



ORDINARY MEETING OF COUNCIL

AGENDA

12 JULY 2017



**ORDINARY MEETING OF
COUNCIL AGENDA
12 JULY 2017**

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1. MEETING OPENED

2. LEAVE OF ABSENCE

No Leave Of Absence

3. CONDOLENCES/GET WELL WISHES

3.1 Condolences/Get Well Wishes

Date: 05 July 2017
Author: Susan Boland, Council Business Support Officer
Responsible Officer: Ian Church, Chief Executive Officer

Officer's Recommendation:

THAT letters of condolence be forwarded to the families of recently deceased persons from within or associated with the Lockyer Valley region.

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

4.1 Declaration of Material Personal Interest on any Item of Business

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

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

4.2 Declaration of Conflict of Interest on any Item of Business

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

5. MAYORAL MINUTE

No Mayoral Minute



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6. CONFIRMATION OF MINUTES

6.1 Confirmation of Special (Budget) Meeting Minutes of 27 June 2017

Date: 06 July 2017
Author: Ian Church, Chief Executive Officer
Responsible Officer: Ian Church, Chief Executive Officer

Officer's Recommendation:

THAT the Minutes of the Special (Budget) Meeting of the Lockyer Valley Regional Council held on Tuesday, 27 June 2017 be taken as read and confirmed.

6.2 Confirmation of Ordinary Meeting Minutes of 28 June 2017

Date: 05 July 2017
Author: Ian Church, Chief Executive Officer
Responsible Officer: Ian Church, Chief Executive Officer

Officer's Recommendation:

THAT the Minutes of the Ordinary Meeting of the Lockyer Valley Regional Council held on Wednesday, 28 June 2017 be taken as read and confirmed.

6.3 Receival of the Minutes of the Audit and Risk Management Committee held on 21 June 2017

Date: 05 July 2017
Author: Madonna Brennan, Business Improvement Officer
Responsible Officer: David Lewis, Executive Manager Corporate & Community Services

Officer's Recommendation:

THAT the Minutes of the Audit and Risk Management Committee Meeting held on 21 June 2017 be received and adopted.

Attachments

1 [View](#) Minutes 32 Pages



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REGIONAL COUNCIL

AUDIT & RISK MANAGEMENT COMMITTEE

MINUTES

21 JUNE 2017



**AUDIT & RISK
MANAGEMENT COMMITTEE
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ATTENDANCE:

Councillor Members

- Cr Jason Cook
- Cr Chris Wilson

Independent External Members (Voting)

- Graham Webb (Chairperson)
- Alison D'Costa
- Mike McGovern

Attendees (non-voting)

- Ian Church, Chief Executive Officer
- David Lewis, Executive Manager, Corporate & Community Service
- Tony Brett, Manager Finance & Customer Service
- Marita Corbett, BDO Pty Ltd (Internal Audit)
- Leon Fouche BDO Pty Ltd (part of meeting)
- Junaide Latif, William Buck (External Audit)
- Debra Stolz, Queensland Audit Office
- Graham Cray, Manager Information Services
- Corrin Bischoff, Major Projects Officer
- Madonna Brennan, Business Improvement Officer (Secretariat)

Apologies

- Cr Tanya Milligan (Mayor) (ex officio)
- Matthew Monaghan, William Buck (External Audit)

1.0 MEETING OPENED

The Chair, Graham Webb opened the meeting at 10.20am.

2.0 APOLOGIES

The Mayor, Cr Tanya Milligan was an apology for the meeting.

3.0 DECLARATION OF ANY MATERIAL PERSONAL INTERESTS/CONFLICTS OF INTEREST BY MEMBERS

3.1 Declaration of Material Personal Interest on any Item of Business

Pursuant to Audit and Risk Committee Charter and Code of Conduct, a member who has a material personal interest in an issue to be considered at a meeting of the committee must –

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

3.2 Declaration of Conflict of Interest on any Item of Business

Pursuant to Audit and Risk Committee Charter and Code of Conduct, a member who has a real or perceived conflict of interest in a matter to be considered at a meeting of the Audit and Risk Committee must inform the meeting about the members personal interest in the matter and if the member participates in the meeting in relation to the matter, how the member intends to deal with the real or perceived conflict of interest.

No declarations of interests were made by Committee members at this time.



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4.0 CONFIRMATION OF MINUTES

**4.1 Confirmation of Meeting Minutes Audit and Risk Committee
Thursday 23 February 2017.**

Date: 10 May 2017
Author: Madonna Brennan, Business Improvement Officer
Responsible Officer: David Lewis, Executive Manager Corporate & Community Services

Officer's Recommendation:
**THAT the Minutes of the Lockyer Valley Audit and Risk Management Committee held
on Thursday 23 February 2017 be taken as read and confirmed.**

RESOLUTION

**THAT the Minutes of the Lockyer Valley Audit and Risk Management Committee
Meeting held on Thursday 23 February 2017 be taken as read and confirmed.**

Moved By: MM McGovern Seconded By: Cr Wilson
Resolution Number: ARMC/0026

CARRIED
5/0



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5.0 BUSINESS ARISING FROM MINUTES

5.1 Disaster Management Plan Review

The Chair, Graham Webb referred to Item 7.1 in the Minutes from the 23 February 2017 to request the progress on the review of the Disaster Management Plan. The reviewed Disaster Management Plan and the effectiveness of the Plan was endorsed by Council at its meeting held 24 May 2017 (resolution no 16-20/00507).



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6.0 AUDIT COMMITTEE REPORTS

6.1 Chief Executive Officers Report

Date: 01 February 2017
Author: Ian Church, Chief Executive Officer
Responsible Officer: Ian Church, Chief Executive Officer

Summary:

The purpose of this report is to provide an update on matters relevant to the Audit and Risk Management Committee.

Officer's Recommendation

This report is for the Committee's information only.

RESOLUTION

THAT the Audit and Risk Committee receive and note the Chief Executive Officer's report.

Moved By: A D'Costa Seconded By: Cr Wilson
Resolution Number: ARMC/0027

CARRIED
5/0

Report

Governance Matters

The following table provides information regarding Governance matters impacting Council's activities.

Function	Action/s
Fraud & Corruption	<ul style="list-style-type: none">Eleven fraud allegations have been made to date during 2016/17.<ul style="list-style-type: none">Three of these allegations have been substantiated.Four allegations have not been substantiated.Substantiated allegations include:<ul style="list-style-type: none">✓ incorrect recording of hours works✓ incorrect leave claimed✓ stealing of portable goods. <p>Investigations into four allegations are ongoing.</p>
Complaints	<ul style="list-style-type: none">This financial year 22 complaints have been received for

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Function	Action/s
	<p>investigation</p> <ul style="list-style-type: none"> ✓ 14 Administrative Action Complaints ✓ 8 Staff Complaints <ul style="list-style-type: none"> • Outcomes: <ul style="list-style-type: none"> ✓ 8 not sustained ✓ 1 sustained ✓ 2 partly resolved ✓ 1 discontinued ✓ 10 under investigation • Recommendations for improvement focusing on communication with customers were identified. Recommendations include the development of fact sheets. • The Complaint Management Policy, Procedure and Guidelines are currently due for review and it is recommended that as part of this review an inclusion be made to identify Council's stance on managing customers that display unreasonable persistence, demands, lack of cooperation and poor behaviours.
Related Party Disclosures	<ul style="list-style-type: none"> • Key Management Personnel have provided their related party declarations. • Mechanisms for capturing transactions in the corporate systems have been developed. • Further work on what is considered to be material is yet to be undertaken to determine what will be reported in the annual financial statements.
Policy Reviews	<p>Policies/Procedures/Guidelines adopted::</p> <ul style="list-style-type: none"> ✓ Code of Meeting Practice ✓ Social Media Procedure ✓ CCTV and Audio Recording Policy and Procedure ✓ Flying Fox Management Policy ✓ Waste Management Policy ✓ Internal Audit Policy ✓ Information Privacy Policy ✓ Right to Information Policy ✓ Cultural Diversity Policy ✓ Sundry Debt Collection and Recovery Policy ✓ Rates and Charges Debt Collection and Recovery Policy <p>Policies/Procedures/Guidelines under review:</p> <ul style="list-style-type: none"> ✓ Naming of Infrastructure Policy and Guideline ✓ Cemeteries Policies and Guidelines ✓ Tree & Shrub Management Guideline ✓ Advertising Spending Policy ✓ Public Interest Disclosure Policy and Procedure ✓ Meetings Policy ✓ Policy and procedure re: officers entering property ✓ Insurance Procedures
Public Interest Disclosure (PID)	<p>A recent audit of public sector PID documentation by the Queensland Ombudsman's Office has been conducted and Council is required to review the current PID policy and procedure. This review will include a review of all integrity functions Council has in place and the link to the PID process i.e. complaints, fraud etc.</p>



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Function	Action/s
Strategic Planning	<p><u>Community Plan 2017 - 2027</u> The Community Plan was adopted by Council at the 24 May meeting. The document has been published on Council's website.</p> <p><u>Corporate Plan 2017 – 2022</u> The Corporate Plan was adopted by Council at the 24 May meeting. The document has been published on Council's website. A working group has been established to implement the Corporate Plan, ELT Priorities and embed the values in the organisation. This Group has representatives from all Groups of the organisation and will work in conjunction with Employee Opinion Survey activities.</p> <p><u>Operational Plan 2017/18</u> The draft Operational Plan for 2017/18 has been developed. This plan has a greater focus on higher level strategies to be undertaken with a reduction in business as usual activities. The introduction of business unit plans in 2017/18 will capture business as usual activities. The 2017/18 Operational Plan provides reference for each strategy to the corporate risk register and more stringent performance measures. Each measure is defined and a source for verifying the measure provided. (A copy of the draft 2017/18 Operational Plan is enclosed for the Committees information).</p> <p><u>Business Unit Plans:</u> Templates are being developed to commence the roll out of Business Unit Plans during 2017/18.</p> <p><u>Annual Report 2016/17</u> A schedule for the development of the annual report is being drafted.</p>
Delegations	<ul style="list-style-type: none"> Annual review of financial delegations has been completed and communicated to staff. The draft Administration Delegations have been developed for consideration by ELT in July 2017. Statutory delegations from "CEO to Employees" are under review

Legal Status Update

The following table provides information on legal expenditure incurred by Council for the 2016/17 financial year to date, including the key outcomes of each matter and its current status.

Firm	Description of Work	Expenditure	Key Outcomes	Status
Thomson Geer	██████████ – Development offences	\$14,103.95	Prosecution successful and property cleared. Costs awarded to Council.	Currently awaiting family court proceedings to finalise to secure costs.
	P & E Court Appeal – Removal home ██████████	\$3,470.00	Developer discontinued appeal and another dwelling will not be established in a high flood risk area	Completed



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Firm	Description of Work	Expenditure	Key Outcomes	Status
	P & E Court Appeal – [REDACTED]	\$1,855.00	Appeal settled by consent – changes to conditions agreed.	Completed – development continuing
	P & E Court Appeal – [REDACTED]	\$215.00	Appeal discontinued by submitter.	Completed – development continuing
	[REDACTED] – Development offences	\$34,867.93	Prosecution successful. Costs awarded to Council. Council has received substitute orders to clear the land if no compliance by landowner.	Costs being determined. Property to be cleared by 22 July 2017. Possibility of further enforcement action in relation to other properties.
	Grantham Quarry Rehabilitation	\$10,234.11	Advice provided around Council's assessment obligations and parameters.	Risk mitigation measure. Assessment requirements being dealt with through Planning.
	P & E Appeal – [REDACTED]	\$27,436.79	Directions given. Experts appointed and determining relevant issues for without prejudice meeting to occur before 27 July.	Ongoing – will report back to Council if not settled at without prejudice meeting.
	[REDACTED] – Development offences	\$456.10	Enforcement successful and property in possession of mortgagee. Costs awarded to Council – risk costs won't be recovered in full due to debt on the property and previous owners' declaring bankruptcy.	Currently awaiting sale of property by Trustee in bankruptcy / Mortgagee to see if costs can be recovered
	Advice – Disposal of Placid Hills park land	\$595.59	Advice that land can be disposed of.	Ongoing – Planning to confirm width of buffer required.
	Advice – Camp drafting lease	\$2,779.70	Advice provided in relation to lease condition requested by Lessee.	Completed



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Firm	Description of Work	Expenditure	Key Outcomes	Status
McCullough Robertson	P & E Court Appeal – [REDACTED]	\$309,800.06	Withdrawn, costs awarded to Council. Development will not proceed.	Costs being calculated. Developer is in liquidation – process ongoing.
	Recovery options - Bridges	\$16,208.00	Noted shortcomings in Council procurement and contract administration processes – some changes implemented.	Complaint against 2 x RPEQ's to be made to RPEQ Board by 31/5/17. Unlikely to recover compensation.
	Objection to Rating Category – [REDACTED]	\$31,472.37	Supreme Court Judicial Review proceedings completed. Awaiting judgment.	Ugarin Pty Ltd to consider how to proceed in the Land Court once judgement received. Land Court directions hearing set for 14 July 2017.
	Revenue Statement Advice	\$5,899.00	Strong advice that our rating categorization will withstand appeal by Ugarin Pty Ltd.	Completed. Performed annually.
	Advice – Cattle grazing on [REDACTED] Road	\$3,488.43	Advice provided to enable response to adjoining landowners.	Completed.
Connor O'Meara	P & E Court Enforcement - [REDACTED]	\$5,109.38	Advice regarding enforcement of Judgment made on 16 May 2016.	Ongoing. Enforcement action on hold while development application process continues.
	Advice – Development offences at [REDACTED]	\$1,630.00	Advice provided and considered by Council as to options available to it regarding the decision to grant a development approval on 12 October 2016.	Completed.
	Advice - [REDACTED] Development	\$1,909.17	Enforcement action being taken under Infrastructure Agreement. Advice provided for benefit of Planning team.	Ongoing.
Corrs Chambers Westgarth	[REDACTED] - Enforcement & Civil Proceedings	\$9,394.50	These proceedings are on hold pending further steps by Zaczane.	I expect there could be a further appeal by the property owner if not satisfied with the outcome of the request for a negotiated decision.
Ashurst Australia	Employment advice	\$26,037.73	Engaged by Executive Manager Organisational Development and Performance.	Completed.
	QIRC matters	\$3,465.27		
TOTAL		\$510,428.08		



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Draft 2017/18 Budget

Councils 2017/18 budget will be adopted on 27 June 2017. The following table highlights to the Committee how the level of Council's forecast Operating Surplus, Net Financial Asset/Liability and Asset Sustainability Ratios for the 10 year period, including the 2017/18 year, compare to the Departments recommended sustainability thresholds for these measures.

Sustainability Indicators

Lockyer Valley Regional Council
2017/2018 Budget and Long Term Financial Forecast 2018 to 2027
Relevant Measures of Financial Sustainability

	Target	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Average
Operating Surplus Ratio (Net Operating Surplus / Total Operating Revenue) (%)	Between 0% and 10%	2.5%	3.4%	4.6%	5.4%	5.8%	7.5%	8.5%	8.8%	10.0%	10.4%	6.7%
Net Financial Asset / Liability Ratio (Total Liabilities - Current Assets) / Total Operating Revenue)	<= 60%	63.9%	59.0%	53.8%	47.3%	41.3%	32.3%	27.8%	19.2%	7.9%	(3.7)%	34.9%
Asset Sustainability Ratio (Capital Expenditure on the Replacement of Assets (renewals) / Depreciation Expense)	>90%	92.2%	91.2%	91.6%	87.0%	94.6%	89.0%	90.9%	84.7%	80.1%	80.9%	88.2%

	Target	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Average
Cash Expense Cover Ratio Number of months of operations supported by cash balance	>3	4.8	4.5	4.3	4.2	4.2	4.6	4.6	5.3	6.4	7.6	5.1

Service Management Plans

At a workshop held on 16 May Council reviewed an overall "Service Management Strategy" and a number of specific "Service Management Plans." These were previously called Council's Asset Management Strategy and Plans, however were renamed to illustrate that at their core the Plans are about setting sustainable service levels.

The overall Service Management Strategy is to enable Council to show:

- How its asset portfolio will meet the service delivery needs of its community into the future
- Enable Council's asset management policies to be achieved
- Ensure the integration of Council's asset management with its long term strategic financial plan

Adopting the Service Management Strategy will assist Council in meeting the requirements of the National Sustainability Frameworks and the Local Government Act 2009 and Regulations, by providing services needed by the community in a financially sustainable manner. Council's assets had a replacement value of \$624,772,213 at 30 June 2016

The Service Management Plans reviewed included Transport, Parks, Information Technology, Fleet and Plant, Disaster Management and Buildings and Facilities. The Strategy and Plans will be adopted as part of the budget papers on 27 June.



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Governance Restructure

Council recently approved a restructure within the CEO's Office to effectively bring Legal and Property Services, Governance and Strategic Planning and Council Business under the direct control of the CEO, by establishing dedicated teams to carry out and manage those functions. The Governance and Strategic Planning team will report via a Coordinator position directly to the CEO, the Legal Services and Property Coordinator will also report directly to the CEO and the Council Business Coordinator will work relatively independently. The attached Chart illustrates the effect of the restructure.



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6.2 Risk Management Update

Date: 10 May 2017
Author: Madonna Brennan, Business Improvement Officer
Responsible Officer: David Lewis, Executive Manager Corporate & Community Services

Summary:

This report provides the Audit and Risk Management Committee (the Committee) with an update on the progress of Council's revised Corporate Risk Register and subsequent draft risk registers that are under development.

The report also informs the Committee of Council's risk appetite, as determined at a recent Councillor Workshop held on 18 April 2017, which was facilitated by Council's Internal Auditor, BDO Pty Ltd. A presentation will also be made to the Committee at this meeting on the progress and future focus of Council's Corporate Risk Registers.

Officer's Recommendation

That the Audit and Risk Management Committee receive the progress update on Council's Corporate Risk Register and associated risk management activities.

RESOLUTION

THAT the Audit and Risk Management Committee receive and note the progress update provided by Council's Internal Auditor BDO Pty Ltd, on Council's Corporate Risk Register and associated risk management activities.

Moved By: Cr Wilson Seconded By: Cr Cook

Resolution Number: ARMC/0028

CARRIED

5/0

Note: The Chairman, Graham Webb enquired where in the Council's Corporate Risk Register, Council identifies as a key focus and responsibility its important role in Emergency and Disaster Management. The meeting was advised that this focus area is included in "Business Continuity and Systems (BC1) – Provision of core services now and into the future"

Report

Background

The revision of Council's Corporate Risk Register (Register) commenced in early 2016 with a draft version of the Register presented to the Committee at its meeting held on 15 June 2016.

The following 12 key focus areas of risk form the overarching draft Corporate Risk Register

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- Financial and Economic (FE1) – financial sustainability
- Financial and Economic (FE2) – decision making governance, due diligence, accountability and sustainability
- Infrastructure and Assets (IA1) – Planning, managing and maintaining assets for the future
- Infrastructure and Assets (IA2) – Deliver major projects (time, cost, scope and quality)
- Infrastructure and Assets (IA3) – Information and technology strategy
- Business Continuity and Systems (BC1) – Provision of core services now and into the future
- Environmental and Community (EC1) – Environmental health and protection
- Legal compliance and liability (LCL1) – compliance management
- Political (P1) - Intergovernmental relationships/relationships with other key stakeholders.
- Reputation (R1) – Reputation and goodwill
- Staff (S1) – Strategic workforce planning and management
- Workplace Health and Safety (WHS1) – Health and Safety

Operational risk registers have also been developed in the areas of Animal Management, ICT, Fraud, Planning Services and Infrastructure Works and Services. It is planned that during the 2017/18 financial year further risk focus sessions will be conducted in more operational areas across the organisation.

Report

The redevelopment of the Register provides Council with a more simplified and streamlined approach to the management of risk within the organisation and has been incorporated into Council's strategic corporate planning processes.

A workshop facilitated by Council's Internal Auditor was conducted with Council on 18 April 2017 to determine Council's appetite in relation to risk against the 12 focus areas. A copy of Council's Draft Risk Appetite Statement has been included with this report.

Through Council's Risk Register it is envisaged that management will have a shared appreciation and understanding of key risks and opportunities for Council and Council will achieve informed strategic planning and associated management processes (including the identification of key risk in Council reporting). This in turn will allow a greater focus on the achievement of the key outcomes of Council's Corporate Plan.

A presentation will be made to the Committee by Council's Internal Auditor BDO Pty Ltd on the progress to date on the development of the Council's Risk Registers and the way forward for the organisations risk management practices.



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6.3 Internal Audit Review - Cyber Security

Date: 13 June 2017
Author: Graham Cray, Manager Information Services
Responsible Officer: David Lewis, Executive Manager Corporate & Community Services

Summary:

Identified in year 1 of Council's Internal Audit Plan 2016/17 – 2018/19 was the requirement to conduct an internal audit review of Council's ICT cyber security resilience across its operations. This audit has now been conducted by Council's Internal Auditor (BDO Pty Ltd) with the findings and recommendations presented to the Executive Leadership Team for acceptance alongside a management response to each of the recommendations made at its meeting held on 12 June 2017

The internal audit review and management responses to the recommendations are now presented to the Audit and Risk Management Committee for acceptance and inclusion in Council's Audit Register.

Officer's Recommendation

THAT the Committee accept the Internal Audit Report on Council's Cyber Security as provided by BDO Pty Ltd.

Further;

THAT the Committee endorse the Executive Leadership Team's decision to approve the management responses to each recommendation as detailed in this Report.

And further;

THAT these items be included in the Audit Register (attachment 2) for action and future progress reporting to the Committee.

RESOLUTION

THAT the Audit and Risk Management Committee resolve to:

- Adopt Internal Audit Report on Council's Cyber Security as provided by BDO Pty Ltd.
- Endorse the Executive Leadership Team's decision to approve the management responses to each recommendation as detailed in this Report.
- Include in the Audit Register for action and future progress reporting to the Committee.

Moved By: AD D'Costa

Seconded By: MM McGovern

Resolution Number: ARMC/0029

CARRIED

5/0

Report



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Background

Identified in Year 1 of Council's Internal Audit Plan 2016/17 – 2018/19 was the requirement to conduct an internal audit review of Council's ICT cyber security resilience across its operations. It was identified that due to an increasing reliance on technology and digital interconnectivity, Council is more susceptible to cyber security risks. Council needs to develop and maintain a thorough understanding of these risks and ensure that appropriate risk management strategies are in place for managing them. Therefore a review of Council's ICT cyber security resilience capability across its operations was conducted by Council's Internal Auditor, BDO Pty Ltd.

Report

The scope of the ICT Cyber Review consisted of performing an assessment of Council's ICT cyber security profile, Wi-Fi network penetration testing, open source intelligence information gathering and cyber security benchmarking.

The recommendations with management responses for the Internal Audit Review are listed here.

- 1.1. *Security groups and folder access controls be reviewed to ensure they provide segregation of access to data to protect, and secure its access to only authorised users. Membership of access control groups is reviewed to remove users without a valid business need to access the data.*

Response – Agree. Disagree with priority. The major issue found was rectified as soon as we were made aware of it, therefore we believe the priority should be Medium. We will review shares and folders on the network and apply appropriate security groups and folder access controls as required and where possible.

- 1.2. *User account access is defined by a Role Based Access Control (RBAC) matrix, and on the principle of least privilege. Users should be provided with access to resources required to perform their duties and nothing more.*

Response – Agree. An overarching role/position based access control matrix will be developed and implemented.

- 1.3. *Dialogue is initiated with all relevant stakeholders including HR, ICT Steering Committee, and the ICT Team to improve the efficiency of account de-provisioning processes so that all access is immediately revoked when a user's employment/contract is terminated.*

Response – Agree. We will review the current business process and control mechanisms and implement improvements where possible.

- 2.1 *The current content filtering protections be reviewed to disable access to uncategorised web sites and services.*

Response - Agree. Will review current technologies and where possible implement an improved content filtering solution as opportunities arise.

- 2.2 *LVRC standardise the remote access tools used by any party accessing LVRC networks remotely. The use of monitored, restricted Virtual Private Networks should be considered.*

Response - Agree. In use on corporate network. IP Sec for site to site. (MS SSTP) SSL VPN for normal users. Different (Fortinet) SSL VPN for vendors. Issues are on the CCTV Network. Will review and implement a standard and auditable remote access tool for this network.



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- 2.3 *All unused network ports are closed or explicit firewall rules are utilised to restrict traffic leaving the LVRC network out to the internet and other untrusted networks. Only permit pre-authorised, legitimate egress traffic.*

Response - Agree. Disagree on priority. The only rules that fit this finding is for ICMP & DNS traffic. The current configuration allows ping (ICMP) to be initiated internally to pass out and DNS only on the Mobile WiFi network to allow authorised mobile devices to access allowed network resources. We believe this is a low risk, however in order to reduce this risk we will review the current firewall rules to lock down ICMP and DNS access to specific hosts/networks.

