest at the maximum amount is a powerful incentive for property owners to pay their rates and charges within the shortest possible time.

Sundry Debt Collection and Recovery Policy

This policy has been in place for six years. The Sundry Debt Collection and Recovery policy sets out Council's debt management principles for the recovery of outstanding sundry debt.

The only change within the policy is the reduction in the interest on overdue rates and charges from 11.00% per annum compounding on a daily basis, to 9.83% per annum compounding on a daily basis. This is to maintain consistency with the amount of interest charged on outstanding rates and charges and reduce the administration of managing multiple overdue interest rates.

**4. Policy and Legal Implications**

Council's policy framework has been adhered to in the development and review of the policies outlined in this report. Each document complies with the requirements of relevant legislation. Any future policy and legal implications will be addressed as matters arise before Council.

**5. Financial and Resource Implications**

The reduction in the interest rate charged will reduce Council's revenue however the amount cannot be determined as it is dependent on the amount of outstanding debt and the length of time it has been outstanding. Total revenue from interest on outstanding debts is between \$250,000 and \$290,000 per annum.

**6. Delegations/Authorisations**

No further delegations are required to manage the issues raised in this report. The Chief Executive Officer will manage requirements in line with existing delegations.

**7. Communication and Engagement**

The updated policies will be included in Council's policy register and uploaded to Council's website.

**8. Conclusion**

The policies outlined in this report have been developed and reviewed in line with relevant legislation and Council practice and therefore are recommended for adoption by Council.

**9. Action/s**

The approved policies will be updated in Council's policy register and published as appropriate on Council's website.

**Attachments**

- 1 [↓](#) Rates and Charges Debt Collection and Recovery Policy 5 Pages
- 2 [↓](#) Sundry Debt Collection and Recovery Policy 3 Pages



STATUTORY SG 13

## RATES AND CHARGES DEBT COLLECTION AND RECOVERY

### Head of Power

*Local Government Regulation 2012* sections 132 - 134

### Key Supporting Council Document

Corporate Plan 2017-2022

5.4 Commit to open and accountable governance to ensure community confidence and trust in council and our democratic values

5.7 Compliant with relevant legislation

### Definitions

Rates and charges are defined in the *Local Government Regulation 2012* as including differential general rates, minimum general rate levies, separate rates and charges, special rates and charges, utility charges and accrued interest on outstanding balances.

In addition as defined in Section 132 of the *Local Government Regulation 2012*, *overdue rates or charges are made up of:*

- if the local government takes the property owner to court to recover rates or charges and the court orders the property owner to pay the council's costs—the costs; and
- the interest, if interest is payable, on the rates or charges, or costs.

### Policy Objective

The objective of this policy is to set out Council's principles in regard to the management of debt, and to provide a process which is consistent and ethical for the recovery of outstanding rates and charges across the organisation in accordance with the parameters and requirements of the *Local Government Regulation 2012*.

### Policy Statement

The management and recovery of outstanding revenue is an important aspect of Council's financial management function. It is Council's policy to pursue the collection of outstanding revenue diligently but with due concern for any financial hardship faced by property owners.

The principles that will apply in the management of and recovery of debt are as follows:

Group: Corporate And Community Services  
Unit: Finance & Customer Service  
Approved: Ordinary Council Meeting  
(Resolution Number:XX-XX/XX)

Date Approved: 00/00/20XX  
ECM: 37XXXX

Effective Date: 01/07/2019  
Version: 4.0 Last updated 19/06/2019  
Review Date: 30/06/2020  
Superseded/Revoked: Rates and Charges Debt Collection and  
Recovery Policy

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- Transparency by making clear the obligations of property owners and the processes used by Council in assisting them meet their financial obligations.
- Making the processes used to recover overdue rates and charges simple to administer and cost effective.
- Equity by having regard to providing the same treatment for property owners with similar circumstances.
- Flexibility by responding where necessary to changes in the local economy.

Recovery Actions – Overdue Rates & Charges

STAGE	TIMING	ACTION TYPE	AUTHORITY LEVEL
1.	14 days after expiration of the discount period	Notice informing property owner that they have missed the discount and that they should make payment in full by the due date to avoid interest and further action.	Manager Finance and Customer Services
2.	28 days after expiration of the discount period	<p>Reminder Letter 1 - Notice advising rates are overdue and interest charges are continuing to accrue at 9.83%. Legal action may be initiated unless the debt is paid in full or approved repayment arrangements are entered into.</p> <p>Separate Reminder Notice to Property owners who are already with a Debt Recovery Agent – Notice advising of the balance outstanding with the debt recovery agent and the balance that remains with Council and interest charges are continuing to accrue at 9.83%.</p> <p>Further action suspended if:</p> <ul style="list-style-type: none"> <li>• payment is made in full or</li> <li>• property owner enters into and maintains an approved repayment arrangement.</li> </ul>	Manager Finance and Customer Services
3.	21 days after issue date of Reminder Letter 1	<p>Notice of Proposed Legal Action – Notice advising Property owner and Mortgagee (if any) that legal action may be initiated unless the debt is paid in full or approved repayment arrangements are entered into within twenty-one (21) days of the issue date of Notice of Proposed Legal Action.</p> <p>Further action suspended if:</p> <ul style="list-style-type: none"> <li>• payment is made in full or</li> <li>• Property owner enters into and maintains an approved repayment arrangement.</li> </ul>	Executive Manager – Corporate and Community Services

Group: Corporate And Community Services  
Unit: Finance & Customer Service  
Approved: Ordinary Council Meeting  
(Resolution Number:XX-XX/XX)

Date Approved: 00/00/20XX  
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Effective Date: 01/07/2019  
Version: 4.0 Last updated 19/06/2019  
Review Date: 30/06/2020  
Superseded/Revoked: Rates and Charges Debt Collection and Recovery Policy



STAGE	TIMING	ACTION TYPE	AUTHORITY LEVEL
4.	21 days after issue date of Notice of Proposed Legal Action	<p>Council shall proceed with legal recovery action against any Property Owner who has not satisfactorily responded to any Notices previously sent.</p> <p>Council will advise the Property Owner that the debt has been referred to Council's appointed Legal Representative or Debt Recovery Agent, if applicable.</p> <p>Council or Council's appointed Legal Representative or Debt Recovery Agent will issue a letter of final demand to advise that if payment in full or an agreed payment arrangement is not entered into within fourteen (14) days, legal recovery action may commence. Council will seek full payment of outstanding rates &amp; charges. It will also advise that action may involve the Sale of Land should rates and charges be in arrears for:</p> <ul style="list-style-type: none"> <li>• 1 year - vacant land and</li> <li>• 3years - for all other land, overdue rates and charges</li> </ul>	Executive Manager – Corporate and Community Services
5.	Potential Sale of Land Letter	Notice informing owners their property will be considered for the Sale of Land process if the outstanding rates and charges are not paid in full or an approved payment commitment is not entered into and honoured with the outstanding balance being reduced to under the three years in arrears within the time frame stated on the Potential Sale of Land Notice (1 Month from the date of notice)	Council
6.	Notice of Sale of Land	<p>Notice in accordance with legislation informing owner of Council's intention to make a resolution to sell the land for recovery of outstanding rates and charges in arrears for:</p> <ul style="list-style-type: none"> <li>• 1 year - vacant land and</li> <li>• 3 years - for all other land,</li> </ul> <p>Full payment including costs will be required to cease action.</p>	Council
7.	Sale of land within legislative timeframes	<p>Sale of Land should rates and charges be in arrears for:</p> <ul style="list-style-type: none"> <li>• 1 year - vacant land and</li> <li>• 3 years - for all other land,</li> </ul> <p>Full payment including costs will be required to cease action.</p>	Council

Group: Corporate And Community Services  
Unit: Finance & Customer Service  
Approved: Ordinary Council Meeting  
(Resolution Number:XX-XX/XX)

Date Approved: 00/00/20XX  
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Superseded/Revoked: Rates and Charges Debt Collection and Recovery Policy



*Reminder Letter 1 will not be issued to:*

- Property Owners with an outstanding balance of less than \$100.
- Property Owners who are maintaining an approved payment commitment.
- Property Owners who have lodged a formal notice of Objection or have advised Council of a formal dispute with their most recent notice of rates and charges.
- Property Owners in receipt of a Missed Discount Letter as this serves as Reminder 1.

#### Payment Arrangements

Council will consider any reasonable offer for periodic payments. To avoid recovery action these requests are to be made to Council **in writing** at which time the Manager Finance and Customer Services or Council delegate will consider the offer on a case by case basis. If approved, the Manager Finance and Customer Services or Council delegate will document the arrangement to be brought into effect and a copy will be provided in writing to the property owner.

An agreed periodic payment commitment should ensure all current rates and charges are paid as issued, to ensure the account does not fall further into arrears. An appropriate periodic payment commitment will generally result in all overdue rates and charges being paid in full, by the end of the half year period in which the payment commitment is made.

Council reserves the right to renegotiate or cancel a payment commitment should circumstances change where the debt will not be paid within Council's current policy time frame. In these circumstances, Council will not initiate further recovery action without reference to the ratepayer concerned.

Council will not pursue further recovery action against a property owner who has an agreed written periodic payment commitment, while the commitment is current and the property owner adheres to the agreed repayment schedule.

In the event that a payment commitment is not maintained within the agreed terms, the following action will occur:

**The first payment default** - A Payment Commitment First Notice of Default letter will be issued to the property owner, advising that the commitment has been dishonoured, the overdue amount and the next payment commitment due date.

**The second and final payment default** - The payment commitment will be removed from Council's rate assessment and the debt forwarded to Council's external debt recovery agency. The Executive Manager Corporate and Community Services will formally advise the Property Owner that the debt has been referred to Council's appointed Legal Representative or Debt Recovery Agent.

#### Interest

In accordance with Section 133 of the *Local Government Regulation 2012*, rates and charges which remain outstanding for greater than 30 days, shall bear interest at the rate of 9.83%, compounding on daily rests.

#### **Related Documents**

Nil

Group: Corporate And Community Services  
Unit: Finance & Customer Service  
Approved: Ordinary Council Meeting  
(Resolution Number:XX-XX/XX)

Date Approved: 00/00/20XX  
ECM: 37XXXX

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Superseded/Revoked: Rates and Charges Debt Collection and  
Recovery Policy

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STATUTORY SG 12

## SUNDRY DEBT COLLECTION AND RECOVERY

### Head of Power

*Local Government Act 2009*

### Key Supporting Council Document

Corporate Plan 2017-2022

5.4 Commit to open and accountable governance to ensure community confidence and trust in council and our democratic vales

5.7 Compliant with relevant legislation

### Definitions

*Sundry debt* refers to any debt owed to Council that is not a rate, special charge, separate charge, or utility charge which is levied on a property in accordance with Council's Revenue Statement.

### Policy Objective

The objective of this policy is to set out Council's principles with regard to the management of sundry debt, and a consistent and ethical process for the recovery of outstanding sundry debt without fear or favour across the organisation.

### Policy Statement

Council recognises that in order to achieve its strategic objectives it is a vital to manage and recover outstanding sundry debts. It is Council's policy to pursue the collection of outstanding revenue diligently but with due concern for any financial hardship faced by debtors.

The principles that apply in the management and recovery of debt are as follows:

- Transparency by making clear the obligations of debtors and the processes used by Council in assisting them meet their financial obligations.
- Making the processes used to recover overdue accounts receivable simple to administer and cost effective.
- Capacity to pay in determining appropriate payment arrangements (in exceptional circumstances only).
- Equity by having regard to providing the same treatment for debtors with similar circumstances.
- Flexibility by responding where necessary to changes in the local economy.

### Recovery Actions – Overdue Sundry Debtors

Group: Corporate And Community Services  
Unit: Finance & Customer Service  
Approved: Ordinary Council Meeting  
(Resolution Number:XX-XX/XX)

Date Approved: 00/00/20XX  
ECM: 37XXXX

Effective Date: 01/07/2019  
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Superseded/Revoked: Sundry Debt Collection and Recovery  
Policy

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All debtors other than Rental agreements & Lockyer Valley Cultural Centre invoices

ACTION	TIMING	ACTION TYPE	AUTHORITY LEVEL
1.	30 days from Invoice date	Reminder Notice – Letter attaching copy of outstanding Tax Invoice advising debtor that payment is overdue and interest charges are accruing at 9.83% compounding on daily rests.	Accounts Receivable Officer
2.	60 days from Invoice date	<p>Notice of Proposed Legal Action – Notice advising debtor that legal action may be initiated unless the debt is paid in full or approved repayment arrangement has been entered into within 30 days from the issued date of Reminder Notice.</p> <p>Further action suspended if:</p> <ul style="list-style-type: none"> <li>• Payment is made in full or</li> <li>• Debtor enters into and maintains and approved repayment arrangement.</li> </ul>	Manager Finance and Customer Services
3.	90 days from Invoice date	Legal action without further advice to debtor.	Executive Manager Corporate and Community Services

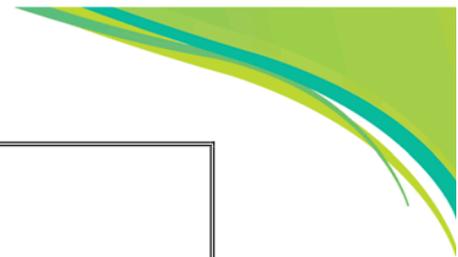
Recovery Actions – Rental agreements & Lockyer Valley Cultural Centre invoices

ACTION	TIMING	ACTION TYPE	AUTHORITY LEVEL
1.	15 days from Invoice date	Reminder Notice – Letter attaching copy of outstanding Tax Invoice advising debtor that payment is overdue and interest charges are accruing at 9.83% compounding on daily rests.	Accounts Receivable Officer
2.	45 days from Invoice date	Notice of Proposed Legal Action – Notice advising debtor that legal action may be initiated unless the debt is paid in full or approved repayment arrangement are entered into within 30 days from the issued date of Reminder Notice.	Manager Finance and Customer Services

Group: Corporate And Community Services  
Unit: Finance & Customer Service  
Approved: Ordinary Council Meeting  
(Resolution Number:XX-XX/XX)

Date Approved: 00/00/20XX  
ECM: 37XXXX

Effective Date: 01/07/2019  
Version: 4.0 Last updated 19/06/2019  
Review Date: 30/06/2020  
Superseded/Revoked: Sundry Debt Collection and Recovery Policy



		<p>Further action suspended if:</p> <ul style="list-style-type: none"> <li>• Payment is made in full or</li> <li>• Debtor enters into and maintains and approved repayment arrangement.</li> </ul>	
3.	75 days from Invoice date	Legal action without further advice to debtor.	Executive Manager Corporate and Community Services

Payment Arrangements

As a general guide Council will not accept any requests for periodic payments except in exceptional circumstances. All offers are referred to the Manager Finance and Customer Services for determination on a case by case basis.

If a payment commitment has been entered into by the debtor, Council will take no further recovery action whilst the commitment is current and the committed payments honoured. Interest will continue to accrue until the debt is paid in full.

In the event that the agreed commitment is not honoured, legal action will commence without further notice to the debtor.

Interest

Debtor invoices which remain outstanding for greater than 30 days, shall bear interest at the rate of 9.83%, compounding on daily rests.

Debt Write Off

Amounts deemed unrecoverable up to \$25.00 may be written off by delegated authority granted to the Revenue Coordinator.

Amounts deemed unrecoverable up to \$500.00 may be written off by delegated authority granted to the Executive Manager Corporate and Community Services.

Amounts deemed unrecoverable up to \$1,000.00 may be written off by delegated authority granted to the Chief Executive Officer.

Bad debts above that amount will only be written off by Council resolution.

**Related Documents**

Nil

Group: Corporate And Community Services  
Unit: Finance & Customer Service  
Approved: Ordinary Council Meeting  
(Resolution Number:XX-XX/XX)

Date Approved: 00/00/20XX  
ECM: 37XXXX

Effective Date: 01/07/2019  
Version: 4.0 Last updated 19/06/2019  
Review Date: 30/06/2020  
Superseded/Revoked: Sundry Debt Collection and Recovery Policy



**CARRIED**  
**7/0**

## Report

### 1. Introduction

The refurbishment of Rusty's Service Station on the Warrego Highway Hatton Vale is nearing completion, however in order for the facility to accommodate heavy vehicle combinations the first 100 metres of Niemeyer Road is required to be upgraded. The upgrading works entails strengthening and widening the existing road pavement and drainage improvements.

The owner of Rusty's Service Station has made further representation to Council on 5 June 2019 requesting further consideration by Council to additional funding contribution towards the upgrading of Niemeyer Road associated with the refurbishment of Rusty's Service Station.

### 2. Background

On 16 January 2019 Council resolved at the Ordinary Council meeting under resolution 16-20/1222

*"THAT with respect to the required upgrading of Niemeyer Road associated with the redevelopment of Rusty's Service Station, Council resolve to approve:*

- *A Council and Department of Transport and Main Roads contribution of up to \$50,000 through the 2018/19 Transport Infrastructure Development Scheme (TIDS) funding.*
- *A 'Route Update Request' form to be submitted by Council officers to the National Heavy Vehicle Regulator for the approval of the first 100 metres of Niemeyer Road to become an approved route for heavy vehicles. This will be limited to either the final design standard of the road as submitted by the owner, or to a maximum of matching the existing approval on the Warrego Highway, being 30 metre A-Doubles."*

Further to this resolution on 8 May 2019 Council resolved at the Ordinary Council meeting under resolution 16-20/1344

*"THAT Council approve a contribution of \$50,000 in the 2019/20 Transport Infrastructure Development Scheme (TIDS) program, towards the upgrade of the first 100 metres of Niemeyer Road, Hatton Vale, associated with the refurbishment of Rusty's Service Station."*

The existing \$50,000 TIDS commitment in the 2018/2019 TIDS program was not progressed.

### 3. Report

Council and DTMR have previously approved a \$50,000 (\$25,000 Council and \$25,000 DTMR) funding contribution towards the Niemeyer Road upgrade works within the 2019/2020 TIDS program.

The Executive Manager Infrastructure Works and Services has discussed the additional funding with DTMR District Director who has no objection to an additional \$50,000 (\$25,000 Council and \$25,000 DTMR) of funding contribution from the 2019/2020 TIDS program. The additional funding contribution would need to be approved by Council and the Scenic Valleys Regional Road Transport Group.

If the additional funding is approved, the total funding contribution towards the upgrading of Niemeyer Road within the 2019/2020 TIDS program would be \$100,000 (\$50,000 Council and \$50,000 DTMR).

**4. Policy and Legal Implications**

Approval of the additional \$50,000 funding from within the 2019/20 TIDS program to the Niemeyer Road upgrade works will be progressed with the Scenic Valleys Regional Roads and Transport Group as per the Roads and Transport Alliance Guidelines. The additional funding will be reallocated from other projects currently funded from the within the 2019/2020 TIDS program.

**5. Financial and Resource Implications**

The Executive Manager Infrastructure Works and Services has liaised with DTMR District Director regarding the reallocation of funding within the 2019/20 TIDS program. DTMR District Director has indicated no objection to the total funding of \$100,000 (\$50,000 Council and \$50,000 DTMR) being allocated in the 2019/2020 TIDS program to the upgrading works on Niemeyer Road.

**6. Delegations/Authorisations**

The Executive Manager Infrastructure Works and Services will act under current delegations for the financial contribution.

**7. Communication and Engagement**

Discussions have taken place with the DTMR District Director who has no objection to a further \$50,000 of funding being reallocated towards the upgrade of Niemeyer Road in the 2019/2020 TIDS program. The Executive Manager Infrastructure Works and Services will need to facilitate a flying minute to approve the funding with the Scenic Valleys Regional Roads and Transport Group in the 2019/2020 TIDS program if approved by Council.

**8. Conclusion**

Niemeyer Road, Hatton Vale will need to be upgraded due to the refurbishment of Rusty's Service Station. The additional allocation of TIDS funding in the 2019/2020 TIDS program will further assist with the required upgrading works.

**9. Action/s**

1. Advise the Rusty's Service Station owner of Council's decision.
2. Executive Manager of Infrastructure Works and Services is to coordinate a flying minute to formalise the reallocation of funding in the 2019/2020 TIDS program with the Scenic Valleys Regional Roads and Transport Group to formalise the \$100,000 of funding contribution towards the Niemeyer Road upgrading works.
3. Update of the Council's 2019/2020 capital budget if approved.

**Attachments**

There are no attachments for this report.



- Community engagement with the local community via an online survey which had 146 responses, local face to face pop ups which occurred at Withcott, Gatton, Laidley and Plainland, face to face meetings with Council officers and Councillor.
- Analysis of supply and demand of public parks and open space.
- Preferred embellishments and infrastructure to reflect and sustainability and requirements of Council.

### **3. Report**

Through the investigations undertaken by Ross Planning key recommendations were identified to help guide Council's decisions about future development of parks, these include:

- Increased resource allocation to reflect maintenance and upgrades necessary to sustain a quality park network
- Establish a dedicated Capex and new initiatives budget for open space
- Reduce local parks and concentrate on regional parks with better facilities
- Reduce oversupply of BBQ's in local parks
- Amend Council's Planning Scheme provisions to provide a stronger case against receiving developer contributions for drainage land as open space
- Seek to install appropriate shade in key recreation parks to improve the usability of existing recreation infrastructure.
- Recognise the diversity of activities sought by the community and investigate additional recreation opportunities such as outdoor recreation and utilisation of linear corridors for informal activities
- Investigate the feasibility of nature play in Council managed open space to enhance the opportunities with the in public parks networks

The key recommendations provided by Ross Planning have provided Council with a framework to continue to develop the strategy for the benefit of the community. By increasing budget allocation, reducing embellishments in local parks, stricter planning requirements council has a path towards increasing the standard of the park network and meeting community expectations.

### **4. Policy and Legal Implications**

Policy and legal implications from the Public Park Strategy will centre around land disposal with council processes to be utilised to carry out this activity.

### **5. Financial and Resource Implications**

The Lockyer Valley Regional Council Public Parks Strategy 2019 provides a summary of future works proposed across the Lockyer Valley Regional Council area. The proposed future works have been based on what is required across the park network and factors in future growth for the region. If forecasted growth doesn't occur timing of proposed future works can be pushed out to later years.

Further budget and resource allocations will be required to continue to develop the park network in accordance with the strategy, and this will be required to be reflected in the Parks and Garden Asset Management Plan and linked to Council's long term financial plan to ensure that adequate capital budget is allocated over the life of the plan at an affordable level.

The reduction of local parks and concentration on completing regional park with multi use facilities present Council with an opportunity to provide a better experience for the community and visitors to

stay longer in a park, whilst presenting Council with an opportunity to reduce maintenance costs from disposal of identified local parks and using revenue generated from potential sales to continue development of regional parks in line with the Strategy.

**6. Delegations/Authorisations**

No additional or amended delegations are required to give action to Council's resolution. The Executive Manager Infrastructure Works and Services will act under current delegations to address the resolution.

**7. Communication and Engagement**

Council's decision on this matter will be communicated to relevant stakeholders and published on Council's website.

Any rationalisation of the park network will not be completed without a thorough community engagement plan and consultation with the effected residents engaged.

**8. Conclusion**

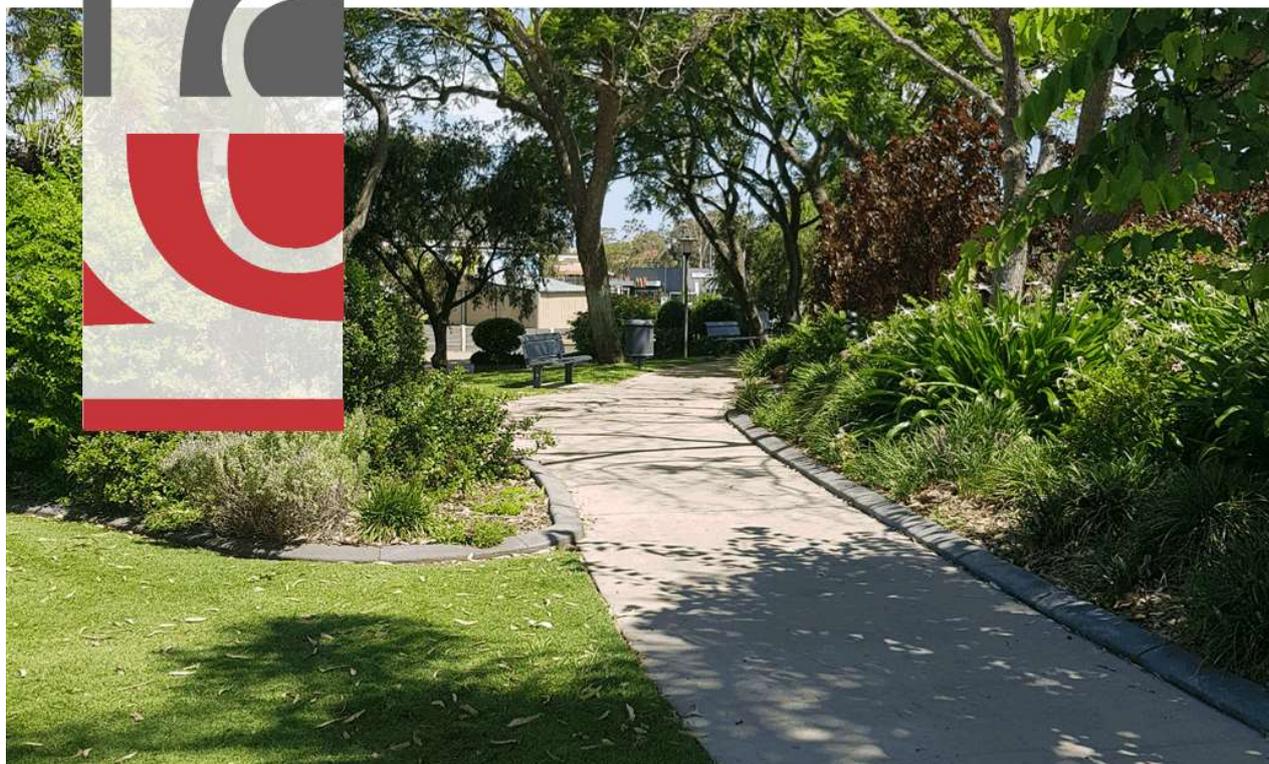
The Lockyer Valley Regional Council Public Parks Strategy 2019 provides Council with a guide for future park development in the region. Once endorsed implementation of The Strategy will occur over a period of time.

**9. Action/s**

- 1) Publish Lockyer Valley Regional Council Public Parks Strategy 2019 on Council's website.
- 2) Commence implementation of the Strategy.

**Attachments**

- 1 [↓](#) Lockyer Valley Regional Council Public Parks Strategy 2019 107 Pages



# Lockyer Valley Regional Council

public parks strategy 2019



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5					



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# Executive summary

## Background

The Public Parks Strategy sets the direction for public park planning and provision.

With the former Strategy developed in 2012, an updated Strategy was required to:

- ▶ understand
  - current community preferences and desires for public parks
- ▶ ensure
  - Council's public parks are well-managed, well-maintained and accessible
  - optimal public parks outcomes are achieved in new land developments
  - alignment with Council's vision
  - the public parks network is affordable.

Identifying the community's needs, aspirations and expectations in regards to public parks are important in the development of the Strategy. It quantifies the value of open space to the Lockyer Valley community, and will become the lead document for the planning and development of public parks within the Region.

The Public Parks Strategy is required to inform Council's Local Government Infrastructure Plan (LGIP).

