



ORDINARY MEETING

AGENDA

21 AUGUST 2018

Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 4 Lagoon Place, Yeppoon on 21 August 2018 commencing at 9:00am for transaction of the enclosed business.

A handwritten signature in dark ink, appearing to read "Chris Lee", is positioned above the printed name of the Chief Executive Officer.

CHIEF EXECUTIVE OFFICER
16 August 2018

Next Meeting Date: 04.09.18

Please note:

In accordance with the *Local Government Regulation 2012*, please be advised that all discussion held during the meeting is recorded for the purpose of verifying the minutes. This will include any discussion involving a Councillor, staff member or a member of the public.

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1 OPENING

2 ATTENDANCE

Members Present:

Mayor, Councillor Bill Ludwig (Chairperson)
Deputy Mayor, Councillor Nigel Hutton
Councillor Adam Belot
Councillor Pat Eastwood
Councillor Jan Kelly
Councillor Glenda Mather
Councillor Tom Wyatt

In Attendance:

Mrs Chris Murdoch – Chief Executive Officer
Mr Brett Bacon – Executive Director Liveability and Wellbeing
Mr Dan Toon – Executive Director Infrastructure
Mrs Andrea Ellis – Chief Financial Officer
Mr Matthew Willcocks - Chief Technology Officer
Mr Shane Weir - Acting Chief Human Resources Officer

3 LEAVE OF ABSENCE / APOLOGIES

Nil

4 PUBLIC FORUMS/DEPUTATIONS

Nil

5 MAYORAL MINUTE

Nil

6 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

Minutes of the Ordinary Meeting held 7 August 2018

Minutes of the Special Meeting held 13 August 2018

7 DECLARATION OF INTEREST IN MATTERS ON THE AGENDA

8 BUSINESS ARISING OR OUTSTANDING FROM PREVIOUS MEETINGS

Nil

9 PRESENTATION OF PETITIONS

Nil

**10 AUDIT, RISK AND BUSINESS IMPROVEMENT COMMITTEE
 REPORTS**

Nil

11 COUNCILLOR/DELEGATE REPORTS

Nil

12 REPORTS

12.1 2.50PM LGAQ 122 ANNUAL CONFERENCE 29 - 31 OCTOBER BRISBANE

File No: TBC

Attachments:

1. LGAQ Registrations open [↓](#)
2. LGAQ Motion request [↓](#)
3. LGAQ Accommodation options [↓](#)
4. LGAQ Program [↓](#)

Responsible Officer: Chris Murdoch - Chief Executive Officer

Author: Lucy Merry - Executive Support Officer

SUMMARY

Registrations are open for the 122nd LGAQ Annual Conference which will be held in Brisbane on 29 – 31 October 2018. The attached information outlines the program and request for motions.

OFFICER'S RECOMMENDATION

THAT Mayor Ludwig, Deputy Mayor, Councilor Hutton and Councillor Kelly attend the LGAQ 122nd Annual Queensland Conference held in Brisbane on 29 – 31 October 2018.

BACKGROUND

In 2017 Mayor Ludwig and Cr Belot attended the LGAQ Conference which was held in Gladstone.

COMMENTARY

Registrations are now open and motions are invited.

PREVIOUS DECISIONS

n/a

BUDGET IMPLICATIONS

n/a

LEGISLATIVE CONTEXT

n/a

LEGAL IMPLICATIONS

n/a

STAFFING IMPLICATIONS

n/a

RISK ASSESSMENT

n/a

CORPORATE/OPERATIONAL PLAN

Corporate Plan Reference: Strategy GO4: Provide transparent and accountable decision making reflecting positive leadership to the community.

LOCAL GOVERNMENT PRINCIPLES

The local government principles are –

- (a) Transparent and effective processes, and decision-making in the public interest; and
- (b) Sustainable development and management of assets and infrastructure, and delivery of effective services; and
- (c) Democratic representation, social inclusion and meaningful community engagement; and
- (d) Good governance of, and by, local government; and
- (e) Ethical and legal behaviour of councillors and local government employees.

CONCLUSION

THAT Mayor Ludwig, Deputy Mayor, Councilor Hutton and Councillor Kelly attend the LGAQ 122nd Annual Queensland Conference held in Brisbane on 29 – 31 October 2018.

**12.1 - 2.50PM LGAQ 122 ANNUAL
CONFERENCE 29 - 31 OCTOBER
BRISBANE**

LGAQ Registrations open

Meeting Date: 21 August 2018

Attachment No: 1



25 July 2018.

The Chief Executive Officer
ALL MEMBER COUNCILS

Policy Executive Members
LOCAL GOVERNMENT ASSOCIATION

Dear Sir/Madam

LGAQ 122nd Annual Conference: 29-31 October 2018, Brisbane Convention and Exhibition Centre, Cnr Merivale and Glenelg Streets, South Brisbane: Conference Information

I am writing to inform you that we are now accepting registrations for our Annual Conference.

A copy of our brochure is attached for your information.

REGISTRATION

Member Councils pay a Conference Levy in conjunction with their Membership Subscription. This year the Conference Levy, which entitles your Council to be represented at Conference by two (2) Delegates, has been set at **\$3080 including GST**.

Others may attend as an observer and if this is the case a **Registration Fee of \$1540.00 (GST Incl) per person** attending, is required to be paid. **Note** that the Tuesday evening function **is not** included in the registration fee. This initiative was authorised by the Policy Executive to assist those councils who wished to reduce the costs of conference for their local government.