- 3.1 *A gap assessment of requirements statements within existing policies and standards should be undertaken to identify missing controls. A risk assessment methodology should be used to prioritise the implementation of missing controls.*

Response – Agree. ICT Standards, policies, and exceptions will be reviewed and updated. It should be noted that Council is utilising a Policy as a service approach for its ICT Policy suite. Therefore some minor controls may not be available in the suite without major customisation. An exceptions spreadsheet does get maintained to document exceptions to the suite without major customisation.

- 3.2 *The technical vulnerabilities identified during this review and listed in the attached work paper be assessed and the remedial actions be undertaken.*

Response – Agree. Each vulnerability listed and responded to below except for duplicate items in the main report.

- 3.2.1 *Cyber risks should be incorporated into the ICT Risk Register.*

Response – Do not agree. Cyber risks are covered by ICT4 in the ICT Risk Register. However we will rename the risk description to include cyber risk.

- 3.2.2 *Enable BitLocker Drive Encryption on physical servers, laptops, or other devices. Implement third party disk encryption on devices which do not have BitLocker capability. All server hypervisor images should use disk encryption to ensure access to server backups does not expose sensitive or confidential information.*

Response – Partially agree. We will enable BitLocker Drive Encryption on physical desktops & notebooks and other relevant devices but not servers. The reduction in risk by encrypting servers and server backups is offset by the increase in backup time and recovering times. Council accepts the risk in this area.

- 3.2.3 *Implement multi factor authentication for OWA, Office 365, and any other Internet facing system which requires user authentication.*

Response – Agree. A briefing note will be provided for the Information Services Steering Committee to consider implementing multi factor authentication.

- 3.2.4 *Perform a Wireless radio frequency site survey to determine appropriate power levels required to contain wireless signals, and implement configuration changes to limit RF leakage.*

Response - Agree. Disagree on priority. We will review the power settings on the wireless access points to minimise excessive coverage, however we believe the security on the wireless access points is appropriate that the risk, and therefore the priority, is low.



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- 3.2.5 *Configure Windows PowerShell permissions to reflect other UAC controls implemented with the corporate domain. Low privileged users should have no access to read pre-shared keys and other sensitive configuration items from a SOE device.*

Response – Agree. Disagree with priority. The risk is that users can view login details of non-council WiFi networks, which means it is a low priority. Council currently utilises PowerShell with our login scripts, therefore it is not feasible to disable this access. A briefing note will be provided for the Information Services Steering Committee to consider the risk and determine any action, if any.

- 3.2.6 *Implement, or enforce screensaver lockout and re-authentication methods on resume via group policy objects.*

Response – Do not agree. Lockout and re-authentication method on resume is already in place. This issue was found due to the requirements of the audit user not requiring the same access as a standard user, which resulted in the user not being created via the same process and not being placed into the correct network Organisational Unit (OU) to receive the group policy objects. No users are currently outside of the standard OU's.

- 3.2.7 *Configure Managed Frame Protection (once available from the manufacturer) to reduce the risk of de-authentication attacks against the internal wireless LAN.*

Response – Do not agree. We do agree in principle of the theory, however this option is not currently available from the wireless access point supplier so therefore is something that will be done when an opportunity arises, if it arises.

- 3.2.8 *Investigate whether the current DLP solution can be modified from a monitor only capability in order to protect the business' data and IP.*

Response – Agree. A briefing note will be provided for the Information Services Steering Committee to consider this option.

- 3.2.9 *Configure the Polycom phones with an appropriate password which is not the manufacturers default. Disable the phones second network interface should the interfaces not be required for a legitimate business purpose.*

Response – Partially agree. The Polycom Skype For Business handsets will be reconfigured so the password is not the default. Due to the low risk and that the handsets are physically secured no action will be taken to disable the second network interface if not utilised.

- 3.2.10 *LVRC should develop suitable incident response plans, particularly addressing cyber security risks.*

Response – Agree. We will develop incident response plans, particularly addressing cyber security risks. LVRC's ICT team should develop network and architecture diagrams for the ICT and CCTV networks. These diagrams should be updated as and when changes are made via a formal change process. Network and architecture diagrams should then be audited at least once per year.

Response – Agree. Network and architecture diagrams for the ICT and CCTV networks will be developed, included in any change process, and placed in a review cycle.



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- 3.2.11 *Given the nature of LVRC's operations, background and character checks should be performed on all employees. The Information Services Manager should consider escalating the request for background checks on ICT staff to the ICT steering committee.*

Response – Agree. A briefing note will be provided for the Information Services Steering Committee to consider this option.

- 3.2.12 *LVRC should perform periodic audits of user account access. The audit should focus on membership to administrative groups, and access to critical systems.*

Response – Agree. A briefing note will be provided for the Information Services Steering Committee to consider implementing an audit process that focuses on administrative group members, and access to critical systems.

- 3.2.13 *LVRC should consider implementing a SIEM solution. This will permit ICT to have a holistic view of the environment as all systems export security and other log information into a single platform, normalizes results and identifies cyber treats. SIEM solutions also assist in reducing possible human errors that can occur during manual monitoring.*

Response – Agree. A briefing note will be provided for the Information Services Steering Committee to consider implementing a Security Information and Event Management solution.

- 3.2.14 *LVRC should develop a roadmap for the implementation of Information Security – IS 18 standard as soon as possible.*

Response - Agree. A briefing note will be provided for the Information Services Steering Committee to consider implementing the Information Security – AS 18 standard.

- 4.1 *A cyber security risk management process be developed that involves business stakeholders (i.e. system and data owners) in the rating and mitigation of cyber security risks.*

Response – Agree. A briefing note will be provided for the Information Services Steering Committee to consider the development of a cyber-security risk management process.

- 4.2 *A senior member of LVRC be formally assigned the responsibility for owning cyber security risks. Delegations for managing cyber security risks be formally assigned.*

Response – Agree. The CEO holds the responsibility for owning the cyber security risks. If this is to be delegated then formal delegations will be assigned.

- 5.1 *A proactive security awareness training program is established and delivered to all Council staff.*

Response – Agree. An online based training program is in development and will be rolled out to staff that access Council's computer networks.

- 5.2 *A training and development plan is developed to improve the understanding of cyber security risks within the ICT team. In addition, ensure that critical members of the team retain a contemporary understanding of how to implement, maintain, tune, and monitor technical controls to adequately address said risks.*

Response – Agree. We will develop and implement formal training and development plans for each ICT staff member.

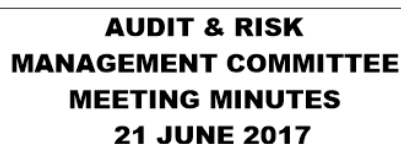


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The internal audit review identified that Council is at a lower cyber security maturity when compared with other local government. This is mainly due to the reactive cyber risk management approach followed by Council to determine security controls. It was recognised that although Council's small ICT team ensures a good level of security across its network and systems, there is no ownership and oversight for cyber security risks at a senior management level.

In conclusion it is recommended that the Audit and Risk Management Committee accept the Internal Audit Report on Council's Cyber Security provided by BDO Pty Ltd and endorse the Executive Leadership Team's decision to approve the management responses for each of the recommendations as detailed in this report and that they be included in Council's Audit Register for action as per attachment 2.

Unconfirmed



Date: 10 May 2017
Author: Madonna Brennan, Business Improvement Officer
Responsible Officer: David Lewis, Executive Manager Corporate & Community Services

This report is to present to the Audit and Risk Management Committee (the Committee) the revised Year 2 of Council's Internal Audit Plan 2016/17 – 2018/19 (the Plan). This Plan has been prepared by Council's Internal Auditor, BDO Pty Ltd in conjunction with key Council Officers for endorsement by the Committee.

Officer's Recommendation

THAT the Audit and Risk Management Committee endorse the revised Year 2 of Council's Internal Audit Plan 2016/17 – 2018/19.
And further;
THAT the Audit and Risk Management Committee endorse the draft Internal Audit Charter.

THAT the Audit and Risk Management Committee resolve to:

- Endorse the revised Year 2 of Council's Internal Audit Plan 2016/17 – 2018/19.
- Endorsed the draft Internal Audit Charter.
- Conduct a workshop on the proposed Internal Audit Program at the next Committee meeting, schedule for 17 August 2017.

Moved By: Cr Wilson **Seconded By:** Cr McGovern
Resolution Number: ARMC/0030

CARRIED
5/0

Background

The Internal Audit Plan 2016/17-2018/19 was received and noted by the Committee at its meeting held on 25 August 2016 with year 1 of the Plan endorsed. The Plan was further revised and endorsed by the Committee at its meeting on 8 December 2016.



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Council's draft Corporate Risk Register provides the framework and priorities for the development of Council's Internal Audit Plan.

In accordance with the Queensland Audit Office Audit Committee Guidelines a draft Internal Audit Charter is provided to the Committee for review and acceptance.

Report

A revised Year 2 of Council's Internal Audit Plan 2016/17 – 2018/19 has been prepared by Council's Internal Auditor in liaison with key Council Officer's the Plan summarises the direction for our internal audit processes until 2018/19, including indicative costs.

The implementation of Year 2 of the Plan will ensure compliance with legislation and a continued focus on risk identification within Council. The Plan also provides a best value spend for internal audit and reflects the strategic direction and priorities of Council at this point in time.

Year 2 of the Internal Audit Plan 2016/17-2018/19 along with the draft Internal Audit Charter are presented to the Committee for endorsement.



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6.6 Audit Register Update

Date: 10 May 2017
Author: Madonna Brennan, Business Improvement Officer
Responsible Officer: David Lewis, Executive Manager Corporate & Community Services

Summary:

This report provides the Audit and Risk Management Committee (the Committee) with an update on actions to date on the all recommendations identified in Council's Audit Register.

Officer's Recommendation

That the Audit and Risk Management Committee receive and note the progress update on Council's Audit Register;
And further;
THAT the Audit and Risk Management Committee accept the items that have been identified as completed and that these items are archived from the active Audit Register.

RESOLUTION

That the Audit and Risk Management Committee receive and note the progress update on Council's Audit Register and endorse the items identified as completed and that these items be archived from the active Audit Register.

Moved By: AD D'Costa Seconded By: MM McGovern
Resolution Number: ARMC/0032

CARRIED

5/0

Report

Background

The Audit Register captures and reports actions against recommendations made from audits that have been conducted within the organisation by Council's Internal and External Auditors.

The Executive Leadership Team reviewed the full Audit Register and actions taken at its meeting held on 12 June 2017 with all subsequent comments included in the Register.

Report

Significant advances have been made in actioning all recommendations on the Audit Register; in particular the items identified as high and medium risk. Only two high risk items now remain outstanding; however, these items have been finalised by the responsible officer and are now awaiting verification by the Internal Auditor. These remaining recommendations are in the area of customer service, which is an area that Council has identified as a priority for the organisation in its new Corporate Plan 2017-2022 and Customer Service Strategy 2017-2020.

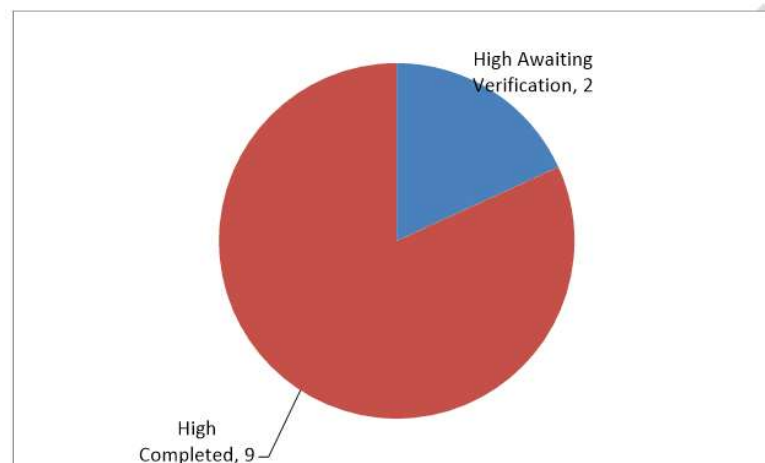
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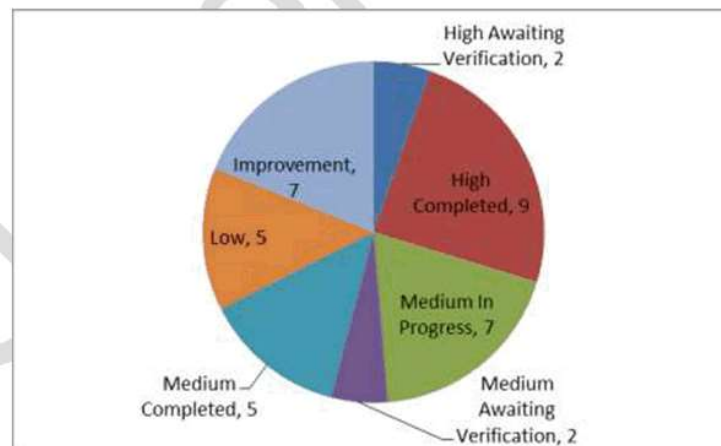
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Included with this report is a detailed update on the action taken to date on recommendations made against all items that remain on the Audit Register. The report is provided for the Committee to review, make any necessary comments and accept the items that have been identified as completed by both the Internal and External Auditors.

Graph 1 identifies the current status of the items identified as high risk.



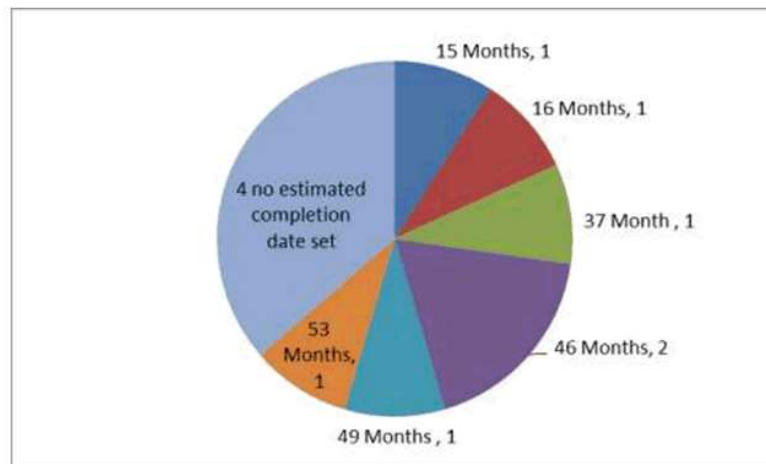
Graph 2 identifies the status of the high and medium risk items and the number of low and improvement items on the Audit Register.



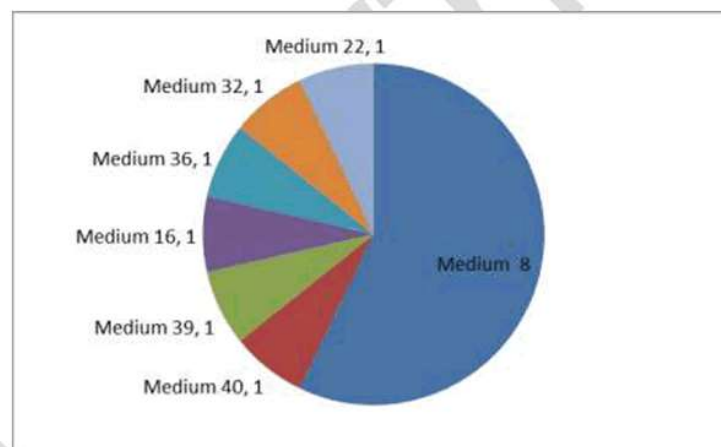
Graph 3 identifies the ageing (expected completion date versus the forecasted completion date) in months for all recommendations that have been identified as high risk (noting that this includes the items finalised and awaiting verification).



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Graph 4 identifies the ageing (expected completion date versus the forecasted completion date) in months for all recommendations that have been identified as medium risk (noting that this includes the items finalised and awaiting verification).



Once the finalised items have been accepted as completed by the Committee they will be transferred from the Audit Register to the completed items register for recording purposes. Only 15 outstanding items remain on the Audit Register with 6 of these items finalised and awaiting verification.

**6.7 Committee Self-Assessment, Review of Committee Charter and
Independent Members Code of Conduct**



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Date: 13 June 2017
Author: Madonna Brennan, Business Improvement Officer
Responsible Officer: Ian Church, Chief Executive Officer

Summary:

This report is to inform the Committee of its requirement to undertake an annual self-assessment and review of the Committee Charter and Independent Members Code of Conduct as identified in the Audit and Risk Management Committee Charter.

Officer's Recommendation

THAT Members of the Audit and Risk Management Committee:

- Conduct an annual self-assessment of the Committee's performance for the 2016/17 financial year to date, using the attached assessment tool
- Undertake a review of the Committee Charter and Independent Members Code of Conduct as attached
- Provide the self-assessments and comments on the Charter and Code of Conduct to the Committee Secretariat by end July 2017

Further;

THAT a report is provided to the Committee Meeting of 17 August 2017 summarising the outcomes of the self-assessments and review of the Charter and Code of Conduct.

RESOLUTION

THAT Members of the Audit and Risk Management Committee:

- Conduct an annual self-assessment of the Committee's performance for the 2016/17 financial year to date, using the self-assessment document provided to the Committee Members.
- Undertake a review of the Committee Charter and Independent Members Code of Conduct.
- Provide the self-assessments and comments on the Charter and Code of Conduct to the Committee Secretariat by 4 August 2017.

And further;

THAT a report is provided to the Committee Meeting of 17 August 2017 summarising the outcomes of the self-assessments and review of the Charter and Code of Conduct.

Moved By: AD D'Costa Seconded By: Cr Wilson
Resolution Number: ARMC/0033

CARRIED
5/0

Report

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The Audit and Risk Management Committee Charter and Code of Conduct were implemented in accordance with the required statutory framework and were last reviewed on 15 June 2016.

Committee Members are requested to review these documents and provide comments or suggested amendments to the Committee Secretariat on behalf of the Chief Executive Officer.

Section 7 of the Charter "Evaluation of Committee Activities" requires the Committee to undertake an annual self-assessment of its performance for the previous twelve months. Distribute under a separate cover is a self-assessment questionnaire for each of the Committee Members to complete and submit to the Committee Secretariat on behalf of the Chief Executive Officer. A report will be provided to the next meeting of the Committee scheduled for Thursday 17 August 2017.



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7.0 ITEMS FOR INFORMATION

7.1 Financial Reporting

Date: 09 June 2017
Author: Tony Brett, Manager Finance and Customer Service
Responsible Officer: David Lewis, Executive Manager Corporate & Community Services

Summary:

This report provides the Committee with the summary of Council's financial performance against budget for the financial year to 30 April 2017 and a copy of the budget review conducted as at that date. Both these reports have previously been presented to Council at the meeting on 24 May 2017 and the recommendations accepted without change.

This item has been provided for the Committee's information only.

RESOLUTION

THAT the Audit and Risk Management Committee receive and note the reports titled "Summary of Council Actual Performance v Budget 30 April 2017" and "April 2017 Budget Review and Updated Long Term Financial Forecast".

Moved By: AD D'Costa Seconded By: Cr Wilson
Resolution Number: ARMC/0034

CARRIED
5/0

Report

In accordance with Section 204 of the Local Government Regulation 2012, a financial report summarising the progress of Council's actual performance against budgeted performance is presented to Council each month. The Committee has requested that a copy of the latest financial report to Council be included in the standing agenda for each meeting.

The monthly financial report comprises of:

- A written summary with comments on key elements of Council's finances.
- Graphs showing total operating revenues and total expenses and their variance to budget.
- Graphs showing the variance to budget of key financial items of revenue and expenses.
- Financial statements including:
 - Statement of Income and Expenditure;
 - Statement of Financial Position; and
 - Statement of Cash Flows.
- Capital works expenditure including:



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- Summary by Group and Department;
- Detailed listing by project;
- Graph showing the top ten projects by budget; and
- Graph showing the top ten projects by actual expenditure.

The budget review report is provided to Council each time the budget is amended and includes the elements required under the *Local Government Regulation 2012*. For the 2017 financial year amendments were made at the end of September, December and April.

Unconfirmed



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7.2 Chairman's Report - QAO Briefing to Audit Committee Chairs

Date: 14 June 2017
Author: Madonna Brennan, Business Improvement Officer
Responsible Officer: Ian Church, Chief Executive Officer

Summary:

This report provides the Audit and Risk Management Committee with an update from the Chair on his recent attendance at the Queensland Audit Office's briefing to Audit Committee Chairs.

This report was provided for the Committee's information only.

8.0 GENERAL BUSINESS

Junaide Latif advised the Committee that Brendan Worrall has been appointed as the Queensland Auditor-General and will commence with QAO on the 11 July 2017.

9.0 MEETING CLOSED

There being no further business the meeting closed at 12.20pm.



**ORDINARY MEETING OF
COUNCIL AGENDA
12 JULY 2017**

7. BUSINESS ARISING FROM MINUTES

No Business Arising from Minutes

8. COMMITTEE REPORTS

No Receival of Committee Reports as Minutes

9. DEPUTATIONS/PRESENTATIONS

No Deputations/Presentations

10. EXECUTIVE OFFICE REPORTS

10.1 Queensland Urban Utilities (QUU) 2015-20 Corporate Plan

Date: 03 July 2017
Author: Vickie Wieland, EA to Chief Executive Officer
Responsible Officer: Ian Church, Chief Executive Officer

Summary:

Council has received a request from Queensland Urban Utilities (QUU) for Council to approve the QUU 2017-22 Corporate Plan in accordance with the Participation Agreement.

Officer's Recommendation:

THAT Council approve the draft 2017-22 Corporate Plan for Queensland Urban Utilities.

Report

1. Introduction

Lockyer Valley Regional Council maintains an ongoing shareholder relationship with QUU on strategic aspects of water and sewerage provision. This report is to seek Council approval for the Corporate Plan of QUU for which Council is a shareholder, and while Council is represented on the board and consulted with in regard to the key outcomes, the plan is presented for Council's consideration.

2. Background

In accordance with the *Central SEQ Distributor-Retailer Participation Agreement (s.14.1)*, Queensland Urban Utilities is required by to prepare a five-year Corporate Plan each year, which is to be approved by special majority of participants.

Queensland Urban Utilities' updated Corporate Plan ("the Plan") for 2017/18 to 2021/22 is attached for approval. The Plan provides the following information:

- Introductory information, including Chairman's message, overview of Queensland Urban Utilities, and challenges and opportunities considered;
- Strategic direction, represented through the strategic pillars;
- Financial forecasts; and
- Strategic risks.

3. Report

The Plan has been developed using a strategic planning framework endorsed by the Australian Institute of Company Directors. The framework commences with scanning of the internal and external strategic environment, which includes consideration of shareholders' aspirations gathered from strategic plans and related documents, and ongoing engagement with Shareholders.

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The strategic direction is developed in consultation with the Board, executive management and managers across Queensland Urban Utilities.

Queensland Urban Utilities' purpose and vision remain largely unchanged. The strategic pillars and strategic success measures, which provide focus to what Queensland Urban Utilities' needs to achieve and where it needs to improve, are also unchanged. The focus of each strategic pillar is summarised below:

- **Customers and Communities:** Stronger focus on improving customer and operational data to support increased engagement with customers and communities, as well as using digital to improve the services provided.
- **Shareholders and Strategic Stakeholders:** Working more closely with Shareholders and strategic stakeholders to deliver products and services that support customers and enhance communities.
- **Operational Excellence:** Continued improvement of the efficiency and effectiveness of day-to-day operations and infrastructure delivery. Building on core capabilities and growing innovation expertise to explore alternative ways to provide services and enhance the environment.
- **People:** Continued focus on building the preferred constructive culture and embedding safety as a personal commitment of all employees, as well as moving towards the future workforce required to support the strategic direction.

Key assumptions underpinning the Corporate Plan are described below:

- Growth is expected as per planning assumptions based on the latest State Government forecast.
- Consumption- per capita demand – is expected to remain stable at the 2016/17 level of 170 litres per person per day.
- From a pricing perspective, small increases above inflation are forecast over the next five years moving revenue to be in line with the maximum allowable within the regulatory framework.
- On the expenses side the majority of expenses are expected to increase in line with inflation and changes in usage. One exception to this is bulk water charges with price changes as per the price path advised by the State Government.

It is considered that the QUU financial forecasts are based on underlying economic and operational assumptions that are reasonable and that can be supported.

4. Policy and Legal Implications

There are limited policy and legal implications, and these are governed through the Central SEQ Distributor Retailer Participation Agreement and any future matters that arise will be addressed through Council and by the Board. It is considered that the Draft Corporate Plan is consistent with the legislative framework and the Participation Agreement.

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5. Financial and Resource Implications

There are no direct budget implications from this report, and the financial management aspects of the report address the key risks and challenges that will influence the ongoing financial sustainability of the entity.

It is considered that the QUU financial forecasts are based on underlying economic and operational assumptions that are reasonable and that can be supported.