## Open space in the Lockyer Valley

Public parks in the Lockyer Valley Region include parks for passive social and family recreation and sporting reserves for active sport and recreation.

While there are almost 437ha of open space across the Region, only 176ha are considered trunk public parks in line with the statutory requirements of the LGIP.

## Vision and guiding principles

The vision sets the desired scene for public park development in the Lockyer Valley. It reflects the community's aspirations and Council's corporate vision.

*To continue to deliver high quality, connected and sustainable public parks that will provide the community with social, health, economic and environmental benefits.*

The guiding principles describe the over-arching intentions for the provision and management of public parks for the Lockyer Valley Region. The guiding principles themes are listed below with additional detail included in the Strategy.

- ▶ diversity of spaces
- ▶ partnerships
- ▶ accessible and connected
- ▶ attractive
- ▶ sustainable
- ▶ affordable
- ▶ adequately resourced.

## Supply and demand assessment

The Strategy has concluded that the Region has an abundance of recreation parks, however has a shortfall of sports parks within the planning horizon. However, it is important to note that at an individual planning district level, future shortfalls in both recreation parks and sports parks are predicted for a number of planning districts. These shortfalls reflect population growth as well as accessibility shortfalls.

## Key actions

A range of future directions and actions are presented to lead Council decision-making with regard to public park planning and provision. Key issues addressed include:

- ▶ investigate options to increase resourcing for public parks development and renewal to ensure the ongoing provision of a quality public parks network
- ▶ the need to ensure resource allocations reflect the maintenance and upgrade requirements necessary to sustain a quality public parks network
- ▶ the reduction of unnecessary embellishments including barbecues in local recreation parks
- ▶ the focus on provision of high-quality district and regional level facilities rather than a high distribution of local level facilities offering little experience
- ▶ cease to provide future local recreation parks within the region
- ▶ recognise the diversity of activities sought by the community and investigate additional recreation opportunities such as outdoor recreation and use of linear corridors for informal activities.





# Introduction

## Overview

The residents of the Lockyer Valley Region consider public parks to be highly valued assets. Consultation conducted in this Strategy has highlighted the high level of importance placed on the provision of quality public park opportunities by the local community. The Strategy includes actions designed to reflect community need and enhance further the quality of the network.

Public parks are fundamental to people being able to participate in recreation and sporting activities. It also creates desirable neighbourhoods that lead to healthy and attractive places to live and visit. While the health status of the Lockyer Valley community does not rely solely on Council, Council does have a responsibility to provide opportunities for residents to recreate and be physically active to improve health and prevent associated health risks.

Quality Public parks are also integral to environmental protection and can provide notable opportunities for economic development.

Public parks play a major role in improving community health, both physical and mental, reducing crime, stimulating economic growth and even boosting property value. It can also establish a sense of ownership and belonging to local communities, with these attributes being known to improve the well-being of individuals and communities alike.

This Strategy has been developed giving thought to what we know about the Region's Public parks, our understanding of the local community's preferences to different Public parks types and functions and Council's (and the community's) capacity to deliver the required infrastructure to meet community needs and future demand.

## Project purpose

Council is reviewing the its Public Parks Strategy 2012 to ensure currency and affordability. The review includes an audit and assessment of the existing and proposed public parks network (this Strategy). The purpose of the public parks strategy is to:

- ▶ provide input into Council's future Local Government Infrastructure Plan
- ▶ set the strategic direction for public parks across the Lockyer Valley Region
- ▶ provide affordable recommendations that meet the needs of the current and future community
- ▶ ensure the development of the right types of public parks within the right locations.

## Project methodology

The methodology used to develop the Strategy is broken down into stages. This helps to show the sequential development of a strategic framework and detailed analysis of open space across the Region. The information gathered and generated throughout this process provides the various outputs required for the Strategy. The stages are:



### Strategy inputs and outputs

The development of the Strategy has been informed by relevant local strategies and plans and an effective community engagement process to ensure a current assessment of residents' priorities and needs.

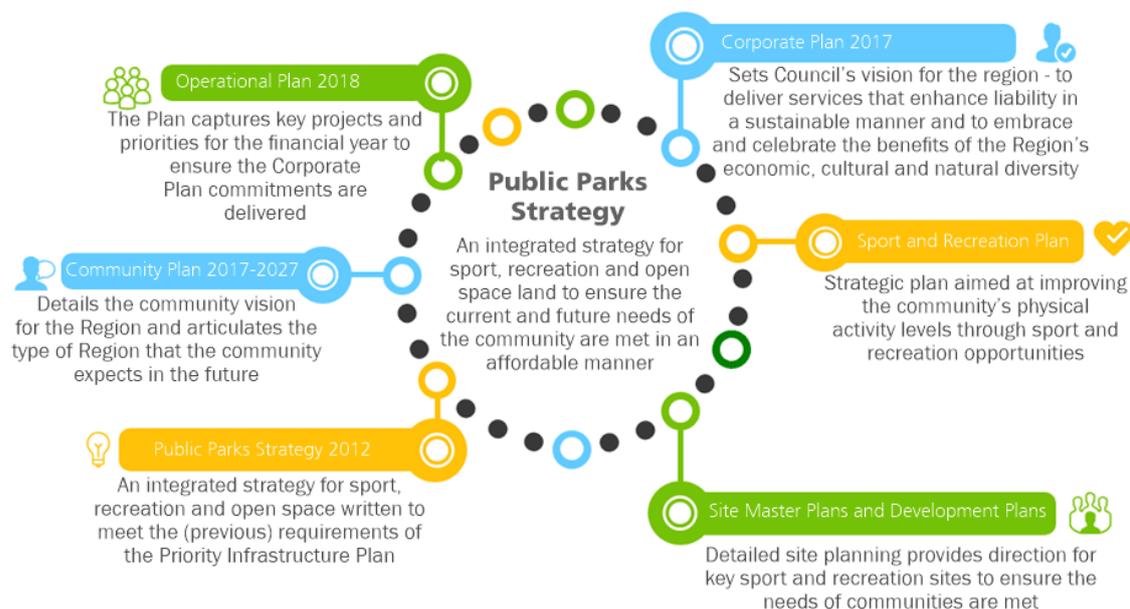


Public Parks Strategy 2019



Strategic context

The Lockyer Valley Regional Council approaches strategic planning pro-actively and with a clear and consistent vision for the community. Consistent themes link Council’s various strategies, plans and policies effectively and assist to guide additional planning activities. Relevant Council planning documents have been reviewed to establish the strategic context for the Public Parks Strategy and are summarised below.

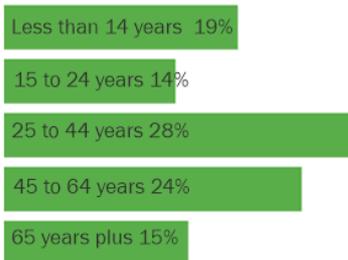


### Community profile

An individual's preference to participate in sport and/or recreation activities and their level of participation is influenced by their stage in life. Understanding the Region's demographic variations, such as age, household composition and income and employment patterns is fundamental to responding to, and planning for the future provision of the Region's public parks network.

#### Population .....

Current population **41,011**



#### Employment.....



#### Income

Median weekly household income **\$1,298**



#### Vehicle

Access to one or more motor vehicles **85%**



#### Internet

Households with access to the internet **72%**



#### Household composition.....



#### Population change.....

The future population is expected to reach 60,742 by 2041, an increase of 19,731 people.

The population will be accommodated in a number of growth areas including the Laidley North and Plainland Planning District (the main localities include Plainland, Hatton Vale, Glenore Grove, Kensington Grove), Gatton Town, and Laidley Town. There is also expected to be some level of urban infill developments in larger urban centres including Gatton, Laidley and Withcott.

\*Not all questions add up to 100% due to non-responses as well as some 'Other' categories  
The information in this section is derived using the Profile Id for the Lockyer Valley Regional Council





# Benefits of public parks, sport and recreation

Public parks are one avenue that can help to improve the quality of life and well-being of our community and have far-reaching social, economic, environmental and health benefits for the Region.

A summary of these benefits are outlined in the following section

## Social

- ▶ connects and builds strong communities and families by providing opportunities for local people to come together for a range of leisure, cultural and celebratory activities
- ▶ enhances opportunities for social cohesion and inclusion
- ▶ improves liveability in urban environments by offering a diverse range of recreation opportunities for the community
- ▶ creates opportunities for, and promotes volunteering
- ▶ provides a vehicle for inclusion, drawing together people of different races, religion and culture
- ▶ contributes to social capital
- ▶ fosters community pride
- ▶ provides a sense of belonging
- ▶ active kids learn better and are more likely to enjoy school
- ▶ contributes to lifelong learning and develops leadership skills.

## Economic

- ▶ people will often seek out areas of high amenity when determining their place of residence. Having parks within walking distance and/or having significant recreational and/or sporting facilities in an area can contribute to higher population growth when compared to areas of lower amenity
- ▶ studies indicate that it was not uncommon for properties within an 800m radius of a park to have a value that is 3–5 per cent higher than properties further afield
- ▶ contributes to the local economy. Healthy workers are more productive and take less sick day
- ▶ eases pressure on the health system
- ▶ economic growth through business investment, employment, major events and tourism.





## Environmental

- ▶ helps to sustain the environment through protecting open space and natural areas
- ▶ protection of areas of conservation, biodiversity or cultural heritage value
- ▶ managing climate change impacts by:
  - providing shade and cooling
  - contributing to stormwater management
  - contributing to urban heat abatement
  - reduction of air and noise pollution.

## Health

- ▶ provides work/life balance
- ▶ contributes to higher levels of self-esteem and self-worth
- ▶ improves mental health and reduces stress
- ▶ can help to reduce screen time (television, computer)
- ▶ can help to prevent cardiovascular disease, diabetes and some cancer
- ▶ reduces obesity, tones and strengthens the body
- ▶ promotes a healthy, active lifestyle
- ▶ encourages physical activity and enhances physical health
- ▶ helps reduce the risk of developing health issues
- ▶ assists in recovery from mental fatigue
- ▶ enhances children’s development and well-being.

# Community engagement summary

The Lockyer Valley Region has distinct geographic communities, each with their own individual preferences for public parks, sport and recreation. To help Council understand the role public parks play in the social fabrics of these communities, community engagement was undertaken to ensure all interested people had the opportunity to provide input into the development of the Strategy.

Engagement with the community involved the following:

## Community drop-in sessions

- ▼ Gatton
- ▼ Laidley
- ▼ Withcott
- ▼ Plainland

## Community survey

Throughout the community engagement period Council received 146 community surveys. Of these respondents:

- ▼ 47% of respondents were aged 30-39 years
- ▼ 85% of respondents were female
- ▼ 28% of respondents were from Gatton
- ▼ 19% of respondents were from Plainland
- ▼ 15% of respondents were from Hatton Vale
- ▼ 12% of respondents were from Laidley
- ▼ 12% of respondents were from Regency Downs

A summary of the community survey outcomes are included on the following pages.

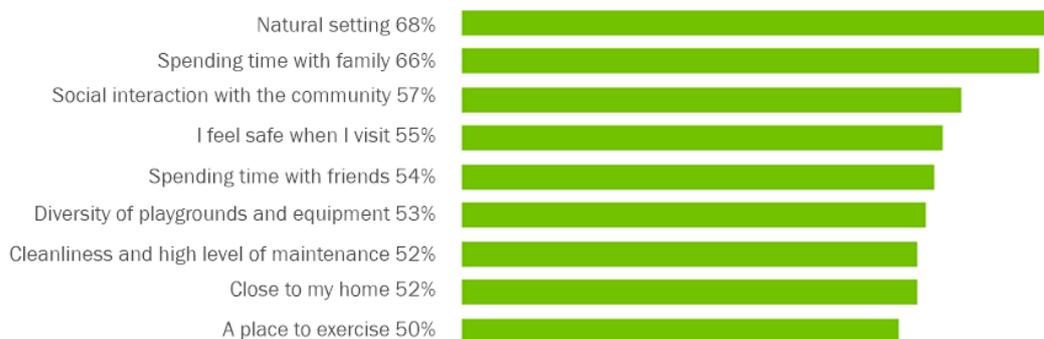


### High importance of open space

The Lockyer Valley community highly values the provision of public parks in the Region, with 90% of survey respondents rating public parks as being 'Very Important' to themselves and their family.

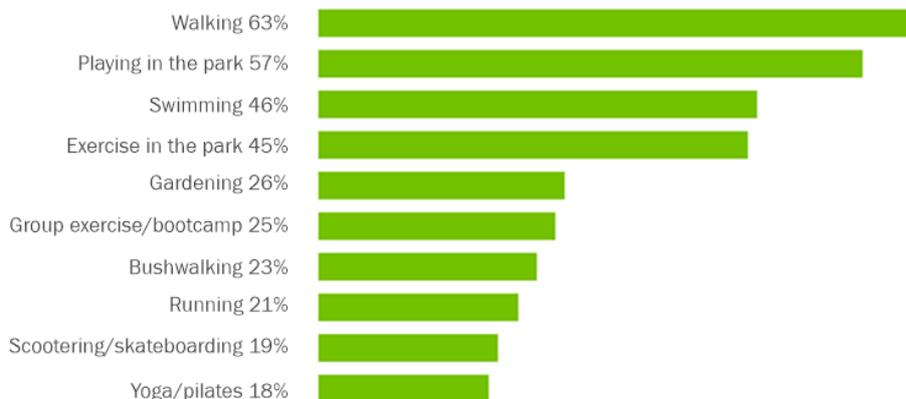
### What the community value about the Region's open space

The natural setting and the opportunity for social interaction were prominent when survey respondents were asked what they value about the Region's public parks. The results below show the top responses\*.



### Top ten recreational activities

Survey respondents provided details on the recreational activities they participate in. The following graph shows the top ten responses\*.



### Participation in organised sport

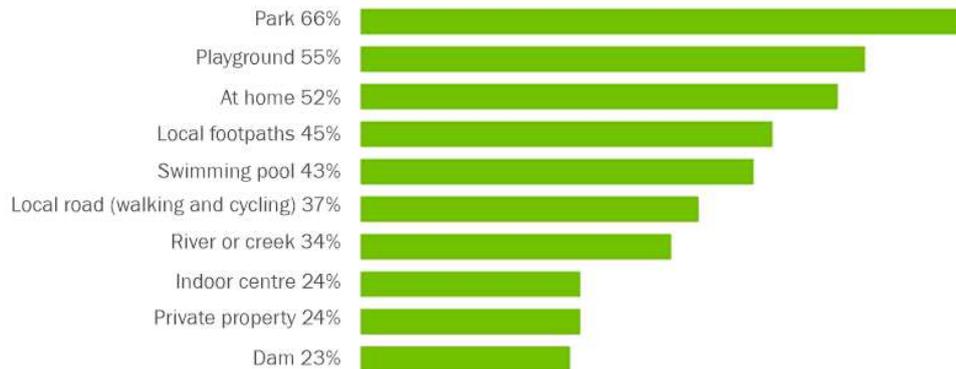
In line with State and National trends, the survey respondents demonstrated a low rate of participation in organised sports, with 27% indicating that they participate in organised sport within the Lockyer Valley. A further 9% participate in organised sport within another local government area.

\*Does not add up to 100% as multiple responses were sought



### Preferred places to recreate

Survey respondents provided their preferred places to recreate, with the top ten places listed in the graph below\*.



### Favourite public parks

Overwhelmingly, when asked about their favourite public park within the Lockyer Valley, survey respondents listed Lake Apex Park in Gatton. A distant second favourite among survey respondents was the Laidley Recreation Reserve.

### Visitation

In line with the community’s high value of public parks, 23% of survey respondents reported visitation to public parks most days, and a total of 79% reported to visit public parks at least weekly.

### Preference for local V regional public parks

In regards to the future provision of public parks, the survey respondents were asked if they had a preference for the provision of a number of regional parks that provide a range of facilities and experiences, or smaller neighbourhood/local level parks offering limited experiences and lesser facilities.

60% rated a preference for the provision of regional parks, with 25% showing a preference for the focus on neighbourhood/local level parks.

Interestingly, the two favourite public parks listed by survey respondents are regional level facilities that provide a wide range of high-quality open space, sport and/or recreation opportunities to the wider Lockyer Valley community.

\*Does not add up to 100% as multiple responses were sought



### Barriers

Survey respondents were asked if they experienced any barriers to using public parks within the Lockyer Valley. The top responses are listed below\*



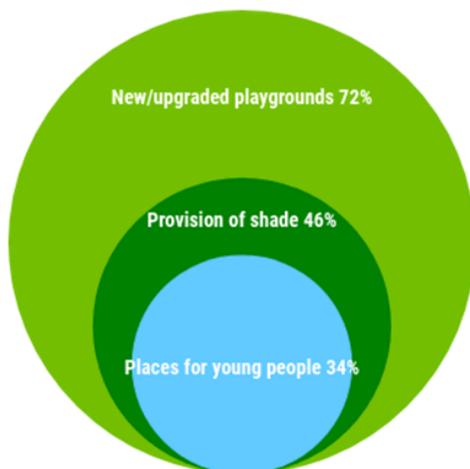
### Quality of the Region’s Public Parks

The overall quality of the Lockyer Valley’s public parks were rated on a scale of 1 to 5, with 1 being ‘Poor’ and 5 being ‘Great’. The following lists a summary of responses\*.

- ▶ 59% rated sports fields as at least ‘Good’. 20% of responses rated them as ‘Great’
- ▶ 72% rated playgrounds as a 3 or less - being ‘Poor’ to ‘Indifferent’
- ▶ 52% rated skateparks as a 3 or less - being ‘Poor’ to ‘Indifferent’
- ▶ 72% rated having places to relax and socialise as a 3 or less - being ‘Poor’ to ‘Indifferent’
- ▶ 61% rated activities for youth as a 2 or less - being ‘Poor’ to ‘Low Quality’
- ▶ 73% rated activities for families as a 3 or less - being ‘Poor’ to ‘Indifferent’

### Top Public Park priorities

Survey respondents provided the following priorities for public parks in the Region over the next ten years\*.



### Public Parks to be upgraded

Respondents were asked to nominate the public parks that they would like to see upgraded within the Lockyer Valley. The table below provides a summary of the responses.

Table 01: Community response to parks to be upgraded

Park Name	Details
Laidley Recreation Reserve	Upgrade of the playground and recreational elements
Lake Apex Park, Gatton	General upgrades to park
Lake Apex skatepark, Gatton	Upgrade skatepark
Koffal Park, Plainland	Shade, more variety of play equipment
Bertrand Avenue Park, Kensington Grove	Improved surveillance, shade, formalised recreation trails in the large undeveloped area of the park
Littleton Park, Gatton	Increased variety of play equipment
Jean Biggs Park, Withcott	General upgrades to park

\*Does not add up to 100% as multiple responses were sought





# Demand for public parks

## General trends in sport and recreation

Being active in the outdoors has always been a big part of the Australian culture. In a region like the Lockyer Valley where the climate allows residents to enjoy participation in sport and recreation activities all year-round, understanding what type of sport and recreation activities people want to participate in, is important as Council looks to develop strategies, programs and facilities to support and encourage people to live healthy lifestyles.



### Population growth and change

- ▶ by 2041 an additional 19,731 people will be residing in the Region
- ▶ majority of growth will occur in the Plainland, Hatton Vale, Gatton and Laidley areas
- ▶ newresidents moving to the Region will be mostly families
- ▶ an ageing of the population.

An ageing population will have different sport, fitness and recreation needs, behaviours and preferences than young adults and families.

The affordable lifestyle is also an attraction for young families. Those with children will be looking for sporting opportunities, quality playgrounds and safe cycling/ pedestrian networks that provide connectivity to key destinations (schools, shopping centres and parks).



### Individualised activities

- ▶ preferring passive and active recreation activities over formal sport
- ▶ want to be physically active when it is convenient
- ▶ more concerned with individual results and personal bests than competition.

As society is becoming more convenience orientated, people are less willing to commit time to training and competition days. The result is a rise in individualised active and passive recreation activities such as running, walking, cycling and yoga.

It is believed that people are becoming less competitive and instead are more concerned about beating their personal best.

This trend may see an increase in participation and demand for more programs similar to Park Run, pilates and martial arts.



### Time fragmentation

- ▶ less free time
- ▶ less time to spend on recreation and sport
- ▶ seeking opportunities to play sport that fit into a busy schedule
- ▶ seeking facilities with flexible operating hours.

People are constantly juggling work and family commitments. With 58% of the Lockyer Valley community working full-time and 69% of the households being family households, a proportion of the community may be struggling to find time to participate in sport and recreation activities.

Those with a competitive nature, that are not interested in individualised activities, may be turning to non-organised sports.



### Play expectations

- ▶ more challenging and imaginative play
- ▶ bringing risk back into play
- ▶ connection with nature.

Open space planning is beginning to take a new direction. While some people still value their local recreation park and the green escape they provide, many contain the 'kit playground', often described as boring, lacking in creativity and too safe.

Awareness of the benefits of children's contact with nature is also growing, with many councils embracing the concept of developing nature play spaces within their parks and bushland reserves.





## Technology

- ▶ rise of social media as the main means of communication for sporting clubs
- ▶ increasing use of Smartphone Apps for personal fitness
- ▶ WiFi access in parks to increase visitation.

Technology remains one of the main contributors towards decreased physical activity and increased sedentary behaviour. However, there are also increasing expectations of technology within open spaces including WiFi access in key parks, promoting existing geocaching and by using QR codes on tracks and signage.

Changes in technology for recreation are also bringing about an increasing divergence of outdoor recreation activities. Participants are able to map their route, record their times and upload digital images of their experience. This allows them to compete and compare results with past and future users (Strava, Map My Ride/Run etc).

A current trend in the fitness sector is the use of social media to build and foster sporting communities, such as Facebook groups. Many clubs now use Facebook as their main source of communication. This often makes it difficult for councils to communicate with clubs or for residents to find information on the local clubs.



## Sharing of facilities

- ▶ sports codes are extending their seasons toward year-round activity
- ▶ councils and state government like to encourage shared use of sports facilities.

With many sports extending the lengths of pre-season and season fixtures, sharing of field space is becoming more difficult. While providers strive to maximise the use of community resources, the reality is that shared use of ancillary facilities rather than fields (e.g. clubhouses, carparks) may be a more appropriate goal.

A number of Lockyer Valley sporting clubs share facilities. With many clubs struggling to maintain their playing fields and ancillary facilities, the sharing of facilities means that they do not have to maintain them in the off-season. Issues arise when pre-season training conflicts with the other competition season.



## Spoilt for choice

- ▶ increasing variety of sport and recreation opportunities
- ▶ extreme sport and recreation is becoming more affordable
- ▶ many sports are now available all-year round.

The variety of sport and recreation activities available can be overwhelming. In the Lockyer Valley Region alone, residents can participate in traditional sport, equestrian, shooting, motor sports, remote control activities, water based sport, just to name a few.

As individuals become more affluent, the proportion of income spent on goods and leisure increases. As people spend more money on recreation and associated equipment, an increase in outdoor and passive recreation activities, previously offered by commercial operators, has been observed (eg. canoe and kayaking). Despite cost being a barrier to participation in organised sport, participants appear more prepared to make a one-off investment in equipment for passive recreation that they can use at their convenience.

## Embellishments and park users

Embellishments are the basic building blocks of a park. Quality embellishments give people of various ages and abilities, a reason to come to the park and to return. These embellishments should provide for a range of demographics, including young, elderly, physically or mentally challenged, as well as for those that wish to relax, watch, meet people, gather or be active. The parks design should be flexible enough to allow for a wide range of activities.

Good parks have a range of precincts as well as recreation nodes that comprise clustered embellishments, such as picnic and play areas. Recreation nodes are surrounded by green (grass, trees and shrubs) to create an oasis, while sandy areas are kept to a minimum, to reduce heat.

Parks should also provide basic elements such as shade, pathways, adequately spaced benches, water bubblers, bike racks and signage. Ramps, accessible amenities and safe pedestrian crossings are also basic elements that attract a wider demographic of users.

## Children and youth

Parks, particularly playgrounds are becoming more than a place for children and youth to play. Parents/guardians are seeking more challenging and imaginative play for all age groups at the one location. The following are a few of the design/embellishment trends that are reinvigorating playgrounds:

### ► Mega/destination parks

Mega parks are a new type of park being developed more frequently. They generally feature multiple play areas to cater for different ages, gardens, water play areas and lagoons, large open grassy spaces, shady picnic spots and kilometers of shared paths and boardwalks to explore.

### ► Themed playgrounds

Theme playgrounds continue to be a popular trend. They create an environment that brings excitement, added challenges and take children to the next level of play.

### ► Natural playgrounds

Nature play is an emerging trend particularly in urban environments, where access to nature is not readily available. Nature inspired playgrounds encourage children to connect with the natural surroundings as they navigate through giant boulders, tree stumps, and logs with friends.

### ► Inclusive and intergenerational playgrounds

An inclusive playground includes a balance of play experiences for all abilities. They are designed to provide a safe place that encourages and enables children with a disability and able-bodied children alike to engage with one another in play and discovery.

As playgrounds become a meeting space for families, there is a growing trend to develop inter-generational playgrounds. These spaces include something for everyone, such as shade and seating in areas where grandparents or parents can rest while children play. They also include embellishments such as outdoor fitness nodes, games tables and other amenities to engage adults, who also want to play in the outdoors.



### Millennials

Over the next 10 years, millennials (born after late 1990's to 2000) will potentially be one of the main users of parks. As such, it is important to understand their needs to ensure today's parks remain relevant and desirable.

▶ Social gathering

Millennials prefer to do things in groups. Parks need to include areas that promote gathering and group activities. Activation of these parks via boot camps, events, fun runs and markets will be essential in capturing their attendance and retention for future visits.

▶ Digital connections

Users will require access to WiFi as it enables them to stay "connected". Infrastructure such as recharge stations for smart phones and outside work spaces will also be important.

▶ Brag-worthy experiences

Millennials are more likely to visit a park for large scale events, such as Tough Mudder, so that they can share their experience between social media platforms.

### Aging society

While the Australian and Lockyer Valley Region populations continue to increase, it is the aging of society that will have most impact on the way that parks are used in the future.

An older society will have a greater demand for passive and informal recreation opportunities compared to a younger society. For older people, access to playing fields and formal sport opportunities are not as important as walking and bike paths, dog off-leash areas and picnic grounds. This does not mean that the Lockyer Valley will require fewer sports fields than it has in the past - there will always be enough young people to require formal sports fields. It does mean, though, that new developments need to recognise the needs of this changing demographic and provide adequate facilities.





# Public parks assessment

## Planning considerations

### Planning districts

There are eleven open space planning districts that have been used throughout the open space assessment of the Strategy. These districts are consistent with Council's Local Government Infrastructure Plan (LGIP). The purpose of these districts is to understand sub-regional pressures and to appreciate the individual nuances of each district (and township). Additionally, this approach assists to structure the findings and ensure that the Strategy is easy to navigate.



### A public parks classification for the Lockyer Valley

This Strategy has assessed all publicly accessible public parks land within the Region under Council ownership or control. To determine the current public parks network function and capacity, the Strategy has identified a naming convention for the classification of land according to its function and service.

The public parks network has been categorised into four open space classifications and the framework has been developed to classify public parks based on land and activity use. The various public parks classifications possess different values, functions and settings. Importantly, the hierarchy does not necessarily reflect (nor dictate) the importance or resource requirements for the various public parks types. Resource allocation should continue to be a balance between asset maintenance strategies, community demand, legislative requirements and resource realities.