Please register online by clicking on the link in the brochure. Note that **each and every person** attending the conference must be registered so that name tags, voting cards, lists of attendees etc, can be prepared in ample time and the Hosts of the various functions advised as soon as practicable of the numbers attending those functions, to enable necessary arrangements to be made. If you have any problems registering on-line, please do not hesitate to ring the Members Hotline 1300 542 700.

Please note that as per last year we are allowing **One Day Registrations only** (i.e. you cannot book two single days), to provide the opportunity for more observers to attend. One Day Registration includes a conference satchel and a lunch. Because of space limitations, One Day Registration is **strictly limited** to 100 on a first-in basis.

Because of the high costs of catering arrangements, it is imperative that the registrations be carefully and accurately completed. In previous years, the differences between registered numbers and actual attendances have resulted in over-catering at considerable cost.

The Early Bird (\$1540.00 GST Incl) Cut Off date for Registrations is 14 September 2018. From then, the cost is \$1740.00 GST Incl, and no registrations will be accepted after 12 October 2018.

ACCOMMODATION

Corporate Traveller has been appointed as the official accommodation agent for the 2018 Annual Conference, being held at the Brisbane Convention and Exhibition Centre and a link to their online booking tool can be found on the brochure attached or on LGAQ's website www.lgaq.asn.au under Events 2018 LGAQ 122nd Annual Conference.

P 07 3000 2222
F 07 3252 4473
W www.lgaq.asn.au

Local Government House
25 Evelyn Street
Newstead Qld 4006

PO Box 2230
Fortitude Valley BC
Qld 4006

Local Government Association Of Queensland Ltd.
ABN 11 010 863 263 ACN 142 783 917



To ensure all councils are able to take full advantage of the special rates I ask that bookings made reflect the needs of those travelling.

TERMS AND CONDITIONS OF BOOKING

Each property will have their own terms and conditions in regard to bookings. Please ensure you check the terms and conditions for each property prior to making bookings.

I look forward to seeing you at Conference.

Yours sincerely

Greg Hallam AM
CHIEF EXECUTIVE OFFICER

12.1 - 2.50PM LGAQ 122 ANNUAL CONFERENCE 29 - 31 OCTOBER BRISBANE

LGAQ Motion request

Meeting Date: 21 August 2018

Attachment No: 2



25 July 2018

The Chief Executive Officer
ALL MEMBER COUNCILS

Policy Executive Members
LOCAL GOVERNMENT ASSOCIATION

Dear Sir/Madam

LGAQ 122nd ANNUAL CONFERENCE: MOTION REQUEST

It's that time of year when the LGAQ requests member councils to bring forward for discussion at the Annual Conference any subject connected with the objects of the Association or pertaining to matters of common concern to Members. Pursuant to procedural practice member councils are requested to provide this in writing to the Chief Executive Officer with six (6) weeks' notice.

Motions are therefore requested to be submitted no later than **24 August 2018**. This will enable the Agenda Committee to review all submitted motions and provide a Preliminary Agenda for Member Councils four (4) weeks prior to the commencement of Conference.

This year, the LGAQ is providing a new automated process to support councils seeking to put forward agenda items, using the LG Online system.

Please use the following link <http://www.lgaq.asn.au/group/quest/motions-submission> to submit your motions.

When preparing motions, please give attention to providing succinct but relevant facts and references to inform delegates of the issue you wish to raise. There are many ways in which a member council can inform the work program of the Association, and therefore it is important that consideration should also be given to prior resolutions that may have been tabled at previous Annual Conferences on the topic. It is preferable that matters raised through this process are local government issues are strategic, relevant to the business of local government and with state-wide impact.

Where two or more member councils bring forward a similar motion, the Agenda Committee is authorised to draft and submit composite motions, in consultation with the submitting councils.

Please note that each registered Delegate and Observer will receive a complete agenda document at Conference via the conference app.

Should you have any questions or concerns about submitting motions, please do not hesitate to contact the Members Services Centre by phone 1300 542 700 or email ask@lgaq.asn.au.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Greg Hailam', is written over a light blue horizontal line.

Greg Hailam AM
CHIEF EXECUTIVE OFFICER

12.1 - 2.50PM LGAQ 122 ANNUAL CONFERENCE 29 - 31 OCTOBER BRISBANE

LGAQ Accommodation options

Meeting Date: 21 August 2018

Attachment No: 3



Annual Conference Brisbane

29 – 31 October 2018

Prepared by Lisa Janson and Leah Selfe



BRISBANE

Brisbane is the capital of and most populous city in the Australian state of Queensland, and the third most populous city in Australia. Brisbane's metropolitan area has a population of 2.4 million, and the South East Queensland region, centred on Brisbane, encompasses a population of more than 3.5 million. The Brisbane central business district stands on the original European settlement and is situated inside a bend of the Brisbane River, about 15 kilometres (9 miles) from its mouth at Moreton Bay. The metropolitan area extends in all directions along the floodplain of the Brisbane River Valley between Moreton Bay and the Great Dividing Range, sprawling across several of Australia's most populous local government areas (LGAs), most centrally the City of Brisbane, which is by far the most populous LGA in the nation.