The Corporate Plan forecasts consistent dividends for Shareholders over the 5 year period

6. Delegations/Authorisations

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

7. Communication and Engagement

The Finance team has met with QUU officers to better understand the approach taken and the underlying assumptions. Officers were consulted on the Draft Plan.

The Board and CEO will be advised in writing of Council's decision, which is required to be provided by 28 July 2017. Council will continue to support the Corporate Plan and publication from QUU in offices of Council and key shareholder and proud supporter of QUU.

8. Conclusion

That Council approve the QUU Corporate Plan and state an ongoing commitment to the partnership to delivering infrastructure that will cater to Lockyer Valley's planned growth. It is worth further noting the growth assumptions underlying their financial forecasts foreshadow better growth and development for Lockyer Valley beyond the next financial year.

9. Action/s

That Council advise Queensland Urban Utilities (QUU) that the Corporate Plan is approved in accordance with shareholder obligations under the participation agreement.

Attachments

1 [View](#) 2017-22 QUU Corporate Plan 32 Pages



2017-22 CORPORATE PLAN



ENRICH QUALITY OF LIFE



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A MESSAGE FROM OUR CHAIRMAN



As one of Australia's largest water and sewerage service providers, Queensland Urban Utilities understands that quality drinking water and adequate hygiene and sanitation facilities are essential to the health and wellbeing of our communities, hence our purpose: *Enrich quality of life.*

It is the expectation of our shareholders, customers, communities, and regulators that we will continue to provide essential services that are affordable, reliable, resilient, and sustainable for future generations.

We are committed to delivering on these expectations, which is why, in July 2015, we commenced a two-year journey to really understand the utility of the future – an organisation that considers future opportunities and possibilities and responds accordingly. We have just completed this comprehensive exercise, engaging with our employees, our shareholders, and thought-leaders in the industry and academia, and undertaking extensive research and analysis. We have now developed our view of the utility of the future.

Our view is based around five themes that form the foundation of a utility of the future:

- **Customer and community centricity**

Delivering products and services that provide social, economic and environmental value to the community, and heavily involve customers and communities in the decision-making process.

- **Environmental leadership**

Creating a vision for an environmentally sustainable future, and setting new standards that will outlast and outperform traditional regulatory regimes and paradigms.

- **Commercial viability and acumen**

Identifying and fostering synergistic commercial relationships to generate circular economies and create shared value.

- **Balancing risks and opportunity**

Embracing risk and opportunity, and having a flexible and nimble structure in order to adapt to and take advantage of disruption.

- **Our attributes and capability**

Having the right people, technology and assets to effectively connect, create and enrich.

Within the content of this document, these five themes have already started to emerge in our 2017-22 strategy, which will enable us to become a utility of the future. In 2022, we envisage this is how we will be recognised:

We are adding value for our customers

Through our advanced data analytics and ongoing engagement with our customers, we have a deeper understanding of how we add value. This enables us to anticipate their needs and provide products and services that provide positive experiences and enrich the quality of their lives.

We are partnering with our commercial customers

We have strong relationships with our commercial customers and are providing specialised products and services that deliver mutual value, support industries and contribute to a sustainable economy.

We are working with our regulators

We have stronger relationships with our regulators, and work together to create a regulatory environment that fosters water and sewerage services that are affordable, reliable and resilient, and sustainable for future generations.

We are recognised as an environmental leader

We partner with shareholders, developers, regulators and the community to deliver innovative environmental solutions that improve the liveability of our communities, support growth, and ultimately enrich quality of life.

We are using technology to improve the organisation

We embrace technology as a way to improve how we provide products and services that continue to meet the requirements of our customers and communities. We focus our investment in technology to:

- better understand our customers and communities and provide user-friendly products and services,

- manage our extensive water and sewerage networks to reduce costs, and predict and prevent issues that impact our customers and the environment, and
- improve our efficiency and make it easier for our employees deliver their work.

We are moving to the workforce of the future

We understand the workforce of the utility of the future and are continually working to develop and acquire that workforce.

If we are successful in delivering on our 2022 outcomes, we will be recognised as a forward-thinking organisation that continues to challenge itself, is partnering with other organisations to deliver innovative solutions, and is continually focused on enhancing the quality of life for its customers and communities.



Geoff Harley
Board Chairman

ABOUT THIS PLAN

This plan has been developed in accordance with the Central SEQ Distributor-Retailer Authority *Participation Agreement* between Queensland Urban Utilities and its shareholders, the councils of Brisbane, Ipswich, Lockyer Valley, Scenic Rim and Somerset.

This plan has been approved by our shareholders and adopted by our Board. The approval of this plan by our shareholders reinforces that our purpose and vision, and the enabling objectives outlined in our strategic pillars, support our shareholders' aspirations for the customers and communities we serve.

What does this plan provide?

This plan will provide you with:

- an understanding of our business,
- our purpose and vision,
- our strategic direction, expressed through the key strategic priorities in our strategic pillars,
- our financial forecasts, inclusive of our strategic priorities, that support our financial sustainability, and
- the risks we have identified and are managing to ensure our strategic priorities can be achieved.

How was the strategic direction developed?

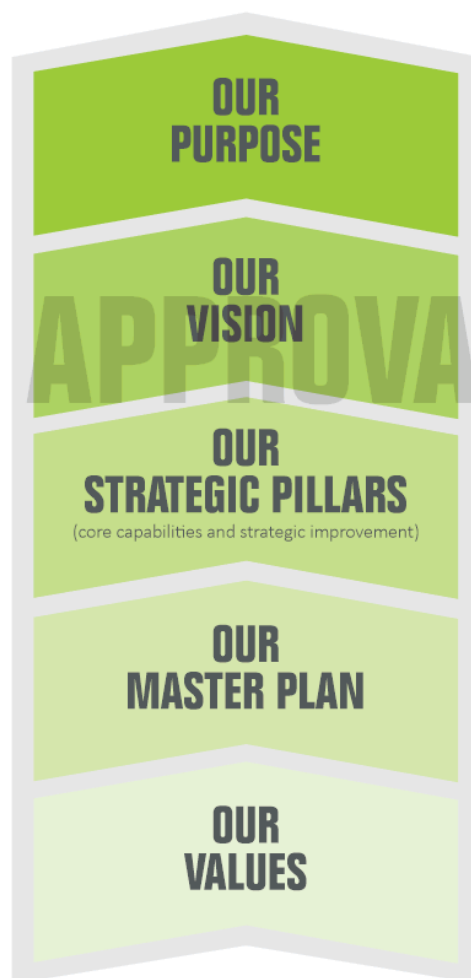
Our strategic direction is developed using an approach endorsed by the Australian Institute of Company Directors. In-depth internal (our strengths and weaknesses) and external (our opportunities and threats) research and analysis is completed to inform engagement between our management and Board on the where we want to be in five years, and where we need to strategically improve over that time to achieve our strategic objectives.

What has changed in the plan?

For 2017-22, there has been no significant change to our strategic direction from 2016-21. Our review of our strategic direction, informed by the utility of the future research we have been undertaking, shows we are currently on the right path to becoming a utility that will be recognised for excellence in water and sewerage services that meet the evolving needs of our customers and enhance our communities.

How do we use this plan?

In accordance with our strategic framework (below), our strategic direction outlined in this plan forms the basis for the development of our internal strategic action plans (our Master Plan), which provide direction to our teams and employees on what we must keep doing, and where we need to improve to achieve our purpose, to *enrich quality of life*.



OUR BUSINESS

Who we are

We are a statutory body established on 1 July 2010 under the *South East Queensland Water (Distribution and Retail Restructuring) Act 2009*, and a service provider under the *Water Supply (Safety and Reliability) Act 2008*.

Our shareholders are the councils of Brisbane, Ipswich, Lockyer Valley, Scenic Rim and Somerset, and we are governed by an independent Board.

What do we do

We are responsible for delivering drinking water, recycled water and sewerage services to over 1.4 million customers in South East Queensland.

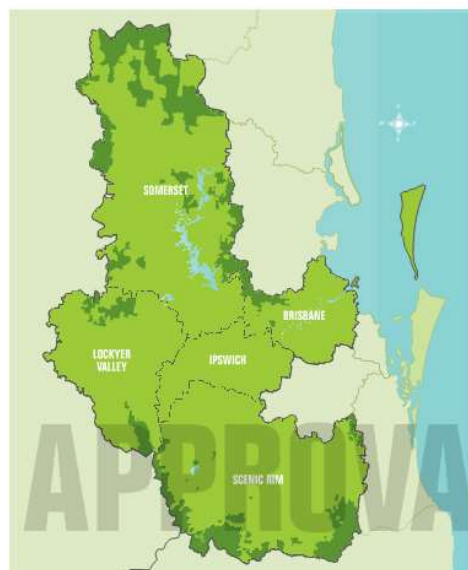
Our 14,384 square kilometre service area is made up of the five local government areas of our shareholders, and equates to around two-thirds of South East Queensland.

We operate in a unique environment where we serve the same customers and communities as our shareholders.

We provide our services through the management of over \$5 billion of assets, including:

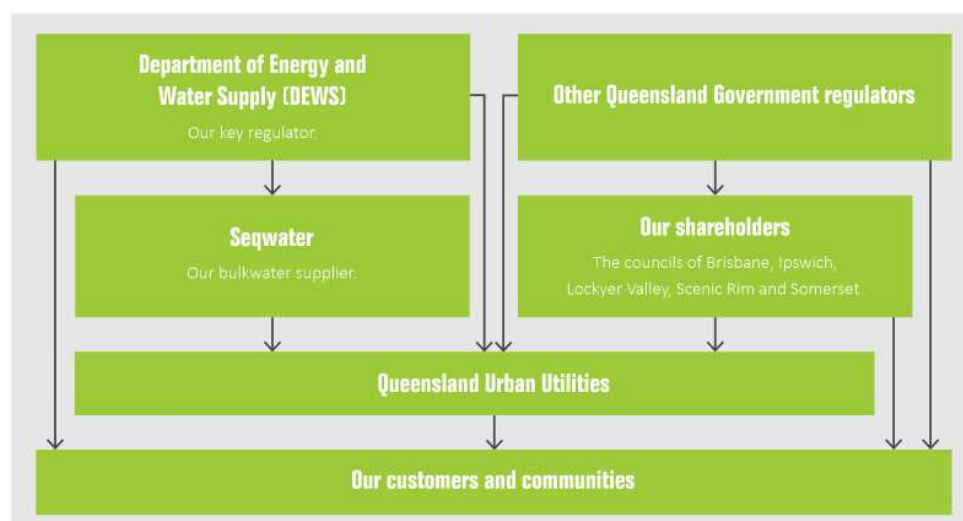
- over 18,000 kilometres of water and sewerage pipes,
- over 100 drinking water reservoirs,
- nearly 150 water pumping stations and water boosters,
- over 300 sewage pumping stations, and
- 27 sewage treatment plants.

We provide in excess of 140 billion litres of drinking water treated to health guidelines under the Australian Drinking Water Guidelines each year, and remove and treat over 110 billion litres of sewage.



Our key partners

Our key partners in the South East Queensland water and sewerage industry are shown below.



QUEENSLAND URBAN UTILITIES | 2017-22 CORPORATE PLAN | 7



OUR CHALLENGES AND OPPORTUNITIES

The water industry in South East Queensland has undergone significant change in the last 10 years. Triggered by the millennium drought from 1996 to 2010 where South East Queensland's water supply was at its lowest, it became clear that having water available when, where and how it is needed is necessary to protect our lifestyle, drive our economy, and make our regions strong and prosperous. Concisely, accessibility to water enriches our quality of life.

Major events outside of South East Queensland, like the impact the global financial crisis of 2007/08 had on available household expenditure, and the ongoing global debate about the role society and business has in enhancing the environment, have also created significant challenges and opportunities for the water and sewerage industry.

Further impacting the industry is the exponential increase in challenges and opportunities being provided by technology.

In planning for the next five years, we have identified key opportunities to embrace and challenges to overcome in order to provide the products and services our customers and communities will want and need in the future. These include:

- The expectation to play an active role in sustaining and improving the natural environment.

- Building the understanding of the community value of our water and sewerage services, and the value our infrastructure adds to the economy.
- Continuing to meet our customers' increasing expectations, due to the rapid uptake of technology. The dramatic shift to a digital lifestyle has increased our customers' expectations of products and services and the need for instant fulfilment.
- Maintaining and operating infrastructure to meet the increasing service expectations of our customers, and also to withstand the increasing severity of natural events, cognisant of the impact this can have on pricing.
- Balancing our commitment to maintain downward pressure on prices with our commitment to continue to invest in new and existing infrastructure, to support both economic growth and the growing needs of our customers and communities.



QUEENSLAND URBAN UTILITIES 2017-22 CORPORATE PLAN 9

OUR STRATEGIC DIRECTION

Our purpose and vision

Our purpose is to enrich quality of life.

Our vision is to be recognised for our excellence in water and sewerage services that meet the evolving needs of our customers and enhance our communities.

Our strategic pillars

Our strategic pillars enable us to focus our day-to-day activities and strategic priorities to ensure we are on track to achieve our purpose and vision.

We use our strategic pillars to determine what we want to achieve in the next five years. Based on our current core capabilities, we can then determine where we need to improve or transform through the development of new core capabilities to meet those outcomes.

We have set strategic success measures for each strategic pillar that reflect the outcomes we want to achieve. By setting annual targets for those strategic success measures, we are able to continually check that we are on track to achieve those outcomes.

OUR CORE CAPABILITIES + OUR STRATEGIC IMPROVEMENTS = OUR STRATEGIC SUCCESS MEASURES

Our strategic pillars are outlined in the following pages. If we successfully deliver the outcomes under each strategic pillar, we will be recognised as:

Customers and Communities	<ul style="list-style-type: none"> • having a strong understanding of our customers' current and future needs, • continually engaging with our customers and communities to make decisions about the services we provide, and • providing products and services in the way our customers want to receive them.
Shareholders and Strategic Stakeholders	<ul style="list-style-type: none"> • working with our shareholders to deliver services that foster vibrant communities and support local economies, and • working with our stakeholders to advance a water and sewerage industry that is sustainable and enriches quality of life.
Operational Excellence	<ul style="list-style-type: none"> • minimising costs while still maintaining the levels of service our customers expect, • innovative in the way that we develop better ways to deliver our services, • a preferred research and development partner, and • a leader in improving and sustaining our natural environment.
People	<ul style="list-style-type: none"> • an organisation whose employees embody our purpose and vision, • an employer that develops and advances its employees, and • an organisation that continues to adapt and stay ahead of the increasing change in the world in which we live.



OUR STRATEGIC DIRECTION

Customers and Communities

We are easy to deal with, understand our customers and communities, and deliver services that meet their evolving needs and enrich their quality of life.

Background

As a relatively young organisation, we are continually striving to better understand our diverse customer base. Since our formation in 2010, we have continued to undertake research and engage with our customers to gain deeper insights into what they expect from us. Our findings tell us our customers want us to:

- provide safe, reliable and resilient water and sewerage services,
- be customer-focused when we provide these services and when we interact with them,
- provide services that add value, and
- be transparent when we engage with them about the services we provide.

We have also successfully implemented an account management and engagement model for our commercial customer segments which has strengthened our understanding of our commercial customers, and provided the catalyst for stronger relationships to deliver shared value solutions that support industry and economic sustainability.

Our core capabilities

Our delivery of water and sewerage services is built on the following core capabilities.



Our strategic priorities

To evolve as a utility, we will build on our core capabilities to continue to meet the evolving needs of our customers and communities. To do so, we will focus on improving in the following areas.

Data analytics	Strategic engagement	Customer journeys	Segment management	Digital services
We will enhance the way we collect and analyse data from within and outside the organisation to improve our understanding of our customers and the services they receive, and inform decisions about the services we provide in the future.	We will engage with our customers and communities to help us make strategic decisions about the products and services we provide, and identify opportunities to enrich their quality of life.	We will enhance our current customer experience approach by focusing on individual transactions, to understanding and improving customers' experiences across all of their interactions with us.	We will continue to evolve our customer segments and how we manage them so we can build stronger relationships; and through those relationships, better understand and provide the products and services they require.	We will continue to use technology to enhance the products and services our customers receive and how they receive them, and to implement new products and services.

Strategic success measures

To ensure we are delivering against our strategic priorities and working towards achieving our purpose, we will track and report against the following key measures.

Brand index	A measure of our overall brand health based on customers' perceptions of our performance against our key brand drivers: value; transparency; customer focus; and reliability.	Score out of 100
Customer experience	A measure of our customers' satisfaction following a recent interaction with us. Interactions can include a call to the Contact Centre, engaging with workers in the field, or using our website.	Score out of 10
First call resolution	The effectiveness of our Contact Centre to resolve calls to our general enquiries number at the first point of contact.	% of calls
Water services reliability	A measure of the reliability of water services we provide to our customers every minute of every day. It measures the percentage of our customers who do not experience an unplanned interruption, or if they do, they are interrupted for less than five hours as per our agreed levels of service.	% of properties
Sewerage services reliability	A measure of the reliability of sewerage services we provide to our customers every minute of every day. It measures the percentage of our customers who do not experience an unplanned interruption to their sewerage service.	% of properties

For the above measures, we will regularly track our performance against the following annual targets to ensure we remain on track to achieve our purpose.

We will report our performance throughout the year to our shareholders, and on an annual basis to our customers, regulators and the public via our Annual Report.

Measure	2016/17 Target	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target
Brand index	>64	>65	>65	>66	>67	>67
Customer experience	>7.0	>7.1	>7.2	>7.3	>7.4	>7.5
First call resolution	>86%	>87%	>88%	>89%	>90%	>90%
Water services reliability	>93%	>93.5%	>94%	>94.5	>95%	>95%
Sewerage services reliability	>99.75%	>99.76%	>99.77%	>99.78%	>99.79%	>99.80%

OUR STRATEGIC DIRECTION

Shareholders and Strategic Stakeholders

We partner with our shareholders and strategic stakeholders to achieve mutually beneficial outcomes for our shared customers and communities.

Background

Queensland Urban Utilities was formed on 1 July 2010 following the amalgamation of the water and sewerage business units of our shareholders: the councils of Brisbane, Ipswich, Lockyer Valley, Scenic Rim and Somerset.

While our strategic stakeholders remained the same, our separation from the local councils changed the regulatory environment in which water and sewerage services were provided to customers in these council areas.

As a utility, we play a significant role in the sustainability and liveability of South East Queensland, so it is imperative that we collaborate with our shareholders and strategic stakeholders to achieve agreed outcomes that deliver shared value for our customers and communities.

Our core capabilities

Our relationship with our shareholders and strategic stakeholders is built on the following core capabilities.



Engaging with
shareholders and
regulators on
operational and
regulatory matters



Shareholder-approval
of our strategic plan



Transparent reporting
to shareholders and
regulators on our
performance

Our strategic priorities

To influence the water industry in South East Queensland to support the needs of customers and communities, we will build on our core capabilities and focus on improving in the following areas.

Strategic shareholder engagement

We will engage with our shareholders to ensure our strategic priorities align and are providing the best outcomes for the customers and communities that we support.

Strategic stakeholder engagement

We will engage with regulators to ensure our strategic priorities align, and influence the regulatory environment we operate in to ensure it supports our strategic priorities.

Partnering to deliver shared value

We will strengthen our partnerships with shareholders, regulators, customers and communities and other key stakeholders to deliver outcomes that have a measureable benefit to society and the environment.

Strategic success measures

To ensure we are delivering against our strategic priorities and working towards achieving our purpose, we will track and report against the following key measure.

Shareholder satisfaction

A measure of our shareholders' contentment with our overall performance as the provider of water and sewerage services to our shared customers and communities.

Score out of 100

For the above measures, we will regularly track our performance against the following annual target to ensure we remain on track to achieve our purpose.

We will report our performance throughout the year to our shareholders, and on an annual basis to our customers, regulators and the public via our Annual Report.

Measure	2016/17 Target	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target
Shareholder satisfaction	>80	>80	>82	Maintain a satisfaction score of >82		



QUEENSLAND URBAN UTILITIES 2017-22 CORPORATE PLAN 15

OUR STRATEGIC DIRECTION

Operational Excellence

Through innovation and a constant drive to work more effectively and efficiently, we provide services that meet the evolving needs of our customers and communities.

Background

Queensland Urban Utilities is built on a proud history of over 150 years of providing water and sewerage services to customers and communities. This experience and success provides us with a strong foundation to influence the transformation to an innovative water industry, and has enabled us to develop a strong global reputation of using innovation and research and development to advance scientific and technological improvements to deliver services that are efficient, effective and sustainable.

Our core capabilities

The way we perform our work is critical to ensuring we can meet the evolving needs of our customers and communities, and is built on the following core capabilities.



Prudent planning and investment in infrastructure and technology to support the evolving needs of our customers and communities



Compliance with economic, health and environmental regulation



Innovation and research and development partnerships supporting a sustainable water industry



Financial and economic management

Our strategic priorities

To continue to transform our water and sewerage services to be safer, more reliable and of greater value to our customers and communities, we will build on our core capabilities and focus on improving in the following areas.

Integrated infrastructure planning and service delivery

We will better align our infrastructure investment to ensure optimisation of long-term cost and performance. We will do so by aligning our long-term planning with the delivery of the right infrastructure at the right time and capital cost.

Alternative ways to provide services

We will work with shareholders, the development sector, regulators and customers to develop alternative ways to deliver water and sewerage services that are sustainable and improve the liveability of our communities.

Environmental leadership

In partnership with shareholders and strategic stakeholders, we will proactively identify and implement innovative environmental solutions that enhance our environment and contribute to the liveability of our communities.

Intelligent infrastructure and operations

We will invest in technology that improves how we monitor and control our extensive water and sewerage networks. This will allow us to predict network performance to improve reliability and reduce costs.

Efficiency and sustainability

We will continue to identify and implement improvements to processes, systems and data that will improve performance and reduce cost.

Strategic success measures

To ensure we are delivering against our strategic priorities and working towards achieving our purpose, we will track and report against the following key measures.

Operating cost	The costs, per property we service, that relate to our day-to-day delivery of water and sewerage services, including employee costs, insurances, electricity and rent. This excludes State Government bulk water costs passed through to customers.	\$ per property
Return on asset	Reflects the cost of investing in assets to provide services to our customers and communities.	%
Capital Infrastructure Program delivery	The delivery of infrastructure against the agreed budget for the financial year. We invest in new and improved infrastructure to support service growth, and to provide our customers with agreed levels of service.	% delivered against program
Greenhouse gas emissions	The total net emission, per property we service, of carbon dioxide and other gases into the environment as a result of our operations. This predominantly relates to electricity consumption and the treatment of sewage.	Tonnes Co2-e per 1000 properties
Water quality incidents	The number of times a water quality sample fails to meet the <i>Australian Drinking Water Quality Guidelines</i> , resulting in the immediate reporting of the incident to the regulator. For reference, each year, we complete over 100,000 water quality tests across our water network.	Number of incidents
R&D investment	The percentage of our net revenue that we invest in research and development to improve the way we deliver services.	% of net revenue

For the above measures, we will regularly track our performance against the following annual targets to ensure we remain on track to achieve our purpose.

We will report our performance throughout the year to our shareholders, and on an annual basis to our customers, regulators and the public via our Annual Report.

Measure	2016/17 Target	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target
Operating cost	<\$555	<\$578	<\$583	<\$598	<\$614	<\$626
Return on asset	>6.5%	>6.7%	>6.8%	>6.7%	>6.5%	>6.6%
Capital Infrastructure Program delivery	100% (+/-5%)	100% (+/-5%)	100% (+/-5%)	100% (+/-5%)	100% (+/-5%)	100% (+/-5%)
Greenhouse gas emissions	<206	<185	<181	<177	<174	<170
Water quality incidents	<16	<15	<14	<13	<12	<10
R&D investment (% net revenue)	>0.239%	>.339%	>.44%	>0.50%	>0.51%	>0.55%

OUR STRATEGIC DIRECTION

People

We embody a culture where our employees live our values, are engaged and enabled, and are driven to achieve our purpose and vision.

Background

Since our formation in 2010, we have worked towards our vision of being recognised for excellence in both service delivery and customer service. To achieve this vision, we have built on the operational and engineering skills of our foundation workforce, and invested further effort into improving our customer insights and commercial acumen. This broader focus has challenged the way we provide water and sewerage services to our customers and communities, and has provided a strong foundation to help us become a utility of the future.

Our core capabilities

Our employees are the key to us achieving our purpose, to *enrich quality of life*; therefore, they need to be purpose-driven, engaged, innovative, and enabled to respond to the evolving needs of our customers and communities. The development of our workforce is built on the following core capabilities.



Strategic planning framework, guiding the day-to-day focus of our employees



Certified safety management system



Leadership and culture frameworks, training and tools



Employee engagement and enablement



Skills development programs

Our strategic priorities

To develop our workforce to ensure we can meet the evolving needs of our customers and communities, we will focus on improving in the following areas.