Table O2: Open space classification

Classification	Description	Sub-classification and hierarchy	Trunk Public Parks (LGIP)
Recreation parks	Established for a range of structured and unstructured activities, community recreation, cultural activities or wellbeing uses. Includes landscaped parklands, playgrounds, passive spaces and community gardens	Local	Yes
		District	Yes
		Regional	Yes
		Civic and memorial	Yes*
		Undeveloped	Yes*
Sports parks	Parks that primarily cater for a variety of formal sporting activities through the provision of a range of training and competition infrastructure. These parks include: facilities for undertaking competitive, organised activities; ancillary infrastructure to support sporting activities; and/or free, unrestricted access to the public at times when formal sport is not being undertaken	District	Yes
		Regional	Yes
Other sport	Other sport parks are either specialised in nature (requiring specific infrastructure to make them usable) or are private sports facilities that may not be publicly accessible	Specialised	No
		Indoor and aquatic	Yes (part of land for community facilities network)
		Private	No
Other open space	Other open space as a classification type captures non-trunk land that currently is not (and potentially never will be) considered as part of the trunk network. It includes a variety of functions (shown in the sub-classification) that may offer some community benefit, although normally have little recreation value (where recreation value exists this is usually a secondary function of the land)	Rest stop	No
		Utility land	No
		Natural areas	No
		Community facilities	Yes, land only (as part of the community facilities network)

\*Some civic and memorial parks have a high recreation function and can be considered trunk infrastructure



### Classifying public park parcels

A public park element can be comprised of one or multiple land parcels. Additionally, a public park element can have either one singular function, or multiple functions (such as a primary function of district sport, with a secondary function of local recreation).

The overall/final classification of the land parcel is determined by its primary function (depicted by the largest portion of the pie graphs below). The table below provides some examples:

Table 03: Examples of public park parcel composition

Name	Composition		Classification
Littleton Park (Gatton)	80% District recreation park 20% Civic and memorial park		Primary function: district recreation park Secondary function: civic and memorial park
Springbrook Park (Withcott)	70% District sports park 10% Local recreation park 20% Other sport (indoor sport)		Primary function: district sports park Secondary functions: ▶ local recreation park ▶ Other sport (indoor sport)

## Desired standards of service

### Background

In addition to the public parks classification and hierarchy outlined on the previous page, the desired standards of service (DSS) are the level of public parks that Council strives to provide as a minimum to all residents across the local government area. DSS are often categorised under four broad measures:

1. quantity of land for open space
2. access to open space
3. land characteristics
4. improvements.

The access and quantity standards are, traditionally, the two primary measures used to assess and plan for public parks land demands. Land characteristics and the level of improvement provide additional information that should be used as a guide in developing public parks. Recognising that it is equally important to provide a diverse range of public parks opportunities must also be considered in this process.

Unfortunately, it is not always possible to apply these standards for each different classification of open space as many of them are opportunistic, dependant on site-specific attributes (e.g. topographical or geographical) and/or are intrinsically linked to social or environmental descriptors. As such, it is commonplace that DSS are only set for core public parks (recreation parks and sports parks).

### Quantity standard

The quantity standard identifies the recommended minimum standards for the provision of land for open space.

### Accessibility standard

The accessibility standard is used to guide appropriate spatial distribution of open space in terms of the accessibility and distances of the park to its visitors.

The recommended spacing and distribution of open spaces will vary depending on the hierarchy, population to be serviced, lot sizes, zoning and predominant land uses. Whilst spatial distribution data has been provided, it is only a guide. It is hoped that all residents within more urban areas are within easy walking distance to a recreation park, regardless of its hierarchy. This natural and man-made constraints (such as rivers, major highways and so on) must also be considered.

The accessibility standard for sports parks is somewhat different to that of recreation parks. There is less rigidity to strive to meet the accessibility standards given a number of sport planning trends. Firstly, it is widely accepted by the sporting industry<sup>1</sup> that people drive (as opposed to walking or cycling) to participate in the activity. Secondly, people choose which sport they participate in - a decision rarely influenced on what facilities are in close proximity to where they live. As long as a facility is available within reasonable driving distance (e.g. 15-25 minutes), people will travel to play their chosen sport. Therefore, having a diversity of choice of activity options (again within reason and based on the feasibility of success of that sport) is often more important. As such, sport provision, including accessibility needs to consider and reflect demand by the population. Additionally, sports parks require large, flat parcels of land, often resulting in any new sports park being located on the outskirts of urban areas. An accessibility standard has been provided as a guide for the purpose of determining any substantial shortfalls in accessibility across the Region.

<sup>1</sup> a 2014 review of open space DSS for Queensland councils showed the most common accessibility standards for district level active open space to be 15-20 mins drive (5-15km)

**Land characteristics standard**

These standards are used as a base in determining the lowest quality land characteristics for each classification type. Importantly, a range of land types are required to provide diversity within the open space network. These recommended minimum levels of provision will ensure a realistic and achievable quality open space network that is in accordance with the proposed vision. Land character standards include consideration of:

- ▶ size of the park
- ▶ preferred shape of the park
- ▶ flood immunity
- ▶ road frontage
- ▶ topography and gradient
- ▶ avoids damage to cultural heritage
- ▶ avoids damage to biodiversity values
- ▶ other site features (creeks, outcrops etc).

**Improvements standard**

Improvements standards are very important in defining open spaces, and also important in making them attractive for people to use. Facility improvements include consideration of:

- ▶ activity options - play/recreation opportunities irrespective of the age and ability of users
- ▶ park furniture (e.g. tables, seats and bins)
- ▶ picnicking infrastructure
- ▶ public amenities (toilets and showers)
- ▶ sports infrastructure
- ▶ buildings
- ▶ signage
- ▶ landscaping
- ▶ car parking
- ▶ fencing
- ▶ lighting
- ▶ pathways.



### Desired standards of service - public park types

This section provides a snapshot of the DSS for the trunk public park types within the Lockyer Valley.

It helps to inform the future improvement and upgrade of existing public parks and the planning and delivery of future open space. Further influencing development considerations, is the need to provide a range of different recreation opportunities in smaller Planning Districts.

A more detailed description of the classification of trunk public parks; recreation parks and sports parks is provided in the Appendix.

Table 04: *Desired standards of service - public parks*

Classification	Hierarchy	Size	Accessibility	Desired provision rate
Recreation parks	District	1.5ha-4ha	1,000m of at least 95% of dwellings  Aligned to planning districts	0.7ha/1,000 people
	Regional	4ha-10ha	4,000m+  Aligned to Council boundaries	0.6ha/1,000 people
Sports parks	District	4ha-10ha (min. 8ha preferred)	2,000m of at least 95% of dwellings	0.7ha/1,000 people
	Regional	10ha+ May include specialised sporting infrastructure in smaller parcels	4,000m+  Aligned to Council boundaries	1ha/1,000 people
Total				3.0ha/1,000 people





# Region-wide assessment

## Demand generation

Demand for public parks is generally based on residential population. However, a number of social and geographical inputs also affect what on-ground demand is generated for public parks, including:

- ▶ age and population distribution
- ▶ housing type, lot size and access to private open space
- ▶ housing density
- ▶ inputs such as natural and man-made geographic influences.

The projected populations for each of the planning districts and the Region as a whole are highlighted in the table below.

Table 05: Projected population by planning district<sup>2</sup>

Planning district	2016	2021	2026	2031	2036	2041	Ultimate
Gatton Town	8,035	9,781	11,704	13,911	15,974	17,991	29,640
Helidon Hills and Grantham	4,060	4,462	4,842	5,157	5,573	5,886	7,665
Helidon Village	963	1,028	1,076	1,118	1,154	1,183	1,353
Murphys Creek and Surrounds	1,601	1,638	1,678	1,715	1,758	1,794	2,003
Withcott	2,055	2,221	2,379	2,502	2,634	2,751	3,376
Forest Hill	523	531	537	543	548	553	577
Laidley North and Plainland	10,925	11,947	13,041	14,116	15,102	15,882	20,618
Laidley Town	6,138	6,583	7,173	7,751	8,460	9,984	12,685
Morton Vale	1,276	1,288	1,301	1,313	1,332	1,349	1,449
Rural South (including Lawes University)	1,986	2,046	2,110	2,168	2,205	2,238	2,430
Rural West	1,925	1,953	1,982	2,009	2,019	2,032	2,106
<b>Total</b>	<b>39,486</b>	<b>43,477</b>	<b>47,824</b>	<b>52,302</b>	<b>56,758</b>	<b>60,742</b>	<b>83,903</b>

## Current supply

All Council-managed public parks were visited as part of the assessment. A summary of the Lockyer Valley's current open space network is presented in the table on the following page.

<sup>1</sup> LGIP extrinsic material, Integran October 2018

### Demand, gap assessment and analysis

The table below details the likely demand and gap assessment for the Lockyer Valley’s (Council-managed) public parks extrapolated out until 2041. This is calculated by multiplying the desired land standard for public parks (1.3ha/1,000 for recreation parks and 1.7ha/1,000 for sports parks) by the projected population.

Table 06: Public parks demand assessment

Classification	Current supply (ha)	Current (2016)		Future (2021)		Future (2026)		Future (2031)		Future (2036)		Future (2041)	
		Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)
Recreation park	93.34	51.33	42.01	56.52	36.82	62.17	31.17	67.99	25.35	73.79	19.55	78.96	14.38
Sports park	83.01	67.13	15.88	73.91	9.10	81.30	1.71	88.91	-5.90	96.49	-13.48	103.26	-20.25
Total core open space	176.35	118.46	57.89	130.42	45.92	143.47	32.88	156.91	19.45	170.27	6.07	182.23	-5.87

Note: Positive numbers reflect an over-supply, while negative numbers indicate an under-supply.

#### Recreation parks

This analysis highlights that at a Region wide level, Council has sufficient supply of recreation parks to meet current and future need. However there are deficiencies at a Planning District level.

With Laidley North and Plainland Planning District predicted to be the key precinct attracting population growth, this area should be a focus for additional parks. There is currently 14ha of future recreation and sport park planned to be developed within this Planning District (Hatton Vale Regional Park).

#### Sports parks

These results indicate a significant under-supply of land for sports parks across the Region by 2041.

The proposed Hatton Vale ‘Regional Park’ within the Laidley North and Plainland Planning District will provide some additional sports land and subsequently reduce this under-supply.

Additionally, further interrogation at individual planning districts highlight a number of areas that will be under-supplied within the Strategy’s planning horizon without additional development.

A separate assessment has also been provided for each individual planning precinct commencing in the following section.



### A localised approach to provision

The built and natural environment can influence the way in which an individual and/or community uses public parks. For example, anecdotal evidence suggests those living in:

- ▶ urban areas are more likely to seek:
  - a highly walkable open space network
  - a diverse range of settings
  - variety and choice of sport and recreation opportunities
  - equitable geographic spread of recreation spaces
  - connected open spaces by corridors (linear parks) and off-road cycle and pedestrian paths
  - clusters of open space nodes that complement surrounding land uses, such as schools and community facilities.
- ▶ rural and hinterland areas are more likely to seek:
  - high-quality recreation spaces in key towns
  - attractive, well-designed and embellished spaces for residents and visitors, in particular, passing tourists
  - co-located sport and recreation opportunities
  - neighbourhood level sports facilities are also important as these will be used by residents in rural areas near the towns.

The approach of local government authorities in determining standards for providing infrastructure across their LGA is varied. The majority provide only one standard for infrastructure provision across their LGA, with an emerging group acknowledging the above trends and developing differential standards based on demographic and geographic variances. The high existing provision and equitable distribution of public parks within the existing urban areas of the Lockyer Valley coupled with the limited development of future urban communities (within the exception of Plainland and Hatton Vale) limits the need for differential standards.

### A new approach for the Lockyer Valley Region

The past approach for public park provision within the Region has focussed heavily on the provision of local recreation parks. Additionally, limited historic financial allocation for the provision and maintenance of public park infrastructure has not met community demand, resulting in thinly spread infrastructure across a large network. This has led to limited recreational experience.

The analysis of the Region’s existing network coupled with the demand and gap analysis for the future populations has highlighted a need for a new approach to the planning and provision of public parks.

The Strategy focuses on the following elements in creating a successful future public parks network:

- ▶ amendment of the desired standard of service to include
  - the removal of future local recreation parks
  - increasing the accessibility provision from 500m to 1,000m acknowledging the community drive to access high quality spaces and facilities
  - a focus on the provision of high quality regional level facilities with a range of activities.

In addition to the amended desired standards of service, there is a need for a diversification of the public parks network to acknowledge the preferences of the community. Ensuring a range of opportunities are available within each Planning District i.e. traditional play spaces, nature play spaces, active spaces, passive spaces and linear activities.



### Vision for the Lockyer Valley

The vision sets the desired scene for public parks development. It reflects the community’s aspirations and Council’s corporate vision. The vision for the public parks network for the Lockyer Valley Region is:

*To continue to deliver high quality, connected and sustainable public parks that will provide the community with social, health, economic and environmental benefits.*

### Guiding principles

The guiding principles outlined below describe the over-arching intentions for the provision and management of public parks for the Lockyer Valley Region.

#### Diversity of spaces

The public parks network should provide a diverse range of settings and opportunities that cater for the varied recreational needs of residents.

Park settings should range across the spectrum from natural and semi-natural places to highly modified areas for organised sports. Parks should be located and designed to highlight significant local features such as waterways, hills and ridgelines.

Parks that are primarily for sports activities should also include informal recreation opportunities to cater for diverse user groups.

#### Partnerships

Council will ensure that the community are provided with a range of opportunities to become involved in decision-making processes regarding public park provision. Council will work closely with other key land managers (State Government, local schools etc) to ensure opportunities are maximised for joint-use, as well as an integrated approach to open space management.

#### Accessible and connected

Public parks should be distributed and located to provide high levels of accessibility and form part of an integrated public parks network.

Facilities will be safely and conveniently accessed by existing and new users through ‘access for all and universal’ design principles. Park design should ensure that all members of the community, regardless of age or ability, have access to suitable recreation opportunities.

#### Attractive

Council will ensure that open space areas are designed and effectively maintained to a high quality to encourage the community to value them and to foster high levels of use.

#### Sustainable

Council will encourage the sustainable use of public parks within its social, cultural, environmental and economic capacity. Cultural landscapes and ecological processes are understood, protected and enhanced in public parks managed by Council.

#### Affordable

Parks should be planned and designed to balance capital costs with ongoing maintenance and operational costs.

The multiple use of parkland and shared use of facilities, can be considered where the proposed uses are safe and compatible, as a means of reducing initial development costs and the ongoing costs of the parks network to the community.

Specific initiatives that are encouraged to achieve this principle include co-location of recreation, sporting and community facilities, shared use of recreational facilities such as school ovals, and use of natural and semi-natural areas for compatible recreation purposes. The inclusion of multiple use elements such as utility corridors, flood and stormwater elements should not diminish the functionality of the park or its recreational use values.

Embellishments should be long lasting, require limited maintenance and incorporate sustainability principles. Within individual parks, facilities that require high maintenance should be grouped in accessible locations to reduce the maintenance effort.

#### Adequately resourced

Council will identify and allocate resources for the provision of recreation and open space opportunities in a strategic, efficient, effective, transparent and equitable manner in line with Council’s capacity to fund.





# Catchment analysis

## Gatton Town

As the Region’s business and administration centre, the Gatton Town Planning District has the second largest population, with 8,035 people in 2016. It is expected to reach 17,991 by 2041, an increase of more than 50%. The planning district includes the localities of Gatton, Placid Hills, Adare (part), Woodlands and Lower Tenthill.

Key areas of growth in the planning district include Woodlands to the south of Gatton and urban infill within Gatton.

The planning district contains a broad range of open spaces, including the regionally significant Lake Apex and Cahill Park. Other highlights of the open space network include Centenary Gardens and Fred Gillam Park.

### Population projections

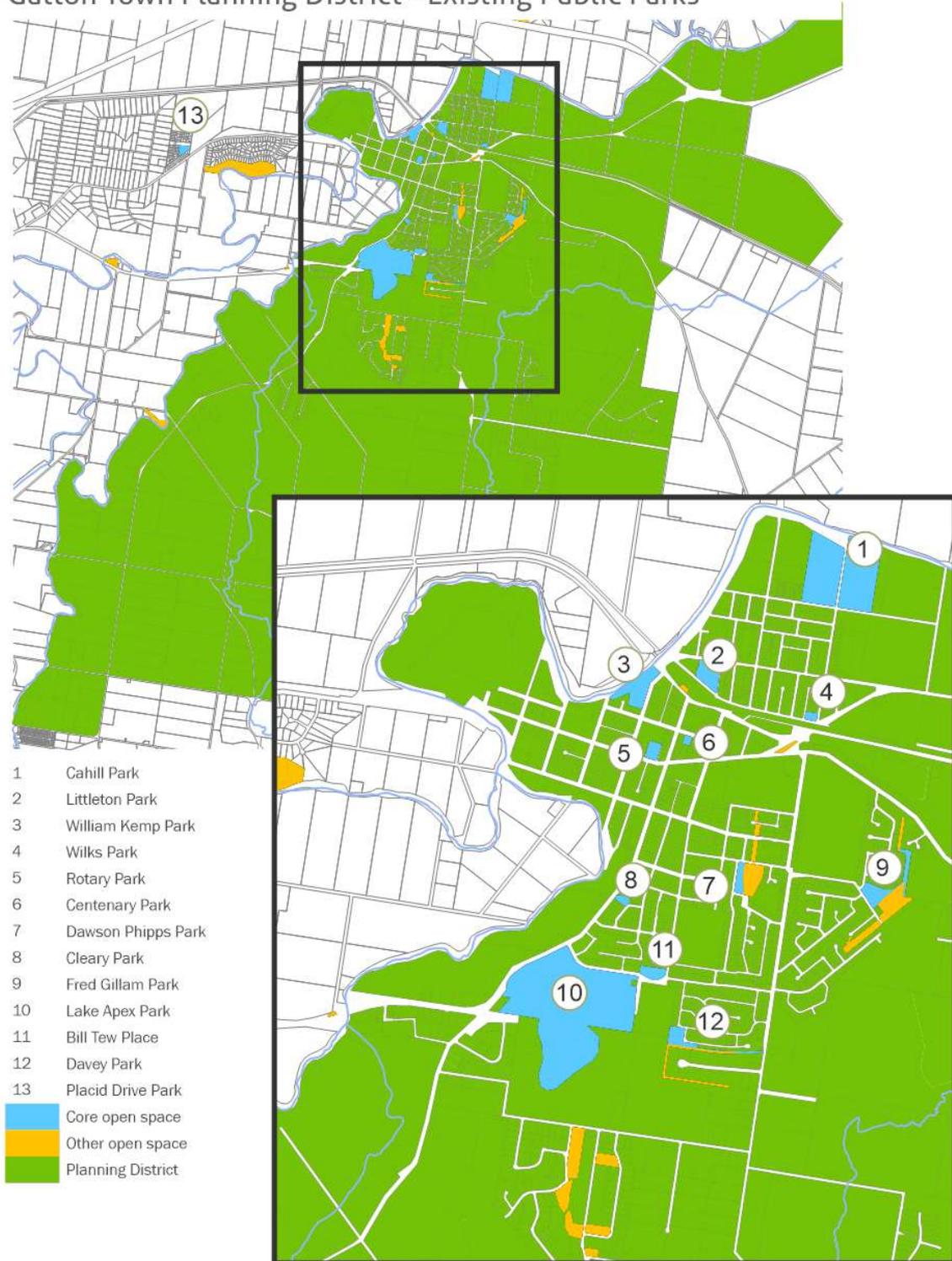
The proposed future population for the planning district to 2041 is as follows.

Table 07: Gatton Town population projections

Year cohort	2016	2021	2026	2031	2036	2041	Ultimate
Population	8,035	9,781	11,704	13,911	15,974	17,991	29,640



Gatton Town Planning District - Existing Public Parks



### Current supply - trunk parks

The planning district has access to a wide range of recreation parks yet a limited range of sports parks. Although the provision of sports parks is limited, the one sports park provided is a regional level facility, catering for a range of sports.

Table 08: Current supply trunk parks

Classification	Hierarchy	Park name	Area (ha)
Recreation	Local	Davey Park	1.47
		Fred Gillam Park	2.09
		Rotary Park	0.70
		Rowney Park	0.08
		William Kemp Park	2.84
		Cleary Park	0.33
		Wilks Park	0.30
		Dawson Phipps Park (Part)	0.69
		Bill Tew Place	0.89
	District	Littleton Park	1.85
	Regional	Lake Apex Park	38.31
Civic and memorial	Centenary Park	0.20	
	Boer War Memorial (not core public park)	0.12	
Undeveloped	Placid Drive Park	1.37	
Sport	District	N/a	-
	Regional	Cahill Park (Part)	16.50

### Current supply - other open space

In addition to the trunk parks, there are a number of other open spaces that service the planning district.

Table 09: Current supply of other open space

Classification	Hierarchy	Park name
Other Sport	Specialised	Gatton Showgrounds
	Indoor and aquatic	Lockyer Valley Sports and Aquatic Centre
	Private	Gatton Bowls Club
		Gatton Racecourse
		Gatton Golf Course
		Cahill Park (Part)
		Gatton Soccer Club (Helidon Hills and Grantham Planning District)
Other	Rest Stop	N/a

### Demand and gap assessment

Using the desired standard of service for land supply of 3ha/1,000 (being 1.3ha for recreation parks and 1.7ha for sports parks), the likely demand for open space and any gaps in the current and future provision are detailed in the table below. This demand assessment is based on the land standard and population projections only.

Table 10: Gatton Town demand and gap assessment

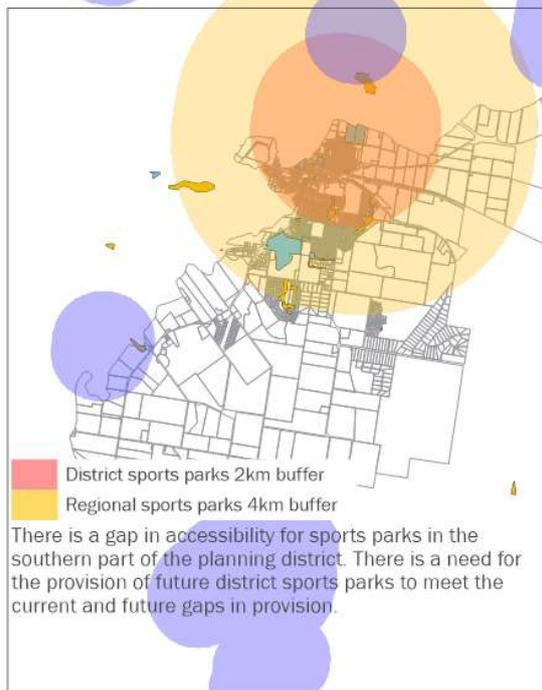
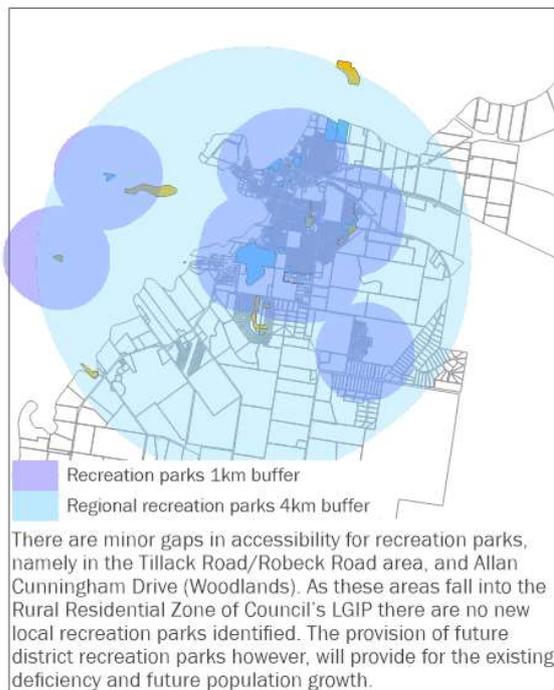
Classification	Current supply (ha)	Current (2016)		Future (2021)		Future (2026)		Future (2031)		Future (2036)		Future (2041)	
		Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)
Recreation park	49.76	10.45	39.00	12.72	37.04	15.22	34.54	18.08	31.68	20.77	28.99	23.39	26.37
Sports park	16.50	13.66	2.84	16.63	-0.13	19.90	-3.4	23.65	-7.15	27.16	-10.66	30.58	-14.08
Total core open space	66.26	24.11	42.15	29.34	36.91	35.11	31.14	41.73	18.33	47.92	18.33	53.97	12.29

Note: Positive numbers reflect an over-supply, while negative numbers indicate an under-supply.



*Open space accessibility*

The maps below indicate accessibility to the current public parks network based on the desired accessibility distances prescribed in the Desired Standards of Service.



*Analysis*

The demand and gap analysis has shown an over-supply of recreation parks both currently and into the future given it is home to one of the Region's largest recreation parks (Lake Apex Park). However, as outlined above, there are minor accessibility gaps for recreation parks which will require the provision of additional public parks into the future.

In contrast, the planning district is under-supplied in sports parks using the DSS for land supply, as well as the acceptable accessibility distances.

Looking ahead, there is a need for additional trunk open spaces within the Gatton Town Planning District, for both recreation parks and sports parks. The extension of the existing regional sports facility as well as the provision of a new district sports park to the south of Gatton town will meet the population's needs within the planning horizon. Additionally, the provision of future district recreation parks also to the south of Gatton town will cater for the accessibility shortfalls and future populations.

### Future works

The table below summarises the proposed works for trunk public parks within the Gatton Town Planning District.