ACCOMMODATION

Novotel Brisbane South Bank

38 Cordelia Street

South Brisbane QLD 4101

Distance to conference: 230 meters

The striking new Novotel Brisbane South Bank is perfectly placed close to the Brisbane River to make your Brisbane stay memorable, whether doing business or taking a breather. A short walk to the Brisbane Convention and Exhibition Centre. Beyond the Centre, you'll enjoy stunning views, lush parklands, superb dining experiences, fine galleries, and the riverbank Streets Beach. Nearby, the seven hectares of beautiful Musgrave Park host some of Brisbane's vibrant annual festivals and events. Dine in, where the fresh, local cuisine at Spice Central will delight you. When you want to relax, laze in our sunny outdoor pool or re-energise in the fitness centre. No matter how well you know Brisbane, Novotel Brisbane South Bank will help you see it with fresh eyes.



Novotel Standard Room \$295 per night

Room rate includes buffet breakfast for one person.

Rydges South Bank

9 Glenelg Street

South Brisbane QLD 4101

Distance to conference: 270 meters

Enviably located in the heart of Brisbane's arts and entertainment precinct, Rydges South Bank Brisbane accommodation has a wide range of attractions on its doorstep including the South Bank Parklands and the renowned Brisbane Convention & Exhibition Centre. Our friendly staff will make you feel right at home from the moment you check in to our hotel. Make the most of your stay by relaxing poolside, with a cocktail in hand at Soleil Pool Bar or enjoy an extravagant dining experience at the award winning Bacchus Restaurant South Bank. If you're looking to just grab a casual bite to eat with friends, join us at CBD | Café Bar Dining. Rydges South Bank accommodation has a wide variety of rooms and suites available, many with panoramic views of the Brisbane city skyline and iconic Wheel of Brisbane, or Mount Coot-tha and the village of West End.



Queen Room	\$ 275 per night
Twin Room	\$ 275 per night
Superior Queen Room	\$ 295 per night
Superior Twin Room	\$ 295 per night
Deluxe Queen with River View	\$315 per night

Room rate includes buffet breakfast

Mantra South Bank

161 Grey Street

South Brisbane QLD 4101

Distance to conference: 250 meters

Mantra South Bank is located on the southern bank of the Brisbane River and is right in the middle of everything you come to Brisbane for. There's the Brisbane Convention & Exhibition Centre opposite Mantra South Bank, the Queensland Performing Arts Complex, State Art Gallery and Museum as well as South Bank Parklands all within walking distance. You've got your public transport - buses, trains and the famous Brisbane River City-Cats - as well as a selection of cosmopolitan dining, alfresco cafés and premium local attractions.



One Bedroom Apartment	\$ 270 per night
Two Bedroom Apartment	\$ 360 per night

Breakfast \$25 per person per day



NEXT Hotel Brisbane

72 Queen Street
Brisbane QLD 4000
Distance to conference: 1.4 kms

Throw out your old expectations of what a hotel should provide and welcome the Next experience. Whatever we thought could help create a hassle-free and comfortable zone, we've provided. Complimentary high speed WiFi throughout the hotel, four free mini-bar items of your choice daily, access to the Next Lounge, outdoor swimming pool and 24-hour gym, as well as the ability to check-in using our mobile app.

Standard Queen \$ 225 per night

Breakfast \$25 per person per day

**Oaks Festival Towers**

108 Albert Street
Brisbane QLD 4000
Distance to conference: 1.8 kms

Oaks Festival Towers is centrally located in the heart of Brisbane's CBD, with an abundance of casual and fine dining restaurants, retailers, alfresco cafés, bars and pubs right at its doorstep, rendering our 4.5 star property as an ideal choice for both short and longer stays. Oaks Festival Towers is the best hotel accommodation Brisbane CBD has to offer for corporate and leisure travellers alike.

One Bedroom Apartment \$195 per night

Two Bedroom Apartment \$275 per night

Breakfast box included. Consists of juice, muesli bar, fruit cup, yoghurt, savory or sweet muffin & nut pack.

**iStay River City Brisbane**

79 Albert Street
Brisbane QLD 4000
Distance to conference: 1.9 kms

iStay River City apartment hotel introduces a whole new class of city style and convenience, providing choices of service levels for those on a budget. All contemporary one and two bedroom apartments boast generous windows and balconies. River City captures the heart and soul of Brisbane and is perfect for business and leisure travellers alike.

One Bedroom Apartment \$185 per night

Two Bedroom Apartment \$275 per night

Breakfast box included. Consists of juice, muesli bar, fruit cup, yoghurt, savory or sweet muffin & nut pack.



Oaks Charlotte Street

128 Charlotte Street

Brisbane QLD 4000

Distance to conference: 1.8 kms

Oaks Charlotte Towers is the perfect Brisbane city hotel choice for corporate and leisure travellers seeking comfortable, affordable 4.5 star accommodation in the heart of the Brisbane CBD. Oaks Charlotte Towers presents travellers with an ideal combination of self-contained accommodation, unrivalled CBD position on Charlotte Street and excellent resort-style facilities that make for an unforgettable experience. Perfect for both corporate and leisure travellers, Oaks Charlotte Towers is positioned to take full advantage of Brisbane's exciting cultural lifestyle. Surrounded by countless fashion boutiques, trendy bars, charming cafes and award-winning restaurants, visitors will be spoiled for choice when it comes to filling their days and evenings.