Safety as a mindset

We will move from a compliance-based approach to one where safety is a personal commitment for every employee, and that commitment is supported by our safety systems.

Leadership and culture

Informed by the insights from our formal and informal employee feedback, we will focus our leadership and culture programs to target areas where transforming our culture will enable us to meet the evolving needs of our customers and communities.

Future workforce

We will understand and acquire the diversity and aptitude required – strongly influenced by innovation in technology – to ensure we have the future workforce to meet the evolving needs of our customers and communities.

Strategic success measures

To ensure we are delivering against our strategic priorities and working towards achieving our purpose, we will track and report against the following key measures.

Lost time injury frequency rate	The number of injuries, per 1,000,000 hours worked, resulting in lost time (at least one shift) divided by the number of hours worked during the financial year.	Rate
Total reportable injury frequency rate	The number of injuries, per 1,000,000 hours worked, incurred divided by the number of hours worked during the financial year. This number is then multiplied by 1,000,000 to make the statistic easier to interpret.	Rate
Employee engagement	Utilising the Hay's Employee Effectiveness Survey®, our employees measure how much we stimulate their enthusiasm for their work and direct it toward our success. It includes their commitment to Queensland Urban Utilities, and their willingness to 'go the extra mile' to help us succeed.	Score out of 100

For the above measures, we will regularly track our performance against the following annual targets to ensure we remain on track to achieve our purpose.

We will report our performance throughout the year to our shareholders, and on an annual basis to our customers, regulators and the public via our Annual Report.

Measure	2016/17 Target	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target
Lost time injury frequency rate	<2	<1	<1	<1	<1	<1
Total reportable injury frequency rate	<20	<15	<10	<10	<7.5	<7.5
Employee engagement	>61	>65	>70	>75	>75	>75





OUR FINANCIAL SUSTAINABILITY

Our assumptions

Our financial forecasts are based on a set of economic and operational assumptions. The forecasts are our best estimate at a point in time of what could occur in the future. These assumptions relate to the parameters for determining revenue and expense forecasts. Our 2017/18 budget provides the base from which the future financial forecast is ascertained.

Our key assumptions

Growth	Growth is expected as per planning assumptions based on the latest State Government forecast, moderated in light of prior growth experience.
Consumption	Per capita demand is expected to remain stable at the 2016/17 level of 170 litres per person per day. No change is expected in non-residential demand apart from the impact of growth.
Prices	Small increases above inflation are forecast over the next five years moving our revenue to be in line with the maximum allowable within our regulatory framework.
Expenses	<p>The majority of our expenses are expected to increase in line with inflation and changes in usage. The exceptions to this are:</p> <ul style="list-style-type: none"> • bulk water charges – price changes as per the price path as advised by the State Government, • operating costs including labour – indexation in line with inflation, and • corporate costs – no expansion in operating capacity.

Our key servicing statistics

The following table presents the resulting forecast of population serviced, properties serviced and volumes based on growth and consumption assumptions.

Statistic	Unit	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Serviced dwellings		596,000	602,100	611,600	621,300	631,100	641,300
Volume of water billed	ML	144,500	143,600	145,300	147,200	149,000	150,900
Volume of water purchased	ML	128,900	128,100	129,600	131,300	132,900	134,600



QUEENSLAND URBAN UTILITIES 2017-22 CORPORATE PLAN | 21

OUR FINANCIAL SUSTAINABILITY

Our infrastructure management

Our planning assumptions align with the State Government's *South East Queensland Regional Plan 2009–2031*, the purpose of which is to manage regional growth and change in the most sustainable way and to protect and enhance quality of life.

Of particular importance is population and housing projections and the guidance they provide for development in the region, which will inform our servicing strategies.

In our planning, we also consider the *South East Queensland Water Security Program* developed by the bulk water service provider, Seqwater. This program identifies the level of service objectives for water supply security and the future investments in bulk water infrastructure.

At a local level, we work with the planning schemes adopted by our five shareholders, the Economic Development Queensland business unit, and other State Government authorities. It is this information that provides us with the type, size, location, and timing of future development and growth. We adopt a strategic role to influence prudent capital planning and infrastructure delivery.

We plan our infrastructure delivery to ensure services are available at the right time and right place, to minimise price impacts on our customers.

We continue to monitor the needs of our customers and communities through regular consultation and engagement.

Our *Water Netserv Plan* provides an overview of our infrastructure planning and development for the next 20 years. It supports and reflects the land-use planning undertaken by the State Government and our five shareholders, and promotes greater transparency in our operations.

We provide strategic and specific input to state and local governments as they update their planning.

We manage our assets by using:

- contemporary approaches in whole-of-lifecycle asset management,
- efficient and effective capital investment through strategic procurement and 'just-in-time' delivery, and
- the Water Services Association of Australia asset management benchmarking, which gives:
 - proven "best value" effectiveness and efficiency to ratepayers/stakeholders,
 - asset performance levels and maintenance deployment aligned to service levels, and
 - an opportunity to leverage processes across all service areas.





Our approach to infrastructure planning, delivery and maintenance.



QUEENSLAND URBAN UTILITIES 2017-22 CORPORATE PLAN | 23

OUR FINANCIAL SUSTAINABILITY

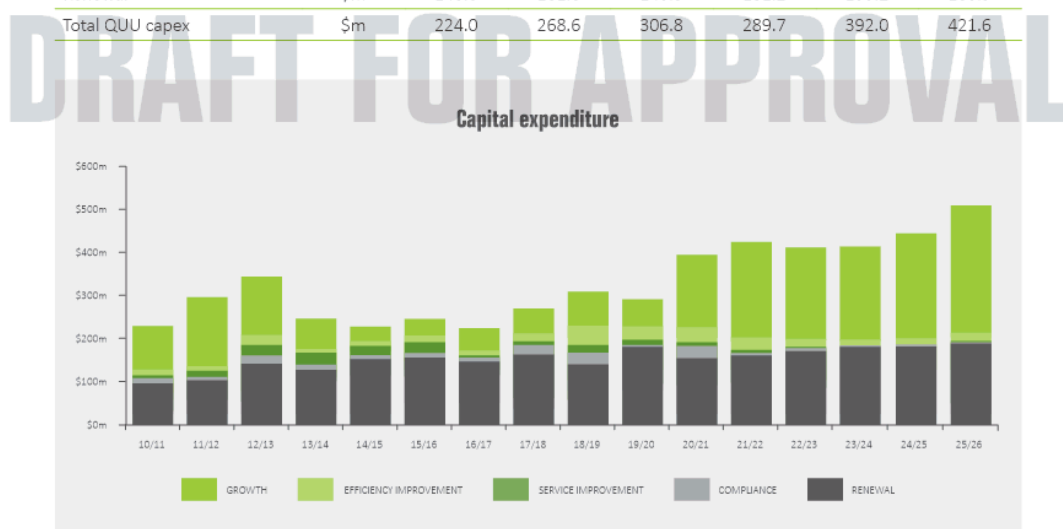
All dollar figures presented beyond this point are nominal, unless stated otherwise.

Our infrastructure delivery program

The following table presents the resulting forecast of population serviced, properties serviced and volumes based on the growth and demand assumptions outlined on page 21.

Total investment by QUU	Unit	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Capital program	\$m	224.0	268.6	306.8	289.7	392.0	421.6
Expense portion	\$m	16.2	24.5	16.9	19.6	23.8	22.9

Capital program by driver	Unit	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Growth	\$m	52.9	57.8	78.3	62.6	166.6	218.6
Efficiency improvement	\$m	11.3	17.1	43.9	31.8	36.2	29.7
Service improvement	\$m	4.6	8.0	17.5	10.7	4.8	5.6
Compliance	\$m	9.2	24.1	26.9	3.4	29.3	6.8
Renewal	\$m	146.0	161.6	140.3	181.2	155.2	160.9
Total QUU capex	\$m	224.0	268.6	306.8	289.7	392.0	421.6



Our forecasted financial statements

Income statement \$m	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Operating Revenue						
Utility charges	1,031.3	1,069.6	1,111.2	1,155.0	1,201.0	1,248.9
Bulk water	(393.0)	(404.5)	(419.6)	(435.7)	(452.0)	(469.0)
Developer charges	145.0	82.9	83.3	83.8	84.3	78.5
Donated assets	93.1	99.8	102.7	101.6	104.4	122.9
Interest revenue	4.4	2.6	2.6	2.6	-	-
Other recurrent revenue	25.7	27.1	27.1	27.1	28.4	29.6
Net revenue	906.6	877.4	907.4	934.4	966.0	1,011.0
Expenses						
Labour costs	100.2	103.4	108.0	110.4	114.8	119.3
Other operating costs	169.3	170.6	179.7	187.1	193.1	201.5
Capital program expensed	16.2	24.5	16.9	19.6	23.8	22.9
Total expenses	285.7	298.5	304.6	317.1	331.7	343.6
Earnings before interest, tax, depreciation & amortisation	620.9	578.9	602.8	617.3	634.3	667.4
Depreciation & loss on disposal	188.0	183.3	193.6	204.4	216.0	224.1
Earnings before interest and tax	432.8	395.6	409.2	412.9	418.3	443.3
Net borrowing costs	97.1	104.5	105.4	108.2	112.8	117.9
Operating profit before tax	335.8	291.0	303.9	304.7	305.5	325.4
Tax equivalents expense	100.7	87.3	91.2	91.4	91.6	97.6
Operating profit after tax	235.0	203.7	212.7	213.3	213.8	227.8

OUR FINANCIAL SUSTAINABILITY

Balance sheet \$m	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Current assets						
Cash	136.3	97.7	38.2	27.3	25.3	24.5
Receivables	24.3	25.4	26.2	27.0	28.2	29.3
Unbilled revenue	160.8	165.6	172.7	180.0	187.4	195.2
Accrued capital revenue	14.5	-	-	-	-	-
Other current assets	6.0	6.0	6.0	6.0	6.0	6.0
Total current assets	342.2	294.8	243.1	240.4	246.9	255.1
Non-current assets						
Infrastructure	5,403.7	5,564.3	5,762.9	5,929.1	6,186.2	6,487.7
Other non-infrastructure assets	22.3	22.3	22.3	22.3	22.3	22.3
Total assets	5,768.3	5,881.4	6,028.4	6,191.8	6,455.5	6,765.1
Current liabilities						
Payables and accruals	117.2	127.2	136.2	136.1	156.4	164.8
Tax liability	19.5	16.0	16.5	16.4	16.4	16.9
Provision for dividend	82.1	79.8	84.3	85.6	85.4	86.5
Other provisions	47.2	47.2	47.2	47.2	47.2	47.2
Total current liabilities	266.1	270.3	284.3	285.4	305.5	315.5
Non-current liabilities						
Debt – shareholders	43.2	43.2	43.2	43.2	43.2	43.2
Debt – other long-term	2,021.7	2,021.7	2,041.7	2,091.7	2,221.7	2,391.7
Other non-current liabilities	184.1	207.5	232.6	258.2	284.3	314.2
Total non-current liabilities	2,249.0	2,272.4	2,317.5	2,393.1	2,549.2	2,749.1
Total liabilities	2,515.1	2,542.7	2,601.7	2,678.5	2,854.7	3,064.6
Net assets	3,253.1	3,338.7	3,426.7	3,513.3	3,600.8	3,700.6
Equity and reserves						
Equity	2,538.8	2,538.8	2,538.8	2,538.8	2,538.8	2,538.8
Retained earnings	558.9	644.6	732.5	819.1	906.6	1,006.4
Revaluation reserve	155.4	155.4	155.4	155.4	155.4	155.4
Total Equity	3,253.1	3,338.7	3,426.7	3,513.3	3,600.8	3,700.6

Cash flow statement \$m	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Cash flows from operating activity						
Receipt from customers	1,064.9	1,090.8	1,129.3	1,172.9	1,219.5	1,268.3
Payments to suppliers and employees	(663.4)	(675.2)	(704.3)	(729.0)	(755.1)	(784.6)
Borrowing costs (net)	(99.4)	(102.0)	(102.8)	(105.6)	(113.6)	(122.1)
Tax equivalent payments	(92.5)	(67.5)	(65.6)	(65.8)	(65.6)	(67.2)
Net cash from/used by operations	209.6	246.2	256.7	272.4	285.3	294.5
Cash flows from investment activities						
Payments for capital program	(220.9)	(262.0)	(299.3)	(291.8)	(375.0)	(416.9)
Receipts from developers	139.0	97.4	83.3	83.8	84.3	78.5
Net cash from/used by investing activities	(81.9)	(164.6)	(216.0)	(207.9)	(290.7)	(338.3)
Cash flows from financing activities						
Movement in long-term debt	-	-	20.0	50.0	130.0	170.0
Dividend payments	(124.8)	(120.4)	(120.3)	(125.4)	(126.6)	(126.9)
Net cash from/used by investments	(124.8)	(120.4)	(100.3)	(75.4)	3.4	43.1
Net increase/(decrease) in cash	2.9	(38.8)	(59.5)	(10.9)	(2.0)	(0.8)
Cash at beginning of financial year	133.7	136.6	97.7	38.2	27.3	25.3
Cash at end of financial year	136.6	97.7	38.2	27.3	25.3	24.5

Transactions with owners \$m	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Equity injections	-	-	-	-	-	-
Maximum dividend	121.5	118.1	124.8	126.7	126.4	128.0
Dividends	121.5	118.1	124.8	126.7	126.4	128.0
Return payout ratio	100%	100%	100%	100%	100%	100%
Forecast tax liability	78.1	63.9	66.1	65.7	65.6	67.7
Land tax	2.6	2.7	2.8	2.8	2.9	3.0
Interest on long-term debt	2.1	2.1	2.1	2.2	2.2	2.2
Total return to shareholders	204.2	186.8	195.8	197.4	197.0	200.9

OUR FINANCIAL SUSTAINABILITY

Other key financial measures

Based on the management of our financial challenges and drivers, realisation of key assumptions and delivery of our capital investment, the following key financial measures are expected to be achieved.

Key Performance Measures	Unit	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Return on assets	%	6.5	6.7	6.8	6.7	6.5	6.6
Return on equity	%	6.8	6.1	6.2	6.1	5.9	6.2
EBIT interest cover	times	4.02x	3.79x	3.96x	3.99x	3.92x	3.82x
Funds from operations to net debt	%	11	12	12	12	12	12
Net debt to fixed assets	%	39.7	40.0	38.2	37.5	38.6	39.8

Shareholding rights on issue

The proportion of shareholding rights held by each shareholder at the operative date is set out in the table below.

Participant	Participation rights as at the operative date
Brisbane City Council	85.007%
Ipswich City Council	12.222%
Lockyer Valley Regional Council	0.903%
Scenic Rim Regional Council	1.042%
Somerset Regional Council	0.826%



OUR STRATEGIC RISKS

Our risk framework, developed and implemented in accordance with the *AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines*, enables a culture that continues to identify and respond to opportunities and threats, supporting an agile and sustainable business.

Our risks are managed at strategic, group and operational levels. They are also aligned to our strategic pillars, which enables all levels of the business to focus on achieving our purpose and vision.

Our strategic risks are the risks we have determined that could prevent us from achieving our purpose and vision. They are used to inform our strategic planning process, and are reviewed by management and approved by our Board every six months.

Our current strategic risks and key controls and mitigation strategies are set out below.

Strategic pillar	Strategic risks	Key controls and mitigation
Customer and communities We are easy to deal with, understand our customers and communities, and deliver services that meet their evolving needs and enrich their quality of life	<ul style="list-style-type: none"> • Failure to deliver water quality that meets operating service standards and public health requirements. • Failure to deliver quality services that are reliable, secure and financially viable and meet customer needs. • Failure to define the customer experience and support it with business processes that achieve customer expectations. • Loss of revenue streams from large commercial customers. 	<ul style="list-style-type: none"> • Approved risk-based water quality management system based on Australian Drinking Water Quality Guidelines. • Asset planning and management strategies aligned to customer service levels. • 24/7 infrastructure monitoring and response capability. • Incident, emergency and crisis management systems. • Customer Experience Strategy. • Brand Strategy. • Customer and Community Reference Group. • Customer Segmentation Strategy.
Shareholders and strategic stakeholders We partner with our shareholders and strategic stakeholders to achieve mutually beneficial outcomes for our shared customers and communities.	<ul style="list-style-type: none"> • Loss or impairment of shareholder trust or support. • Failure to establish and maintain collaborative stakeholder relationships. 	<ul style="list-style-type: none"> • Shareholder-approved Corporate Plan. • Ongoing reporting to shareholders on achievement of strategic objectives, service delivery and financial performance. • Ongoing engagement with shareholders and strategic stakeholders.

Strategic pillar	Strategic risks	Key controls and mitigation
Operational excellence Through innovation and a constant drive to work more effectively and efficiently, we provide services that meet the evolving needs of our customers and communities.	<ul style="list-style-type: none"> Asset planning and management strategies do not meet customer service standards, growth requirements and are not prudent and efficient. Failure to maintain financial sustainability. Failure to prevent and manage significant environmental impacts. Failure to implement adaptive solutions relating to the environmental resilience of our infrastructure and service delivery. Failure of internal controls leads to fraudulent or corrupt behaviour. Failure to develop strategies that enable us to meet the risks of new market entrants. IT security breach leads to extensive business interruptions and/or reputational impacts. ICT roadmap is not delivered on time and is not responsive to operational efficiencies, customer service improvements and strategic growth opportunities. Failure to adopt innovative ideas that meet the evolving needs of customers. 	<ul style="list-style-type: none"> Capital planning and investment program aligned to State and Local government requirements and customer service standards. Board committees for asset management, financial management and pricing, and audit and risk. Board and Executive governance of significant infrastructure and ICT investment decisions. Financial management practices manual aligned to <i>Financial Accountability Act 2009</i> and <i>Financial and Performance Management Standard 2009</i>. 24/7 infrastructure monitoring and response capability. Incident, emergency and crisis management systems. Environmental Management System. Internal audit and assurance programs. Queensland Audit Office audit program. Code of Conduct and Ethical Standards framework. Fraud and Corruption Control Plan. Public Interest Disclosure Program. ICT security framework and policies. ICT Strategic Vision and Roadmap. Innovation and Research and Development frameworks, aligned to corporate strategies.
People We embody a culture where our employees live our values, are engaged and enabled, and are driven to achieve our purpose and vision.	<ul style="list-style-type: none"> Failure to achieve a workplace that supports employee wellbeing. Failure to deliver a culture that achieves constructive behaviours. Failure to implement organisational change management effectively. 	<ul style="list-style-type: none"> Safety management system accredited to AS4801 and OHAS18001. Board committee for people and safety. Strategic Safety Committee and operational safety committees. Leadership framework and leadership development programs. Culture change program, informed by employee engagement and enablement surveys. Change Management Framework, aligned to strategic planning process.



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10.2 2018 Public Holiday

Date: 03 July 2017
Author: Vickie Wieland, EA to Chief Executive Officer
Responsible Officer: Ian Church, Chief Executive Officer
File No: Formal Papers

Summary:

Council has received correspondence from the Office of Industrial Relations, inviting Council to nominate a special holiday/s for the Lockyer Valley Regional Council area for the 2018 calendar year. Council is required to respond to the Office of Industrial Relations by 11 August 2017 if it wishes to request the appointment of a special holiday/s in 2018.

Officer's Recommendation:

THAT an application be lodged with the Office of Industrial Relations requesting a special holiday for the Lockyer Valley Regional Council area in 2018 for the purpose of a show holiday and nominating the Brisbane EKKA 'Country People's Day' on Monday 13 August 2018, in accordance with the traditional practice recognising the significant agricultural connection of the region.

Report

1. Introduction

Each year all local governments receives correspondence inviting Councils to nominate a special day as a public holiday for the local government area throughout the upcoming calendar year.

2. Background

The special holiday has traditionally been allocated for the attendance at the RNA Brisbane Exhibition. (Brisbane EKKA)

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. In 2017, 'Country People's Day' will fall on Monday, 13 August. Since the formation of Lockyer Valley Regional Council, the region has continued to host the local shows around the dates and weekends where these have traditionally fallen. At this time, 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.

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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

The CEO is to respond by completing and submitting the on-line form requesting the allocation of the public holiday for 2018. 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 EKKA. The holiday is to recognise the significant agricultural connection of the region.

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10.3 Councillor Portfolio Update

Date: 04 July 2017
Author: Erin Carkeet, Executive Support Officer - CEO & Councillors
Responsible Officer: Ian Church, Chief Executive Officer

Summary:

This report informs Council of the key portfolio focus areas identified during these meetings.

Officer's Recommendation:

THAT Council receive and note the Councillor Portfolio update report.

Report

1. Introduction

This report is to provide an update from Portfolio Councillors.

2. Background

Council determined the portfolio responsibility areas in order for Councillors to focus on their particular areas.

3. Report

Portfolio:

Mayor Cr Milligan: Communication; Promotion and Advocacy; Intergovernmental and Media Relations; Economic Development; Agribusiness; Tourism and Events; Community; Engagement and Disaster Management.

- Attend and officially open the Australian Lavender Growers Association conference
- Attend the Australia Lavender Growers dinner
- Meet with local ladies to discuss women's health in the region
- Discussion with community about council process / confidentiality
- Attend the LGAQ Qld Climate Resilient Councils
- Meeting to discuss the LOTH event this year
- Meet with the Laidley Walloon Quarter Horse and Performance Association
- Meet with Senator Malcolm Roberts and Jim Savage One Nation candidate
- Attend the Biggest Morning Tea at Withcott CWA
- Meeting with Federal and State Members regarding Inland Rail issues
- Meet with DON of Gatton Hospital about parking issues and future plans
- Attend the Premier's Qld Greats Dinner
- Visit the Warrill Park cemetery to view their business and setup
- Attend the debrief for Laidley Anzac Day service
- Meet onsite with Napier St resident regarding drainage issues

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- Attend the Bella luncheon at Lockyer District High School
- Attend the update by Customer Connections representative regarding council business / customer service
- Attend the Shop My Town event
- Deliver community member's 100th Birthday Card
- Attend the Laidley RSL Citizen Auxiliary
- Attend the Gatton RSL Anzac Day service debrief
- Attend the Gatton Heavy Horse Field Day debrief
- Meet with Senior Project Manager, Darling Downs and West Moreton PHN
- Attend community member's 100th Birthday Party
- Attend and co MC Trivia Night
- Attend the Gatton Cup
- Attend and speak at the Reflection and Hope Service
- Attend Crime Stoppers meeting
- Several media interviews
- Attend Council meetings
- Attendance at council workshops
- Meet with Legal Services team regarding a potential rental opportunity
- Meeting to discuss water in the region
- Attend a site visit at IGA Withcott regarding drainage
- Attend the Lockyer Youth Agency Network meeting
- Attend a meeting between West Moreton Hospital and Health and Laidley District State School to discuss Health Nurse opportunity
- Attend Lockyer Says no to Violence meeting
- Attend the Old Britannia Hotel networking evening
- Attend Withcott State School with the Litterbug
- Attend the LGAQ Local Government Horticultural Roundtable
- Attend community presentations by ARTC regarding Inland Rail x 2
- Meet with community member regarding issues on his property relating to rubbish
- Meet with QPS State Recovery Coordinator regarding affected properties Cyclone Debbie
- Attend the Lake Clarendon School / Lockyer High Robotics Obstacle Course
- Meet with Executive from ARTC
- Attend Mt Sylvia School
- Attend the Lockyer Valley Islamic Association Iftar dinner
- Attend the official opening of the Laidley Library and Customer Service Centre
- Attend the National General Assembly in Canberra
- Meeting with Advisors of Minister for Infrastructure and Transport, House of Reps and Federal Member regarding Inland Rail
- Meet with Community Consultant regarding community resilience whilst in Canberra
- Attend the LGAQ Qld Breakfast / briefing whilst in Canberra
- Attend the Laidley District State School Lionel Legends presentation
- Attend the Laidley Little Legends Playgroup
- Meet with ABC media
- Meet with Principal at Faith Lutheran College
- Attend the launch of Meditation cd at Lockyer Natural Therapies
- Attend the High Tea for Team J and J
- Attend a meeting with Chairman National Trunk Rail

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- Numerous meetings with CEO and staff
- Site visit with resident
- Morning tea for staff person birthday of significance
- Meet with community member to discuss water issue
- Attend and Chair the Adoption of the 2017/18 Budget
- Attend Councillor Tour
- Draw the Riding for Disabled raffle
- Draw the Shop Local promotion for State of Origin tickets
- Attend a meeting of water users at Quali Pac regarding Central Lockyer
- Attend the teleconference for the local working group for Commonwealth Games
- Attend the launch and speak at the Gatton Mural Project
- Attend the Backpackers bbq
- Attend Portfolio Meeting
- Attend the LGAQ Policy Executive meeting
- Meet with Disaster Management Manager
- Numerous community meetings / officer meetings

Deputy Mayor Cr Cook: *Recreation/Amenity Facilities: Sport and Recreation, Community Facilities, Health and Waste Management, Animal Management.*

- Meet with AFL Queensland to discuss the grant funding and options of facility upgrade/improvements.
- Meet with Ropehill community sports grounds representative.
- Meet with the Queensland climate resilient council and LGAQ.
- Meet with community representative to discuss having motorbike races at the Gatton Showgrounds.
- Attended meeting with federal member Scott Buchholz MP and state member Ian Rickuss MP.
- Attended Councillor Workshop
- Represented the Mayor at the funeral of Senior Constable Brett Forte.
- Attended Lockyer Valley Chamber of Commerce and Industry meeting.
- Meeting with Customer Connections representative for update on progress with planning the VOC surveys.
- Attended the 2nd anniversary celebrations for Shop My Town.
- Meet with resident at his flagstone Creek property regarding road issues.
- Meet with CEO and Manager of Executive Business Services to discuss council meeting agenda.
- Chaired the Ordinary Council Meeting in Mayor, Tanya Milligan's absence.
- Draw the Queensland Week promotion winners.
- Meet with several representatives from the ARTC regarding inland rail.
- Meet with representative from Tourism Darling Downs.
- Attended the official opening of the Laidley Library and Customer Service Centre.
- Attended the Laidley Recreational Reserve meeting.
- Attended the COC & Industry breakfast and presented council update on behalf of the Mayor.
- Meeting with Coordinator People Engagement and Culture, Cafe and Functions Manager and Manager Regional Development to discuss the Staging Post Cafe.
- Attended LVRC Audit and Risk Management Committee meeting.