Table 11: Gatton Town Planning District

Year	Assessment	Description	Classification and hierarchy	Functional area (ha)	Work type	Indicative embellishment cost	Map Ref
2019	An accessibility deficiency exists for district recreation parks in the catchment	Upgrade Littleton Park from local recreation park to district recreation park	Recreation District	1.85ha	Embellishment upgrade	TBD	R1G
2021	An accessibility deficiency exists for a district recreation park in the south of the catchment	New district recreation park	Recreation District	3ha	Land and embellishment	TBD	R2G
2026	A deficiency exists for district sports parks in the catchment	New district sports park to adjoin Cahill Park	Sport District	5ha	Land and embellishment	TBD	S1G
2031	An accessibility deficiency exists for a district sport park in the south of the catchment	New district sport park	Sport District	8ha	Land and embellishment	TBD	S2G
2036	A deficiency exists for district recreation parks in the catchment	Upgrade Fred Gillam Park from local recreation to district recreation park	Recreation District	2.10ha	Embellishment upgrade	TBD	R3G
2041	An accessibility deficiency exists for a district recreation park in the south of the catchment	New district recreation park	Recreation District	3ha	Land and embellishment	TBD	R4G

### Additional opportunities

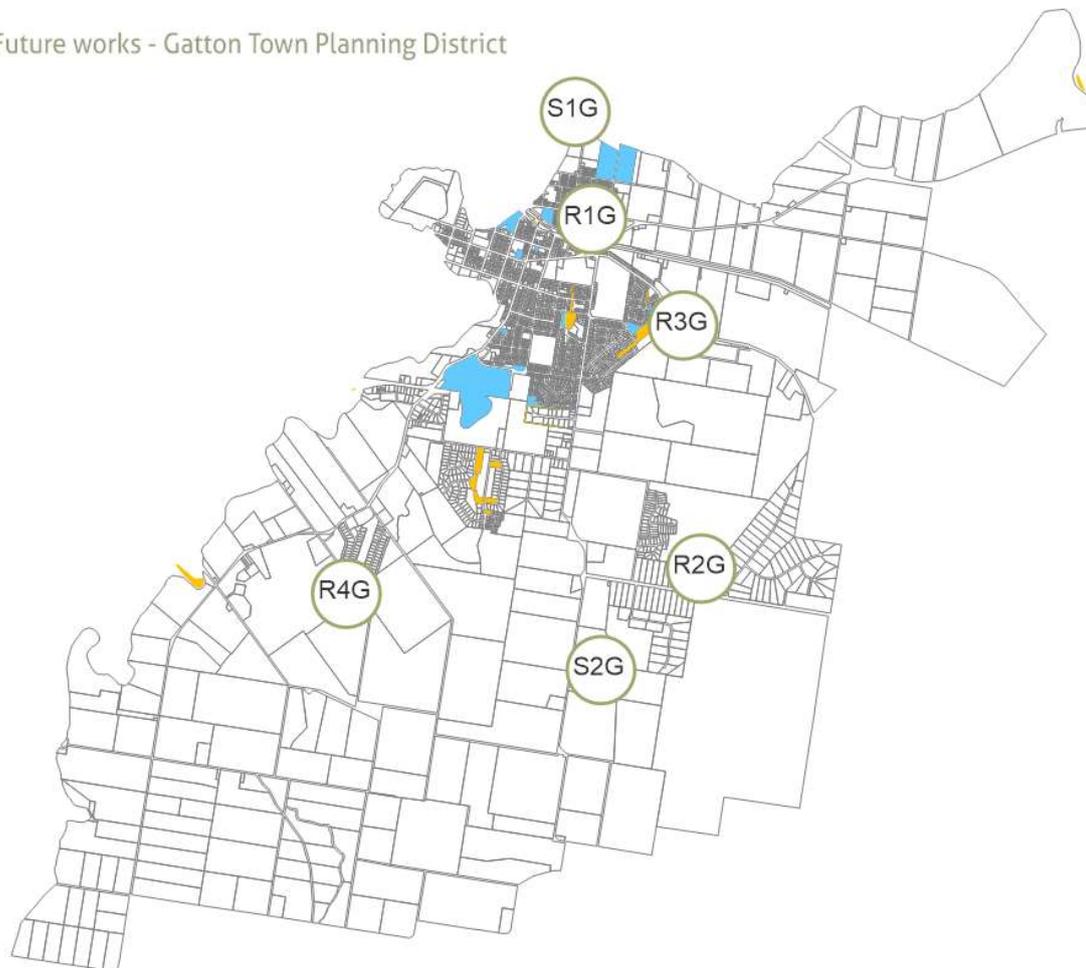
In addition to the trunk public park opportunities listed in the table above, the following opportunities exist to improve the public parks network within the planning district.

Table 12: Gatton Town additional opportunities

Ref	Recommendation	Detail
1	Rationalise infrastructure at Cleary Park	Remove the playground infrastructure at Cleary Park as it provides little experience. Reinststate the park with native vegetation and landscaping and create an amenity park
2	Rationalise Wilks Park	This park provides little recreation opportunity or appeal. The site is subject to medium and high flood hazard overlays under Council's Planning Scheme. It also falls within close proximity to the rail overpass. These constraints would prohibit the sale of this land parcel for residential uses. Discussions with the State Government or other relevant parties may raise interest in future use of this site. Any funds raised could assist in funding the upgrade of Littleton Park from local recreation to district recreation park. An upgraded Littleton Park will cater for the accessibility needs of the immediate area. Should the sale of the site not be feasible, the recreation elements should be removed from the site, and replaced with planting.
3	Beautify Dawson Phipps Park (drainage corridor component)	This corridor detracts from the appeal of Dawson Phipps Park and the local area
4	Rationalise barbecues	Some recreation parks have an over-supply of unnecessary infrastructure. Removal of barbecues at Dawson Phipps Park, Lions Park, Fred Gillam Park. This infrastructure item should only be provided in district and regional level 'destination' parks that provide an appealing setting to spend a couple of hours



Future works - Gatton Town Planning District



- Core open space (existing)
- Other open space (existing)



### Helidon Hills and Grantham

The planning district of Helidon Hills and Grantham has a population of 4,060 and is expected to increase by 69% by 2041. The planning district includes the locality of Grantham.

The planning district contains a number of high quality open spaces, including Grantham Estate Park, Anzac Park and Bugler Park.

### Population projections

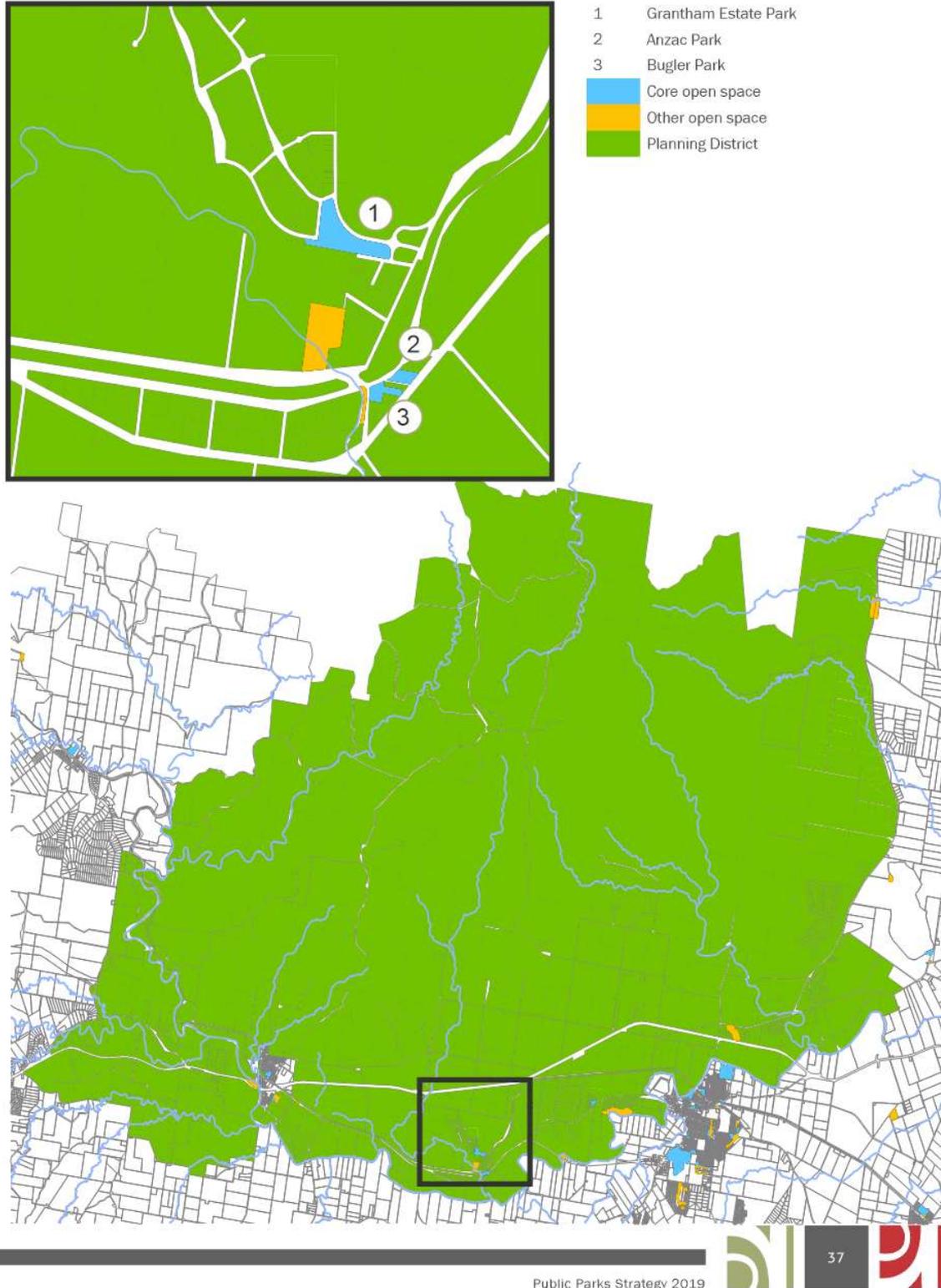
The proposed future population for the planning district to 2041 is as follows.

Table 13: Helidon Hills and Grantham proposed population

Year cohort	2016	2021	2026	2031	2036	2041	Ultimate
Population	4,060	4,462	4,842	5,157	5,573	5,886	7,665



### Helidon Hills and Grantham Planning District - Existing Public Parks



### Current supply - trunk parks

The planning district has access to a range of recreation parks yet no provision of sports parks.

Table 14: Helidon Hills and Grantham current supply of trunk parks

Classification	Hierarchy	Park name	Area (ha)
Recreation	Local	Grantham Estate Park	3.54
		Anzac Park	0.50
		Bugler Park	0.66
	District	-	-
	Regional	-	-
	Civic and memorial	McGarva Park (not core)	0.18
Sport	Undeveloped	-	-
	District	-	-
	Regional	-	-

### Current supply - other open space

In addition to the trunk parks, the other open space that services the planning district is as follows.

Table 15: Helidon Hills and Grantham current supply of other open space

Classification	Hierarchy	Park name
Other Sport	Specialised	Grantham Sports Reserve (Equestrian)
	Indoor and aquatic	-
	Private	-
Other open space	Rest Stop	-

### Demand and gap assessment

Using the desired standard of service for land supply of 3ha/1,000 (being 1.3ha for recreation parks and 1.7ha for sports parks), the likely demand for open space and any gaps in the current and future provision are detailed in the table below. This demand assessment is based on the land standard and population projections only.

Table 16: Helidon Hills and Grantham demand and gap assessment

Classification	Current supply (ha)	Current (2016)		Future (2021)		Future (2026)		Future (2031)		Future (2036)		Future (2041)	
		Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)		
Recreation park	4.70	5.28	-0.58	5.80	-1.1	6.29	-1.59	6.70	-2.0	7.24	-2.54	7.65	-2.95
Sports park	0.00	6.90	-6.90	7.59	-7.59	8.23	-8.23	8.77	-8.77	9.47	-9.47	10.01	-10.01
Total core open space	4.70	12.18	-7.48	13.39	-8.69	14.53	-9.82	15.47	-10.77	16.72	-12.01	17.66	-12.96

Note: Positive numbers reflect an over-supply, while negative numbers indicate an under-supply.

### Open space accessibility

The maps below indicate the level of accessibility to the current public parks network based on the desired accessibility distances prescribed in the Desired Standards of Service.



### Analysis

The demand and gap analysis has shown an under-supply of recreation and sports parks both currently and into the future. Looking ahead, there is a need for additional core open spaces within the Helidon Hills and Grantham Planning District, for both recreation parks and sports parks.

The combination of the existing recreation parks within the planning district are over-embellished and offer little variety in experience (between the three parks).

### Future works

The table below summarises the proposed works for trunk public parks within the Helidon Hills and Grantham Planning District.

Table 17: Helidon Hills and Grantham future works

Year	Assessment	Description	Classification and hierarchy	Functional area (ha)	Work type	Indicative embellishment cost	Map Ref
2019	N/a						
2021	N/a						
2026	There is a deficiency for district recreation parks within the planning district	Develop the currently undeveloped Placid Drive Estate Park to a district recreation park standard	District Recreation	1.37ha	Embellishment	TBD	R1HH
2031	N/a						
2036	N/a						
2041	N/a						

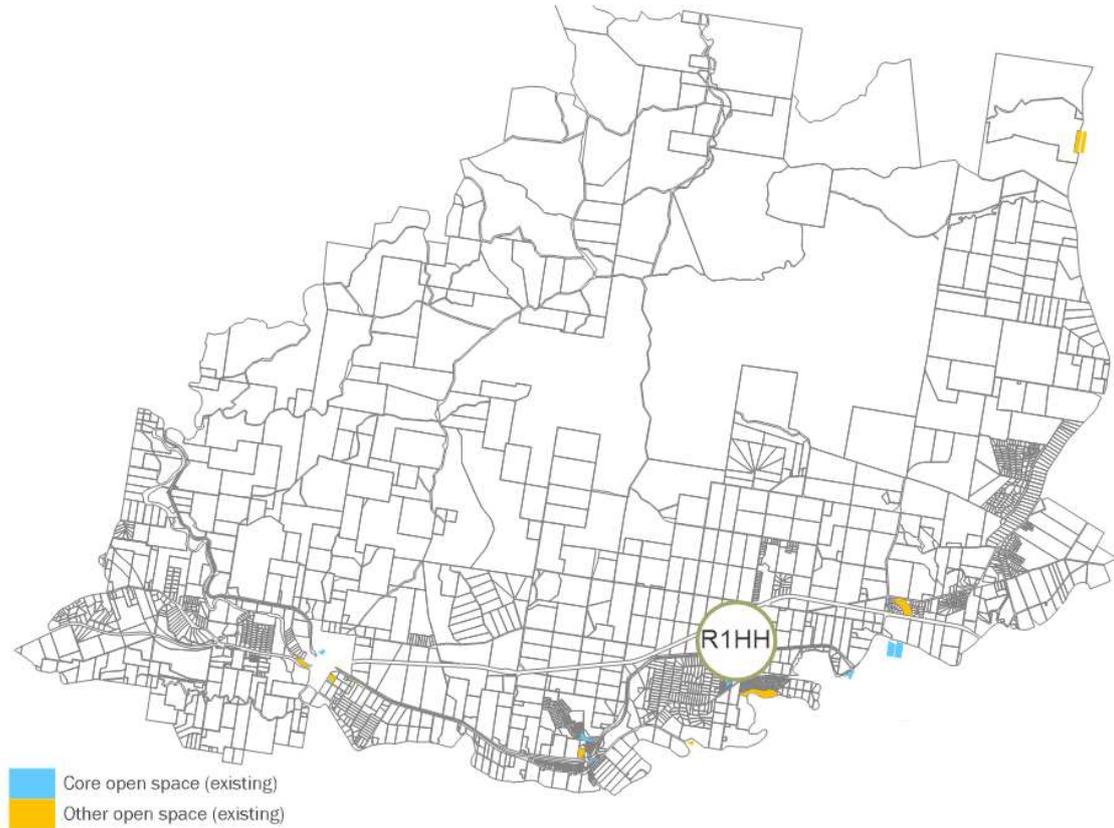
### Additional opportunities

In addition to the trunk public park opportunities listed in the table above, the following opportunities exist to improve the public parks network within the planning district.

Table 18: Helidon Hills and Grantham additional opportunities

Ref	Recommendation	Detail
1	Rationalise infrastructure at Anzac Park	Remove the playground infrastructure at Anzac Park as it dilutes the experience of Bugler Park. Reinstate the infrastructure between Bugler Park and Grantham Estate Park if it can be accommodated. Anzac Park is a duplication and provides little additional experience to Bugler Park and Grantham Estate Park. Reinstate the park with native vegetation and landscaping and create an amenity park.
2	Rationalise barbecues	Some recreation parks have an over-supply of unnecessary infrastructure. Removal of barbecues at Anzac Park. This infrastructure item should only be provided in district and regional level 'destination' parks that provide an appealing setting to spend a couple of hours
3	Access to sports parks	Whilst the planning district has an under-supply of sports parks, residents have close access to sports parks within the Helidon Village and Gatton Town Planning Districts that falls within the proposed accessibility buffers. Additionally, the Grantham State School provides some opportunity for low-key informal sports should the demand arise in the future (subject to support from the School Principal).

Future works - Helidon Hills and Grantham Planning District



**Helidon Village**

The planning district of Helidon Village has a population of 963, with a predicted increase of 220 people by 2041.

The planning district contains a limited range of open spaces including Progress Park, Helidon Cricket Club and Soliders Memorial Park.

**Population projections**

The proposed future population for the planning district to 2041 is as follows.

Table 19: Helidon Village population projections

Year cohort	2016	2021	2026	2031	2036	2041	Ultimate
Population	963	1,028	1,076	1,118	1,154	1,183	1,353



### Helidon Village Planning District - Existing Public Parks



### Current supply - trunk parks

The planning district has access to a range of both recreation and sports parks.

Table 20: Helidon Village current supply of public parks

Classification	Hierarchy	Park name	Area (ha)
Recreation	Local	Progress Park	0.08
		Tyson Park	0.50
		McGovern Park	0.75
	District	N/a	-
	Regional	N/a	-
	Civic and memorial	Soliders Memorial Park	0.13
Sport	Undeveloped	N/a	-
	District	Helidon Cricket Club	1.42
		Helidon Tennis Courts	0.23
	Regional	N/a	-

### Current supply - other open space

In addition to the trunk parks listed above, the planning district provides the following other open spaces.

Table 21: Helidon Village current supply of other open space

Classification	Hierarchy	Park name
Other Sport	Specialised	McGovern Park
	Indoor and aquatic	-
	Private	-
Other open space	Rest Stop	James Norman Hedges

### Demand and gap assessment

Using the desired standard of service for land supply of 3ha/1,000 (being 1.3ha for recreation parks and 1.7ha for sports parks), the likely demand for open space and any gaps in the current and future provision are detailed in the table below. This demand assessment is based on the land standard and population projections only.

Table 22: Helidon Village demand and gap assessment

Classification	Current	Current (2016)		Future (2021)		Future (2026)		Future (2031)		Future (2036)		Future (2041)	
	supply (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)
Recreation park	1.46	1.25	0.21	1.34	0.12	1.40	0.06	1.45	0.01	1.50	-0.04	1.54	-0.08
Sports park	1.65	1.64	0.01	1.75	0.10	1.83	-0.18	1.90	-0.25	1.96	-0.31	2.01	-0.36
Total core open space	3.11	2.89	0.22	3.09	0.22	3.23	-0.12	3.35	-0.24	3.46	-0.35	3.55	-0.44

Note: Positive numbers reflect an over-supply, while negative numbers indicate an under-supply.

### Open space accessibility

The maps below indicate accessibility to the current public parks network based on the desired accessibility distances prescribed in the Desired Standards of Service.



### Analysis

There are minor deficiencies in both recreation and sports parks within the planning district. There are no new public parks (recreation or sport) proposed for this planning district for the planning horizon.

Should future demand for sports parks arise (i.e. from sports clubs) there is an opportunity to develop McGovern Park for formal sports (trunk public park) in conjunction with the equestrian use. Additionally, discussions with the Helidon State School may allow the use of school fields in the future.

### Future works

The table below summarises the proposed works for trunk public parks within the Helidon Village Planning District.

Table 23: Helidon Village future works

Year	Assessment	Description	Classification and hierarchy	Functional area (ha)	Work type	Indicative embellishment cost	Map Ref
2019	A shortfall of recreation embellishments exists	Tyson Park requires shade	Local Recreation	0.50ha	Embellishment	TBD	R1HV
2021	The focus will be on upgrading the existing recreation park	Upgrade Helidon Tennis Courts for community use. Refurbish one and develop the second as an open multi-court	District Sport	0.23ha	Embellishment	TBD	S1HV
2026	A shortfall of recreation embellishments exists	Upgrade McGovern Park	Local Recreation	0.75ha	Embellishment	TBD	R2HV
2031	N/a						
2036	N/a						
2041	N/a						

### Additional opportunities

In addition to the trunk public park opportunities listed in the table above, the following opportunities exist to improve the public parks network within the planning district.

Table 24: Helidon Village additional opportunities

Ref	Recommendation	Detail
1	Rationalise barbecues	Some recreation parks have an over-supply of unnecessary infrastructure. Removal of barbecues at McGovern Park. This infrastructure item should only be provided in district and regional level 'destination' parks that provide an appealing setting to spend a couple of hours
2	Access to sports parks	Whilst the planning district has an under-supply of sports parks, residents have close access to sports parks within the Gatton Town Planning District that falls within the proposed accessibility buffers. Additionally, the Helidon State School provides some opportunity for low-key informal sports should the demand arise in the future (subject to support from the School Principal).
3	Investigate recreational linkages	Investigate the opportunity to develop linear recreation corridors utilising existing public land including creek lines to provide an alternate recreation opportunity for the community and increase walkability of Helidon Village as well as the community's physical activity

Future works - Helidon Village Planning District



### Murphys Creek and Surrounds

The planning district of Murphy's Creek and Surrounds has a population of 1,601 and includes the Murphys Creek Recreation Ground as its sole trunk public park.

In addition to the existing public park within the planning district, Murphys Creek and Surrounds enjoys close proximity to Toowoomba Regional Council and the significant public parks it provides.

### Population projections

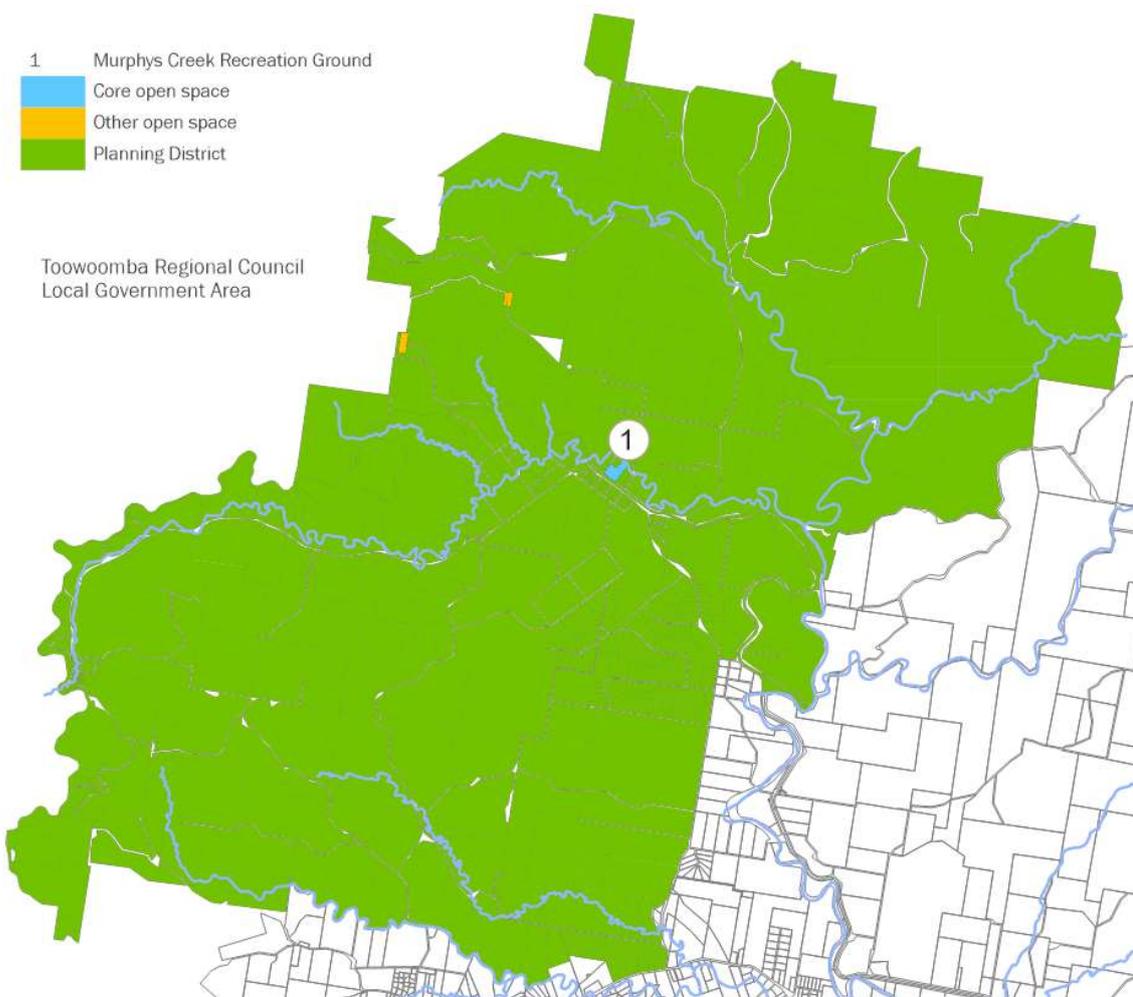
The proposed future population for the planning district to 2041 is as follows.

Table 25: Murphys Creek and Surrounds population projections

Year cohort	2016	2021	2026	2031	2036	2041	Ultimate
Population	1,601	1,638	1,678	1,715	1,758	1,794	2,003



### Murphys Creek and Surrounds Planning District - Existing Public Parks



### Current supply - trunk parks

The planning district has one core public park, the Murphys Creek Recreation Ground.

Table 26: Murphys Creek and Surrounds current supply - trunk parks

Classification	Hierarchy	Park name	Area (ha)
Recreation	Local	-	-
	District	-	-
	Regional	-	-
	Civic and memorial	-	-
	Undeveloped	-	-
Sport	District	Murphys Creek Recreation Ground	5.58
	Regional	N/a	-

### Current supply - other open space

In addition to the trunk public park above, the planning district has access to the following 'other open space'.

Table 27: Murphys Creek and Surrounds current supply - other open space

Classification	Hierarchy	Park name
Other Sport	Specialised	-
	Indoor and aquatic	Community Hall
	Private	-
Other open space	Rest Stop	-

### Demand and gap assessment

Using the desired standard of service for land supply of 3ha/1,000 (being 1.3ha for recreation parks and 1.7ha for sports parks), the likely demand for open space and any gaps in the current and future provision are detailed in the table below. This demand assessment is based on the land standard and population projections only.

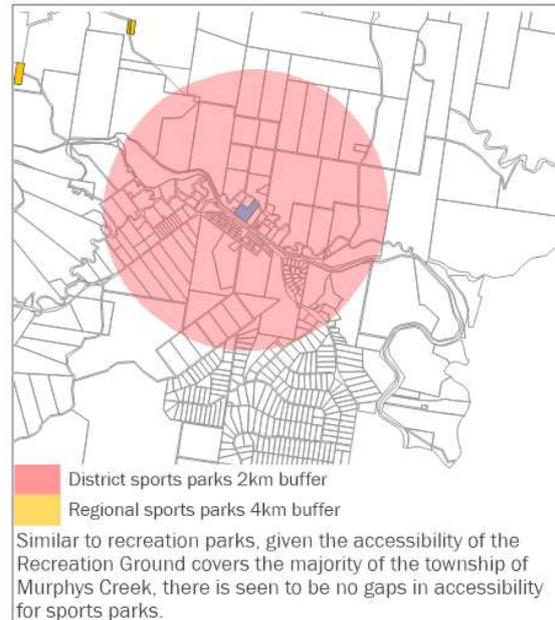
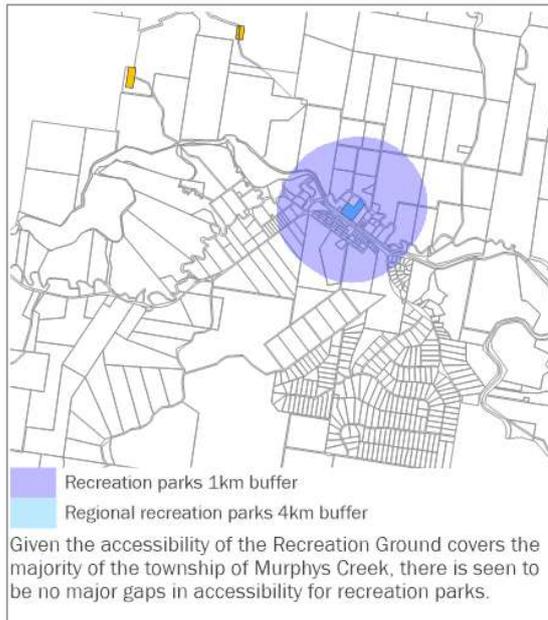
Table 28: Murphys Creek and Surrounds demand and gap assessment

Classification	Current supply (ha)	Current (2016)		Future (2021)		Future (2026)		Future (2031)		Future (2036)		Future (2041)	
		Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)		
Recreation park	0.00	2.08	-2.08	2.13	-2.13	2.18	-2.18	2.23	-2.23	2.29	-2.29	2.33	-2.33
Sports park	5.58	2.72	2.86	2.78	2.8	2.85	2.73	2.92	2.66	2.99	2.59	3.05	2.53
Total core open space	5.58	4.80	0.78	4.91	0.67	5.03	0.55	5.15	0.43	5.27	0.30	5.38	0.2

Note: Positive numbers reflect an over-supply, while negative numbers indicate an under-supply.