One Bedroom Apartment	\$215 per night
Two Bedroom Apartment	\$310 per night

Breakfast box included. Consists of juice, muesli bar, fruit cup, yoghurt, savory or sweet muffin & nut pack.

Oaks Casino Towers

151 George Street

Brisbane QLD 4000

Distance to conference: 1.5 kms

Standing a statuesque 39 levels opposite the Treasury Casino, Oaks Casino Towers stands among the best Brisbane city hotels fusing stylishly appointed 1 and 2 bedroom apartments with sleek designs, full kitchens complete with modern appliances, in-room conveniences including Internet access, spacious living and dining areas and sizeable balconies overlooking the city and river below. Our large swimming pool and sun deck is the perfect place to unwind, as is the spa, sauna and well-equipped gymnasium, all ensuring your stay at Oaks Casino Towers is one of utmost leisure.



One Bedroom Apartment	\$210 per night
Two Bedroom Apartment	\$305 per night

Breakfast box included. Consists of juice, muesli bar, fruit cup, yoghurt, savory or sweet muffin & nut pack.

**** A \$10 booking fee will be added per person, per booking ****

TERMS AND CONDITIONS

THIS IS NOT A BOOKING: Nothing is held unless advised otherwise. Please inform your travel manager if you would like to confirm this QUOTE.

BOOKING TERMS:

- Price is subject to change and is subject to availability at time of booking



- Prices quoted are based on cash price, Credit cards will incur additional fees Price is subject to change until full payment is received.
- Credit cards incur additional fees VISA/MASTERCARD 1.98% of total invoice and AMERICAN EXPRESS/DINERS 3% of total invoice amount



12.1 - 2.50PM LGAQ 122 ANNUAL CONFERENCE 29 - 31 OCTOBER BRISBANE


LGAQ Program

Meeting Date: 21 August 2018

Attachment No: 4

122ND LGAQ ANNUAL CONFERENCE

ONWARDS AND UPWARDS







LGAQ
LOCAL GOVERNMENT ASSOCIATION
OF QUEENSLAND

BRISBANE CONVENTION
AND EXHIBITION CENTRE

CNR MERIVALE &
GLENELG STREETS
SOUTH BRISBANE

29 - 31 OCTOBER 2018

SPONSORS

peak JLT LGMS  IT'S HOW WE CONNECT  GAT LGIA super  

PRESIDENT'S WELCOME

Welcome to the LGAQ's 122nd Annual Conference

This year's LGAQ Annual Conference returns to the State's capital for the first time in six years, affording delegates and observers an opportunity to do some business whilst in Brisbane.

Our theme for this year's conference 'Onwards and Upwards' denotes the tough last year our sphere of government has endured and our steely commitment to build better communities into the future.

In 2016 we have gone practical with a capital P. Not a single international speaker for the first time in a decade. At your request we have even more home grown talent presenting on their experiences led by Brisbane Lord Mayor, the Right Hon Cr Graham Quirk, a really meaty session on council financial sustainability and one more council show case taking the number to five this year – then of course we have the Local Government Minister and Shadow Minister addressing the conference.

We return to 90 minute break out sessions this year where councils can discuss issues with fellow councils of a similar type and size.

As for entertainment, how can you beat Tim Finn backed by the Queensland Symphony Orchestra – all in all Conference 2016 is not to be missed!



Mayor Mark Jamieson
President



LORD MAYOR'S WELCOME

Welcome to Brisbane

As the State's capital, Brisbane prides itself on bringing together the best of Queensland, whether it's wine from the Southern Downs, seafood from the Fraser Coast, sugar from Bundaberg and Mackay, or Bowen mangoes from the Whitsunday region.

In this same spirit, it gives me great pleasure to welcome my local government colleagues from across Queensland to Brisbane for the 122nd Annual Local Government Association Queensland Conference.

Brisbane is proud to host this year's conference and contribute to the collective effort to ensure the voice of local governments across Queensland are heard. These conferences give councils and their members from across the state the chance to share ideas with their peers.

We recognise that no two regions in Queensland are the same. We do however all share the common vision of making our local communities a better place through hard work and passionate advocacy.

As Australia's New World City, Brisbane is a great place to live, work and relax – it's a safe, vibrant, green and prosperous city, valued for its friendly and optimistic character and enjoyable subtropical lifestyle.

Whether you live here, visit the city regularly, or have made the journey to the south-east, I hope you will enjoy our vibrant and welcoming city and I encourage you to get out and about and sample our city's unique lifestyle.

Vibrant dining and retail options, world-class hotels, peaceful parklands, outdoor adventure activities, and rich cultural attractions are just some of the offerings across our city.

Brisbane is also a city where you can make influential connections and expand your knowledge, not only through LGAQ membership and engagement activities, but through our city's vast network of professionals and industry specialists.

You will also discover a clean and green city recognised as Australia's most sustainable, where a network of walkways and cycle paths will lead you along our meandering river and through lush parklands.

Once again, we look forward to playing our role in strengthening the network of Local Governments in Queensland and facilitating further collaboration between all 77 councils across the state.

On behalf of the City of Brisbane, I wish every success for the 122nd Annual LGAQ Conference.