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- Attended fundraiser for Local resident
- Meet with Martin Albrecht AC, Chairman of the National Trunk Rail.
- Meet with resident to discuss erosion issues in Mt Sylvia Creek
- Attended the Skilling Qld Cert II Graduation at Gatton Historical Village.
- Attended the Special Budget Meeting and Councillor Tour.
- Attend Ordinary Council Meeting.
- Meet with Rosehill Sports Ground Committee to discuss master planning.
- Meet with residents regarding Kookaburra Ridge Development.
- Attend the opening of Warrego Art Group (U3A) at the LV Art Gallery.

Cr Wilson: *Business Systems and Processes; Corporate Plans and Performance; Finance; Information, Communication and Technology (ICT).*

- 2/6 - Meeting with LGAQ regarding QLD climate resilient councils.
- 5/6 - Interview with Shop My Town regarding inland rail.
- 5/6 - Meeting with local State & Federal members of Government regarding inland rail.
- 6/6 - Council Workshop.
- 7/6 - Lockyer Chamber of Commerce & Industry Meeting.
- 8/6 - Meeting with consultant from Customer Connection in relation to Phone Fox
- 8/6 - Attended Shop My Town's 2nd Anniversary Function.
- 9/6 - Meeting with the Senior Project Manager of Darling Downs & West Moreton PHN.
- 10/6 - Attended Faith Lutheran College Sports Finals Day.
- 12/6 - Meeting with a resident regarding Laidley Flooding issues.
- 13/6 - Laidley business showcase at the Old Britannia.
- 14/6 - Council Meeting.
- 14/6 - Council Workshop.
- 14/6 - ARTC inland rail 3D presentation.
- 16/6 - Meeting with representative from ARTC.
- 17/6 - Laidley Library Opening.
- 20/6 - Plainland networking meeting at Schulte's.
- 21/6 - Lockyer Chamber of Commerce breakfast.
- 21/6 - Staging Post working group meeting.
- 21/6 - Audit & Risk Committee meeting.
- 23/6 - Meeting with representative from National Trunk Rail.
- 24/6 - Attended Chrome & Clutter festival in Laidley.
- 25/6 - Attended Chrome & Clutter festival in Laidley.
- 27/6 - Council Meeting - Budget Meeting.
- 27/6 - Council Tour.
- 27/6 - Council Meeting.
- 29/6 - Attended First Coat Lockyer Launch.
- 30/6 - Meeting with residents at Raymont & Jahn Drive

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Cr McDonald: *Environment: Environmental Management, Weed/Pest Management, Waterways, Natural Resource Management.*

- 1 June 2017 - The Coordinator Environmental Planning met with representatives of Healthy Land & Water and the Council of Mayors SEQ secretariat to discuss future works at Mulgowie. Subsequently, the Coordinator Environmental Planning met with representatives of Ipswich City Council, Logan City Council and COMSEQ to discuss interim governance structures for delivering Resilient Rivers projects. It was agreed that responsibility for managing the delivery of projects would be devolved to individual local governments.
- 1 June 2017 - The Coordinator Environmental Planning met with irrigators from the Central Lockyer area to discuss developments in the changes to water allocations. The meeting agreed that the group's representatives would continue discussions with the relevant state departments and Ministers to seek a final position. It was also noted that the Central Lockyer irrigators would need to meet with irrigators from other areas in the Lockyer to discuss the outcomes of the discussions.
- 2 June 2017 - The Coordinator Environmental Planning and the Senior Environmental Planner attended a briefing by the LGAQ for the Councillors on the risks and responsibilities of local governments in response to climate change.
- 7 June 2017 - The Coordinator Environmental Planning and the Senior Environmental Planner attended fire ant training convened by Biosecurity Queensland. A total of 28 Officers across Council attended, to assist in raising awareness. Further activities are being planned in conjunction with Biosecurity Queensland to increase community awareness.
- 9 June 2017 - Senior Environmental Planner and Pest Management Officer met with Manager Marketing, Communication and Engagement to discuss the Weed Awareness Programme and the 'Weed of the Week' for Valley Voice. Fireweed will be the first 'Weed of the Week', and will be profiled in Valley Voice following the budget weeks, alongside a short article on services that Council offers to the community to assist with weed control. In particular, this will cover the new Herbicide Subsidy program, which will commence 1 July 2017 and will cover nine terrestrial restricted weeds and three aquatic weeds.
- 13 June 2017 - The first round of wild dog, fox and pig baiting for 2017 commenced in June. This was a consequence of staff resources and commitment to the Rabbit Survey in early 2017. Manufactured baits were trialled, with an extended campaign of three months. The Community was extremely grateful to have the baiting program back up and running and were very keen to trial the new extended baiting program with the manufactured baits under their control. Approximately 1,200 manufactured Feral Fox, Dog and Pig Baits were distributed to participating Community members in total. Council will continue to utilise both wet and manufactured baits and as the introduction of new legislation comes into effect 1 July 2017, an update to the Council Pest webpage will be implemented.
 - 13 June – bait distribution at Gatton and Withcott.
 - 15 June – bait distribution at Mulgowie and Junction View.
- 14 June 2017 - Senior Environmental Planner attended SEQ Regional Pest Management Sub-Committee meeting at COMSEQ. Key discussion points included:
 - Precept paid by Local Governments and changes to the payment formulae. LVRC's payment is likely to decrease, but this is yet to be confirmed.
 - Expressions of Interest for research on on-ground projects. Priorities identified for SEQ were cats claw creeper and feral deer. Projects are to be scoped to for

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further consideration. A community behaviour change campaign for increased awareness of the General biosecurity obligation has been scoped.

- 14 June 2017 - Coordinator Environmental Planning and Environment Officer attended planned vegetation modification work at the Laidley flying-fox roost. The flying-foxes left the roost at 6:15 pm and work commenced immediately and was completed at precisely 9:00 pm. There were no complaints from neighbours, no incidents or accidents and no flying-foxes harmed.
- 16 June 2017 - Senior Environmental Planner and Pest Management Officer attended the Toowoomba Region Biosecurity Advisory Committee Meeting. Key discussion points included:
 - Existing and emerging pests (Ferrets, Karoo Thorn, Bunny Ears at local markets, rabbits, wild dogs)
 - Fire ant awareness
 - Biosecurity Plan development – TRC is suggesting a collaborative approach with adjacent councils, to develop a risk assessment process
- 19 June 2017 - The new Environment and Pest business unit became effective.
- 21 June 2017 - The Environment & Pest Unit took control of the Weed Spray Utility after a final hand over meeting on the same day and spraying commenced Tuesday 27 June.
- 27 June 2017 - Coordinator Environment and Pest worked with the Senior Engineer Water and Projects and Council of Mayors SEQ's Coordinator Waterways and Environment to further develop the RRI project concepts, which are proposed for commencement in FY17-18.
- A new Community Spray Trailer is currently being built in the workshop. This will help meet demand for loan equipment, particularly since the demand is expected to increase with the Weed Awareness Programme and expanded Herbicide Subsidy Scheme.
- The new quick spray unit for the additional pest vehicle has arrived. The old quick spray unit is being serviced and modified to be installed on the current pest vehicle so all pest vehicles will have the ability to treat restricted matter.
- The first round of DTMR flyers has been mailed out and a total of 1100 will be forwarded to residents on Council serviced main roads within the Lockyer Valley, advising of upcoming spraying and obtaining information on 'organic businesses' along these roads, as well as people suffering specific health conditions with herbicides.

Cr Holstein: Roads and Drainage, Parks and Gardens, Transport and Active Transport, Asset Management and Disaster Management.

- Meeting with Executive Manager Infrastructure Works and Services, Parks Advisor and Geneng regarding proposed fatigue management facility in Withcott
- Attend Regional Development Australia Ipswich & West Moreton Committee meeting in Ipswich
- Attend Qld Climate Change presentation
- Australia's Biggest Morning Tea event Withcott
- Attend First Food Sunday event at Grantham Butter Factory
- Meeting with Federal member Scott Buchholz and Ian Rickuss regarding ARTC Inland Rail proposal
- Attend funeral

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- Attend Ipswich crematorium inspection with Mayor, Parks Advisor and Acting Parks Foreman
- Site meeting with Mayor and residents in Laidley regarding flood issues
- Attend meeting with Customer Connections representative regarding Planning and Customer Service
- Attend Shop My Town 2nd Anniversary event in Gatton
- Attend Withcott Rural Fire Brigade meeting
- Site visit with Executive Manager Infrastructure Works and Services to Wallers Road Ringwood to meet resident regarding road issue
- Site visit with Executive Manager Infrastructure Works and Services to Flagstone Creek Road to meet residents regarding creek crossing issues
- Site visit with Executive Manager Infrastructure Works and Services to Dry Gully Road to meet with resident regarding road issues
- Attend meeting with Mayor, Councillors and Darling Downs West Moreton PHN regarding Lockyer Valley health services
- Attend Community Reflection & Hope Service, Gatton
- Attend Crime Stoppers meeting
- Email Spring Bluff photos to web site developer
- Attend Business Showcase at Britannia Hotel Laidley
- Council meeting
- Council workshop
- Attend Murphys Creek Progress Association meeting
- Attend Spring Bluff committee meeting and site inspection at Spring Bluff
- Attend RADF committee meeting, Gatton Library
- Attend pre briefing on ARTC project
- Attend meeting with ARTC representatives
- Attend official opening of Laidley Library and Customer Service Centre
- Assist in set up of art works for Foothills Art Exhibition
- Conduct official opening of Foothills Art Exhibition
- Attend Foothills Festival
- Attend Helidon resident funeral
- Site visit to resident property in Withcott regarding creek issues
- Attend Lake Apex Community Advisory Committee meeting
- Attend Plainland Business Networking event
- Attend Lockyer Chamber of Commerce business breakfast
- Attend Lockyer Valley Traffic Safety meeting
- Attend meeting with Mayor, Councillors and Chairman National Trunk Rail
- Meet with Gatton Star representative regarding Withcott Lions Club
- Attend Chrome & Clutter event in Laidley
- Budget Adoption meeting
- Councillor tour
- Attend meeting at Upper Flagstone Rural Fire Brigade with Scenic Drive residents, Disaster Management Coordinator and Disaster Management Program Officer regarding fire risk
- Attend Helidon Progress Association meeting
- Council meeting
- Attend resident funeral Helidon
- Revamp Helidon Heritage Festival form for progress committee

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- Attend Portfolio meeting with Manager Infrastructure Support Services
- Attend National Victims of Crime Memorial in remembrance of SC Brett Forte
- Attend meeting with residents Raymont Drive, Glenore Grove regarding traffic safety issues
- Attend Art exhibition opening at Lockyer Valley Art Gallery for Warrego Art Group

Cr McLean: *Planning and Building Services, Planning Scheme, Townships and Villages, Cultural Heritage and Streetscape, Regional Planning.*

- SEQRPC meeting, representing the Mayor
- Qld Climate Resilient Councils and LGAQ meeting
- Meeting with Scott Buchholz MP and State Member Ian Rickuss MP
- Councillor Workshop
- Smithfield Rd Inspection
- Meeting with Customer Connections representative on progress of customer service initiatives
- Meeting with General Manager Operations for the Darling Downs and West Moreton PHN
- Planning portfolio catch-up
- Business showcase at the Britannia Hotel
- Ordinary Council Meeting
- Council workshop
- Spring Bluff Committee meeting
- Meeting with ARTC
- Laidley Library opening
- Meeting concerning form 19 flood assessment
- Gatton Historical Society meeting
- Lockyer Valley Tourism meeting
- Lockyer Chamber of Commerce Breakfast
- Das Neumann Haus meeting
- Meeting with representative from NTR
- Special Council Meeting - Budget
- Councillor Tour
- Council meeting
- Interview with ABC radio
- Council Workshop

Cr Hagan: *Community Development: Arts and Culture, Youth and Disability/Multicultural, Public Safety, Customer Service and Community Services.*

Youth and Disability / Multicultural

- I attended the Lockyer Valley 'Community Cafe Conversations' for the Multicultural association. - Senior Citizen Association, Gatton.
- I attended the Launch of the NDIS for the four council areas, opened by Scott Buchholz MP at Carers Queensland, Ipswich.
- I attended the Lockyer Youth Agency Network meeting- Gatton Shire Hall.
- I attended a meeting with the Mayor, Laidley District State School representatives and the West Moreton Health and Hospital Services Coordinator of Operations to discuss

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the implementation of a health care nurse based at Laidley State School one day per Month.

- I attended the Lockyer Valley Service Providers Interagency meeting- Gatton Shire Hall.
- I attended with the Mayor the Mt Sylvia state schools reward ceremony and watched the Mayor and Principal Mark Thompson get wrapped in toilet paper.
- Attended the Lockyer Valley Islamic Association Annual 'Iftar' Dinner at the Gatton Shire Hall.
- Travelled to Withcott, Helidon, Forest Hill and Lower Tent Hill State schools with a representative from the 'Event Group Toowoomba' and a representative from 'Orica' to present cheques for the support given during the 'Ride the Range' event.
- Attended the backpackers welcome BBQ in Centenary Park.

Arts and Culture

- I attended the RADF Committee meeting at the Gatton Library.
- I attended the opening of the 'Warrego Art Group' exhibition at the Lockyer Valley Art Gallery.
- I attended the Official Opening of the Laidley Library and Customer Service Centre.
- Attended the 'First Coat Lockyer' Gatton CBD Mural art Project Festival Launch.

Organisations and Committees Representation

- Attended the Raynuha Sinnathanby breakfast at Porters Hotel Plainland
- Meeting with AFL QLD to discuss the grant funding and options of facility upgrades and improvements for Cahill Park.
- Meeting with QLD Climate Resilient Councils and LGAQ with the Mayor, Councillors, CEO and ELT. To discuss ramifications associated with climate change.
- Announced the Reflection & Hope Service at Laidley, Glenore Grove and Gatton Catholic Churches.
- Attended the 'First Sunday of Food' at Grantham Butter Factory.
- Meeting with the Mayor and Councillors and Federal Member Scott Buchholz and State Member Ian Rickuss to discuss 'inland rail' options.
- Attended the Forest Hill Community development Association meeting- School of Arts Hall Forest Hill.
- Attended the Lockyer Chamber of Commerce meeting - Gatton RSL
- Meeting with the Mayor and Councillors and Customer Connections representative for an update on the progress with Planning VOC surveys, Phone fox and Customer Service initiatives.
- I attended the Laidley Spring Festival planning meeting, - Neilsen's place.
- I attended the Gatton Heavy Horse Field day debrief meeting.
- Meeting with the Mayor and Councillors and Senior Project Manager for the Darling Downs and West Moreton PHN.
- Attended the combined Churches 'Reflection and Hope Service' - Gatton Shire Hall.
- Meeting with the Mayor, the Special Projects Manager and the Coordinator Environmental Planning to discuss irrigators water issues.
- Attended the 'Business Showcase' at the Old Britannia Hotel in Laidley.
- Attended the Pre-briefing meeting on ARTC with the Mayor and Councillors.
- Meeting with the Mayor, Councillors and the ARTC Executive and Chairman to express Council's concerns regarding the ARTCs proposed route.
- Attended the Lake Apex Community Advisory Committee (LACAC) meeting.

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- Attended the Plainland Networking meeting at Schulte's Warrego Highway Plainland.
 - I attended the Lockyer Chamber of Commerce & Industry business breakfast- Gatton RSL.
 - Attended a meeting with the Mayor, Councillors, CEO and representative from 'National Trunk Rail' to discuss an alternate inland rail solution.
 - Meeting with the Mayor, CEO, Special Projects Manager, two community members, Somerset Mayor, CEO and Director Planning & Development to discuss current water issues.
 - Attended the Special Council meeting - Budget.
 - Attended the Lockyer Community Centre meeting.
 - Attended Helidon Progress Association Meeting including discussions around the Helidon Heritage Fair.
 - Attended a meeting of the 'Central Lockyer Technical Panel' around water issues specific to the Central Lockyer and the Moreton Vale pipe line.
 - Teleconference call with the Local working group and representative from 'GOLDOC' to discuss Baton relay and Community events for Commonwealth Games.
 - Attended the 'Laidley Group' rural fire brigade meeting at Hatton Vale.
 - Meeting with residents of Raymond Drive, Glenore Grove to discuss issues relating to the Kookaburra Ridge Development.
 - Attended Council meetings, workshops and tours.

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10.4 Proposed Lease of Lot 307 on CPG34211 - Application of Section 236 (1)(e) Local Government Regulation Exception

Date: 05 July 2017
Author: Julie Millard, Property Officer
Responsible Officer: Ian Church, Chief Executive Officer

Summary:

The purpose of this Report is to consider the application of the exception from tendering for the disposal of Lot 307 on CP G34211 situated at 1332 Gatton Helidon Road, Grantham contained in Section 236(1)(e) of the *Local Government Regulation 2012* to enable a lease for the land to be entered into with the proposed Lessee.

Officer's Recommendation:

THAT with respect to the future use of Lot 307 on G34211, Council resolve to apply the exception contained in Section 236(1)(e) of the *Local Government Regulation 2012* in order for a lease to be entered into with the proposed Lessee;

And further;

THAT Council delegate authority to the Chief Executive Officer to negotiate a lease with the proposed Lessee on terms satisfactory to Council.

Report

1. Introduction

The purpose of this Report is to comply with Council's statutory obligations and obtain Council's resolution to apply the exception from tendering contained in Section 236(1)(e) of the *Local Government Regulation 2012* to enable a grazing lease to be offered in respect of Lot 307 on G34211 situated at 1332 Gatton Helidon Road, Grantham (Land).

2. Background

In April 2015, Council offered numerous land swap blocks for lease by way of public tender, which included Lot 307 on CP G34211. Tenders were received, and Council offered a lease over the Land for a term of 5 years plus a 5 year option to the successful tenderer who owned adjoining land described as Lot 1 on RP155296. The lease was never finalized and the tenderer has advised that he no longer wishes to lease the land.

In April 2017, Council was contacted by the owners of Lot 305 on G34211 situated at 1338 Gatton Helidon Road, Grantham (proposed Lessee) who wished to lease the Land for horse grazing purposes. The proposed Lessee currently also leases Lot 304 on CP G34211, which adjoins their land, for horse grazing purposes.

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3. Report

The land is zoned as Rural Agricultural and consists of approximately 4,685m². The Land was acquired as part of the Land Swap program and due to the flood hazard to the Land its use is limited.

An Aerial Plan showing the location of the Land is **attached** to this Report.

The proposed Lessee has offered to lease the Land for the term previously offered by tender and pay an annual rental of \$500.00 (plus GST) per annum. The rent will be reviewed annually to changes in the CPI index.

Council's Pest Management and Compliance Officer has inspected the Land and advised that it is subject to a Parthenium infestation, which will be treated by Council before the lease commences. Once the lease commences it will be the responsibility of the proposed Lessee to control all weeds.

The proposed Lessee will also be responsible for the construction and maintenance of appropriate fencing and obtaining necessary insurances for use of the Land.

The Recommendation in this Report has been made to enable Council to obtain a return for the land and transfer responsibility for the maintenance and weed management of the Land to the Lessee.

4. Policy and Legal Implications

The proposed lease terms and use of the Land meets the tender specifications and as such complies with all statutory requirements for a lease to be offered following the application of the exception contained in Section 236(1)(e). This exception applies to allow Council to dispose of land by the grant of a lease without undertaking another tender process if the land has been previously offered for lease by tender but a lease has not been entered into.

5. Financial and Resource Implications

The proposed rent for the lease term is specified in the body of the Report.

All costs associated with the preparation and registration of the Lease will be the proposed Lessee's responsibility. These costs are expected to be minimal as a survey plan is not required as the whole of the Land is being leased and the Lease will be prepared internally by Council's Property Officer.

If the Recommendation is accepted, Council will no longer need to allocate resources to the future maintenance and weed management of the Land.

6. Delegations/Authorisations

The Recommendation includes a delegation of authority to the Chief Executive Officer to negotiate a lease with the proposed Lessee on terms satisfactory to Council. These negotiations, and the lease preparation, will be coordinated through the Legal Services team.

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7. Communication and Engagement

The Chief Executive Officer, through the Legal Services and Property team, will be responsible for communicating with all relevant parties to finalise a lease over the Land.

8. Conclusion

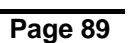
The Recommendation made in this Report will enable a lease to be entered into with the proposed Lessee for the purpose of horse grazing, which effectively removes Council's responsibility for the maintenance of the land and provide some financial return to Council.

9. Action/s

1. Advise proposed Lessee of Council's resolution.
2. Prepare and finalise lease.

Attachments

1 [View](#) Aerial Plan 1 Page





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11. ORGANISATIONAL DEVELOPMENT AND PLANNING REPORTS

11.1 Request for Negotiated Decision Notice in relation to the Application for Development Permit for Material Change of Use of Premises for Rural Service Industry, located at 88 Carpendale Road, Carpendale described as Lot 18 SP230861

Date: 05 July 2017

Author: Prudence Earle, Planning Officer

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

Summary:

The applicant is seeking a negotiated decision to change the approved plans of development and Condition 25 for Material Change of Use of premises for a Rural Service Industry at 88 Carpendale Road, Carpendale described as Lot 18 SP 230861. This report provides a summary of the requested changes and the circumstances in recommending approval for the negotiated decision request.

Officer's Recommendation:

THAT a negotiated decision notice is issued for Development Permit for Material Change of Use of premises for Rural Service Industry on Lot 18 SP 230861 located at 88 Carpendale Road, Carpendale described as Lot 18 SP 230861, and the requested changes to the conditions be agreed to as follows:

- 1. Undertake the development generally in accordance with the approved plans and documents referred to below, subject to the conditions and any notations by Council on the plans:**

Drawing / Report Title	Prepared By	Date	Reference Number	Version / Issue
Site Plan – Pedestrian Access	Harrison Infrastructure Group	Nov 16	TWB-118A-02	A -B
South Elevation – Existing Building and Proposed Extension	Harrison Infrastructure Group	4/11/16	TWB-118A-04	A -B
East and West Elevation – Existing Shed and Stage 2 Shed	Harrison Infrastructure Group	4/11/16	TWB-118A-05	A -B
North Elevation – Existing Building and Extensions	Harrison Infrastructure Group	4/11/16	TWB-118A-06	A -B
Final Building Floor Plan – Existing Building	Harrison Infrastructure Group	11/4/16	TWB-118A-07	A -B
Final Building Floor Plan – Stage 1 Building	Harrison Infrastructure Group	4/11/16	TWB-118A-08	A
Final Building Floor Plan – Stage 2 Building	Harrison Infrastructure Group	4/11/16	TWB-118A-09	A
Stormwater Management Plan	Harrison Infrastructure Group	25/10/2016	TWB-118A	A
Title Sheet	Verde Design Group	09/11/2016	LD-CD000	A
Master Legends & Schedules	Verde Design Group	09/11/2016	LD-CD001	A
Planting Plan	Verde Design Group	09/11/2016	LD-CD500	A
Planting Plan	Verde Design Group	09/11/2016	LD-CD501	A

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Planting Setout Plan	Verde Design Group	09/11/2016	LD-CD600	A
Planting Setout Plan	Verde Design Group	09/11/2016	LD-CD601	A
Landscape Details	Verde Design Group	09/11/16	LDCD900	A
Landscape Details	Verde Design	09/11/16	LDCD901	A

Landscaping Works

25. The development site must be landscape in accordance with the approved plans, in addition, control and remove all declared, restricted and invasive plants under the Biosecurity Act 2014.