### Open space accessibility

The maps below indicate accessibility to the current public parks network based on the desired accessibility distances prescribed in the Desired Standards of Service.



### Analysis

The demand and gap analysis has shown a minor under-supply in recreation parks as the planning district has no official recreation parks. The Murphys Creek Recreation Ground however does provide a secondary function as a recreation park, and has some low-key recreational infrastructure including the playground at the Community Hall.

Looking ahead, the focus for the planning area will be on upgrading the existing public park rather than developing new open spaces. The Murphys Creek Planning District also has the advantage of being close to Toowoomba and the public park facilities that it provides for its residents. This is a significant asset to the Murphys Creek community, and should be considered when planning future public park improvements within the planning district.

In line with the recommendations of Council’s Sport and Recreation Strategy, enhance the recreation function of the Murphys Creek Recreation Ground including development of a district recreation node, a learn to cycle facility and informal nature-based recreation elements along the creek.

### Future works

The table below summarises the proposed works for trunk public parks within the Murphys Creek Planning District.

Table 29: *Murphys Creek and Surrounds future works*

Year	Assessment	Description	Classification and hierarchy	Functional area (ha)	Work type	Indicative embellishment cost	Map Ref
2019	N/a						
2021	A deficiency exists for district recreation parks within the catchment	Upgrade Murphys Creek Recreation Ground to include a district recreation node	Recreation District	0.5ha	Embellishment	TBD	R1MC
2026	N/a						
2031	N/a						
2036	N/a						
2041	N/a						

### Additional opportunities

In addition to the trunk public park opportunities listed in the table above, the following opportunities exist to improve the public parks network within the planning district.

Table 30: *Murphys Creek and Surrounds additional opportunities*

Ref	Recommendation	Detail
1	Investigate recreational linkages	Investigate the opportunity to develop linear recreation corridors in the vicinity of the Recreation Ground utilising existing public land including creek lines to provide an alternate recreation opportunity for the community

Future works - Murphys Creek and Surrounds Planning District



**Withcott**

The planning district of Withcott has a population of 2,055 and includes a range of open spaces. The highlights of the planning district’s public parks network include Jean Biggs Park, Springbrook Park, Burrabin Park and Merryfields Park.

In addition to the wide range of existing public parks within the planning district, it enjoys close proximity to Toowoomba Regional Council and the significant public parks it provides.

**Population projections**

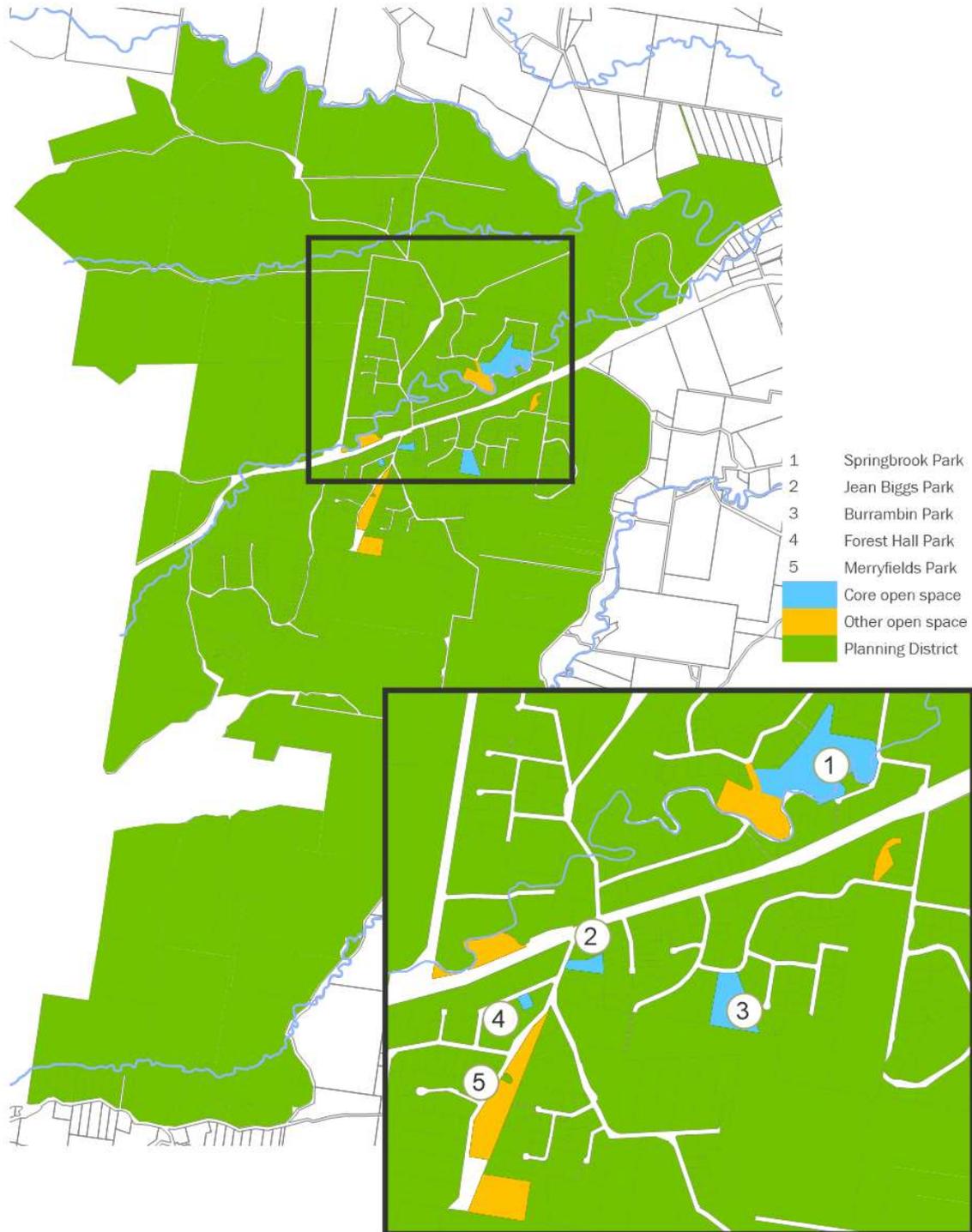
The proposed future population for the planning district to 2041 is as follows.

*Table 31: Withcott planning projections*

Year cohort	2016	2021	2026	2031	2036	2041	Ultimate
Population	2,055	2,221	2,379	2,502	2,634	2,751	3,377



### Withcott Planning District - Existing Public Parks



### Current supply - trunk parks

The planning district has access to a wide range of both recreation parks and sports parks.

Table 32: Withcott current supply - trunk parks

Classification	Hierarchy	Park name	Area (ha)
Recreation	Local	Burrambin Park (part)	0.27
		Forest Hall Park	0.20
	District	Jean Biggs Park	0.60
	Regional	-	
	Civic and memorial	Merryfields Park (part)	3.90
	Undeveloped	Burrambin Park (part)	2.34
Sport	District	Springbrook Park	7.85
	Regional	N/a	-

### Current supply - other open space

In addition to the trunk parks outlined above, the planning district has a number of other open spaces.

Table 33: Withcott current supply - other open space

Classification	Hierarchy	Park name
Other Sport	Specialised	-
	Indoor and aquatic	Withcott Sports Centre (Springbrook Park)
	Private	Toowoomba Kart Club (Greer Park)
Other open space	Rest Stop	-

### Demand and gap assessment

Using the desired standard of service for land supply of 3ha/1,000 (being 1.3ha for recreation parks and 1.7ha for sports parks), the likely demand for open space and any gaps in the current and future provision are detailed in the table below. This demand assessment is based on the land standard and population projections only.

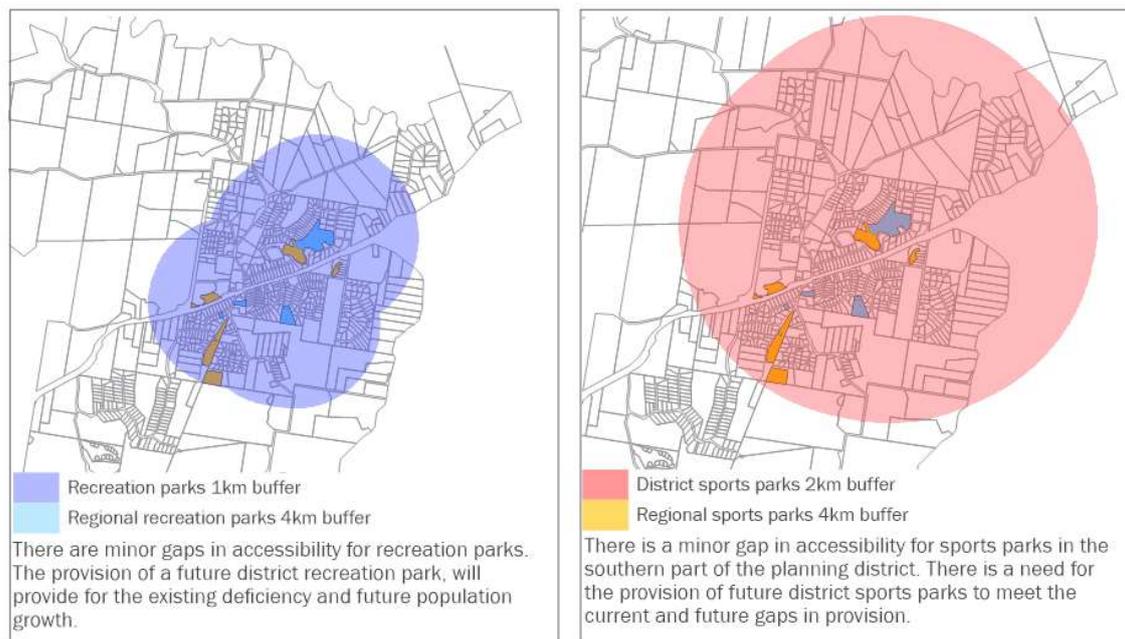
Table 34: Withcott demand and gap assessment

Classification	Current supply (ha)	Current (2016)		Future (2021)		Future (2026)		Future (2031)		Future (2036)		Future (2041)	
		Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)		
Recreation park	4.97	2.67	2.3	2.89	2.08	3.09	1.88	3.25	1.72	3.42	1.55	3.58	1.39
Sports park	7.85	3.49	4.36	3.78	4.07	4.04	3.81	4.25	3.6	4.48	3.37	4.68	3.17
Total core open space	12.82	6.16	6.66	6.67	6.15	7.14	5.69	7.51	5.32	7.90	4.92	8.25	4.56

Note: Positive numbers reflect an over-supply, while negative numbers indicate an under-supply.

Open space accessibility

The maps below indicate accessibility to the current public parks network based on the desired accessibility distances prescribed in the Desired Standards of Service.



Analysis

The planning district has very minor accessibility shortfalls for both recreation and sports parks however there is a shortfall in recreation embellishment within the catchment.

Forest Hall Park offers little recreational opportunity and provides an opportunity for rationalisation. Jean Biggs and Burrambin Parks are in close proximity and will cater to the needs of the local community in its place.

The planning district is in close proximity to Toowoomba and the public parks it offers the community. This is a significant asset to the Withcott community, and should be considered when planning future public park improvements within the planning district.

### Future works

The table below summarises the proposed works for trunk public parks within the Withcott Planning District.

Table 35: Withcott future works

Year	Assessment	Description	Classification and hierarchy	Functional area (ha)	Work type	Indicative embellishment cost	Map Ref
2019	N/a						
2021	An upgrade of sports infrastructure is required	Continue to develop Springbrook Park in line with the Master Plan	District Sport	7.85ha	Embellishment	TBD	S1W
	By 2021 an upgrade of recreation infrastructure is required	Upgrade Jean Biggs Park	District Recreation	0.60ha	Embellishment	TBD	R1W
2026	An upgrade of recreation infrastructure is required	Further embellish Merryfields Park as a district recreation park	District Recreation	3.90ha	Embellishment	TBD	R2W
2031	An upgrade of recreation infrastructure is required	Upgrade Burrabin Park	District Recreation	2.34ha	Embellishment	TBD	R3W
2036	N/a						
2041	N/a						

### Additional opportunities

In addition to the trunk public park opportunities listed in the table above, the following opportunities exist to improve the public parks network within the planning district.

Table 36: Withcott additional opportunities

Ref	Recommendation	Detail
1	Rationalise Forest Hall Park (2019)	This park provides little recreation opportunity or appeal. The Park is a Reserve under State Government ownership, as such Council will need to enter into discussions regarding its sale. An upgrade of Burrabin and Jean Biggs Parks will cater for the accessibility needs of the immediate area
2	Rationalise barbecues	Some recreation parks have an over-supply of unnecessary infrastructure. Remove barbecues at Springbrook Park. This infrastructure item should only be provided in district and regional level 'destination' parks that provide an appealing setting to spend a couple of hours
3	Investigate recreational linkages	Investigate the opportunity to develop linear recreation corridors in the vicinity of Merryfields Park utilising existing public land to provide an alternate recreation opportunity for the community

Future works - Withcott Planning District



**Forest Hill**

The planning district of Forest Hill has a current population of 523 people and includes the public parks of Forest Hill Recreation Ground, Furley Park and Forest Hill Place.

**Population projections**

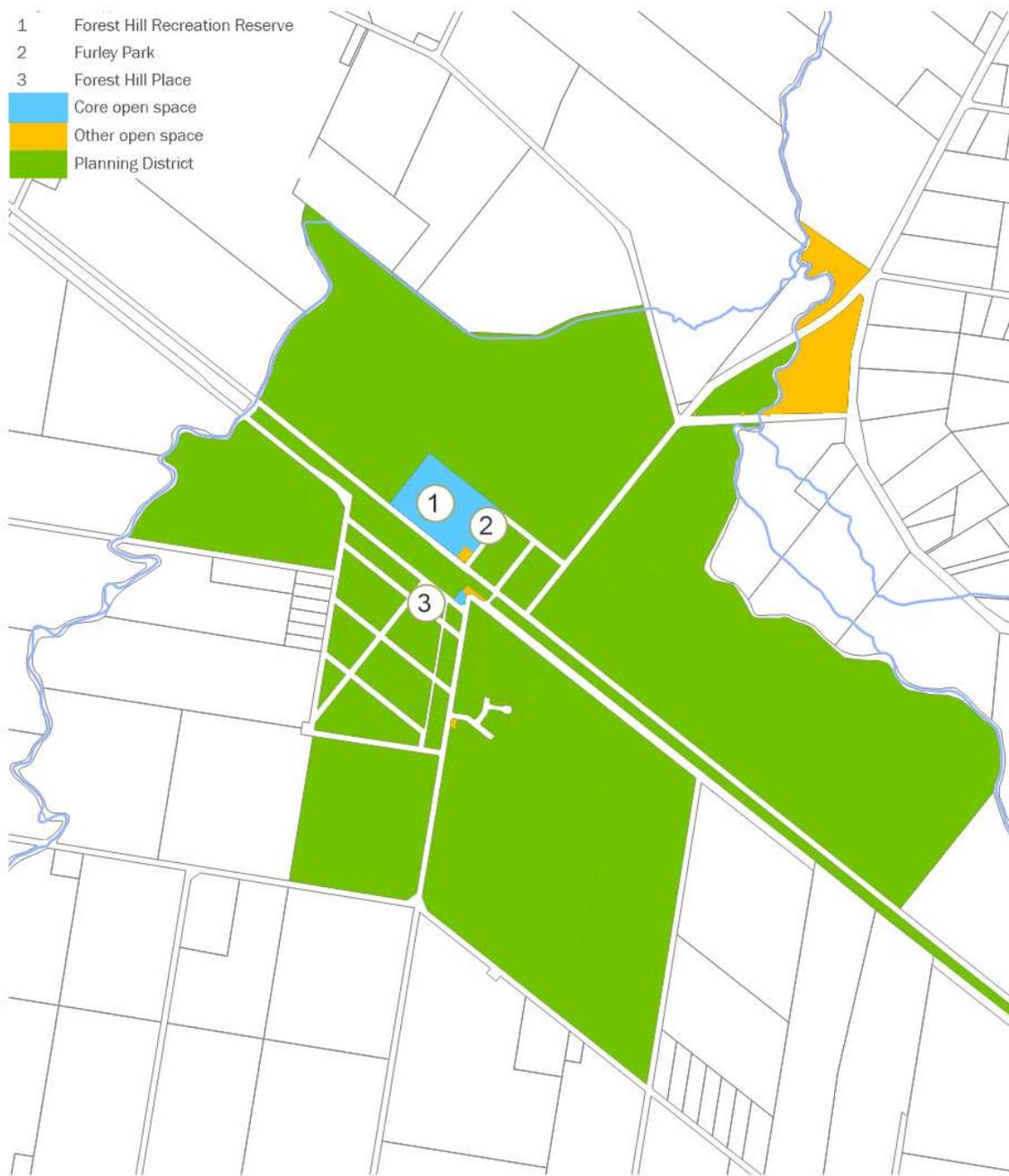
The proposed future population for the planning district to 2041 is as follows.

*Table 37: Forest Hill population projections*

Year cohort	2016	2021	2026	2031	2036	2041	Ultimate
Population	523	531	537	543	548	553	577



### Forest Hill Planning District - Existing Public Parks



### Current supply - trunk parks

The planning district has access to a wide range of recreation and sports parks.

Table 38: Forest Hill current supply - trunk parks

Classification	Hierarchy	Park name	Area (ha)	
Recreation	Local	Furley Park	0.42	
	District	N/a	-	
	Regional	N/a	-	
	Civic and memorial		Forest Hill Place	0.11
			Anzac Park (non-trunk)	0.09
Undeveloped	N/a	-		
Sport	District	Forest Hill Recreation Ground	5.51	
	Regional	N/a	-	

### Current supply - other open space

In addition to the trunk public parks outlined above, the planning district has the following other open spaces.

Table 39: Forest Hill current supply - other open space

Classification	Hierarchy	Park name
Other Sport	Specialised	N/a
	Indoor and aquatic	N/a
	Private	N/a
Other open space	Rest Stop	Jeannine Park

### Demand and gap assessment

Using the desired standard of service for land supply of 3ha/1,000 (being 1.3ha for recreation parks and 1.7ha for sports parks), the likely demand for open space and any gaps in the current and future provision are detailed in the table below. This demand assessment is based on the land standard and population projections only.

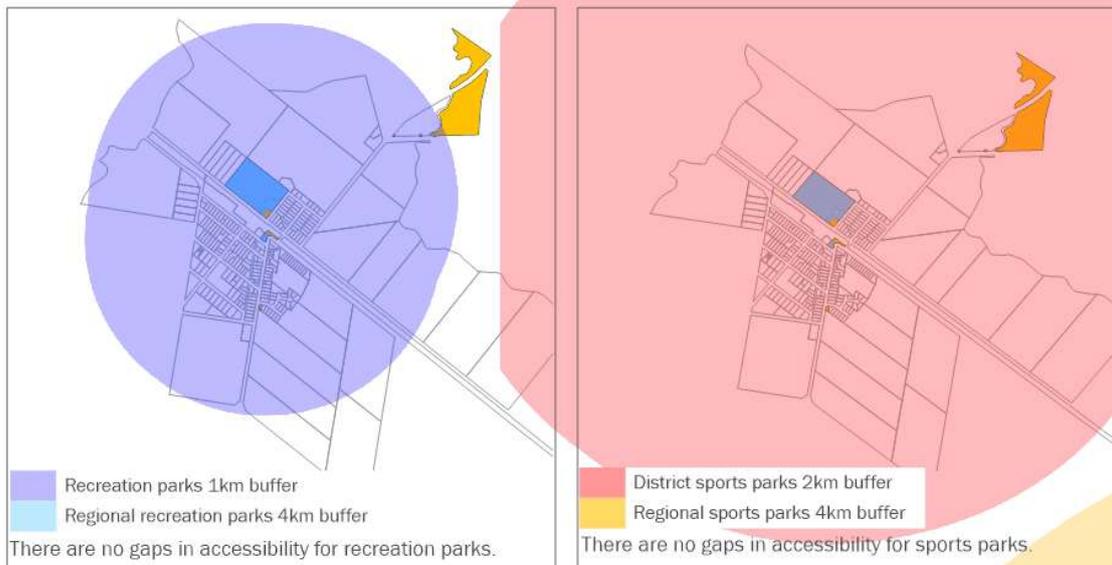
Table 40: Forest Hill demand and gap assessment

Classification	Current supply (ha)	Current (2016)		Future (2021)		Future (2026)		Future (2031)		Future (2036)		Future (2041)	
		Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)
Recreation park	0.53	0.68	-0.15	0.69	-0.16	0.70	-0.17	0.71	-0.18	0.71	-0.18	0.72	-0.19
Sports park	5.51	0.09	5.42	0.90	4.61	0.91	4.60	0.92	4.59	0.93	4.58	0.94	4.57
Total core open space	6.04	0.77	5.27	1.59	4.45	1.61	4.43	1.63	4.41	1.64	4.40	1.66	4.38

Note: Positive numbers reflect an over-supply, while negative numbers indicate an under-supply.

Open space accessibility

The maps below indicate accessibility to the current public parks network based on the desired accessibility distances prescribed in the Desired Standards of Service.



Analysis

The Forest Hill Planning District has a good range of public parks to meet the needs of its current population. There is a minor deficiency in recreation parks, however no new land is proposed for the planning horizon.

The upgrade of Furley Park in line with asset renewals will cater for the future populations.

The rationalisation of Jeannine Park is proposed as it offers no recreation experience and little opportunity for future improvement.



### Future works

The table below summarises the proposed works for trunk public parks within the Forest Hill Planning District.

Table 41: Forest Hill future works

Year	Assessment	Description	Classification and hierarchy	Functional area (ha)	Work type	Indicative embellishment cost	Map Ref
2019	N/a						
2021	A deficiency exists in local recreation infrastructure	Upgrade Furley Park in line with asset renewal requirements	Local Recreation	0.42ha	Embellishment	TBD	R1F
2026	N/a						
2031	N/a						
2036	A deficiency in sports park infrastructure will exist	Upgrade Forest Hill Recreation Ground	District Sport	5.51ha	Embellishment	TBD	S1F
2041	N/a						

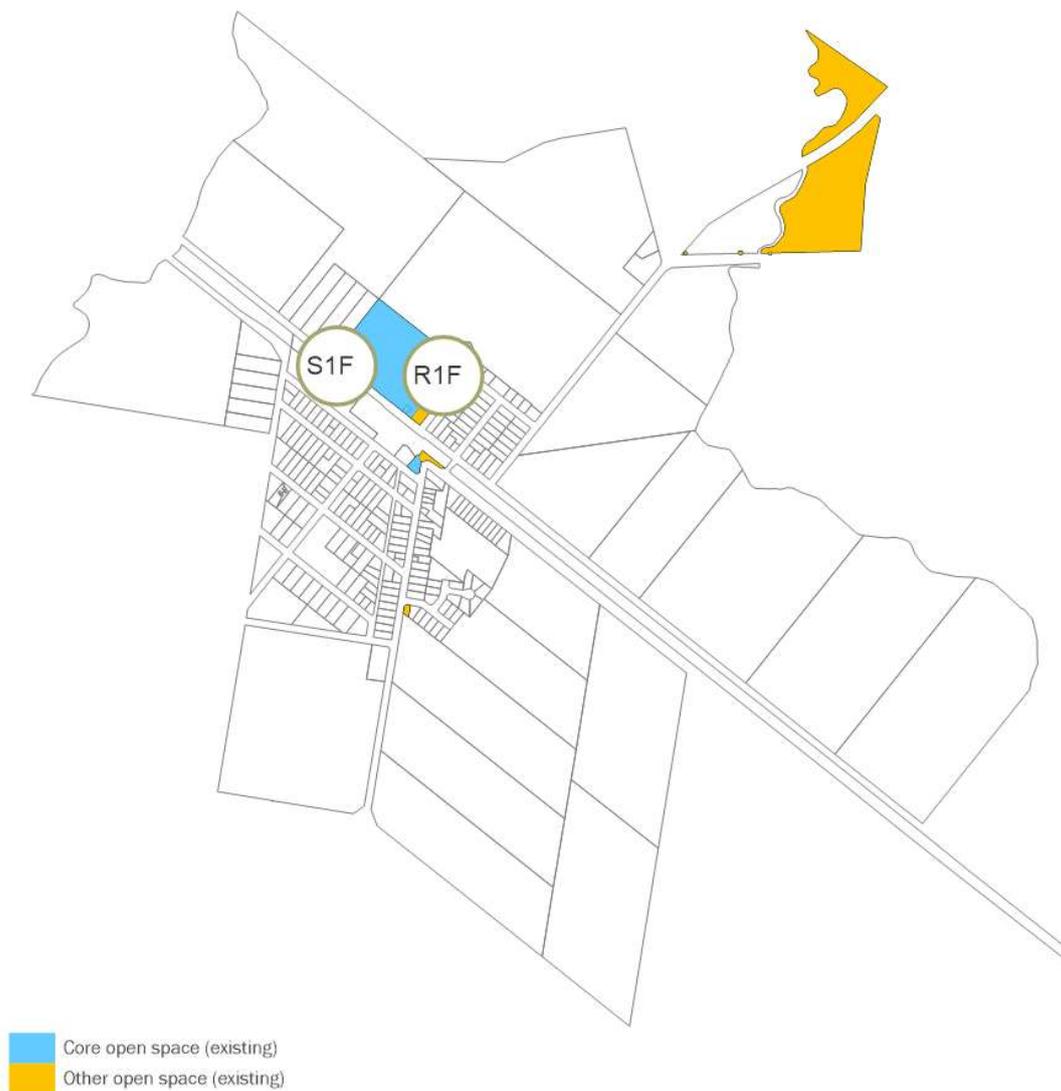
### Additional opportunities

In addition to the trunk public park opportunities listed in the table above, the following opportunities exist to improve the public parks network within the planning district.

Table 42: Forest Hill additional opportunities

Ref	Recommendation	Detail
1	Rationalise barbecues	Some recreation parks have an over-supply of unnecessary infrastructure. Removal of barbecues at Furley Park. This infrastructure item should only be provided in district and regional level 'destination' parks that provide an appealing setting to spend a couple of hours
2	Rationalise Jeannine Park	This park offers little recreation experience and limited opportunity for improvement.

Future works - Forest Hill Planning District



### Laidley North and Plainland

The planning district of Laidley North and Plainland includes the localities of Plainland, Hatton Vale, Glenore Grove, Kensington Grove, and Brightview.

The planning district provides a range of public parks including Koffal Park, Bertrand Avenue Park and Glenore Grove Cricket Oval.