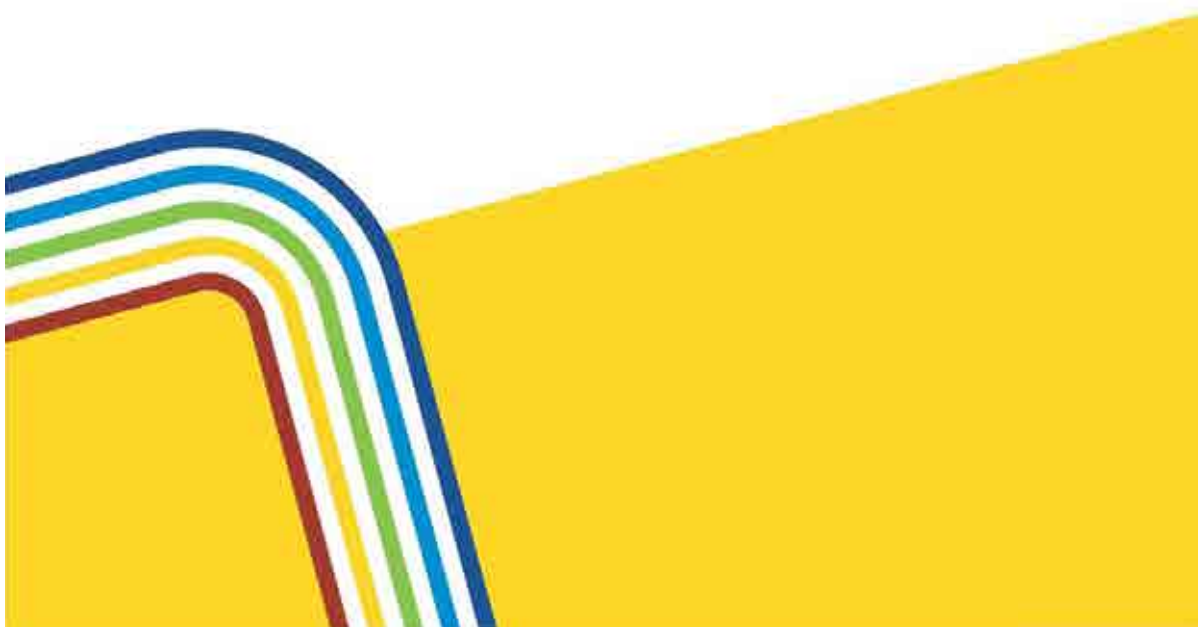
Graham Quirk
Lord Mayor of Brisbane



AGENDA

Sunday
28 October 2018

TIME	TOPIC
10:00am – 3:00pm	Policy Executive Meeting
2:00pm – 5:00pm	Registration Delegates, observers, trade, corporate and accompanying persons
4:00pm – 4:30pm	Trade and Sponsor Briefing
4:00pm – 5:00pm	Government House Reception (Mayors and CEOs only) Hosted by His Excellency the Honourable Paul de Jersey AO, Governor of Queensland – RSVPs must be received by 20 September 2018 via the Events Registration link





Monday
29 October 2018

TIME	TOPIC
8:00am – 5:00pm	Registration Delegates, observers, trade, corporate and accompanying persons
9:00am – 4:30pm	Professional Development Streams <ul style="list-style-type: none"> • Effective Community Leadership for Elected Members • Financial Reports and Budgets for Elected Members • Change Management for Elected Members • Strategic Planning for Elected Members
9:00am – 12:30pm	Q Sport Workshop
9:00am – 12:30pm	Sherlock Living Lab
10:15am – 11:00am	Morning Tea
10:30am – 5:00pm	Indigenous Leaders Forum
12:30pm – 2:00pm	Lunch
2:00pm – 4:00pm	Regional Roads and Transport Group Assembly
4:30pm – 5:00pm	First Time Delegate Briefing
5:30pm – 6:10pm	Welcoming Ceremony
5:30pm	Opening Act
5:40pm	Welcome to Country
5:45pm	Welcome to Brisbane Cr Matthew Bourke, Chairman of Planning and Councillor for Jamboree Ward, Brisbane City Council
5:50pm	Response Mayor Mark Jamison President, LGAQ
5:55pm	Sponsor Address
6:00pm	2018 LGAQ Journalism Award Now in its seventh year of inception the LGAQ Regional Journalism Award is dedicated to showcasing excellence in reporting in regional Queensland. Aided at highlighting the importance of rigorous reporting and analysis of government business decisions affecting Queensland communities, the awards honour the memory of ABC journalists John Bean, Paul Lockyer and Gary Ticehurst. Listen to the official announcement of the 2018 winner, who will receive a \$15,000 prize.
6:10pm – 7:30pm	Networking Drinks Trade Exhibitions