Report

1. Introduction

A Development Permit for Material Change of Use of premises for a Rural Service Industry at 88 Carpendale Road, Carpendale described as Lot 18 SP 230861 was decided at Council meeting 8 March 2017. The application had properly made submissions and could not be decided by officers. The applicant is seeking a negotiated decision to change the approved plans of development and Condition 25. This report provides a summary of the requested changes and the circumstances in recommending approval for the negotiated decision request.

The request has been assessed in accordance with the requirements of the *Sustainable Planning Act 2009* and is recommended that Council agrees to the request with changes to the conditions as stated in the officer's recommendation.

2. Proposed Change

The applicant is seeking changes to the approved plans of development to include the following amendments:

- Relocation of tanks to suit changes to pedestrian path.
- Roof over car parking spaces near the main entry.
- Removal of office from north east corner.
- Minor changes to the staging details.

The applicant is seeking further changes to Condition 25 to reduce the amount of screen vegetation along the front boundary.

3. Assessment

The proposed changes to the plans of development while largely minor may be considered not generally in accordance with the approval and therefore the applicant has requested these to be changed as part of the applicant appeal period. The changes proposed reduce the overall site coverage of the use and will reduce the demand units in infrastructure charging. Council officers have no concerns regarding the proposed changed plans of development.

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The applicant has request that Condition 25 be altered to reduce the amount of screen landscaping work to that on as shown on the plan of development. The applicants provided a cost estimate between that outlined on the plan and of the condition. The estimates include all of the plant supplied, installation, fertilisers, staking and exclude GST, preliminaries, setout, establishment, earthworks, and cultivation.

The 'On Plan' cost estimate is \$3,570.00 and includes:

- 45L Trees: 12 @ \$ 120 / tree
- 140mm pots: 284 @ \$ 7.50 / pot (shrubs and grasses)

The 'Conditions' cost estimate is \$6,840.00 and includes:

- 45L Trees: 12 @ \$ 120 / tree
- 140mm pots: 720 @ \$ 7.50 / pot (shrubs and grasses)

The conditions result in an additional cost of \$ 3,270.00.

Council officers agree that the conditions substantially increase the costs of the landscaping of the front buffer and therefore agree to alter the condition as follows:

25. The development site must be landscape in accordance with the approved plans, in addition, control and remove all declared, restricted and invasive plants under the Biosecurity Act 2014.

3. Adopted Infrastructure Charges Resolution No.1/2016

In approving the amended plans the infrastructure charges notice will also need to be changed to reflect the new plans. The demand units in Stage 1 have been reduced from 2,485.50 to 2,455.50.

Infrastructure charges are payable in accordance with the following table:

LOCKYER VALLEY REGIONAL COUNCIL				
Charge Type	Description	Demand Units	Rate	TOTAL
PROPOSED DEMAND				
Charge	Stage 1 – High impact rural	2,455.50	\$10	\$24,555.00
	Stage 2 – High impact rural	681.50	\$10	\$6,815.00
TOTAL PROPOSED DEMAND				\$31,370.00
EXISTING DEMAND				
Credit	Existing Allotment	1	-\$12,500.00	-\$12,500.00
TOTAL EXISTING DEMAND CREDIT				-\$12,000.00
TOTAL PAYABLE				\$18,870.00

Under the Development Incentives – Infrastructure Charges Policy a 50% discount is applicable to the proposed development. The applicable Infrastructure charge under the policy can be amended as follows:



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Stage 1 Calculated Charge minus Credit:	\$12,055.00
Minus 50% of Calculated Charge:	\$6,027.50
Discounted Infrastructure Charge:	\$6,027.50

Stage 2 Calculated Charge:	\$6,815.00
Minus 50% of Calculated Charge:	\$3,407.50
Discounted Infrastructure Charge:	\$3,407.50

4. Policy and Legal Implications

There are no policy and legal implications arising from the recommendation provided in this report.

5. Financial and Resource Implications

There will be no financial or resource implications arising from the recommendation provided in this report.

6. Delegations/Authorizations

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

7. Communication and Engagement

The decision of Council will be formally communicated to the applicant and all persons who made a properly made submission in accordance with the requirements of the *Sustainable Planning Act 2009*.

8. Conclusion

The application is recommended for approval subject to the conditions provided in the Officer's Recommendation.

9. Action/s

That the application be approved in accordance with the Officers Recommendation.

Attachments

1 [View](#) Attachment 1 5 Pages











Application for Development Permit for Material Change of Use for Hotel (Modifications, Extensions and Additions), and Place of Worship on Lot 3 SP184977 & Lot 1 RP25697 located at 64 & 66 Laidley Plainland Road, Plainland

Date: 06 July 2017
Author: Nick Cooper, Coordinator Development Assessment
Responsible Officer: Dan McPherson, Executive Manager Organisational Development & Planning

The application has been assessed in accordance with the requirements of the *Sustainable Planning Act 2009* and is recommended for approval subject to the conditions stated in the Officer's Recommendation.

THAT the Application for Development Permit for Material Change of Use for Hotel (Modifications, Extensions and Additions), and Place of Worship on Lot 3 SP184977 & Lot 1 RP25697 located at 64 & 66 Laidley Plainland Road, Plainland be approved subject to the following conditions which shall be met prior to the commencement of the use unless otherwise indicated:

Prepared by	Titled	Ref	Dated
Craig W Chandler Architecture & Interior Design	Proposed Site Plan	DA-A05-9	27/06/17
Craig W Chandler Architecture & Interior Design	Proposed Ground Floor Plan	DA-A06-4	09/03/17
Craig W Chandler Architecture & Interior Design	Proposed First Floor Plan	DA-A07-4	09/03/17
Craig W Chandler Architecture & Interior Design	Proposed Roof Plan	DA-A08-4	09/03/17
Craig W Chandler Architecture & Interior Design	Proposed Overall Elevations	DA-A09-4	09/03/17
Craig W Chandler Architecture & Interior Design	Proposed North Elevations	DA-A10-4	09/03/17
Craig W Chandler Architecture & Interior Design	Proposed South Elevations	DA-A11-4	09/03/17
Craig W Chandler Architecture & Interior Design	Proposed East Elevations & Sections	DA-A12-4	09/03/17
Applicant	New Illuminated Pylon Sign Elevation 1:100 Double Sided		
David Kearney & Associates	Landscape Intent Plan	16/003-LSK1	03.16
David Kearney & Associates	Landscape Intent Plan	16/003-	03.16

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		LSK2	
HCE Engineers	Concept Stormwater Layout Plan Sheet 1	7668-170512-SK10	
HCE Engineers	Concept Stormwater Layout Plan Sheet 2	7668-170512-SK11	
HCE Engineers	Overland Flow Investigation & Design Report	7688	31/08/16
Craig W Chandler Architecture & Interior Design	Drainage Plan	3217/H1 P1	
Environmental Noise Level Study	R1509/D3014D3080/Rev.1		04.04.17
TTM	Traffic Engineering	15GCT0143	23/06/17

GENERAL	TIMING
2. The Relevant Period for this Development Permit is four (4) years.	N/A
3. No on-site works shall commence until approval for operational works has been obtained from Council	At all times
4. Infrastructure charges shall be paid in accordance with Council's Adopted Infrastructure Charges Resolution and as indicated the Infrastructure Charges Notice issued by Council	Prior to commencement of use of each stage
5. The development is to occur in accordance with the Concurrence Agency Response from the State Assessment and Referral Agency dated 8 June 2017	At all times
6. All works, services, facilities and/or public utility alterations required by this approval or stated condition/s whether carried out by Council or otherwise, shall be at no cost to Council unless otherwise specified in subsequent development approvals or contractual arrangements between the developer and Council.	During the construction phase of the development and subsequent defect liability period
7. Any alteration or relocation in connection with or arising from the development to any service, installation, plant, equipment or other item belonging to or under the control of the telecommunications authority, electricity authority or Council or other person engaged in the provision of public utility services is to be carried out with the development and at no cost to Council.	During the construction phase of the development and subsequent defect liability period
8. For designs prepared by a private consultant, a Design Checking Fee (approval of engineering drawings) based on Council's estimated cost for the works will be payable. The fee is to be paid prior to design approval being given. Refer to Lockyer Valley Regional Council current fees and charges for calculation of the fee.	At time of application for operational works
EXTERNAL ROAD WORKS	TIMING
9. The traffic lanes of Porters Road must have a minimum width of 3.5m for the full length of the road frontage of the proposed development.	Prior to commencement of use.

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10. Driveway access from Porters Road to proposed new entrance to hotel / conference facilities and motel units to be one way only.	At all times
11. The two-way driveway access from Porters Road at the eastern end of the development must be formed and linemarked as a T-intersection with Porters Road, with provision for safe pedestrian crossing.	Prior to commencement of use and to remain ongoing.
12. Provide the proposed 35 car parking spaces within the road reserve of Porters Road and generally in accordance with Drawing No. DA- A05 Issue 9, Proposed Site Plan, prepared by Craig W. Chandler, Architecture & Interior Design and dated 27 June 2017.	Prior to commencement of use and to remain ongoing.
13. On-street car parking bays on Porters Road must include wheel stops or have sufficient provision for safe overhang to onto adjoining verge or footpath.	At all times
14. On-street car parking must comply with the requirements of Australian Standard AS2890.5 On-street parking	At all times
15. Construct road widening including barrier kerb and channelling, on-street parking and any necessary drainage infrastructure along the full frontage of the land to Porters Road.	Prior to commencement of use
16. Provide barrier kerb and channelling Type B1 for the full length of the road frontage of the proposed development along Porters Road.	Prior to commencement of use
INTERNAL ROADWORKS	TIMING
17. Provide a minimum of 1 car parking bay per hotel suite	Prior to commencement of use for each stage
18. Proposed pedestrian footpath at entrance to off street parking shall comply with relevant MUTCD and Austroads standards. Surrounding road furniture including landscaping shall be designed to ensure sight distance provisions can be complied with.	Prior to commencement of use
19. Provide a total of 197 car parking spaces for the development at all times. Provide a minimum number of sealed car parking spaces as follows: Stage 1 – 164 sealed spaces Stage 2 – an additional 33 sealed spaces	Prior to commencement of use of each stage
20. Seal the car parks with either bitumen or asphalt seal located generally in accordance with Drawing No. DA- A05 Issue 9, Proposed Site Plan, prepared by Craig W. Chandler, Architecture & Interior Design and dated 27 June 2017.	In accordance with condition 19.
21. Signs and painted directional arrows must be provided to indicate points of vehicular entry and exit of the site and must comply with the relevant MUTCD.	At all times
22. Current internal roadway to be maintained as a sealed roadway with a minimum width of 5.5m.	At all times

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STORMWATER MANAGEMENT	TIMING
23. Provide all necessary internal and external stormwater drainage to service the development. Such drainage works must be designed and constructed in accordance with Queensland Urban Drainage Manual 2013 (QUDM) and Council's planning scheme such that the overall drainage systems caters for a storm event with a 1% AEP.	Prior to commencement of use and to remain ongoing.
24. Provide stormwater quality treatment measures for the proposed development in accordance with the requirements of State Planning Policy 2017 prior to discharge to downstream receiving areas.	Prior to commencement of use and to remain ongoing.
25. No ponding, redirection or create 'nuisance' stormwater to downstream properties.	At all times
REQUIREMENTS FOR OPERATIONAL WORKS	TIMING
26. Submit operational works documentation in the form of detailed plans, drawings and calculations for Council review for compliance with the approval conditions and Council's general requirements. Submission of operational works documentation will include, but is not limited to: All drawings must be checked, approved and signed by a current RPEQ with their registration number; a) Two full sets of the engineering drawings in A3 size; b) Calculations supporting stormwater management proposals (quantity and quality) are to be included; and c) Details of extents of cut / fill of any earth works. d) Internal road pavements designs including any parking and access points.	To be submitted at time of operational works application.
27. All batters and retaining walls resulting from earthworks (cut and fill) associated with the development must be located within the subject land.	At all times
28. All driveways, vehicle manoeuvring areas and car parking spaces must be designed and linemarked in accordance with the requirements of Australian Standard AS2890 – Parking facilities.	At all times
29. All traffic signs and delineation is to be designed in accordance with the requirements of the Manual of Uniform Traffic Control Devices (MUTCD).	At all times
30. Footpaths and pathways are to be constructed generally in accordance with IPWEAQ standard drawing RS-065.	Prior to commencement of use
31. Above and below ground services potentially affected by the proposed subdivision works will have alignment and level determined prior to any detailed design work or construction works being undertaken. Any conflicts associated with proposed and existing services must be forwarded to the appropriate controlling authority by the developer for decision.	Prior to any construction commencing
32. Appropriate lighting is to be installed at access driveways and car parking areas in accordance with	Prior to commencement

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AS1158 and MRTS256. Lighting on external entrance and T-intersection installed shall provide sufficient lighting for pedestrians at the proposed pedestrian crossing and vehicular movements at these intersections. No excess lighting shall illuminate past Porters Road onto surrounding properties.	of use
33. The internal operating speed is to be clearly shown upon entrance into the facility.	Prior to commencement of use
LANDSCAPING	TIMING
34. Submit an Operational Works application for approval of a Landscaping Plan that provides: <ul style="list-style-type: none"> (a) Bollards at 3m from the southern edge of the Porters road formation at a distance of 1.5m separation for the length of the road where adjacent to proposed and existing car parking within the road reserve. (b) Additional landscaping along the southern side of the Porters Road Reserve including a mix of ground cover shrubs integrated with lawn areas and a minimum of 4 trees that will reach a mature height of at least 3 metres, (c) Ensure adequate separation between any landscaping and the road edge to allow any future pedestrian linkages needed. (d) Details of proposed landscaping works including plan and schedules of proposed plant species. (e) Maintenance of 'lines of sight' for vehicles entering and exiting the proposed development onto Porters Road. (f) For all trees to be installed with appropriate root barrier and deflector devices and sub soil drainage. (g) That all landscaping has edging with suitable longevity, (treated soft and hard wood is not acceptable). (h) That all street trees must have edging with suitable longevity, (treated soft and hard wood is not acceptable). (i) That no plants within the Queensland Herbarium's 200 most invasive weeds list are to be utilised within any landscaping works. 	As part of an operational works application.
ENVIRONMENTAL HEALTH	TIMING
35. All 'Regulated Devices', 'Pumps', 'Air-conditioning equipment' and 'Refrigeration equipment' as defined by the Environmental Protection Act 1994 must be designed, installed, operated and maintained in order to comply with the noise standards as specified within the Environmental Protection Act 1994 and Environmental Protection (Noise) Policy 2008.	At All times
36. All plant and equipment does not result in a level greater than L_{A90} 39 dB(A) when measured at 4m from the most	At all times

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exposed façade of the nearest residential uses.	
37. The contribution from all varying noise sources associated with the development during night-time hours (10pm-7am) does not exceed a level of L_{AMAX} 50 dB(A), adjusted for tonality and impulsiveness, when measured at 4m from the most exposed façade of the nearest residential uses.	At all times
38. All mechanical plant and equipment, including but not limited to, air conditioning/refrigeration plant and ventilation exhausts/extracts shall be screened/shielded	At all times
39. The provision of security and flood lighting shall be designed, constructed, located and maintained in accordance with Australian Standard 4282 – 1997 (Control of the obtrusive effects of outdoor lighting) and so as not to cause nuisance to the occupants of nearby properties or passing traffic.	At all times
40. A suitable number and type of waste and recycling container/s shall be provided and serviced not less than once per week or as approved by Council. All waste and recycling services must take into consideration the Queensland Waste Strategy particularly the objectives, principles and waste hierarchy and Council's Waste Reduction and Recycling Plan	At all times
41. Waste and recyclable materials produced on site shall be collected into designated bins and stored in a location that ensures: (a) All waste and recyclable material containers stand on an imperviously paved area; and (b) There is a suitable form of enclosure to conceal and secure the waste and recyclable material disposal area.	At all times
42. Putrescible waste must be collected at least every seven days and disposed of at an approved/authorised disposal site.	At all times
43. Waste & Recycle containers are to be kept in a clean state and in good repair. Waste containers are to be provided with a tight fitting lid assembly designed to prevent ingress of pests and water	At all times
ADVICE	
1. Approval is required for carrying out operational works, building works and plumbing and drainage works made assessable under the Act, prior to the construction of any structures associated with this development.	
2. Hours of construction and construction noise must be in accordance with any relevant local laws and/or the Environmental Protection (Noise) Policy 2008. To the extent there is an inconsistency, whichever is higher prevails.	
3. The Workplace Health and Safety Act 1995 and Australian Standard - AS	

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1742 Manual of Uniform Traffic Control Devices must be complied with in carrying out any construction works, and to ensure safe traffic control and safe public access in respect of works being constructed on a road.

4. Pursuant to the Environmental Protection Act 1994, all development involving the emission of noise and dust from building and/or construction activities, must ensure that the emissions are in accordance the Environmental Protection (Noise) Policy 2008 and the Environmental Protection (Air) Policy 2008.

5. In accordance with the Plant Protection Act 1989 and the Plant Protection Regulation 1990, a quarantine notice has been issued for the State of Queensland to prevent the spread of the Red Imported Fire Ant (ant species *Solenopsis invicta*) and to eradicate it from the State.

Under Queensland legislation, fire ants are a notifiable pest and suspected sightings must be reported to Biosecurity Queensland. To report suspect fire ants please complete the online form or contact Biosecurity Queensland on 13 25 23.

It should be noted that the movement of Fire Ants is prohibited, unless under the conditions of an Inspectors Approval. More information can be obtained from the Department of Agriculture, Fisheries & Forestry.

6. On 1 July 2014, Queensland Urban Utilities became the assessment manager for the water and wastewater aspects of development applications. An application will need to be made directly to Queensland Urban Utilities for water supply connection for the proposed development.

7. In carrying out the construction activity all reasonable and practicable measures must be taken to ensure that it does not harm Aboriginal Cultural Heritage (the “cultural heritage duty of care”). Compliance with the cultural heritage duty of care will occur if the contractor is acting in accordance with gazetted cultural heritage duty of care guidelines and the Cultural Heritage Act 2003.

1. Introduction

The application, which was lodged on 3 November 2015, seeks Material Change of Use approval for modifications, extensions and additions to existing Hotel, and a Place of Worship.

2. Background

The application was lodged to Council on the 3 November 2015, and an Information request was given to the applicant on 12 December 2015. The information request sought further information with respect to deficiencies in the application. The applicant responded to the information request on 15 May 2017 (17 months after receiving the request) and provided Council with the requested information to continue with the assessment of the application.

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The application commenced public notification of the application on 17 May 2017 until 12 June 2017. The application is now in Councils decision making period within the IDAS process.

3.0 Assessment

3.1 Subject Land

The subject land is currently used for a Hotel (Porters Plainland Hotel) which includes dining/function rooms, bottle shop, lounge area, bar, sports lounge, storage shed, carport, gaming area and a drive-through bottle shop.

The application is applied over two allotments; lot 3 SP184977 located on the corner of Laidley Plainland Road, the Warrego Highway and Porters Road known as 66 Laidley Plainland Road which contains the existing Hotel, and Lot 1 RP25697 located on the corner of Laidley Plainland Road and Porters Road, known as 64 Laidley Plainland Road, which contains an existing dwelling and is proposed to accommodate an advertising device only.



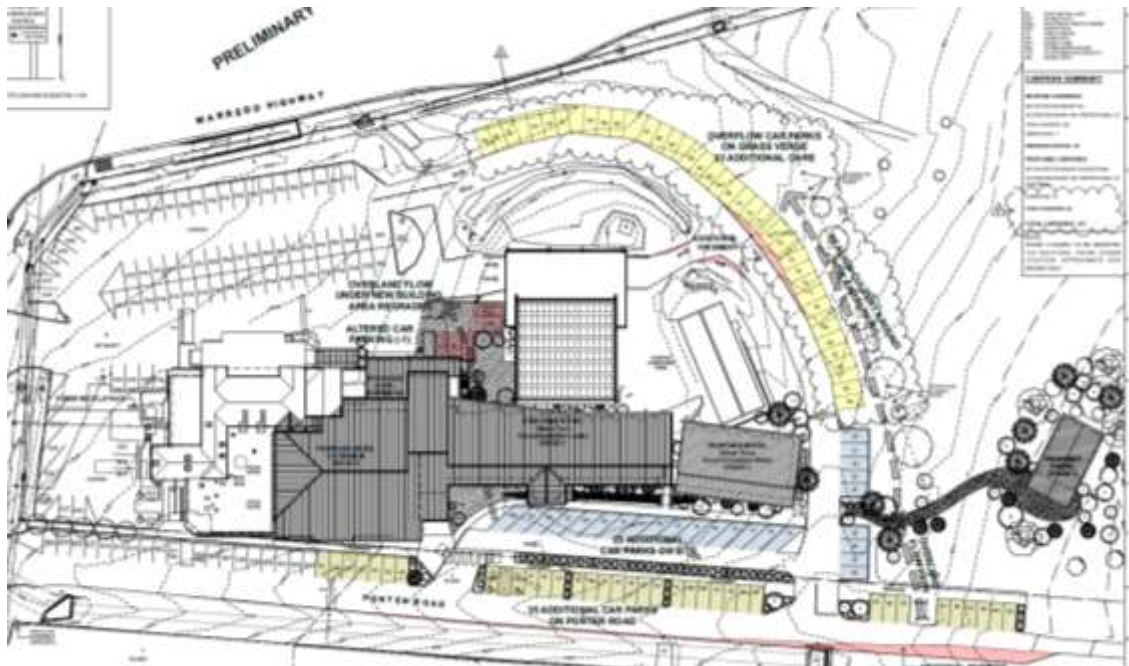
3.2 Proposed Development

The application seeks Material Change of Use approval for Modifications, Extensions and Additions to the existing Hotel and a Place of Worship. The proposal will be carried out in 3 stages and will involve the demolition of approximately 550m² of existing floor area for storage/sheds and the establishment of the following components within 3 stages of development:

Stage 1	Stage 2	Stage 3
Modifications, Extensions and additions to the existing hotel including new function areas, gaming lounge reception, storage, loading areas office space and extensions to decks.	10 x Motel Suites	Place of Worship (Chapel)

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17 Motel suites including 1 two bedroom unit.		
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Furthermore, the applicant proposes a total of 197 car parks (including 33 overflows) to cater for the development.

3.3 Assessment – Legislative Requirements

The application required to be assessed and determined under the *Sustainable Planning Act 2009* (SPA). The subject land is included in the Rural Landscape and Open Space Reserves zones. In accordance with the SPA, the *Laidley Shire Council Planning Scheme 2003*, a development application for Material Change of Use for Hotel Modifications, Extensions and Additions and Place of Worship requires impact assessment. It is noted that the development is proposed in that part of the site zoned Rural Landscape and therefore the Open Space Reserve Zone is not applicable to the assessment of the proposal against the scheme

3.4 Referral Agencies

As required by the *Sustainable Planning Regulation 2009* the application was referred by the applicant to the State Assessment and Referral Agency (SARA) as a result of the land having a frontage to a State Controlled Road. SARA provided an amended concurrence agency response on 14 June 2016, which is provided as Attachment 2.

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3.5 Public Notification

The application was subject to public notification from 17 May 2016 to 12 June 2016. 2 properly made submissions were received during this period, and 1 not properly made were received during the notification period. The matters raised in these submissions and a response to the matters raised is provided below.

Issue: Business Competition – Submissions were received from the owners / representatives of the Hatton Vale Motel. Concerns have been raised regarding the potential increase in Hotel Rooms within the locality and the detrimental impact it will have on the trade of the Hatton Vale Hotel. Additionally submitters raised concerns that with the addition of the proposed chapel it will further hamper the trade they receive from weddings at Brannell Homestead and Spicers Retreat. Overall the submitters argue that the proposed development will have irreparable impact to small businesses in the region (like themselves).

Response: Consumer competition is not a valid planning ground and cannot be considered as part of the assessment of this application. Furthermore the it is noted that Lockyer Valley Accommodation Study 2016 prepared by Urban Economics on behalf of Council concludes that the quantity, quality and mix of short term accommodation facilities within the region is not meeting the needs of the key market segments such that other forms of accommodation are catering for gaps in the market including the local rental market.

3.6 Assessment – Assessment – Laidley Shire Planning Scheme 2003

The application seeks approval for Hotel modifications, extensions and additions and a Place of Worship. As an impact assessable development, assessment of the application is against the entire planning scheme. The proposal is consistent with the intent of the Desired Environmental Outcomes relevant to the proposal. Specifically the following codes have been utilised to assess the proposal against the scheme:

- Rural Areas Code;
- Commercial/ Retail Uses Code
- Advertising Devices Code;
- Building Dimensions Code;
- Landscaping Code;
- Onsite Effluent Disposal Code; and
- Vehicle Access and Parking Code.