### Population projections

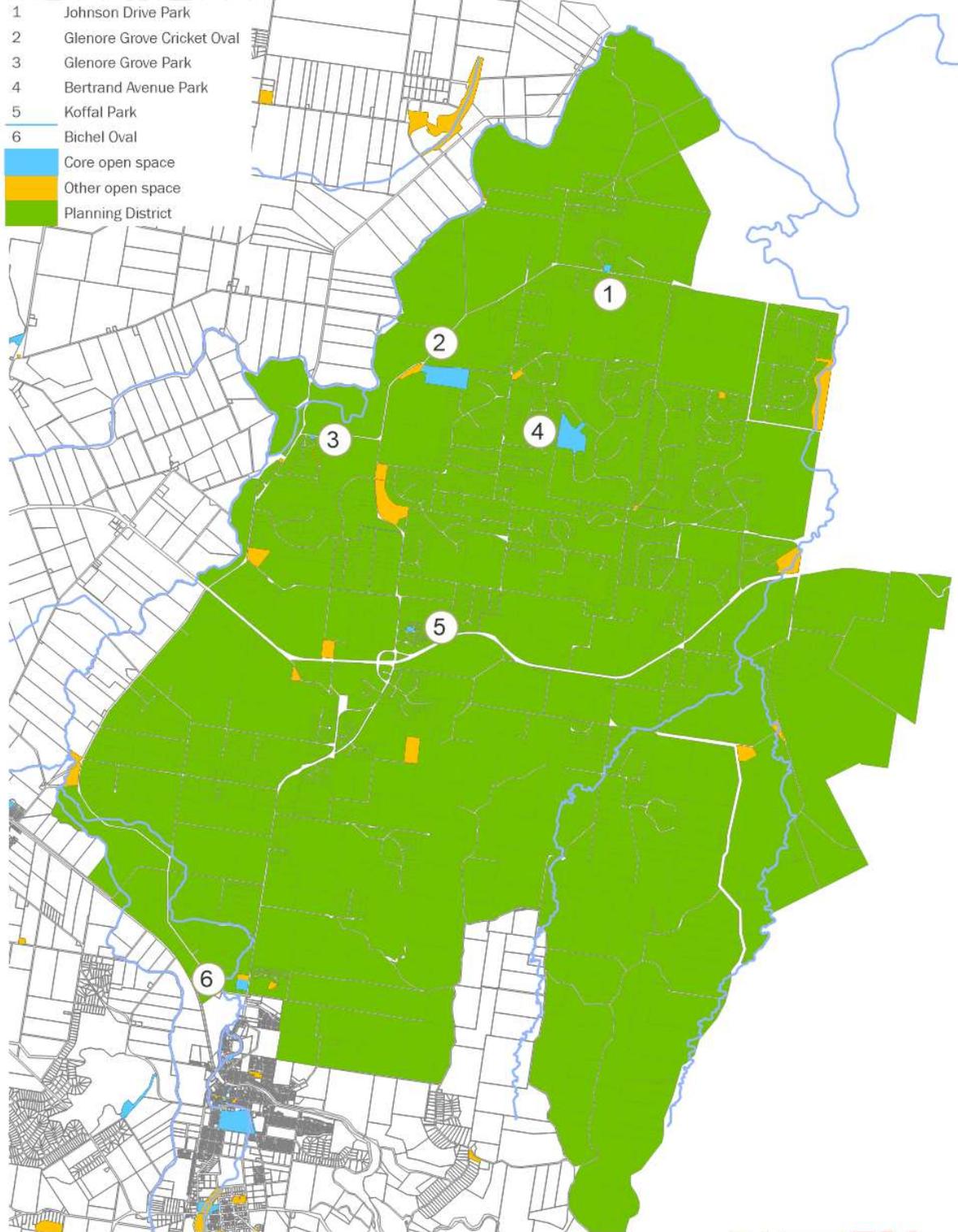
The proposed future population for the planning district to 2041 is as follows.

Table 43: Laidley North and Plainland projected population

Year cohort	2016	2021	2026	2031	2036	2041	Ultimate
Population	10,925	11,947	13,041	14,116	15,102	15,882	20,618



### Laidley North and Plainland Planning District - Existing Public Parks



### Current supply - trunk parks

The planning district provides a limited provision of recreation and sports parks.

Table 44: Laidley North and Plainland current supply - trunk parks

Classification	Hierarchy	Park name	Area (ha)
Recreation	Local	Johnson Drive Park	1.00
		Koffal Park	0.63
		Bertrand Avenue Park (Part)	1.13
		Glenore Grove Park	0.25
	District	-	-
	Regional	-	-
Sport	Civic and memorial	Hatton Vale Memorial Park (not core open space)	0.22
	Undeveloped	Bertrand Avenue Park (Part)	17.78
	District	Glenore Grove Cricket Oval	21.87
	Regional	-	-

### Current supply - other open space

In addition to the trunk public parks listed above, the planning district has access to the following other open spaces.

Table 45: Laidley North and Plainland current supply - other open space

Classification	Hierarchy	Park name
Other Sport	Specialised	Hatton Vale Pony Club
	Indoor and aquatic	
	Private	Hatton Vale Golf Course
Other open space	Rest Stop	-

### Demand and gap assessment

Using the desired standard of service for land supply of 3ha/1,000 (being 1.3ha for recreation parks and 1.7ha for sports parks), the likely demand for open space and any gaps in the current and future provision are detailed in the table below. This demand assessment is based on the land standard and population projections only.

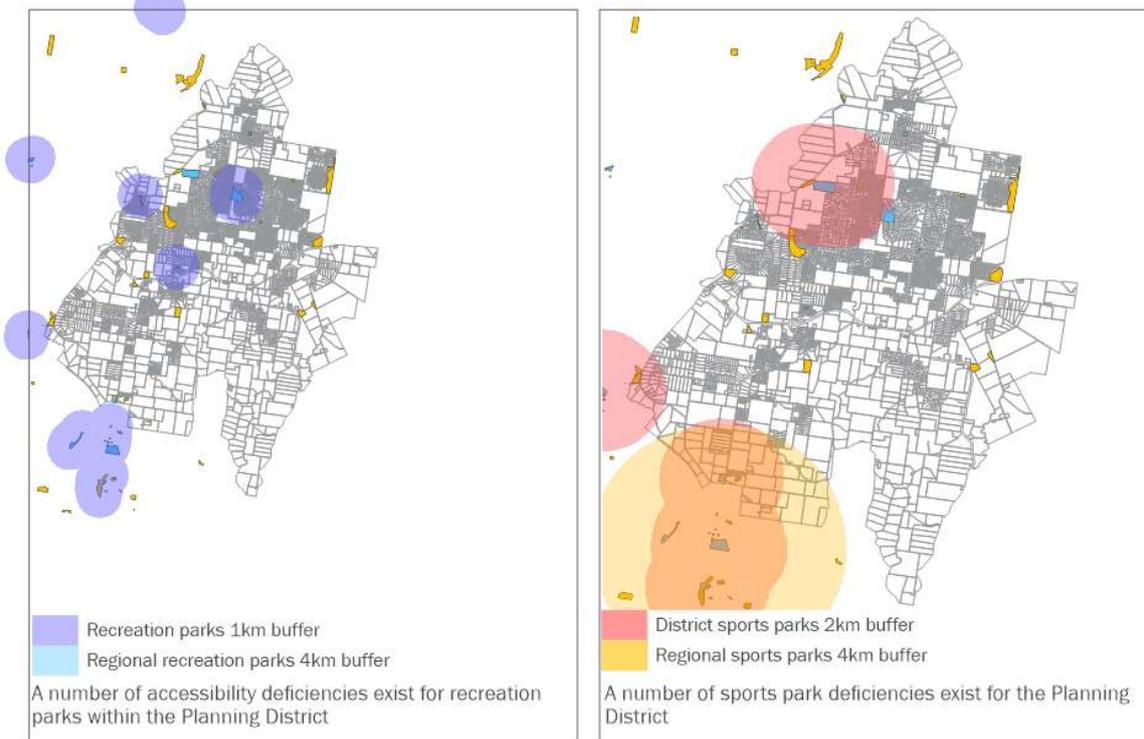
Table 46: Laidley North and Plainland demand and gap assessment

Classification	Current supply (ha)	Current (2016)		Future (2021)		Future (2026)		Future (2031)		Future (2036)		Future (2041)	
		Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)		
Recreation park	3.01	14.20	-11.19	15.53	-12.52	16.95	-13.94	18.35	-15.34	19.63	-16.62	26.80	-23.79
Sports park	21.87	18.57	3.30	20.31	1.56	22.17	0.30	24.00	-2.13	25.67	-3.8	27.00	-5.13
Total core open space	24.88	32.78	-7.90	35.84	-10.96	39.12	-13.64	42.35	-17.47	45.31	-20.42	53.80	-28.92

Note: Positive numbers reflect an over-supply, while negative numbers indicate an under-supply.

Open space accessibility

The maps below indicate accessibility to the current public parks network based on the desired accessibility distances prescribed in the Desired Standards of Service.



Analysis

The planning district is the biggest growth area within the Region with a future population that will be the second largest within the Region, second to Gatton and larger than Laidley. The Planning District is made up of a number of emerging communities, and as such has little existing public parks. Additionally, there is no true 'centre' of the Planning District, with Plainland and Hatton Vale both seeking the title.

There is a significant deficiency in both recreation and sports parks, both for the current and predicted populations, as well as accessibility shortfalls as shown above.

The existing public parks are lacking in quality embellishments, with a dispersal of elements across the network.



### Future works

The table below summarises the proposed works for trunk public parks within the Laidley North and Plainland Planning District.

Table 47: Laidley North and Plainland future works

Year	Assessment	Description	Classification and hierarchy	Functional area (ha)	Work type	Indicative embellishment cost	Map Ref
2019	There is an under supply of recreation infrastructure	Koffal Park requires shade	Local Recreation	0.63ha	Embellishment	TBD	R1LN
	A deficiency exists for district recreation parks in the catchment	New district recreation park (Hatton Vale Regional Park). Co-located with S1LN	District Recreation	4ha	Land and embellishment	TBD	R2LN
	A deficiency exists for district sports parks in the catchment	New district sports park (Hatton Vale Regional Park). Co-located with R2LN	District Sport	8ha	Land and embellishment	TBD	S1LN
2021	A deficiency in recreation embellishment exists	Upgrade Bertrand Avenue Park	District Recreation	1.13ha	Embellishment	TBD	R5LN
	A deficiency in recreation embellishment exists	Upgrade Bertrand Avenue Park (undeveloped portion)	District Recreation	17.78ha	Embellishment	TBD	R6LN
2026	A deficiency exist for district recreation in the catchment	New district recreation park	District Recreation	4ha	Land and embellishment	TBD	R3LN
2031	An accessibility deficiency exists for district sport in the north-east of the catchment	New district sports park co-locate with R4LN	District sport	8ha	Land and embellishment	TDB	S2LN
	A deficiency exist for district recreation in the catchment	New district recreation park to be co-located with S2LN	District Recreation	2ha	Land and embellishment	TBD	R4LN
2036	N/a						
2041	N/a						

### Additional opportunities

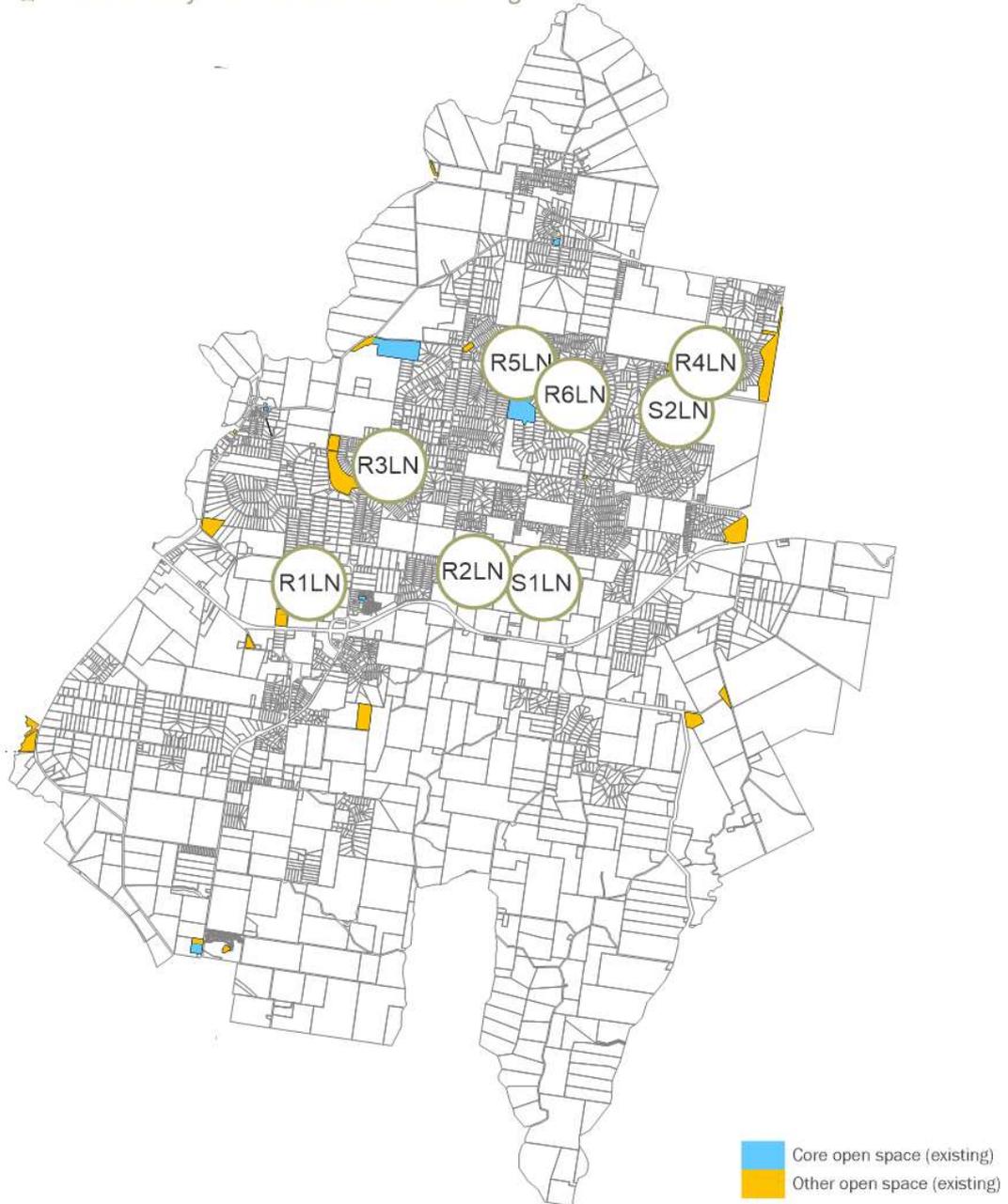
In addition to the trunk public park opportunities listed in the table above, the following opportunities exist to improve the public parks network within the planning district.

Table 48: Laidley North and Plainland additional opportunities

Ref	Recommendation	Detail
1	Investigate recreational linkages	Investigate the opportunity to develop linear recreation corridors in the Planning District utilising existing public land to provide an alternate recreation opportunity for the community
2	Rationalise barbecues	Some recreation parks have an over-supply of unnecessary infrastructure. Removal of barbecues at Johnson Drive Park and one at Bertrand Avenue Park. This infrastructure item should only be provided in district and regional level 'destination' parks that provide an appealing setting to spend a couple of hours



Future works - Laidley North and Plainland Planning District



### Laidley Town

The Laidley Town Planning District contains a wide range of public parks including Anzac Park, Lake Dyer, McNulty Park, Laidley Recreation Reserve, Lions Park, and Narda Lagoon.

### Population projections

The proposed future population for the planning district to 2041 is as follows.

Table 49: Laidley Town planning projections

Year cohort	2016	2021	2026	2031	2036	2041	Ultimate
Population	6,138	6,583	7,173	7,751	8,460	9,984	12,685



Laidley Town Planning District - Existing Public Parks



### Current supply - trunk parks

The planning district provides a wide range provision of recreation and sports parks.

Table 50: Laidley Town current supply - trunk parks

Classification	Hierarchy	Park name	Area (ha)
Recreation	Local	McNulty Park	0.09
		Das Neumann Haus Park (Part)	0.07
		Enoch Sempf Park	0.23
	District	Lions Park	1.56
		Narda Lagoon (Part)	6.96
		Lake Dyer Recreation Area	5.16
	Regional	-	-
Civic and memorial	Anzac Park	0.24	
Sport	District	Bichel Oval	2.87
	Regional	Laidley Recreation Reserve	17.87
Other open space	Undeveloped	Narda Cricket Oval	1.46

### Current supply - other open space

In addition to the trunk public parks listed above, the planning district has access to the following other open spaces.

Table 51: Laidley Town current supply - other open space

Classification	Hierarchy	Park name
Other Sport	Specialised	-
	Indoor and aquatic	Dal Ryan War Memorial Pool
	Private	Laidley Golf Club
		Laidley Showgrounds
Other open space	Rest Stop	Laidley Bowls Club
		Cunningham's Crest Lookout

### Demand and gap assessment

Using the desired standard of service for land supply of 3ha/1,000 (being 1.3ha for recreation parks and 1.7ha for sports parks), the likely demand for open space and any gaps in the current and future provision are detailed in the table below. This demand assessment is based on the land standard and population projections only.

Table 52: Laidley Town current supply demand and gap assessment

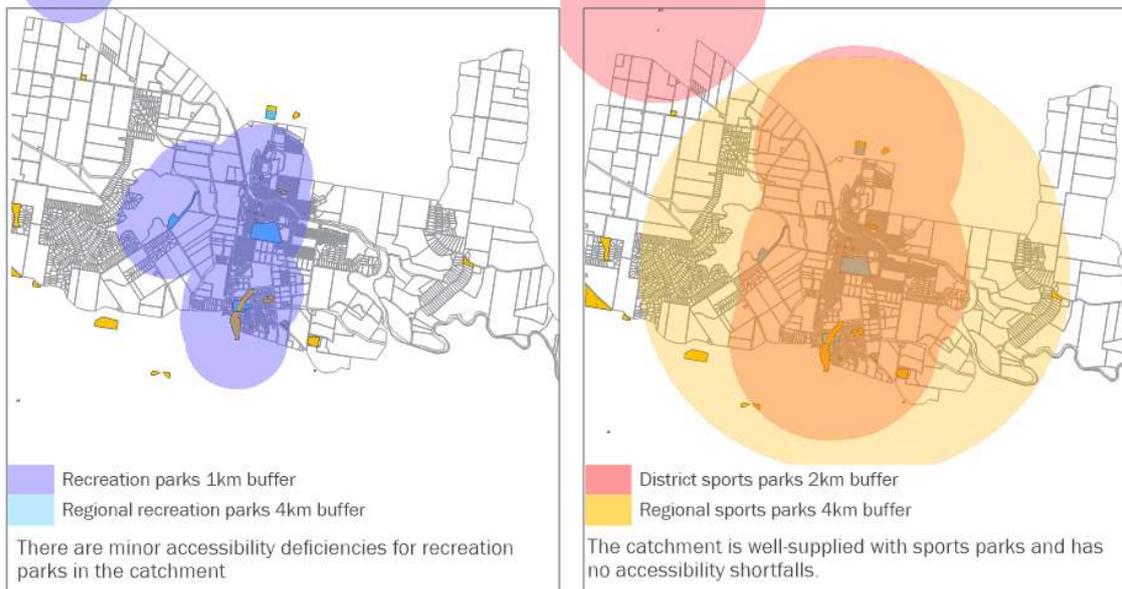
Classification	Current supply (ha)	Current (2016)		Future (2021)		Future (2026)		Future (2031)		Future (2036)		Future (2041)	
		Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)
Recreation park	14.31	7.98	6.33	8.56	5.75	9.32	4.99	10.08	4.23	11.00	3.31	12.98	1.33
Sports park	20.74	10.43	10.31	11.19	9.55	12.19	8.55	13.18	7.56	14.38	6.36	16.97	3.77
Total core open space	35.05	18.41	16.64	19.75	15.30	21.52	13.54	23.25	11.79	25.38	9.67	29.95	5.10

Note: Positive numbers reflect an over-supply, while negative numbers indicate an under-supply.



### Open space accessibility

The maps below indicate accessibility to the current public parks network based on the desired accessibility distances prescribed in the Desired Standards of Service.



### Analysis

The demand and gap analysis shows sufficient recreation and sport land to meet the needs of the existing and future populations within the planning horizon.

There are minor recreation park accessibility shortfalls within the planning district.

The existing public parks are lacking in quality embellishments, with a dispersal of elements across the network, and ageing infrastructure.



### Future works

The table below summarises the proposed works for trunk public parks within the Laidley Town Planning District.

Table 53: Laidley Town future works

Year	Assessment	Description	Classification and hierarchy	Functional area (ha)	Work type	Indicative embellishment cost	Map Ref
2019	N/a						
2021	There is a deficiency in recreation park embellishment	Upgrade Enoch Sempf Park	Recreation District	0.23ha	Embellishment	TBD	R1LT
	There is a deficiency in recreation park embellishment	Develop a recreation node at the Laidley Recreation Reserve in line with the Master Plan	Recreation District	0.2ha	Embellishment	TBD	R2LT
2026	There is a deficiency in recreation park embellishment	Upgrade Lions Park	Recreation District	1.56ha	Embellishment	TBD	R3LT
2031	There is a deficiency in recreation park embellishment	Upgrade Narda Lagoon	Recreation District	6.96ha	Embellishment	TBD	R4LT
2036	N/a						
2041	There is a deficiency in sports parks	Upgrade Narda Cricket Oval	District Sport	1.46ha	Embellishment	TBD	S1LT

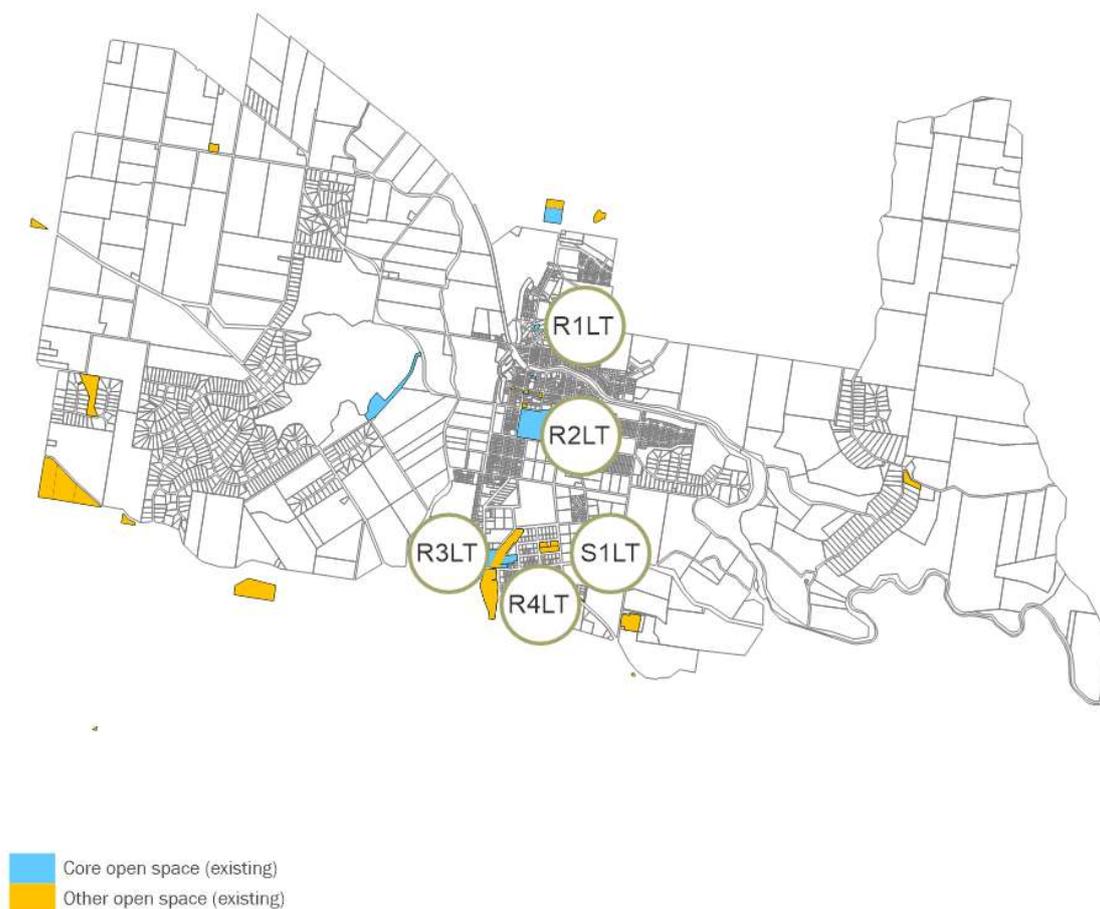
### Additional opportunities

In addition to the trunk public park opportunities listed in the table above, the following opportunities exist to improve the public parks network within the planning district.

Table 54: Laidley Town additional opportunities

Ref	Recommendation	Detail
1	Remove the play equipment from Michael O'Keefe Park	At the end of its useful life, remove the recreation element from the Park. Nearby McNulty Park provides a good range of recreation infrastructure
2	Rationalise barbecues	Some recreation parks have an over-supply of unnecessary infrastructure. Removal of barbecues at Enoch Sempf Park. This infrastructure item should only be provided in district and regional level 'destination' parks that provide an appealing setting to spend a couple of hours

Future works - Laidley Town Planning District



### Morton Vale

The Morton Vale Planning District include the localities of Kentville, Morton Vale, Lockyer Waters, Lynford, Churchable, Spring Creek, Crowley Vale and Lake Clarendon.

The planning district contains limited public parks and open space, with Lake Clarendon Recreation Area and Lockyer Waters Park.