Tuesday
30 October 2018

TIME	TOPIC
8:00am – 5:00pm	Registration Delegates, observers, trade, corporate and accompanying persons
8:30am	Security Briefing Master of Ceremonies – Mr Tim Cox, Journalist
8:31am	Call to Order by the President
8:33am	Presentation of Policy Executive
8:45am	Official Opening RT Hon Cr Graham Quirk Lord Mayor of Brisbane
9:15am	Presidential Address Mayor Mark Jamieson President, LGAQ
9:30am	Keynote Address: Big Data – A public purpose Neil Glentworth Executive Chairman, GWI
10:00am	Morning Tea
10:30am	Sponsor Address
10:35am	Panel Session: Council Showcases Chaired by Sarah Budder PSM, General Manager, Advocacy LGAQ Wujal Wujal Shire Council – Winner of the 2018 National Local Government Award for Excellence Noosa Shire Council – Digital communities Mackay Regional Council – Plan and plan for the people Redland City Council – Varning Up with Redland's First Peoples Boulton Shire Council – Three dimensions of a road crossing
11:55am	Sponsor Address
12:00pm	Keynote Address: Infrastructure Innovation Senior Professor Pascal Perez Director, Smart Infrastructure Facility, University of Wollongong
12:30pm	Lunch
1:30pm	Financial Sustainability Panel Chaired by Greg Hallam AM, Chief Executive Officer, LGAQ Brendan Wormald, Queensland Auditor General Philip Noble, Chief Executive Officer, Queensland Treasury Corporation Warwick Agnew, Director-General, Department of Local Government, Racing and Multicultural Affairs Cr Karen May, Mackay Regional Council, Chair of LGAQ's Asset Management Advisory Group Reith Patterson, Manager, Financial and Project Services, Moreton Bay Regional Council Ian Bodil, Chief Executive Officer, Longreach Regional Council



TIME	TOPIC
2:15pm	Council Forums Indigenous Councils Small: Rural and Remote Councils Medium: Resources and Regional Councils Large: SEQ and Coastal Councils
3:45pm	Sponsor Address
3:50pm	LGMS Member Update and Risk Management Awards Ian Lockman, Chair LGMS
4:10pm	Local Government Remuneration and Discipline Tribunal Update
4:30pm	Keynote Address: Motivational Speaker: Dr Tony Valenti, Sports Psychologist
5:00pm	Program Concludes
6:30pm for 7:00pm	Gala Dinner Gala Dinner Plaza Ballroom Dinner will feature presentations of Long Service Certificate recipients, as well as the inaugural Bush Linton Memorial Bush Council Innovation Award presentation. The QLD POPS - OrCHESTRA will wow you with well-known orchestra numbers, followed by Tim Finn, one of the most praised and admired artists of the past thirty years, who has enjoyed a unique and remarkable career beginning with his band, Split Enz.
11:30pm	Dinner Concludes





BUTCH LENTON MEMORIAL BUSH COUNCIL INNOVATION AWARD

In recognition of the innovative contribution to Queensland made by Graeme 'Butch' Lenton as Mayor of Winton Shire Council, Peak Services has launched the annual Butch Lenton Memorial Bush Council Innovation Award.

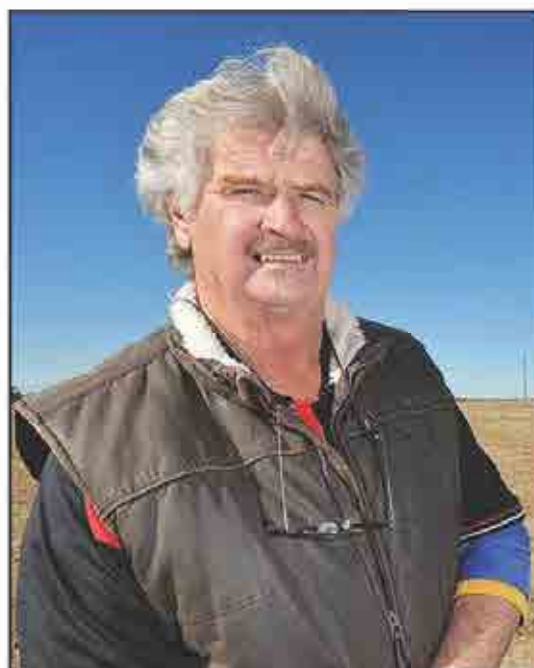
Butch, who passed away on 1 October 2017, spent more than 20 years - first as a councillor, then as mayor - pursuing his unique vision for the region in which he was born and raised. That vision extended far beyond driving the traditional agricultural and grazing industries existing in the area. It included developing tourism, renewable energy and telecommunications as key features of a thriving local economy.

The award is a small way for us to recognise innovation in Bush Councils and pay tribute to Butch's legacy. He was the driving force behind rebuilding the recently launched Waltzing Matilda Centre and the Geothermal Energy plant that Peak, have been managing, as well as many other innovative projects.

The award will be presented at the LGAQ Annual Conference each year and showcased at the Bush Councils Convention, held every two years.

We are seeking nominations for a council group or individual who would like to undertake an activity which demonstrates innovation.

The successful application will be awarded with a bursary of \$10,000 which will go towards the nominated innovative activity. The nominations will be judged by the committee made up of; LGAQ Chief Executive Officer Greg Hallam AM, Peak Services Managing Director and Chief Executive Officer Brent



Reeman, Mayor of Barcaldine Regional Council
Rob Chandler and Mayor of McKinlay Shire Council
Belinda Murphy.

Applications open on 25 June 2018.

Nominations close on 31 August 2018.