Rural Areas Code

The subject site is long-term developed for hotel purposes. The surrounding neighbourhood is transitioning from rural to commercial purposes and the proposal is considered consistent with the surrounding land uses. Accordingly, there is no impact on the rural values of the locality that will result from this proposal.

Commercial /Retail Uses Code

The proposal complies with the commercial and retail uses code. The proposed development is appropriately designed, accessible, and the existing streetscape amenity and character is maintained. The development does not detrimentally impact on the adjoining properties or

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infrastructure resulting from stormwater runoff. A stormwater management plan was submitted with the response to information request and satisfies the requirements of the scheme. Furthermore, an acoustic report was prepared by David Moore & Associates and demonstrates that the development is unlikely to cause additional noise impacts that will detrimentally impact on surrounding land uses. Conditions regarding stormwater have been recommended to ensure ongoing compliance with the code.

Advertising Devices Code

The proposal includes the provision of new signage on lot 1 RP25697. The application proposes a illuminated pylon sign with a height of 5m and width of 3m. It is considered that the proposal satisfies the requirements of the code as the sign is of a size, and position that will not detract from the amenity and streetscape of the area, nor will it cause obstruction or distraction to motor vehicles.

Building Work Code

The Building Work Code regulates building height. The building is consistent in scale with that prevailing in the area (being commercial variety) and will cause detrimental impact on amenity of the surrounding area.

Landscaping Code

A landscaping plan was submitted as part of the information response package. The plan provides vegetation buffering between the buildings proposed onsite, however it is likely that changes will be required as part of operational works matters. Therefore a condition has been included in the officers recommendation requiring a landscaping plan to be submitted as part of the operational works application for the development. Additional requirements for the southern side of the road reserve of porters road to be landscaped to ensure effective buffering of vehicle parking from adjoining neighbouring properties is also included as part of these conditions.

Onsite Effluent Disposal Code

An effluent disposal report was prepared by Neil Blair and Associates and was submitted council as part of the response to information request. The report demonstrates that the existing effluent disposal system is capable of effectively servicing the requirements of the proposed development. Therefore the proposal achieves the intent of this code.

Vehicle Access, Parking and On-Site Movement Code

A Traffic Engineering Report prepared by TTM Consulting Pty Ltd, dated 8 May 2017 (Revision 3) was submitted by email to Council as part of the Response to Information Request on 15 May 2017. The Part 1.6 of the Traffic Report stated the following:

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1.6 Parking

There are 108 existing car parking spaces, which includes 5 PWD spaces. The proposed development will remove 7, but will add a further 96 car parking spaces, inclusive of a further 2 PWD spaces. Therefore, the final development will provide a total on 197, inclusive of 7 PWD spaces.

Table 3.1 on page 9 of the Traffic Report stated the Parking Supply Requirements of the Laidley Shire Planning Scheme 2003 as follows:

3.1 Council Parking Supply Requirement

The minimum parking requirements as determined by the planning scheme for the proposed development is identified in Table 3.1.

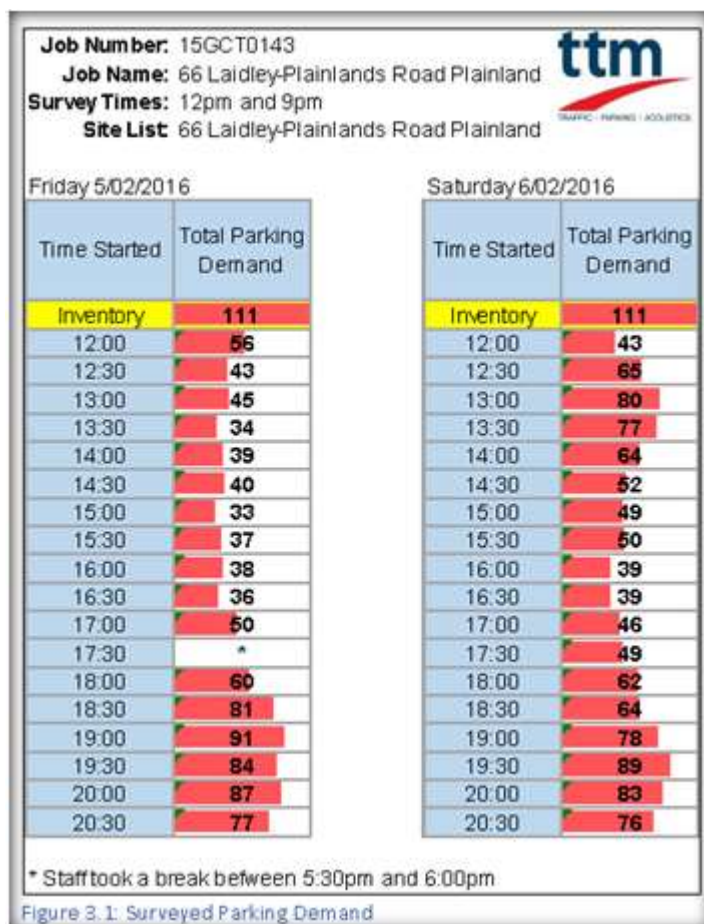
Table 3.1: Parking Supply Requirement – Laidley Shire Council Planning Scheme 2003

Land Use	Council Requirement	Extent	Requirement
Hotel	1 space per 15m ² of net bar floor area	60.95m ²	40.6
	1 space for every 3m ² of net lounge or beer garden floor area	520.31m ²	173.4
	1 covered space for each dwelling or motel unit or guest suite	26 Units	26
	At least 8 spaces for a Drive-in bottle shop	1 Shop	8*
Place of Worship	1 space for every 10 seats or places	50 Seats	5
Total			245

*Provided within Drive-through

The applicant's traffic engineering consultant argued that only 197 car parking spaces are required for the proposed development based on Peak Demand rates based on a parking survey undertaken on two days, Friday (5/2/17) and Saturday (6/2/17) between 12pm and 9pm. Refer below:

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Based on this methodology the applicant's traffic consultant has calculated the required parking demand for the Hotel Use (separate from the Motel Use and Wedding Chapel Use) based on peak demand of 91 parking bays (7pm Friday peak noted during parking survey) and using a proportional increase in the parking demand based on the increase in area of the bar / gaming / function rooms of 72%. The required parking demand for the Hotel Use

- $91 + 91 \times 72\% = 91 + 65$ (rounding down from 65.52) = 156 car parking spaces and maintain a small surplus of 15 spaces for a total of 171 car parking spaces for Hotel Use only.

It is considered acceptable that Council accept the applicant's consulting traffic engineers methodology that a total parking demand of:

- Hotel Use = 171 parking spaces (including Bottle Shop and staff parking)
- Motel Use = 26 parking spaces
- Place of Worship = 0 parking spaces
- Total = 197 car parking spaces for the proposed development to be constructed in three stages. There is no mention of Overflow Parking noted in this revision of the Traffic Engineering Report, dated 8/5/17.

However, the revised layout plan for the development (submitted as part of the information request) indicated only 164 car parking spaces on site. Council therefore sought clarification on the shortfall of spaces and the applicant responded with an amended Traffic Management Statement (received on 26/06/17) as follows:

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The development is proposing to provide a total of 164 paved carpark spaces and an overflow parking capacity of at least 33 carpark spaces for a total capacity of at least 197 spaces, a shortfall of 48 spaces when compared to the Laidley Shire Planning Scheme 2003. In the diagram illustrated, each car has been allowed over 3.0m width, due to the informalized nature of the parking. The overflow carparks are proposed to remain unpaved as they are not expected to be utilised often. As such it is preferable to maintain the grassed area in order to not impact the existing overland flow, and to maximise green area on site.

In considering the amended traffic report submitted by the applicant, it is undeniable that the methodology for calculating the Estimated Practical Parking Demands of a 156 spaces for Hotel Use (including patrons, bottle shop customers and staff) had not changed from the earlier version of the Traffic Report. Excluding provision of parking spaces for Motel Use only, there are only 138 sealed parking spaces available for Hotel Use which won't meet the peak demand for a Friday or Saturday night based on the consultant's parking demand survey of 5 - 6/2/17. Therefore there is a short fall of 33 sealed spaces from the recommended 156 spaces for hotel use.

A Specific Outcome of the Vehicle Access and Parking Code of the Laidley Planning Scheme 2003, states:

<p>6. Access driveways, manoeuvring, loading/unloading and car-parks are designed, constructed and maintained;</p> <p>(a) at a gradient suitable for intended vehicle use;</p> <p>(b) in such a way that they are effectively drained and sealed;</p> <p>(c) such that spaces are clearly marked and signed as appropriate; and</p> <p>(d) to be available exclusively for the intended vehicle use.</p>	<p>6.1 Sealed access driveways, manoeuvring, loading/unloading and car-parks are provided, and;</p> <p>(a) have gradients in accordance with the relevant provisions of Australian Standard – Section 2 of AS 2890.1-1993, and Section 2 of AS 2890.2-1989;</p> <p>(b) drains adequately to a lawful point of discharge.</p>
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A total of 197 parking spaces are required by the expanded development to meet anticipated need based on existing parking demands. The number of parking spaces being proposed is considerably less (48 parking spaces) than required by the Laidley Shire Planning Scheme 2003 (245 parking spaces). As a major development such as this, it is considered that car parking should meet the minimum requirements of a sealed access driveway, manoeuvring areas and parking spaces that are adequately drained, sealed and clearly line marked (as required in the planning scheme). In support of this requirement it is noted that Council has required all similar developments such as motels, shopping centres and medical centres provide sealed and line marked parking spaces in accordance with the Specific Requirements of the Vehicle Access and Parking Code.

Overflow car parking is generally provided when the overall traffic numbers are not defined or able to be accurately predicted eg. general special events. The applicant's traffic engineer has calculated that 197 car parking spaces will be required. The requirement to seal the 33 parking spaces is not considered an onerous requirement and is consistent with previous approvals of commercial nature.

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Whilst considerable grounds have been demonstrated for all car parking to be sealed, in consideration of the commercial imperative to stage expenditure over time, officers recognise that it is reasonable to defer the sealing of the 33 overflow car parking spaces until stage 2. Conditions are therefore recommended that require the applicant to provide a total of 197 spaces, however as part of stage 1 only 164 sealed car parks are provided, and as part of stage 2 the remaining 33 carparks are sealed.

In support of this outcome it is further noted that Car parking concessions already being provided by Council are as follows:

- Agreeing to a total of 197 spaces being provided instead of the 255 required by the planning scheme, which is a reduction of 57 spaces.
- Not requiring any of the 26 of the spaces for the motel units to be covered spaces as required by the planning scheme.

3.7 Assessment – Adopted Infrastructure Charges Resolution

Council's Adopted Infrastructure Charges Resolution No.1 provides that infrastructure charges for the proposed uses are applicable as follows:

- Hotel Entertainment Charge Category
- Place of Assembly Place of Assembly Charge Category

In relation to the above parameters the proposed development comprises:

- Hotel of 4072m²
- Chapel of 86m²

A credit for 1940m² (1692.25m² of covered and 248.45m² of uncovered) of GFA is applicable for the existing serviced lot.

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LOCKYER VALLEY REGIONAL COUNCIL CHARGES				
Charge Type	Description	Units	Rate	TOTAL
PROPOSED DEMAND		m²	\$/m²	
Charge – other	Stage 1 Entertainment (excluding court areas)	2102	\$100.00	\$210,200.00
Charge-Stormwater	Stage 1 Imperious area	9378	\$10	\$93,780.00
TOTAL PROPOSED DEMAND STAGE 1				\$303,980.00
EXISTING DEMAND		m²	\$/m²	
Credit	Entertainment (excluding court areas)	1940	\$100.00	\$194,000.00
Credit	Existing Impervious area	7780	\$10	\$77,800.00
TOTAL EXISTING DEMAND CREDIT				\$271,800.00
TOTAL PAYABLE STAGE 1				\$32,180.00
LOCKYER VALLEY REGIONAL COUNCIL CHARGES				
Charge Type	Description	Units	Rate	TOTAL
PROPOSED DEMAND		m²	\$/m²	
Charge – other	Stage 2 Entertainment (excluding court areas)	509	\$100.00	\$50,900.00
Charge-Stormwater	Stage 2 Imperious area	600	\$10	\$6,000.00
TOTAL PROPOSED DEMAND STAGE 2				\$56,900.00
EXISTING DEMAND		m²	\$/m²	
Credit	N/A credits applied as part of stage 1			Nil
TOTAL EXISTING DEMAND CREDIT				\$Nil
TOTAL PAYABLE STAGE 2				\$56,900.00
LOCKYER VALLEY REGIONAL COUNCIL CHARGES				
Charge Type	Description	Units	Rate	TOTAL
PROPOSED DEMAND		m²	\$/m²	
Charge – other	Stage 3 Place of Assembly	86	\$100.00	\$8,600.00
Charge-Stormwater	Stage 3 Imperious area	86	\$10	\$860.00
TOTAL PROPOSED DEMAND STAGE 3				\$8,600.00
EXISTING DEMAND		m²	\$/m²	
Credit	N/A credits applied as part of stage 1			Nil
TOTAL EXISTING DEMAND CREDIT				\$Nil
TOTAL PAYABLE STAGE 3				\$8,600.00

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TOTAL PAYABLE STAGE 1	\$32,180.00
TOTAL PAYABLE STAGE 2	\$56,900.00
TOTAL PAYABLE STAGE 3	\$8,600.00
TOTAL PAYABLE FOR COMPLETE DEVELOPMENT	\$97,680.00

The development will also be able to benefit from the discounts provided in the Development Incentives – Infrastructure Charges Policy that was adopted by Council on 16 December 2015 provided the use commences and the contributions are paid whilst the policy is in force and effect.

3.8 Assessment – Engineering and Infrastructure Matters

The following codes out of the Laidley Shire Planning Scheme 2003 were used in conjunction with Australian Standards and other contemporary engineering standards, to review and condition the proposed development:

- Commercial/Retail Uses Code
- Vehicle Access and Parking
- Schedule 2 Stormwater Drainage

External Roadworks

Prior to commencement of intended use of the proposed development, works will be required to be conducted along Porters Road for this development. These works will comprise of:

- Widening both traffic lanes along Porters Road. This will see the current traffic lanes widened from approximately 3m to a minimum of 3.5m to comply with AS2890.5 On Street Parking;
- For existing and additional proposed car parks along Porters Road, wheel stops will need to be installed or a the minimum separation distance between kerb and pedestrian footpath is to be achieved. This will ensure on street parking in compliant with the Australian Standard.
- The installation of lighting at the entrance off will Porters Road as well as the new T-intersection will be required to allow for, safe access and egress for all users including pedestrians.

Internal Roadworks

Prior to the commencement of the intended use of the proposed development, the necessary upgrades in line with the staging will be required to be completed. These works will comprise of:

- The parking bays required for the motel will be covered to be compliant with the Laidley Planning Scheme.
- The 33 car parking spaces, along the north eastern side of the existing internal car park, will be required to be sealed as part of stage 2.

Stormwater Management

The submitted information pertaining to the stormwater management was reviewed and analysed. It was concluded that the proposed treatment of stormwater is acceptable in line with council and QUDM requirements.

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4. Policy and Legal Implications

There are no policy implications that arise from the recommendation provided in this report.

5. Financial and Resource Implications

Council will have the ongoing maintenance and associated costs of the car parking and landscaping to be conditioned within Porters Road.

6. Delegations/Authorisations

There are no implications for either 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 *Sustainable Planning Act 2009*.

8. Conclusion

The proposed development is recommended for approval subject to the conditions provided in the Officer's Recommendation.

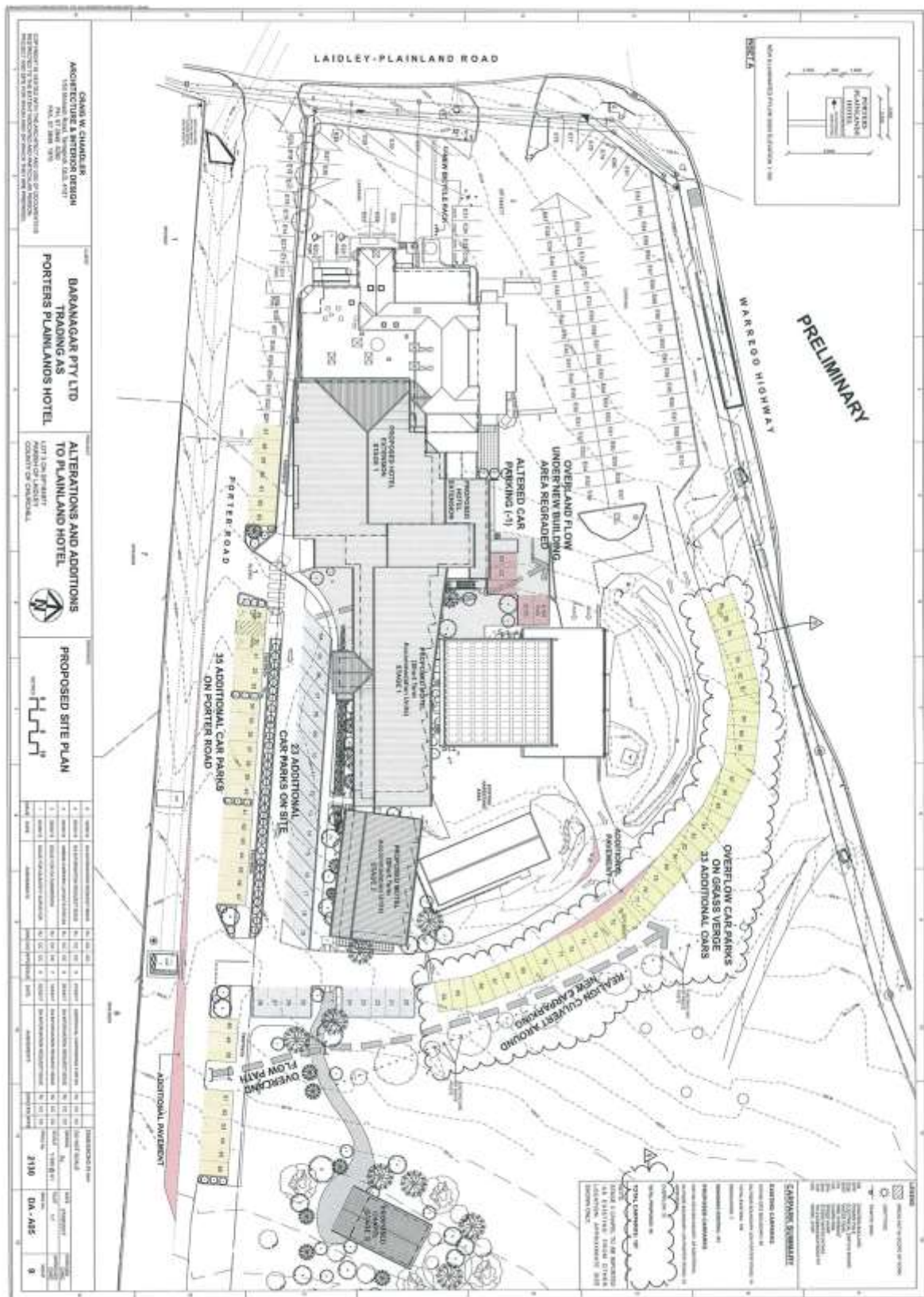
9. Action/s

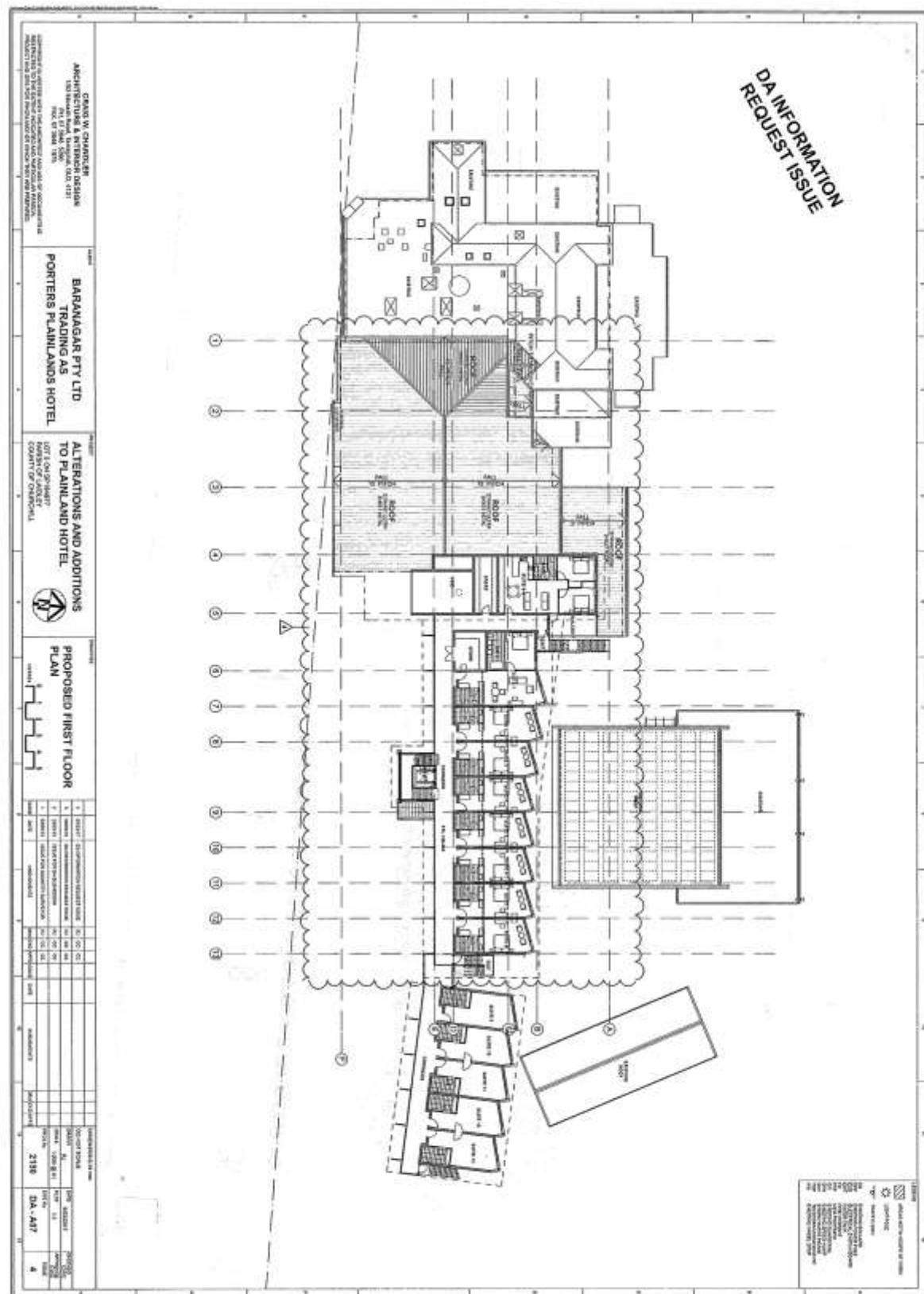
That the application be approved subject to the conditions provided in the Officer's Recommendation.