### Projected population

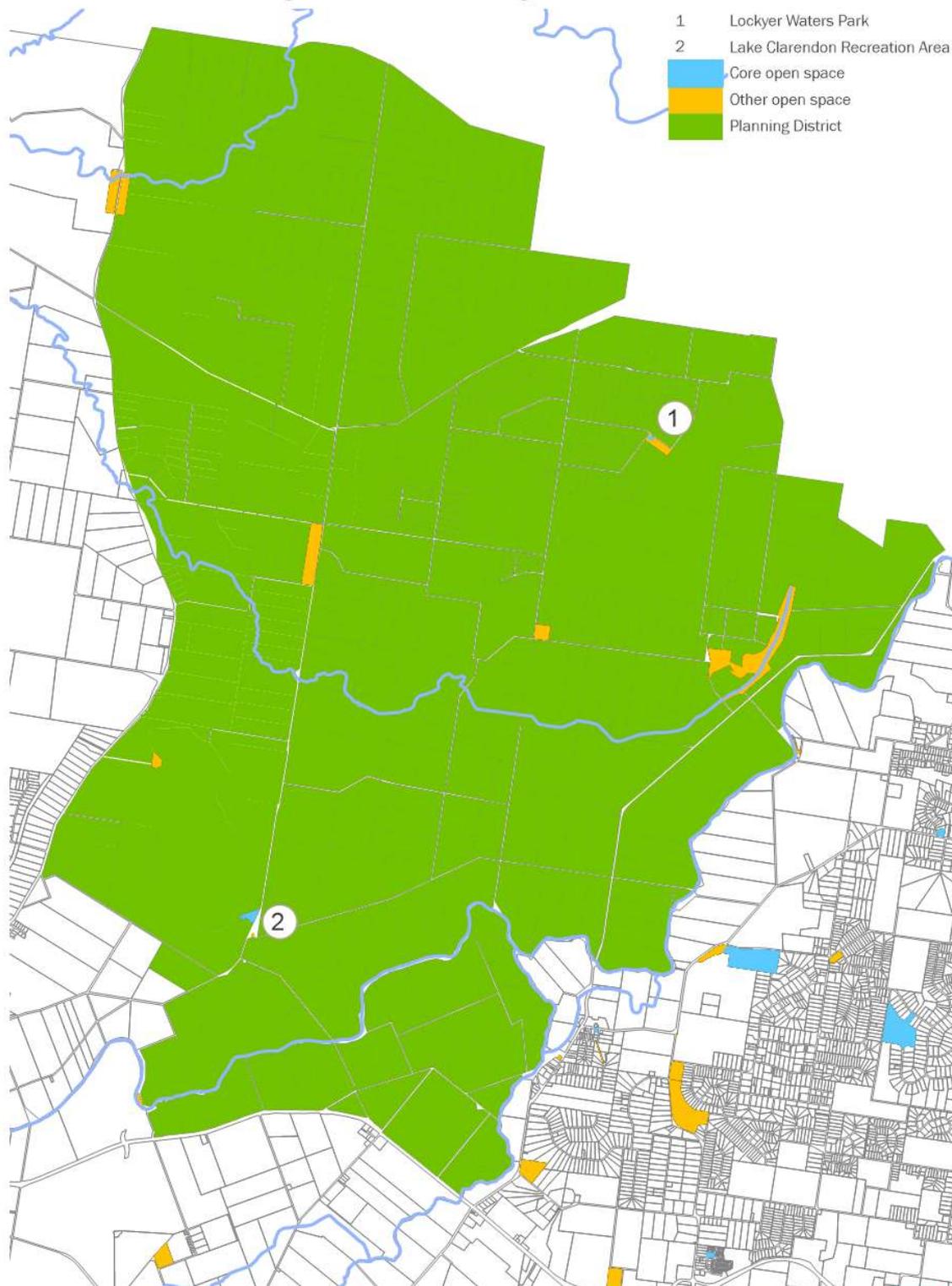
The proposed future population for the planning district to 2041 is as follows.

Table 55: Morton Vale projected population

Year cohort	2016	2021	2026	2031	2036	2041	Ultimate
Population	1,276	1,288	1,301	1,313	1,332	1,349	1,449



### Morton Vale Planning District - Existing Public Parks



### Current supply - trunk parks

The planning district provides the following provision of recreation and sports parks.

Table 56: Morton Vale current supply - trunk parks

Classification	Hierarchy	Park name	Area (ha)
Recreation	Local	Lake Clarendon Recreation Area	2.00
		Lockyer Waters Park (Part)	0.39
	District	-	
	Regional	-	
Sport	Civic and memorial	-	
	District	-	
	Regional	-	
Other open space	Undeveloped	Lockyer Waters Park (Part)	3.69

### Current supply - other open space

The planning district has no access to other open spaces.

Table 57: Morton Vale current supply - other open space

Classification	Hierarchy	Park name
Other Sport	Specialised	-
	Indoor and aquatic	-
	Private	-
Other open space	Rest Stop	-

### Demand and gap assessment

Using the desired standard of service for land supply of 3ha/1,000 (being 1.3ha for recreation parks and 1.7ha for sports parks), the likely demand for open space and any gaps in the current and future provision are detailed in the table below. This demand assessment is based on the land standard and population projections only.

Table 58: Morton Vale demand and gap assessment

Classification	Current supply (ha)	Current (2016)		Future (2021)		Future (2026)		Future (2031)		Future (2036)		Future (2041)	
		Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)		
Recreation park	2.39	1.66	0.73	1.67	0.72	1.69	0.70	1.71	0.68	1.73	0.66	1.75	0.64
Sports park	0.00	2.17	-2.17	2.19	-2.19	2.21	-2.21	2.23	-2.23	2.26	-2.26	2.29	-2.29
Total core open space	2.39	3.83	-1.44	3.86	-1.47	3.90	-1.51	3.94	-1.55	4.00	-1.60	4.04	-1.65

Note: Positive numbers reflect an over-supply, while negative numbers indicate an under-supply.

### Open space accessibility

The maps below indicate accessibility to the current public parks network based on the desired accessibility distances prescribed in the Desired Standards of Service.



### Analysis

There are minor demand and gap analysis shortfalls in sport parks.

There are also accessibility shortfalls for both sport and recreation parks within the planning district.

There are no new public parks proposed for the planning district, capacity exists within the existing Lockyer Waters Park to cater for the demand for public parks into the future.



### Future works

The table below summarises the proposed works for trunk public parks within the Morton Vale Planning District.

Table 59: Morton Vale future works

Year	Assessment	Description	Classification and hierarchy	Functional area (ha)	Work type	Indicative embellishment cost	Map Ref
2019	N/a						
2021	N/a						
2026	N/a						
2031	A deficiency exists for both recreation and sports parks in the planning district	Upgrade Lockyer Waters Park	Recreation District	0.39ha	Embellishment	TBD	R1MV
		Upgrade Lockyer Waters Park to provide sporting opportunities based on community preference i.e Equestrian	Sport District	3.69ha	Embellishment	TBD	S1MV
2036	N/a						
2041	N/a						

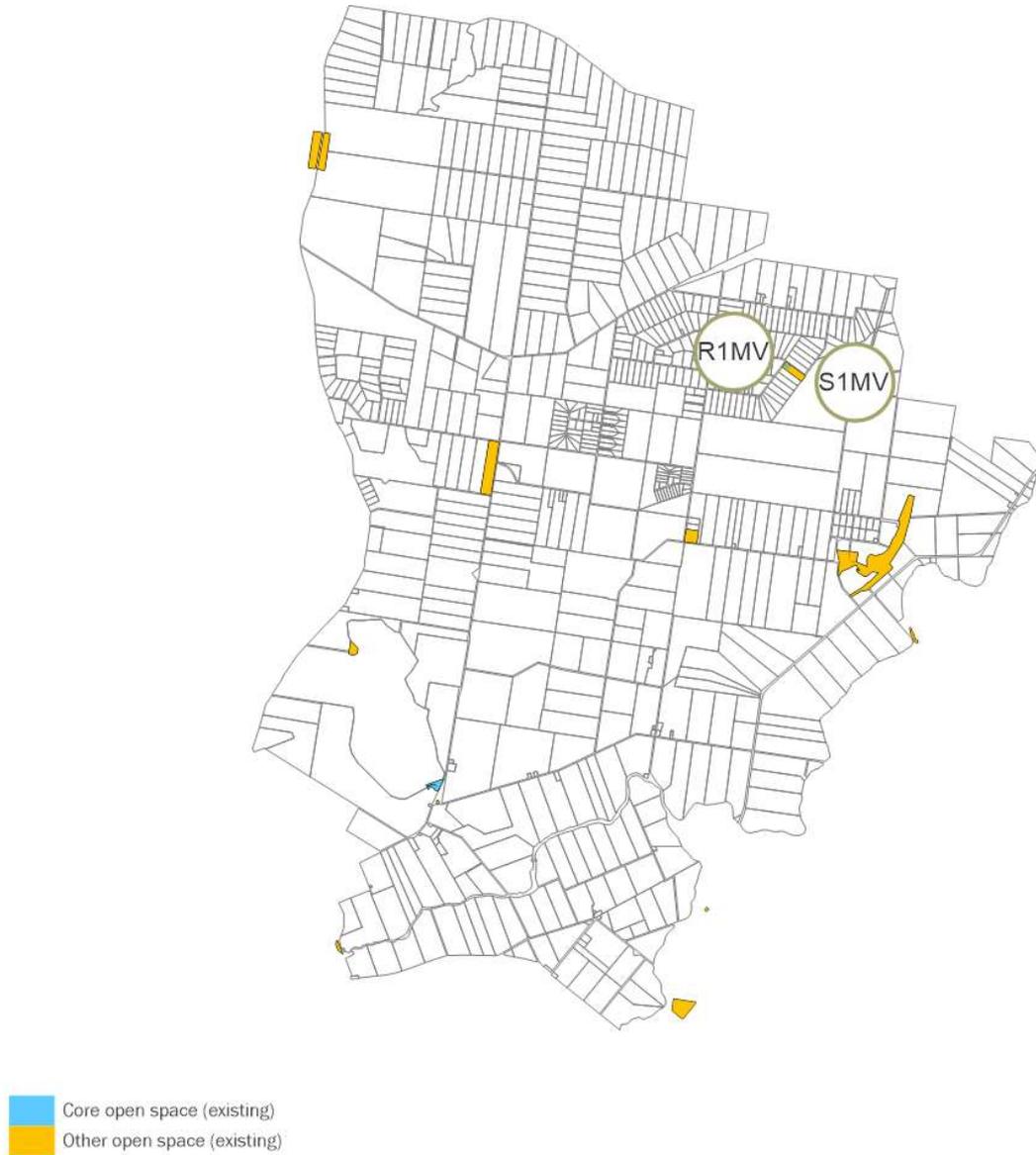
### Additional opportunities

In addition to the trunk public park opportunities listed in the table above, the following opportunities exist to improve the public parks network within the planning district.

Table 60: Morton Vale additional opportunities

Ref	Recommendation	Detail
1	N/a	

Future works - Morton Vale Planning District



### Rural South

The planning district of Rural South includes the localities of:

Junction View	Mulgowie	Blenheim
Mount Berryman	Thornton	Townson
Lawes	College View	Crowley Vale
Glen Cairn	Laidley Creek West	Laidley South
Black Duck Creek	East Haldon	Ingoldsby
Left Hand Branch	Rockside	Ropeley
West Haldon	Woodbine	

The planning district contains the Mulgowie Cricket Grounds, Centenary Park (Thornton), and Crosby Park (Townson). Additionally, residents have access to the Glen Rock State Forest.

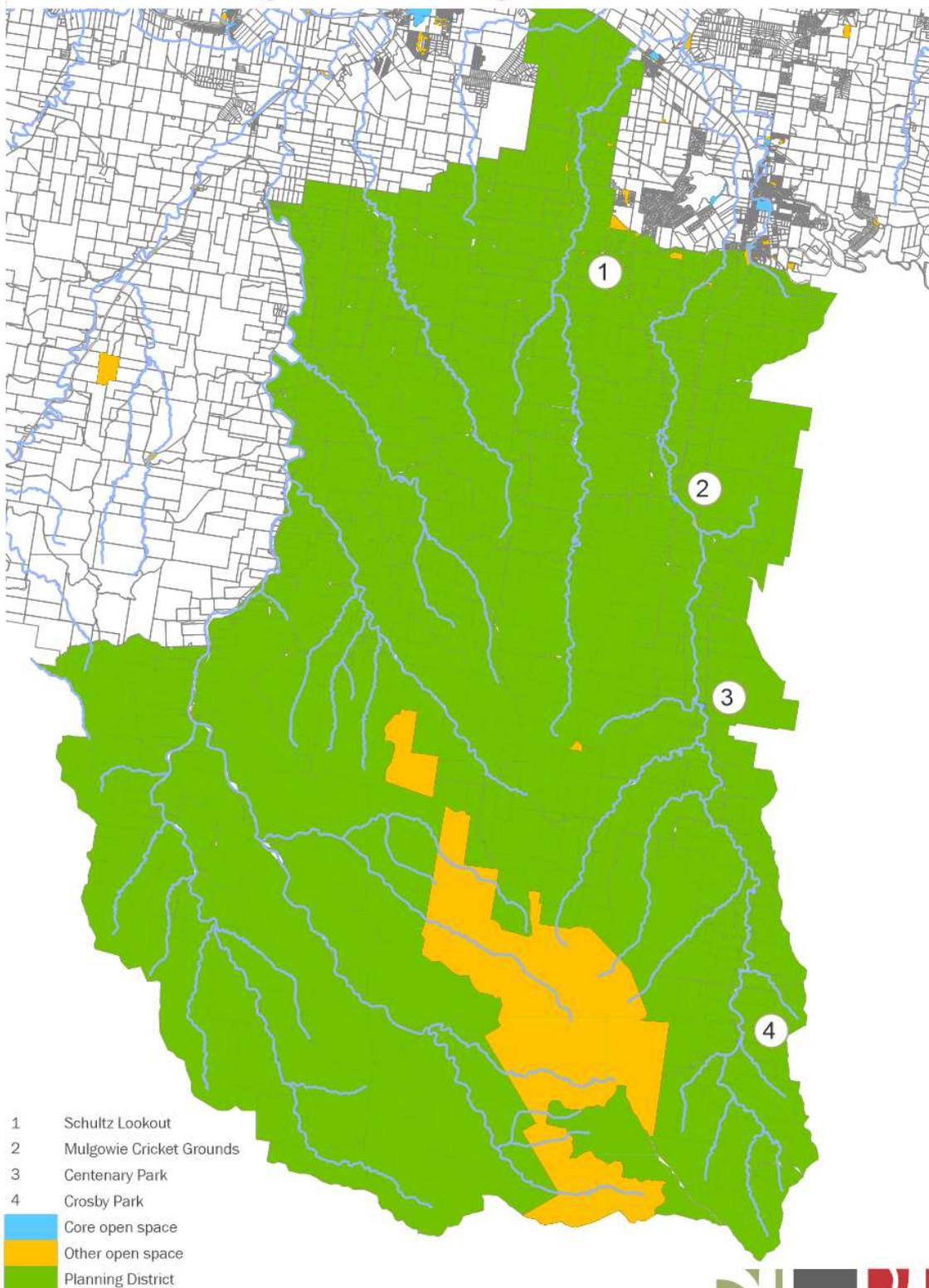
### Population projections

The proposed future population for the planning district to 2041 is as follows.

Table 61: Rural South projected population

Year cohort	2016	2021	2026	2031	2036	2041	Ultimate
Population	1,986	2,046	2,110	2,168	2,205	2,238	2,430

### Rural South Planning District - Existing Public Parks



### Current supply - trunk parks

The planning district provides the following provision of recreation and sports parks.

Table 62: Rural South current supply - trunk parks

Classification	Hierarchy	Park name	Area (ha)	
Recreation	Local	Centenary Park	Camping	2.30
		Crosby Park	Camping	0.55
	District	-	-	-
	Regional	-	-	-
Sport	Civic and memorial	Schultz Lookout		0.07
	District	Mulgowie Cricket Grounds		3.31
	Regional	-	-	-
Other open space	Undeveloped	-	-	-

### Current supply - other open space

The planning district has no access to other open spaces.

Table 63: Rural South current supply - other open space

Classification	Hierarchy	Park name
Other Sport	Specialised	-
	Indoor and aquatic	-
	Private	-
Other open space	Rest Stop	-

### Demand and gap assessment

Using the desired standard of service for land supply of 3ha/1,000 (being 1.3ha for recreation parks and 1.7ha for sports parks), the likely demand for open space and any gaps in the current and future provision are detailed in the table below. This demand assessment is based on the land standard and population projections only.

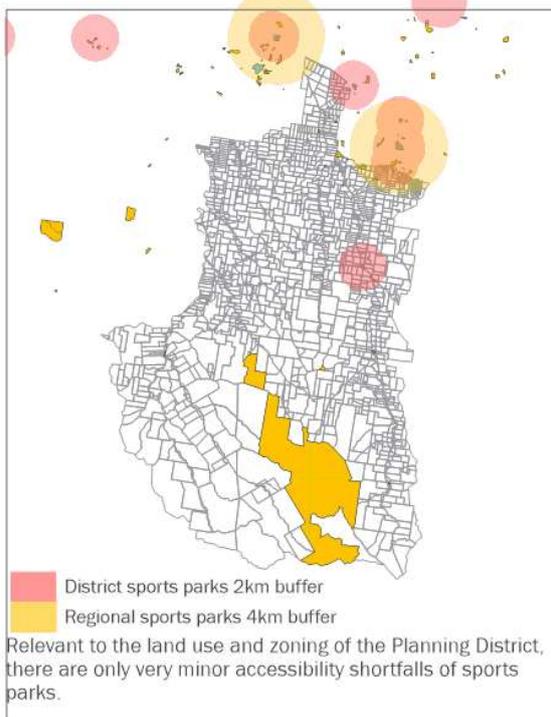
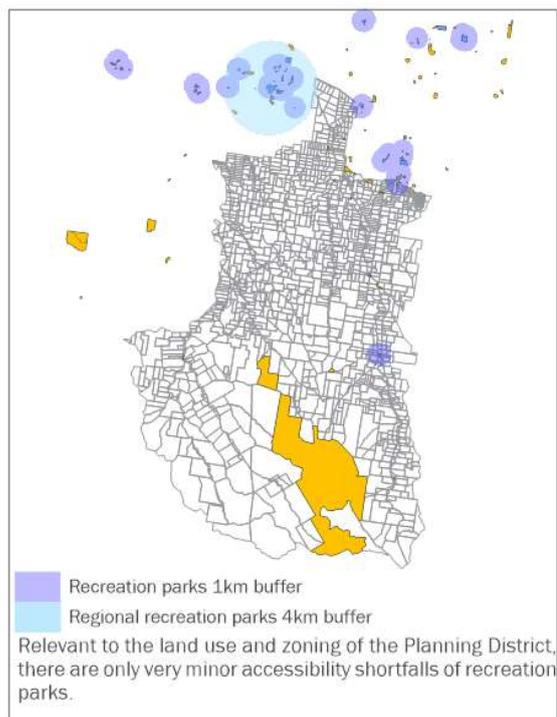
Table 64: Rural South demand and gap assessment

Classification	Current supply (ha)	Current (2016)		Future (2021)		Future (2026)		Future (2031)		Future (2036)		Future (2041)	
		Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)		
Recreation park	2.85	2.58	0.27	2.66	0.19	2.74	0.11	2.82	0.03	2.87	-0.02	2.91	-0.06
Sports park	3.31	3.38	-0.07	3.48	-0.17	3.59	-0.28	3.69	-0.38	3.75	-0.44	3.80	-0.49
Total core open space	6.16	5.96	0.20	6.14	0.02	6.33	-0.17	6.50	-0.35	6.62	-0.46	6.71	-0.55

Note: Positive numbers reflect an over-supply, while negative numbers indicate an under-supply.

Open space accessibility

The maps below indicate accessibility to the current public parks network based on the desired accessibility distances prescribed in the Desired Standards of Service.



Analysis

The planning district has limited population growth projected for the planning horizon. Due to the existing and proposed land uses and zoning, there are no new public parks proposed for the planning district.



### Future works

The table below summarises the proposed works for trunk public parks within the Rural South Planning District.

Table 65: Rural South future works

Year	Assessment	Description	Classification and hierarchy	Functional area (ha)	Work type	Indicative embellishment cost	Map Ref
2019	N/a						
2021	N/a						
2026	A deficiency exists for district sports parks	Upgrade the Mulgowie Cricket Grounds	District Sport	3.31ha	Embellishment	TBD	S1RS
2031	N/a						
2036	N/a						
2041	N/a						

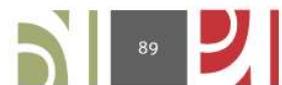
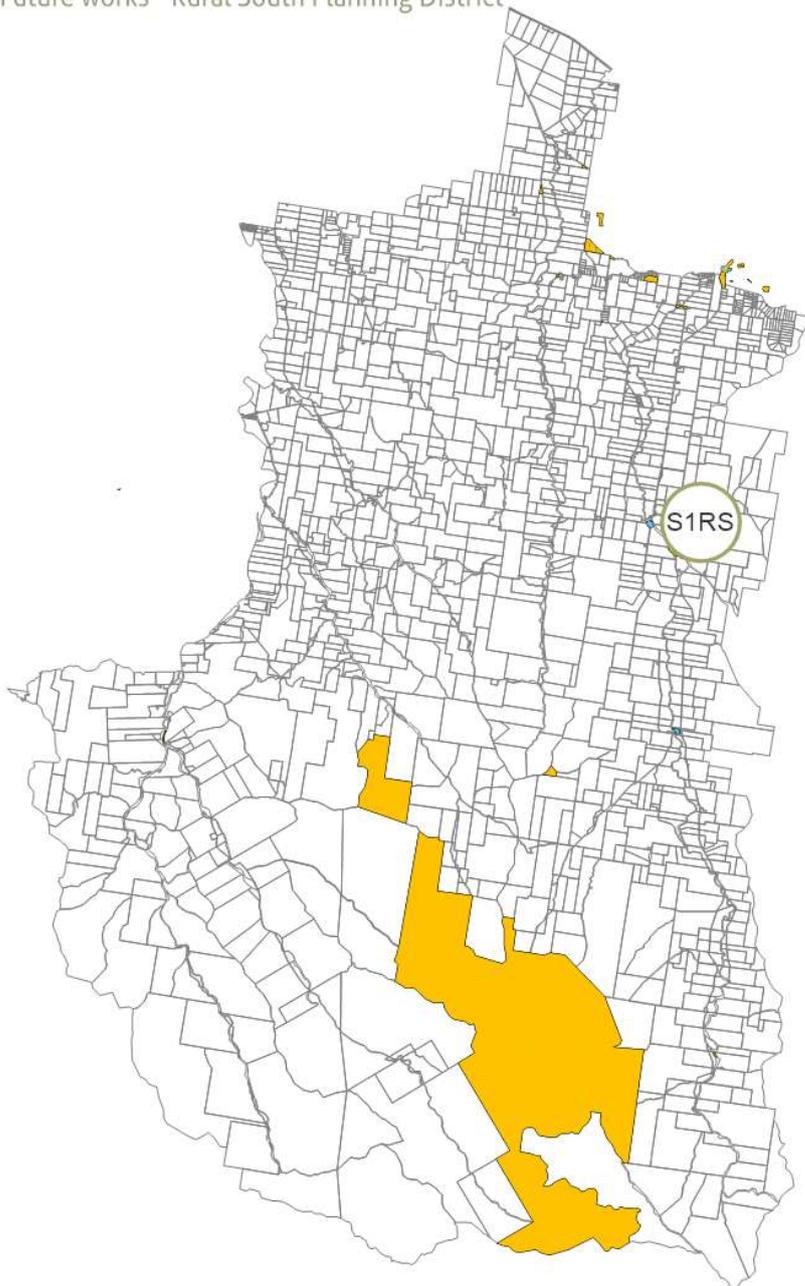
### Additional opportunities

In addition to the trunk public park opportunities listed in the table above, the following opportunities exist to improve the public parks network within the planning district.

Table 66: Rural South additional opportunities

Ref	Recommendation	Detail
1	N/a	

Future works - Rural South Planning District



### Rural West

The planning district of Rural West includes the localities of:

Mount Sylvia	Blanchview	Carpendale
Caffey	Derrymore	Eqypt
Flagstone Creek	Fordsdale	Iredale (part)
Lilydale	Mount Whitestone	Ma Ma Creek
Preston	Rockmount	Silver Ridge
Upper Tenthill	Upper Flagstone	Veradilla
West Haldon	Stockyard	

The planning district contains two trunk public parks, Ma Ma Creek Tennis Courts and Walter Brunner Park at Preston Peak. Residents also have access to a playground at the Stockyard Creek Hall.

### Population projections

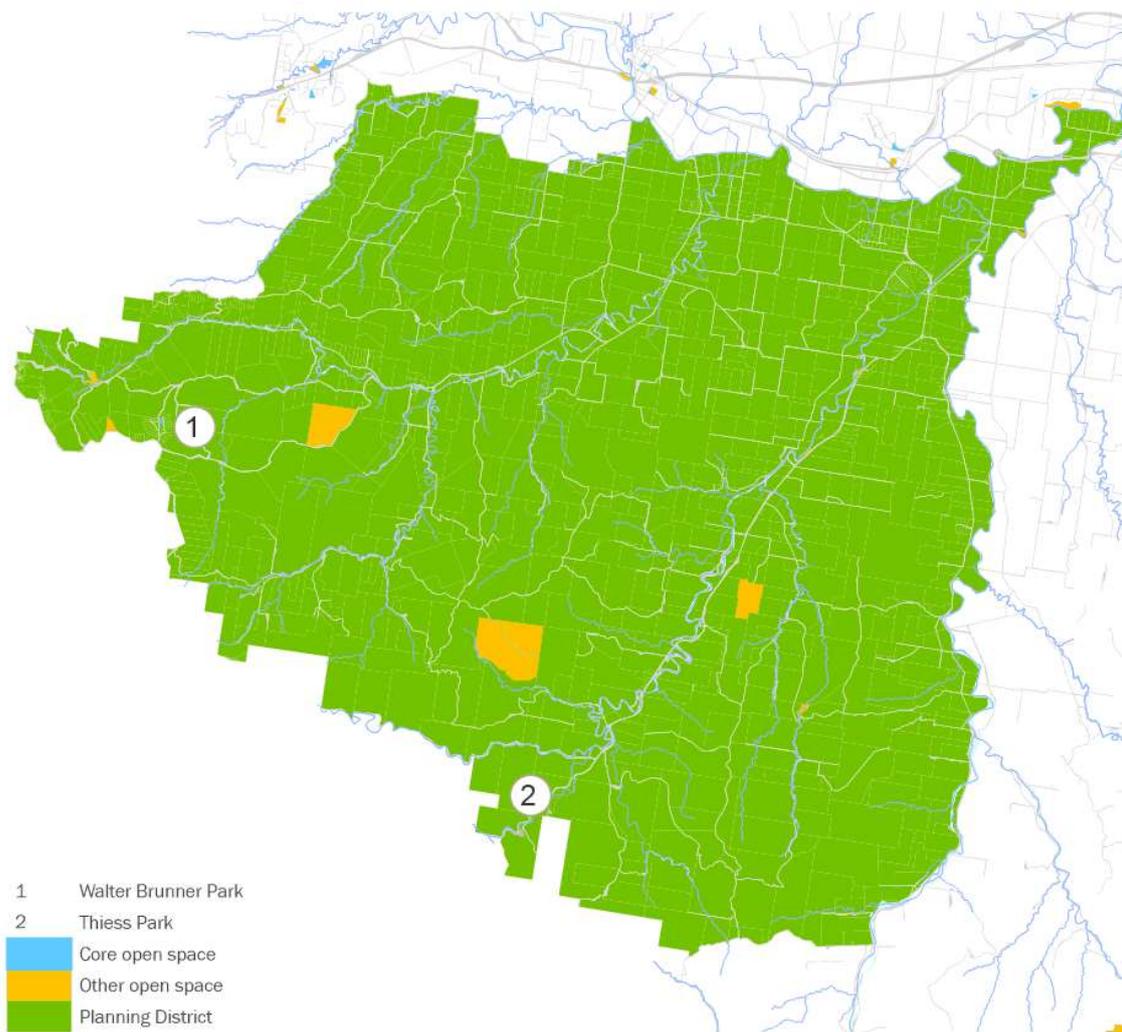
The proposed future population for the planning district to 2041 is as follows.

Table 67: Rural West projected population

Year cohort	2016	2021	2026	2031	2036	2041	Ultimate
Population	1,952	1,953	1,982	2,009	2,019	2,032	2,106



### Rural West Planning District - Existing Public Parks



### Current supply - trunk parks

The planning district provides the following provision of recreation and sports parks.

Table 68: Rural West current supply - trunk parks

Classification	Hierarchy	Park name	Area (ha)
Recreation	Local	Walter Brunner Park	1.32
		Thiess Park	2.01
	District	-	-
	Regional	-	-
Sport	Civic and memorial	-	-
	District	-	-
Other open space	Regional	-	-
	Undeveloped	-	-

### Current supply - other open space

The planning district provides the following other open spaces.