Apply here

Peak Services | www.peak.com.au | hello@wearepeak.com.au | 07 3000 2148

Wednesday
31 October 2018

TIME	TOPIC
8:30am	Conference Resumes housekeeping
8:35am	State Government Update Hon Stirling Hinchiffe MP Minister for Local Government Minister for Racing and Minister for Multicultural Affairs
8:55am	AGM/Motions (Debate)
10:15am	Department of Tourism MOU
10:20am	Morning Tea
10:40am	Peak Services Update Ms Teresa Handcock, Independent Non Executive Chairman Mr Brent Beeman, Managing Director and Chief Executive Officer
11:00am	Sponsor Address
11:05am	Debate
12:00pm	Local Government Trade and Investment Program and Strategist
12:30pm	Lunch
1:30pm	Sponsor Address
1:35pm	Opposition Update Ms Ann Leahy MP Shadow Minister for Local Government
1:55pm	Debate
3:15pm	Australian Local Government Association Update Mayor David O'Loughlin, President
3:45pm	Keynote Address: Motivational Speaker: Lisa McInnes-Smith Courtesy of Great Expectation Speakers and Trainers
4:30pm	Plenary Concludes



WORKSHOPS

Monday 29th, October 2018

Q SPORT WORKSHOP

Local governments and sporting bodies intersect on playing fields and other facilities and spaces for sport for mutual benefit – to provide their constituents and members with experiences that enhance their individual health and wellbeing and that of their local communities.

In this forum, LGAQ and QSport as the peak bodies for their sectors in Queensland are combining to look ahead at how this important interaction can be assisted and enable engaged personnel in councils to contribute to this conversation.

Council representatives responsible for/ involved in this aspect of community development who attend will be asked to consider issues to do with planning, consulting with target groups, successful approaches to community engagement and attracting sporting events.

SHERLOCK LIVING LAB

The way in which data can be analysed and used to improve council services and operations is the key to our future. Join the LG Sherlock team for this informal session to learn how your council can leverage technology and data science trends, as well as help build this game-changing project for Queensland local government. Our world-class data experts will facilitate the session.

COUNCIL FORUMS

Monday, 29th October 2018

11:00AM – 5:00PM

INDIGENOUS LEADERS FORUM

Hosts: Cr Alf Lacey (Mayor, Palm Island Aboriginal Shire Council) and Cr Fred Gela (Mayor, Torres Strait Island Regional Council)

Since 2011, the Indigenous Leaders Forum has been a valuable way for Aboriginal and Torres Strait Islander councils to come together in order to discuss specific challenges and to put forward issues they would like the LGAQ to assist them in addressing.

The Forum is held twice yearly.

Wednesday, 31 October 2018

1.30PM – 3.00PM

Come and join with your council peers in one of four forums to discuss, share and debate key issues.

This year, these forums will be hosted by the LGAQ Policy Executive members. Join your local government colleagues in discussing common issues and interests, emerging policy priorities and brainstorming innovative solutions. This is also your opportunity to talk with each other and your Policy Executive members about ways the LGAQ can help and support your council.

Please register for the forum that you believe will most interest your council – if you can't decide you are welcome to send delegates to separate forums.

Delegates/observers are welcome to attend any one of the forums.

SMALL

RURAL AND REMOTE COUNCILS

Hosts: Cr Belinda Murphy, Cr Rob Chandler

MEDIUM

REGIONAL COUNCILS

Hosts: Cr Anne Baker, Cr Ray Brown, Cr Cameron O'Neil

LARGE

COASTAL COUNCILS

Hosts: Cr Jack Dempsey, Cr Matt Burnett, Cr Jenny Hill, Cr Bob Manning

SOUTH EAST QUEENSLAND COUNCILS

Hosts: Cr Matthew Bourke, Cr Mike Charlton, Cr Karen Williams

INDIGENOUS COUNCILS

Hosts: Cr Alf Lacey and Cr Fred Gela



Peak Services delivers deep expertise in the local government sector. We understand the business of councils. Challenge us.

TRAINING OPPORTUNITIES FOR LGAQ ANNUAL CONFERENCE

COURSE INFORMATION

Effective Community Leadership for Elected Members

Peak's 1-day course focuses on the skills that councillors require to work successfully with other organisations in the community. If assessments are completed, the LGACOM404B Establish corporate arrangements with other organisations unit of competency will be awarded towards the LGA50712 Diploma of Local Government (Elected Members).

Accredited: \$750 Inc GST
Non-Accredited: \$530 Inc GST

Financial Reports and Budgets for Elected Members

This course explores the way in which local governments are required to plan, develop and annual budget and monitor, review and interpret financial reports. If assessments are completed, the BSBGOV403 Analyse financial reports and budgets unit of competency will be awarded towards the LGA50712 Diploma of Local Government (Elected Members).

Accredited: \$750 Inc GST
Non-Accredited: \$530 Inc GST

Change Management for Elected Members

Peak's Change Management for Elected Member 1-day workshop discusses planning for an initiating organisational change. Our course stresses the leadership role of the council in sponsoring change and recognises the importance of the CEO and council to work together to achieve significant change. If assessments are completed, the LGACOM602B Coordinate and facilitate a change process unit of competency will be awarded towards the LGA50712 Diploma of Local Government (Elected Members).

Accredited: \$750 Inc GST
Non-Accredited: \$530 Inc GST

Strategic Planning for Elected Members

The Strategic Planning workshop uses existing legislation as its basis to explore the way in which local governments are required to plan. Legislation establishes links between planning objectives, funding and reporting. If assessments are completed, the LGADMIN525A Undertake business planning unit of competency will be awarded towards the LGA50712 Diploma of Local Government (Elected Members).