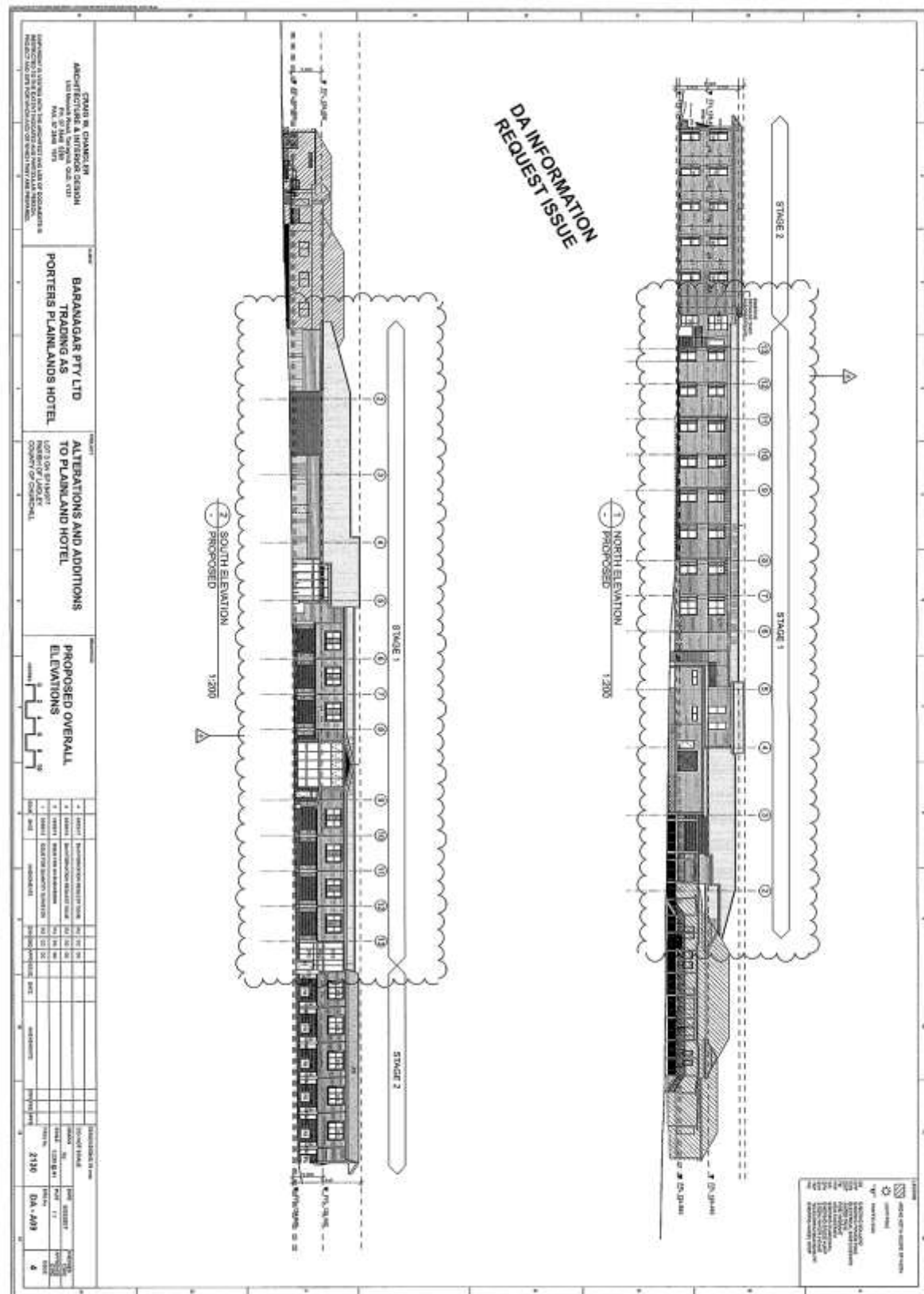
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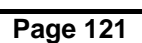
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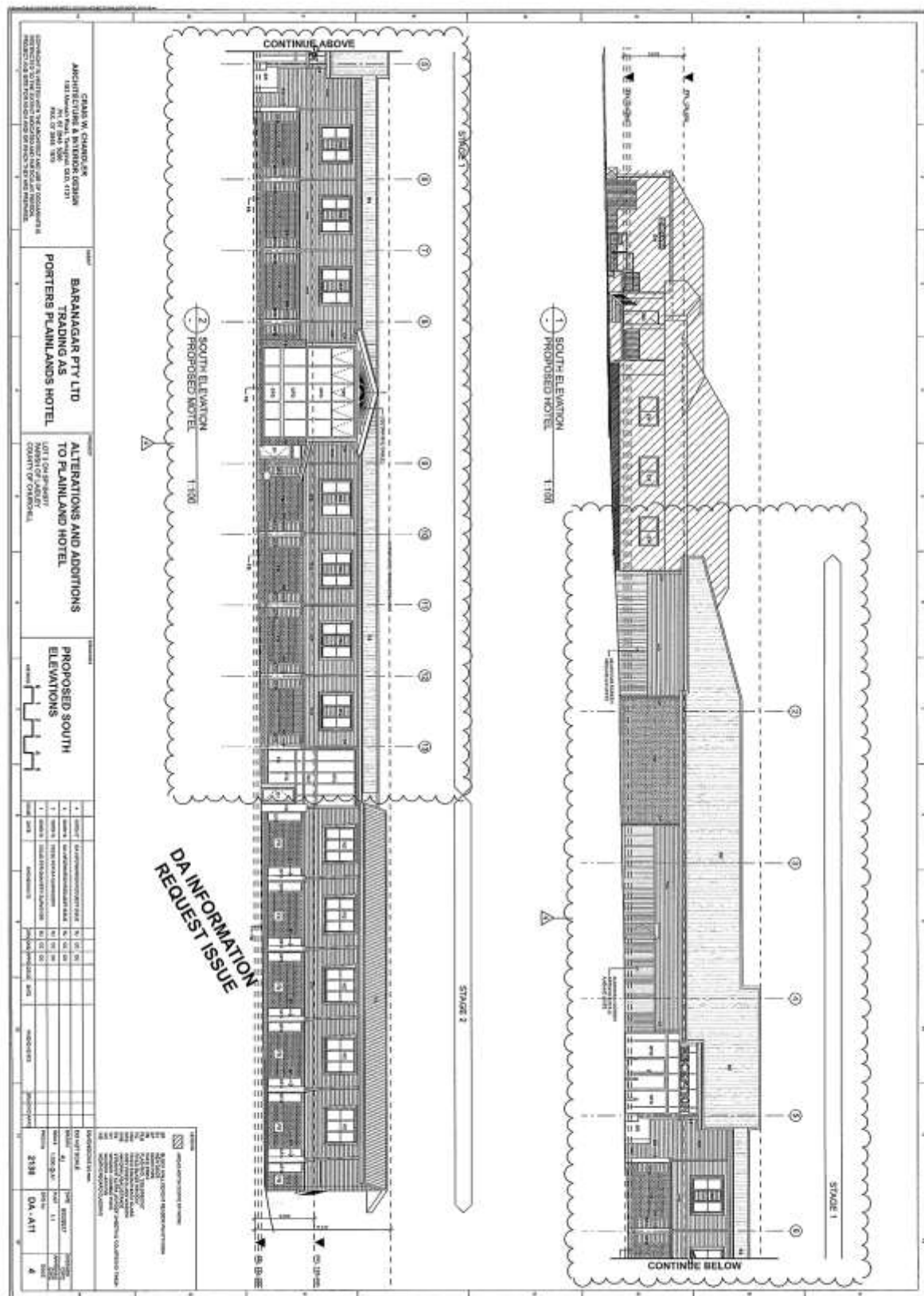
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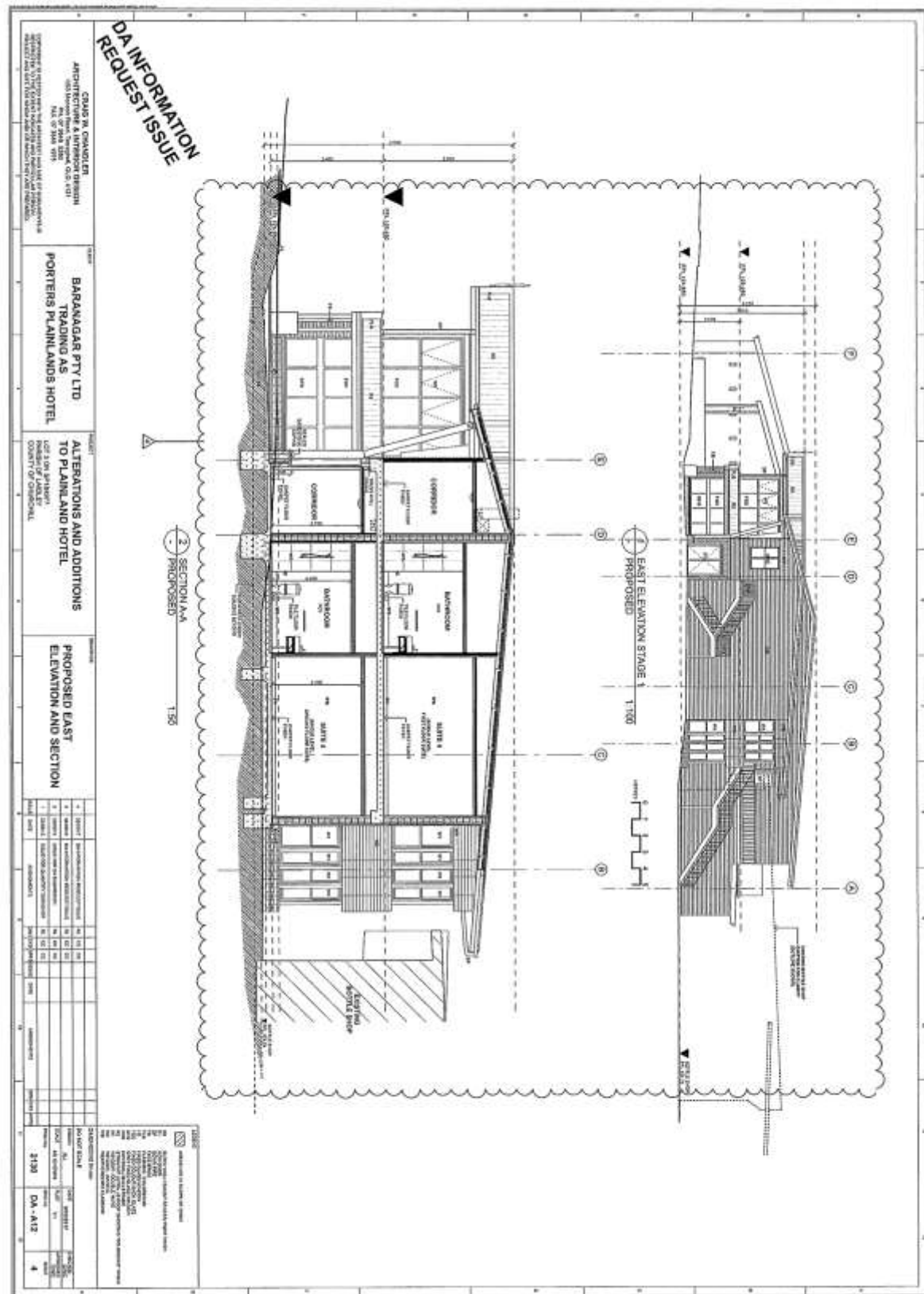














Department of Infrastructure,
Local Government and Planning

Our reference: SDA-1115-026058
Your reference: MCU2015/0042

8 June 2017

The Chief Executive Officer
Lockyer Valley Regional Council
PO Box 82
GATTON QLD 4343
mailbox@lvrc.qld.gov.au

Attention: Nicholas Cooper

Dear Mr Cooper,

Amended Concurrence agency response – with conditions

**66 Laidley Plainland Road, Plainland – Lot 3 on SP184977, 64 and 66 Laidley Plainland
Road, Plainland – Lot 3 on SP184977 Lot 1 on RP25697**
(Given under section 285 of the *Sustainable Planning Act 2009*)

The referral agency material for the development application described below was received by the Department of Infrastructure, Local Government and Planning (the department) under section 272 of the *Sustainable Planning Act 2009* on 24 November 2015.

Applicant details

Applicant name:	Barangar Pty Ltd Trading as Porters Plainland Hotel
Applicant contact details:	C/- Victor Feros Town Planning Consultants 195 Dornoch Terrace, Highgate Hill Qld 4101

Site details

Street address:	66 Laidley Plainland Road, Plainland Qld 4341 64 and 66 Laidley Plainland Road, Plainland Qld 4341
Real property description:	Lot 3 on SP184977 Lot 3 on SP184977 and Lot 1 on RP25697
Local government area:	Lockyer Valley Regional Council

SDA-1115-026058

Application details

Proposed development: Development Permit for Material Change of Use for Hotel Extension and Place of Worship

Aspects of development and type of approval being sought

Nature of Development	Approval Type	Brief Description of Proposal	Level of Assessment
Material Change of Use	Development Permit	Material Change of Use for Hotel Extension and Place of Worship	Impact Assessment

Referral triggers

The development application was referred to the department under the following provisions of the Sustainable Planning Regulation 2009:

Referral trigger Schedule 7, Table 3, Item 1— State-controlled roads

Amended conditions

Under section 287(1)(a) of the Sustainable Planning Act 2009, the amended conditions set out in Attachment 1 must be attached to any development approval.

Reasons for decision to impose conditions

Under section 289(1) of the Sustainable Planning Act 2009, the department must set out the reasons for the decision to impose conditions. These reasons are set out in Attachment 2.

Amended approved plans and specifications

The department requires that the following amended plans and specifications set out below and in Attachment 3 must be attached to any development approval.

Drawing/Report Title	Prepared by	Date	Reference no.	Version/ Issue
Aspect of development: Material Change of Use				
Environmental Noise Level Report Environmental Noise Level Study for Proposed Extensions to Hotel and New Motel, Plainland Hotel, Laidley-Plainland Road, Plainland	David Moore and Associates Pty Ltd	22/10/16 04/04/17	R15096/D3014D3080	Rev.0 Rev.1

A copy of this response has been sent to the applicant for their information.

SDA-1115-026058

If you require any further information please contact Natalie Deans, Senior Planner,
SEQ West Region on (07) 3432 2420, or via email lpwischSARA@dilgp.qld.gov.au
who will be pleased to assist.

Yours sincerely



Ursula O'Donnell
Manager (Planning)

enc: Attachment 1—Conditions to be imposed
Attachment 2—Reasons for decision to impose conditions
Attachment 3—Approved Plans and Specifications

cc: Victor G Feros Town Planning Consultants, brisbane@ferosplanning.com.au
Department of Transport and Main Roads, Downs.South.West.IDAS@tmr.qld.gov.au

SDA-0515-021119

Our reference: SDA-1115-026058
Your reference: MCU2015/0042

Attachment 1—Conditions to be imposed

No.	Conditions	Condition timing
Development Permit – Material Change of Use (Hotel Extension and Place of Worship)		
Schedule 7, Table 3, Item 1—Pursuant to section 255D of the <i>Sustainable Planning Act 2009</i> , the chief executive administering the Act nominates the Director-General of Department of Transport and Main Roads to be the assessing authority for the development to which this development approval relates for the administration and enforcement of any matter relating to the following condition(s):		
1.	<p>The development must be generally in accordance with the Environmental Noise Level Study prepared by David Moore and Associates Pty Ltd, dated 22 October 2015, reference R15096/D3014D3080, Revision 0.</p> <p>The development must be carried out in accordance with the Environmental Noise Level Study for Proposed Extensions to Hotel and New Motel, Plainland Hotel, Laidley-Plainland Road, Plainland, reference R15096/ D3014D3080 Revision 1, prepared by David Moore and Associates Pty Ltd and dated 4 April 2017; in particular:</p> <ul style="list-style-type: none"> • manage traffic noise control for habitable rooms as per: <ul style="list-style-type: none"> - 'Traffic noise impact – facades' section (page 10); - Noise level impact – external living areas' section (page 11); and - 'Traffic noise control for habitable rooms' section (pages 11 – 15). 	Prior to the commencement of use and to be maintained at all times.
2.	<p>(a) Stormwater management of the development must ensure no worsening or actionable nuisance to the state-controlled road network.</p> <p>AND</p> <p>(b) Any works on land must not:</p> <ul style="list-style-type: none"> (i) create any new discharge pints for stormwater runoff onto the State-controlled road; (ii) interfere with and/or cause damage to existing stormwater drainage on the State-controlled road; (iii) surcharge any existing culvert or drain on the State-controlled road; and (iv) reduce the quality of stormwater discharge onto the State-controlled road. <p>AND</p> <p>(c) RPEQ certification with supporting documentation must be providing to the Department of Transport and Main Roads, confirming that the development has been designed and constructed in accordance with parts (a) and (b) of this condition.</p>	<p>(a) At all times.</p> <p>(b) At all times.</p> <p>(c) Prior to the commencement of use.</p>



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12. CORPORATE AND COMMUNITY SERVICES REPORTS

No Corporate & Community Services Reports

13. INFRASTRUCTURE WORKS AND SERVICES REPORTS

No Infrastructure Works & Services Reports



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14. ITEMS FOR INFORMATION

14.1 Queensland Urban Utilities (QUU) Progress Report

Date: 26 June 2017
Author: Vickie Wieland, EA to Chief Executive Officer
Responsible Officer: Ian Church, Chief Executive Officer

Summary:

Council has received an update from the Queensland Urban Utilities (QUU) Board which provided highlights from their June Board Meeting.

This document is for Council's information only.

Report

1. Introduction

Lockyer Valley Regional Council maintains an ongoing working relationship with QUU on both operational and strategic aspects of water and sewerage provision. This report is an update on matters of significance with respect to QUU for Council's information.

2. Background

Queensland Urban Utilities is:

- A statutory body, created on 1 July 2010 as a result of Queensland Government changes to the way water is managed in South East Queensland.
- Owned by the Brisbane and Ipswich City Councils, and Lockyer Valley, Scenic Rim and Somerset Regional Councils and governed by an independent Board.
- Tasked to deliver drinking water, recycled water and sewerage services to the cities and townships within the boundaries of these five local government areas.

Responsible for delivering water to customers, collecting, transporting and treating sewage, as well as charging and billing for water and waste water services for customers in the Brisbane, Ipswich, Lockyer Valley, Scenic Rim and Somerset local authority areas.

3. Report

The Queensland Urban Utilities (QUU) Board held its final meeting for 2016/17 on Monday 19 June.

This year, QUU continued to demonstrate its commitment to innovation, sustainability, and customer centricity. This commitment was acknowledged through a number of state and national awards, including two Australian Water Association Awards for Project Innovation and Program Innovation, a gold Australasian Reporting Award for their *2015/16 Annual Report*, and an AusContact Queensland Award for Best Contact Centre. Their Renewable Energy Strategy also received a Highly Commended accolade at the Premier's Sustainability Awards.

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In addition, QUU continued to invest in capital infrastructure to support population and economic growth across their shareholding regions. For example, QUU:

- commenced work on the \$20M Murarrie-Pinkenba cross-river water pipe, which will cater for population growth and development in Brisbane's northern suburbs,
- rolled out water main replacement programs in Ipswich and the Lockyer Valley to ensure the long-term sustainability and efficiency of the regions' water infrastructure,
- commenced construction on a \$6.5M trunk water main, which will support the development of the Bromelton State Development Area, and
- completed a \$3M upgrade to the Kilcoy Sewage Treatment Plant to ensure the long-term sustainability and efficiency of the town's sewerage infrastructure.

At the ordinary Board meeting, the following matters were discussed.

Operational Excellence

Asset valuation

The Board is required to annually assess the fair value of QUU's assets, and employs a discounted cash flow valuation methodology.

This month, following consideration by the Audit and Risk Committee, the Board approved that QUU's assets should be valued at \$5.44 billion for the year ending 30 June 2017.

The Board noted that the valuation approach, assumptions, and outcomes were independently assessed by PricewaterhouseCoopers and the Queensland Audit Office.

Information, Communication and Technology (ICT) Strategy – 2018-20

This month, the Board received an update on the ICT roadmap. Over the next five years, QUU will invest \$168M into ICT to upgrade our core corporate, asset management, operations, and customer management systems, all of which are fundamental to how QUU maintain and manage their network and service their customers.

At the same time, the Board is continuing to invest in digital platforms to improve customers' experiences when they interact with QUU. The ICT program will also see an investment in intelligent water network technology, which will allow QUU to better predict how the network is operating and ensure that infrastructure is optimised.

2017/18 Insurance Program

Following consideration and endorsement by the Audit and Risk Committee, the Board approved the placement of QUU's 2017/18 insurance Program.

Development services fees and charges

The Board approved the development services fees and charges schedule for 2017/18.

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By way of background, since 2014, QUU has been responsible for assessing and approving development applications with fees and charges levied by QUU to cover the cost of delivering these services.

The fees and charges set by QUU ensure they can continue to deliver and meet the needs of the development sector, which supports growth across their five service territories.

Development services report back

The Board received a performance report back on the development services function within QUU.

This function, which was established under legislation to streamline the approval process for water and sewerage connections, has continued to experience unprecedented growth in the number of applications being submitted for assessment.

The Board noted that, in the past twelve months, the Development Services team has issued approximately 3,605 connection applications and over \$285M worth of infrastructure charges.

Importantly, over the same period, there has been a concerted focus on enhancing the developer customer experience by running events such as the Endorsed Consultant and Contractor Forums. This has seen developer customer satisfaction increase by 17% over the past year.

Student accommodation

This month, the Board approved to extend the Student Accommodation Policy for a further 12-month period to 30 June 2018.

The QUU Student Accommodation Policy, which supports similar policy positions in Brisbane City Council and Lockyer Valley Regional Council, is seen as economic stimulus for our shared regions, given that tertiary education is a significant export industry for South-East Queensland.

Poo-powered car

The Board noted that Australia's first poo-powered car – fuelled from human waste at our Oxley Creek Sewage Treatment Plant – was successfully launched last month, receiving both national and international coverage.

The vehicle itself is powered by electricity produced by our cogeneration unit that captures the biogas generated from sewage and uses it to drive a generator that creates electricity.

Strategic risks review

Following the Board's discussion on risk appetite late last year, management has introduced a new risk reporting framework, which was presented to and noted by the Board.

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Shareholders and Strategic Stakeholders

Utility of the future

QUU has been undertaking foresight work on what a utility of the future will look like for QUU.

The utility of the future journey commenced in July 2015 with a series of consultation workshops with QUU leaders and employees, in partnership with highly-respected thought-leaders from Queensland University of Technology, the University of Queensland, and the Institute for Sustainable Futures. In addition, QUU have hosted interviews and discussions with community and industry stakeholders, as well as the Board and Customer and Community Reference Group. QUU also introduced the utility of the future concept at the 2016 Special General Meeting.

The outcome of this consultation, along with other relevant research and insights, was sorted, tested, and verified, resulting in nine discussion themes that provided the framework for developing QUU's utility of the future direction.

This month, the Board supported a strategy for external engagement with QUU's shareholders and stakeholders. This will include sharing our utility of the future vision with you in August through our quarterly newsletter and shareholder portal.

Customers and Communities

Customer Service Standard and Customer Charter

The Board approved QUU's Customer Service Standard and Customer Charter.

The changes approved by the Board reflect QUU's customer service delivery model, which is based on segmenting their residential and commercial customers. The Standard also takes into consideration the new mandatory requirements from the *South-East Queensland Customer Water and Wastewater Code* published by the state in early 2017.

Customer performance update

Management updated the Board on a number of customer performance metrics that are published in the National Performance Report (2015/16).

People

Enterprise Agreements

QUU continues to negotiate in good faith with employees and unions to advance two final Enterprise Agreements: Administration and Technical, and Field Service and Operations.

This month, the Board was advised that good progress continues to be made on both Enterprise Agreements, with a notice of ballot expected to be lodged for the Administration and Technical Agreement in mid-July.

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Roadside incident

In September 2015, a traffic controller working for a QUU contractor was fatally injured when a member of the public hit the worker as a result of a health event.

Since this event, QUU has led, with support of their contractor, a review of the safety risks faced by the traffic control industry. This review not only considered the risks and current controls of the traffic control industry, but identified a number of recommendations that, if adopted by the traffic control industry, may improve the safety of its workers.

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14.2 Consultation – Annual Valuation Effective 30 June 2018

Date: 03 July 2017
Author: Tony Brett, Manager Finance and Customer Service
Responsible Officer: David Lewis, Executive Manager Corporate & Community Services

Summary:

The Valuer-General has written to the Chief Executive Officer seeking a response as to whether a valuation of land within the region should be undertaken to be effective on 30 June 2018. The last valuation undertaken was for the 2016 financial year, with the Valuer-General declining Council's request for a valuation for the 2017 financial year.

A response will be provided to request a further valuation in order to ensure that changes in the market and the impact of land sales are reflected in the property values on a regular basis. This will avoid shock increases when valuations are only conducted several years apart.

This document is for Council's information only.

Report

1. Introduction

The Valuer -General has written to Council seeking a response as to whether a valuation of land within the region should be undertaken to be effective on 30 June 2018.

2. Background

The Department of Natural Resources and Mines is responsible for the valuation of rateable land and provides the values to Council as the basis for the general rates levied each year. As values change over time, the Valuer-General is required to review the valuations on an annual basis and as part of this process; Council's opinion is sought as to whether or not a revaluation should be undertaken.

3. Report

The *Land Valuation Act 2010* requires the Valuer-General to undertake an annual statutory valuation of all rateable land in Queensland except in unusual circumstances or after consideration of:

- a market survey report reviewing sales of land in the area since the last valuation and probable impact of the sales on the value of land since the last valuation; and
- the results of consultation with appropriate local and industry groups.

As valuations must be issued prior to 31 March in the year in which they take effect, Council's opinion has been sought as to whether a revaluation should take place to be effective from 30 June 2018.

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A response to the Valuer-General will be provided advising that in Council's opinion a valuation should be undertaken as:

- the effects of the large scale flooding throughout the region in 2011 and 2013 are believed to continue to be reflected in property sales volumes and prices in some parts of the region;
- there has been an increase in development within the region which may impact on property values; and
- a regular valuation will reduce the significance of changes to property values when they occur.

Following the consideration of Council's response and the other factors outlined above, the Valuer-General will notify Council if a revaluation will be conducted or not.



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15. CONFIDENTIAL ITEMS

15.1 Transfer of Sundry Debtor Accounts to Rate Assessments

Date: 03 July 2017

Author: Tony Brett, Manager Finance and Customer Service

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) (h) of the Local Government Regulation, 2012, as the matter involves other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

Summary:

The purpose of this Report is to recommend that Council resolve to transfer a number of outstanding sundry debtor accounts to the relevant rate assessments.

16. MEETING CLOSED