Table 69: Rural West current supply - other open space

Classification	Hierarchy	Park name
Other Sport	Specialised	Ma Ma Creek Tennis Courts
	Indoor and aquatic	-
	Private	-
Other open space	Rest Stop	Near Preston Peak Wines

### Demand and gap assessment

Using the desired standard of service for land supply of 3ha/1,000 (being 1.3ha for recreation parks and 1.7ha for sports parks), the likely demand for open space and any gaps in the current and future provision are detailed in the table below. This demand assessment is based on the land standard and population projections only.

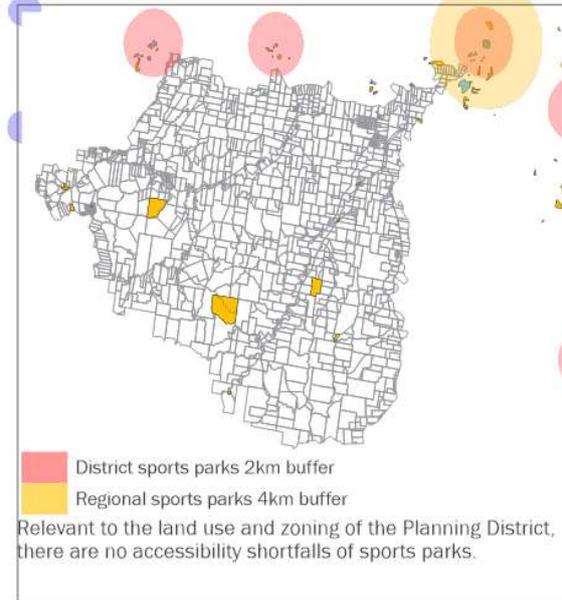
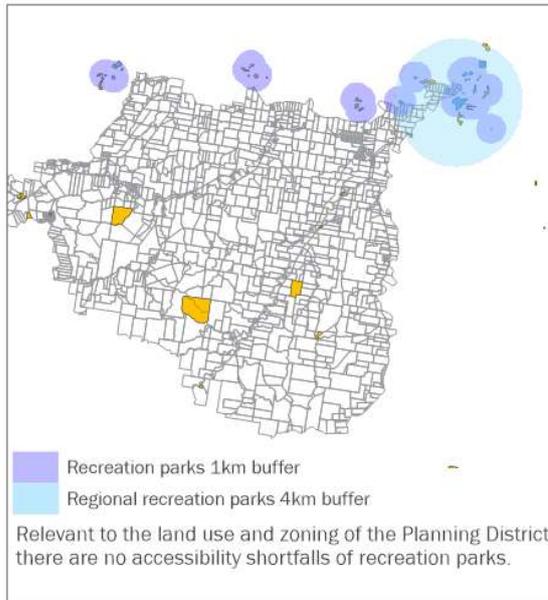
Table 70: Rural West demand and gap assessment

Classification	Current supply (ha)	Current (2016)		Future (2021)		Future (2026)		Future (2031)		Future (2036)		Future (2041)	
		Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)	Demand (ha)	Gap (ha)
Recreation park	3.33	2.50	0.83	2.54	0.79	2.58	0.75	2.61	0.72	2.62	0.71	2.64	0.69
Sports park	0.00	3.27	-3.27	3.32	-3.32	3.37	-3.37	3.42	-3.42	3.43	-3.43	3.45	-3.45
Total core open space	3.33	5.77	-2.44	5.86	-2.53	5.95	-2.62	6.03	-2.70	6.05	-2.72	6.09	-2.76

Note: Positive numbers reflect an over-supply, while negative numbers indicate an under-supply.

### Open space accessibility

The maps below indicate accessibility to the current public parks network based on the desired accessibility distances prescribed in the Desired Standards of Service.



### Analysis

The planning district has limited population growth projected for the planning horizon. Due to the existing and proposed land uses and zoning, there are no new public parks proposed for the planning district.

**Future works**

The table below summarises the proposed works for trunk public parks within the Rural West Planning District.

Table 71: Rural West future works

Year	Assessment	Description	Classification and hierarchy	Functional area (ha)	Work type	Indicative embellishment cost	Map Ref
2019	N/a						
2021	N/a						
2026	N/a						
2031	N/a						
2036	N/a						
2041	N/a						

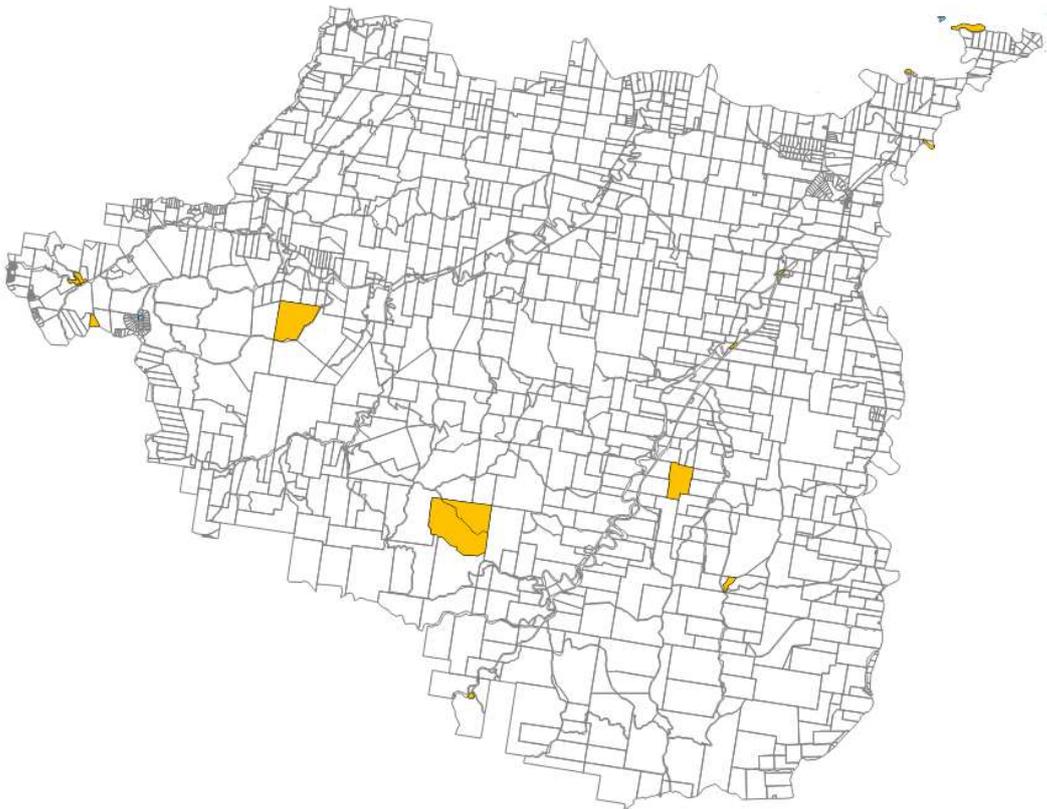
**Additional opportunities**

In addition to the trunk public park opportunities listed in the table above, the following opportunities exist to improve the public parks network within the planning district.

Table 72: Rural West additional opportunities

Ref	Recommendation	Detail
1	Rationalise barbecues	Some recreation parks have an over-supply of unnecessary infrastructure. Removal of barbecues at Walter Brunner Park. This infrastructure item should only be provided in district and regional level 'destination' parks that provide an appealing setting to spend a couple of hours
2	Access to sports parks	Whilst the planning district has an under-supply of sports parks, residents have close access to sports parks within the Toowoomba Regional Council Area, well within the proposed accessibility buffers

Future works - Rural West Planning District





# Future directions

This section does not attempt to tease out all of the directions highlighted within the Strategy and carried through into the key recommendations. Rather, it discusses a small number of the key fundamental issues and future directions that have surfaced throughout the consultation and community needs analysis undertaken in the Strategy.

## Council resources

Council's Parks and Open Spaces Service Management Plan (SMP) 2018 outlines the parks and open space assets provided to the community, as well as how the provision of these assets can be achieved in a sustainable and equitable manner. As outlined in this SMP the current financial year has no funding allocated for renewal of park assets. However, there is approximately \$194,000 allocated for 2020. Additionally, Council's Long Term Financial Plan provides an allowance of \$1,300,000 towards the new/upgrade capital works program.

Council's resource allocation toward public parks (both renewal and capital) is somewhat limited. While it is acknowledged that Council has achieved quality on-ground outcomes with these limited budgets, it is still considered that the community's needs are not being met. Additionally, achieving key proposed developments will also be difficult with such a limited capital budget allocation.

Given, the high regard the community hold for open space, a target of 10% of total renewal and 8% for total capital budgets would be preferred (including an individual allocation for precinct planning). However, it is recognised that with budget resources stretched, additional funds may be difficult to allocate. As an alternative, an allocation may be set aside for attracting funding (matching open space and recreation grants). Many state and federal grants require council to also contribute or to match funds. If a separate budget allocation was available that could only be used as Council contribution toward attracting funding for open space development, Council may achieve more significant projects. An indicative annual allocation for this purpose would allow Council officers to seek suitable grant opportunities and to target key projects. Where grants are not successful, these funds could be absorbed into Council's wider budget or be rolled over to top-up the budget item in the following year.

## Key partnerships

While this Strategy focuses on Council-managed open space, there are opportunities for Council to work closely with other key land managers such as the Education Queensland and local schools to ensure opportunities are maximised for use of school fields, ovals and courts for club-based sport and recreation.

The use of existing local schools in key areas will assist in reducing the deficiency in public open space where minor deficiencies exist, and future population growth is limited (thus not warranting the development of a new public park).





### Appropriate embellishments

Council has had an historical focus on the provision of local recreation parks as well as an over-provision of some infrastructure types including barbecues.

There is a need to utilise Council’s desired standards of service and the recommended park furniture types when developing or upgrading a public park to limit unnecessary items that are costly for Council to maintain and replace. It needs to be noted that barbecues should only be located in higher order parks that allow the community to spend a few hours of their time.

### Developer contributions

Council has a history of accepting drainage land in lieu of quality open space that can be used for recreation and sporting purposes.

Council’s Planning Scheme allows for open space to be comprised of drainage reserves, drainage problem areas and wilderness areas.

There needs to be a strong commitment by Council regarding a shift in how Council negotiates and receives developer contributions. The LGIP document should act as a good guide in which to best direct future open space contributions.

### Provision of shade

Evident in the site inspections and highlighted in the community consultation outcomes is the lack of shade across the public parks network.

Although it is a costly embellishment within the public parks network, there are significant benefits to the investment, including increased usability of the network.

Research into sustainable and cost efficient types of shade need to be further investigated, however a strong commitment by Council to look at increasing shade across the public parks network is required.

### Diversification of opportunities

The public parks network should provide a diverse range of settings and opportunities that cater for the varied recreational needs of residents of all ages and abilities.

Diversity should be addressed at all levels of planning and design. At the broad network level, park settings should range across the spectrum from natural and semi-natural places to highly modified areas for organised sports. Parks should be located and designed to highlight significant local features such as waterways, hills and ridgelines.

Parks should provide a variety of settings and opportunities for formal sports and active and passive recreational opportunities. Parks that are primarily for sports activities should also include informal recreation opportunities to cater for diverse user groups.

### Key recommendations

In addition to the development of new or upgraded public parks, a number of other key recommendations have been identified for the Strategy. These are outlined in the table below.

Table 73: Public Parks Strategy key recommendations

Key recommendations	Details
Resource allocation	Ensure resource allocations reflect the maintenance and upgrade requirements necessary to sustain a quality public parks network Establish a dedicated CAPEX and new initiatives budget for open space
Reduction in local provision	Cease to provide local recreation parks within the Region in order to provide a higher quality of provision as well as a potential reduction in ongoing maintenance
Appropriate embellishments	Commence a program of removing identified barbecues from local recreation parks and focus on their provision in higher order destination parks
Developer contributions	Amend Council’s Planning Scheme provisions to provide a stronger case against receiving developer contributions for drainage land as open space
Appropriate developments	Ensure Council doesn’t seek to provide sub-regional recreation infrastructure that is already provided within an accessible distance (outside of the Lockyer Valley Region) and unaffordable for Council and the community (such as Robelle Domaine and Orion Lagoon). Similarly, Council needs to recognise the proximity of the Toowoomba Regional Council area to a large proportion of the Lockyer Valley Region’s residents, and the recreation and sporting facilities provided
Shade	Seek to install appropriate shade in key recreation parks to improve the usability of the existing recreation infrastructure
Diversity of opportunities	Recognise the diversity of activities sought by the community and investigate additional recreation opportunities such as outdoor recreation and utilisation of linear corridors for informal activities. This includes encouraging the community to engage more with the creeks and waterways within the Region for passive recreation and outdoor recreation activities
Nature Play	Investigate the feasibility of nature play in Council managed open space to enhance the opportunities within the public parks network

### Implementation notes

In regards to the implementation of the Public Parks Strategy, the following notes are suggested:

- ▶ In addition to the implementation of the desired standards of service, there is a need to ensure that localised solutions are provided to meet the needs of individual communities. For example, the provision of traditional sports fields and courts in some communities will not be required, rather the provision of facilities that meets their individual preferences such as for equestrian facilities within the Morton Vale, Rural West and Rural South Planning Districts
- ▶ Prior to the implementation of long-term recommendations, there is a need to confirm local demand for facilities for example the proposed upgrade of the Lockyer Waters Park in 2031.

Future works summary

The following table provides a summary of the future works proposed within each Planning District.

Table 74: Public Parks Strategy future works summary

Planning District	2019		2021		2026		2031		2036		2041		Total
	Sport	Rec											
<b>Gatton Town</b>													
New park	-	-	-	1	1	-	1	-	-	-	-	1	4
Upgrade	-	1	-	-	-	-	-	-	-	1	-	-	2
<b>Helidon Hills and Grantham</b>													
New park	-	-	-	-	-	-	-	-	-	-	-	-	0
Upgrade	-	-	-	-	1	-	-	-	-	-	-	-	1
<b>Helidon Village</b>													
New park	-	-	-	-	-	-	-	-	-	-	-	-	0
Upgrade	-	1	-	1	-	1	-	-	-	-	-	-	3
<b>Murphys Creek and Surrounds</b>													
New park	-	-	-	-	-	-	-	-	-	-	-	-	0
Upgrade	-	-	-	1	-	-	-	-	-	-	-	-	1
<b>Withcott</b>													
New park	-	-	-	-	-	-	-	-	-	-	-	-	0
Upgrade	-	-	1	1	-	1	-	1	-	-	-	-	4
<b>Forest Hill</b>													
New park	-	-	-	-	-	-	-	-	-	-	-	-	0
Upgrade	-	-	-	1	-	-	-	1	-	-	-	-	2
<b>Laidley North and Plainland</b>													
New park	1	1	-	-	-	1	1	1	-	-	-	-	5
Upgrade	-	1	-	2	-	-	-	-	-	-	-	-	3
<b>Laidley Town</b>													
New park	-	-	-	-	-	-	-	-	-	-	-	-	0
Upgrade	-	-	-	2	-	1	-	1	-	-	1	-	5
<b>Morton Vale</b>													
New park	-	-	-	-	-	-	-	-	-	-	-	-	-
Upgrade	-	-	-	-	-	-	1	1	-	-	-	-	2
<b>Rural South</b>													
New park	-	-	-	-	-	-	-	-	-	-	-	-	0
Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	0
<b>Rural West</b>													
New park	-	-	-	-	-	-	-	-	-	-	-	-	0
Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	0
<b>Total</b>	<b>2019</b>		<b>2021</b>		<b>2026</b>		<b>2031</b>		<b>2036</b>		<b>2041</b>		<b>Total</b>
New park	1	1	0	1	1	1	2	1	0	0	0	1	9
Upgrade	0	3	1	8	0	4	1	4	0	1	1	0	23



# Appendix one

## Desired standards of service

### Recreation parks - district

District recreation parks are larger sized parks providing a range of facilities and activity spaces for recreation. These parks have facilities to cater for large groups and are appealing to a wide range of users. District passive recreation parks can service several suburbs depending on population density, and are well known destinations for those people living within their catchment. Ideally, district passive recreation parks are located near social infrastructure such as schools, community centres and halls.

Table 76: DSS for recreation parks - district

DSS	Description	Standard
Quantity	Based on a hectare/1,000 people measurement	0.7ha/1,000 population
Accessibility	Distance between urban residents and open space (metres)	1,000m-2,000m Aligned to planning precincts
Land characteristics	Size	1.5ha-4ha. Minimum width 50m
	Shape	Broadly square to rectangular (or round) with the sides no greater than 2:1
	Road frontage	50% of the park perimeter to have direct road frontage
	Gradient	Maximum grade of 1:10 for 80% of the area of the park (i.e. a maximum of 20% of the land may have a greater grade than 1:10)
	Flood immunity	100 year ARI for play node infrastructure 20 year ARI for remainder
Improvements	Recreation activity area	Mix of 6-10 activity options
	Fencing	Bollard (or post and rail) fencing to perimeter
	Vehicular and pedestrian movement	Internal path loops that link to wider network Off-street car parking
	Buildings	Amenity block
	Landscaping	Park trees, irrigated garden beds
	Park furniture	Park lighting, bike rack, large park sign, water bubblers, bench seats, shaded picnic tables and shelter, rubbish bins, barbecues

## Recreation parks - regional

Like district level recreation parks, regional recreation parks are large and significant land parcels. These venues will be attractive to large groups, will be considered destination parks and may attract visitation from across the Council area. Users may be expected to stay in the park for several hours.

Table 77: DSS for recreation parks - regional

DSS	Description	Standard
Quantity	Based on a hectare/1,000 people measurement	0.6ha/1,000 people
Accessibility	Distance between urban residents and open space (metres)	4,000m+ Aligned to Council boundaries
Land characteristics	Size	ha-10ha. Minimum width 100m
	Shape	Broadly square to rectangular (or round) with the sides no greater than 3:1
	Road frontage	30-50% of the park perimeter to have direct road frontage
	Gradient	Average grade of 1:20 for main use areas, 1:50 for kick-about area, variable topography for remainder
	Flood immunity	100 year ARI for play node infrastructure and main use areas 20 year ARI for kick-about 5 year ARI for remainder
Improvements	Recreation activity area	Mix of 10-12 activity options dispersed across well defined nodes of activity. Activity options to attract a range of age cohorts
	Fencing	Bollard (or post and rail) fencing to perimeter
	Vehicular and pedestrian movement	Internal road Internal path loops that link to wider network Off-street car parking
	Buildings	Amenity block
	Landscaping	Park trees, irrigated garden beds, potential for irrigated kick-about space
	Park furniture	Park lighting, bike rack, large park sign, small park sign, directional sign, water bubblers, bench seats, shaded picnic tables and shelters, rubbish bins, large picnic nodes with barbecues and additional shelters



## Sports parks - district

District sports parks provide the vast majority of the venues for the community’s formal training and club fixtures. A range of sports are catered for in these multi-use facilities including both field and court sports. Supporting facilities provided at district sports parks allow clubs to effectively operate and include amenities, clubhouse, storage, lighting and car parking.

Table 78: DSS for sports parks - district

DSS	Description	Standard
Quantity	Based on a hectare/1,000 people measurement	0.7ha/1,000 people
Accessibility	Distance between urban residents and open space (metres)	2000m
Land characteristics	Size	1.5ha-4ha
	Shape	Broadly square to rectangular. Fields and courts to be aligned north-south
	Road frontage	Minimum 25% of the park perimeter to have direct road frontage
	Gradient	Minimum 1:80 for all playing surfaces
	Flood immunity	100 year ARI for infrastructure (pavilions, lighting) 50 year ARI for playing fields
Improvements	Recreation activity area	Passive recreation node located in clear sight of key gathering areas for sport spectators
	Fencing	Bollard (or post and rail) fencing to perimeter
	Vehicular and pedestrian movement	Internal path loops that link to wider network Internal road system Car parking
	Buildings	Pavilion Amenities and storage (ideally included within the pavilion)
	Landscaping	Shade trees
	Park furniture	Park lighting, bike rack, large park sign, water bubblers, bench seats, rubbish bins

## Sports parks - regional

Regional sports parks are large facilities providing a range of quality active recreation experiences across a range of sports. Additionally, these open space types may include specialised sporting facilities such as those required for shooting sports and motor sports.

Table 79: DSS for sports parks - regional

DSS	Description	Standard
Quantity	Based on a hectare/1,000 people measurement	1ha/1,000 people
Accessibility	Distance between urban residents and open space (metres)	4,000m+
Land characteristics	Size	10ha+ (although may include smaller parcels providing specialised sporting infrastructure)
	Shape	Broadly square to rectangular. Fields and courts to be aligned north-south. Specialised facilities may require alternate shaped land (e.g. long thin ranges and overshoot areas required for some shooting disciplines)
	Road frontage	Minimum 25% of the park perimeter to have direct road frontage (specialised facilities may be an exception)
	Gradient	Minimum 1:80 for all playing surfaces
	Flood immunity	100 year ARI for infrastructure (pavilions, lighting) 50 year ARI for playing fields
Improvements	Recreation activity area	Passive recreation node located in clear sight of key gathering areas for sport spectators
	Fencing	Bollard (or post and rail) fencing to perimeter
	Vehicular and pedestrian movement	Internal path loops that link to wider network Internal road system Car parking
	Buildings	Pavilion Amenities and storage (ideally included within the pavilion)
	Landscaping	Shade trees
	Park furniture	Park lighting, bike rack, large park sign, water bubblers, bench seats, rubbish bins



# Appendix two

## Tiered approach to access and provision

A tiered hierarchy of public parks within the Lockyer Valley Region has been proposed, in order to appropriately plan for the future open space, sport and recreation needs of each community. The tiers provide detail on the level of facilities and embellishments that the community can expect, as well as indicative travel distances for the community to access additional facilities.

The sustainability of public parks must be considered in the future provision of the network, with an important component being Council’s ability to fund, operate and maintain the network and assets.

Tier	Recreation Parks		Sports Parks		
	District	Regional	District	Regional	Specialised
<b>ONE</b>					
Gatton Laidley Plainland* Hatton Vale*	✓	✓	✓	✓	✓
<b>TWO</b>					
Withcott Helidon Forest Hill	✓		✓		✓
<b>THREE</b>					
Glenore Grove Junction View Kensington Grove	Morton Vale Mulgowie Murphys Creek Preston	✓ <sup>**</sup>		✓ <sup>**</sup>	
<b>FOUR</b>					
Adare Blenheim Brightview College View Fordsdale Glen Cairn Kentville Lake Clarendon Lockrose	Lockyer Waters Lower Tenthill Ma Ma Creek Mount Whitestone Placid Hills Regency Downs Thornton Townson Upper Flagstone				✓ <sup>#</sup>
* only if the recreation park is part of a community hub (e.g. Murphys Creek Recreation Ground is part of a ‘hub’ made up of the sports grounds, tennis courts and community hall) ^ preferably shared use of the playground/oval at the local school (where they exist) # only tennis courts, preferably shared use of the tennis courts at the local school (where they exist)					



# Appendix three

## Access to experiences

For each planning district, the Strategy considers the location, activities (or experiences) and embellishment of existing open space facilities and preferred outcomes for that planning district (town or village) to address any demand.

The range of activities and experiences considered as key elements in the Region's public parks network include:

- ▶ play
- ▶ access to nature
- ▶ escape, break out and recreation areas
- ▶ exercise
- ▶ socialisation
- ▶ activity and hobby
- ▶ events, program and community building
- ▶ connectivity
- ▶ amenity and views
- ▶ comfort

It is recognised that not every locality will provide access to each of these experiences (especially given how small a number of the villages are). However, ensuring that each of these opportunities is, at least, available at a Region-wide level is a key component of the Strategy.



## Future public parks network - experiences

In order to determine the future public parks requirements for the Region, it is essential to determine what experiences people are looking to gain from access to public parks. The following experiences can be used to assess each planning district and local communities in order to establish the proposed network of future open space and public realms to meet the community's needs.

Experience	Supporting embellishments/facilities	Local community	Planning District
Play	Traditional playgrounds and play elements		
	Nature-play elements		
	Kick-about space		
Nature	Undeveloped green space		
	Natural areas		
	Waterways		
	Edible gardens		
Escape, break-out and relaxation	Lookouts		
	Shaded seating areas		
	Formal/structured gardens		
Exercise	Fields/ovals/courts (Council)		
	Fields/ovals/courts (Schools)		
	Exercise stations		
	Track, pathway and trail		
	Indoor facilities		
	Aquatic facilities		
Socialisation, activity and hobby	Skate park		
	BMX track		
	Dog off-leash area		
	Men's Shed		
	Community Garden		
	Plaza		
Events, programs and community building	Urban plaza		
	Amphitheatre		
	Gazebo/shelter		
	Lawn space		
Connectivity	Tracks and trails		
	Pathways		
	Urban plazas		
	Laneways		



Experience	Supporting embellishments/facilities	Local community	Planning District
Amenity and views	Public art		
	Street trees		
	Lookouts		
	Urban break		
	Greenspace		
Comfort	Public toilets		
	Outdoor showers		
Economic opportunities	Equipment/activity hire		
	Cafes		
Outdoor recreation	Bushwalking trails		
	Mountain biking		
	Fishing facilities		
	Boat ramps		
	Floating pontoon (canoe/kayak launching facility)		
Picnics	Covered gazebos to cater for large groups		
	Table, seats and shade		
	Barbecue facilities		



**14.0 ITEMS FOR INFORMATION**

*No Information Items*



**RESOLUTION**

**THAT Council decline to accept the request to extend the existing agreement between Super Turnkey Pty Ltd and Council, in relation to the development on Lot 1 SP284979.**

**Moved By: Cr McLean**

**Seconded By: Cr Wilson**

**Resolution Number: 16-20/1420**

**CARRIED**

**7/0**

**15.2 Rating Concession Request**

**Date:** 21 June 2019  
**Author:** Tony Brett, Manager Finance & Customer 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) (d) of the Local Government Regulation, 2012, as the matter involves ratings concessions.*

**Summary:**

The purpose of this report is to provide Council with information to determine if the applicant should be granted a concession for rates and charges on the grounds of financial hardship.

**Officer's Recommendation:**

**THAT due to the applicant's demonstrated financial hardship Council allow a concession under Section 120 (1)(c) of the *Local Government Regulation 2012* to the rates and charges levied on Property ID 159170 by:**

- 1. Deferring the due date for the current balance of outstanding rates and charges to 31 January 2020.**
- 2. Deferring the due date for the first levy of the 2019-20 rates and charges to 31 January 2020.**
- 3. Providing a rebate of \$12.80 which is equivalent to the amount of the interest charged on the overdue rates and charges between 1 March 2019 and 21 June 2019.**

**AND further;**

**THAT the current payment arrangement be extended to 31 January 2020.**

**RESOLUTION**

**THAT due to the applicant's demonstrated financial hardship Council allow a concession under Section 120 (1)(c) of the *Local Government Regulation 2012* to the rates and charges levied on Property ID 159170 by:**

- 1. Deferring the due date for the current balance of outstanding rates and charges to 31 January 2020.**
- 2. Deferring the due date for the first levy of the 2019-20 rates and charges to 31 January 2020.**
- 3. Providing a rebate of \$12.80 which is equivalent to the amount of the interest charged on the overdue rates and charges between 1 March 2019 and 21 June 2019.**

**AND further;**

**THAT the current payment arrangement be extended to 31 January 2020.**



**16.0 MEETING CLOSED**

*There being no further business, the meeting closed at 11:13am*