Accredited: \$750 Inc GST
Non-Accredited: \$530 Inc GST



MONDAY 29 OCTOBER 2018
TIME: 9:00AM - 4:30PM

**PLEASE CONTACT PEAK SERVICES FOR
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COUNCIL SHOWCASES

Wujal Wujal Aboriginal Shire Council

(yins, it is so nice, you do have to say it twice)

Winner of the 2018 National Local Government Award for Excellence

The Ngana Maraku Jundjundiku Jaray Wujal Wujal Emergency Management Network and Community Forum project has allowed the community to access a weather resistant independent solar-powered telecommunications backup / hot-spot system to use during emergencies such as cyclonic weather. As a community prone to regular severe weather events and having experienced a series of failures of its communication systems at crucial times in recent natural disasters, the Wujal Wujal Shire Council was committed to developing a reliable emergency telecommunications network. Council's persistence and perseverance has been rewarded with its new emergency system winning the top gong at the National Local Government Awards for Excellence, though Council will insist that the real winners are their community with the safety and welfare of residents enhanced as a result of the new system.

In an area notoriously vulnerable to weather-related disasters such as cyclones and floods, the Council looked to technology to provide reliable and sustainable backup telecommunications to support Council operations and resident welfare alike.

This project stands as evidence that council size, limited resources and remoteness are not barriers to developing innovative technology solutions to local problems. The project also showcased how state, federal and local government can work successfully together and deliver an outcome supported by all. The new system has been successfully tested and well received by community residents and council personnel alike.

Noosa Shire Council Digital communities

Having one of the "top 10 coolest libraries in the world" was a good start but Noosa Council now operates robotic programs and a cutting edge Makerspace from the Cooroy library. These programs encourage innovation, STEM learning and the growth of our digital economy which is also supported by the recent opening of the Council's Peregian Beach Digital Hub.



Mackay Regional Council **Point and Plan for the People**

The Mackay Regional Council 'point and plan mobile application' is a mobile app that is bringing real time planning data to the person on the street. Council, customers, the community and property professionals will have the ability to stand in front of their house, their land, their prospective investment and their smart phone does the rest. The land use screen will provide infographic and short videos explaining land use opportunities and concepts.

Redland City Council **Yarning Up with Redland's First Peoples**

The relationship between Redland City Council and the Quandamooka Yookoburabee Aboriginal Corporation is one that is built on mutual respect and recognition of the important role the Traditional Owners play in the community.

In signing an historic Indigenous Land Use Agreement seven years ago, both QYAC and Redland City Council created a lasting partnership to the benefit of the entire community, one that has delivered on the ground projects as well as broadening community education and understanding.

These benefits have included transitioning the camp grounds on North Stradbroke Island to Minjerribah Camping, creating economic benefits while delivering

improved camping facilities, as well as the declaration which saw the Quandamooka People create the largest Land for Wildlife property managed by Traditional Owners in Queensland at 1400 hectares.

As North Stradbroke island transitions away from sandmining by next year, the relationship between Redland City Council and QYAC will be vital to ensure the community is taken on the journey during the transition and the traditions of yesterday continue.

Boulia Shire Council **Three Dimensions of a Road Crossing**

Innovation comes in all shapes and sizes, and in our back rural communities, sometimes from the strangest places. Bringing the world's best thinking to some of our smallest communities can quite literally save lives and chart new courses for individuals and the community.

In this showcase, Boulia Shire Council Mayor, Cr Rick Britton, will outline how a social media post showing a three-dimensional pedestrian crossing in fogland quickly became a reality in Boulia. While such installations around the world have primarily focussed on the driver, Cr Britton will share insights on the social and community benefits that have been realised through the project – one of which would ordinarily be unforeseen.

ACCOMMODATION (GST INCL)

Accommodation for Annual Conference is being organised by Corporate Traveller.

[CLICK HERE](#)

•• A \$10 booking fee will be added per person, per booking ••

CONFERENCE SHIRT (COUNCIL DELEGATES/OBSERVERS ONLY)

Council delegates and observers will be issued with ONE shirt whilst at conference.

These need to be ordered on line as part of your conference registration. The sizing is as follows:

Mens Modern Fit	S	M	L	XL	2XL	3XL	5XL
GARMENT 1/2 CHEST (CM)	52	55	58	62	65	71	79

Ladies Modern Fit	8	10	12	14	16	18	20	22	24
GARMENT 1/2 CHEST (CM)	46.5	49	52	54	56	59	62	65	68

Please select your size carefully as there won't be the opportunity to change your size once at conference.



CONFERENCE REGISTRATION

(GST INCL)

Early Bird Registration – prior to and including 14 September 2018

Council or State Government observer	\$ 1540.00
5 or more observers from one Council/Government Department	\$ 1430.00
Corporate (Private Sector)	\$ 3000.00

After 14 September 2018

Council or State Government observer	\$ 1740.00
5 or more observers from one Council/Government Department	\$ 1600.00
Corporate (Private Sector)	\$ 3240.00

Early Bird One Day Registration – prior to and including 14 September 2018

Council or State Government observer	\$ 770.00
Corporate (Private Sector)	\$ 1210.00

After 14 September 2018

Council or State Government observer	\$ 880.00
Corporate (Private Sector)	\$ 1600.00

FUNCTIONS

Welcoming Ceremony (accompanying persons, day registrations and additional trade exhibitors)	\$ 70.00
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DINNER

Gala Dinner – Tuesday evening (30 October 2018)	\$ 175.00
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Please note that the Welcoming Ceremony on the Monday evening is included in the conference fee for delegates, observers and corporates attending the full three days of conference.

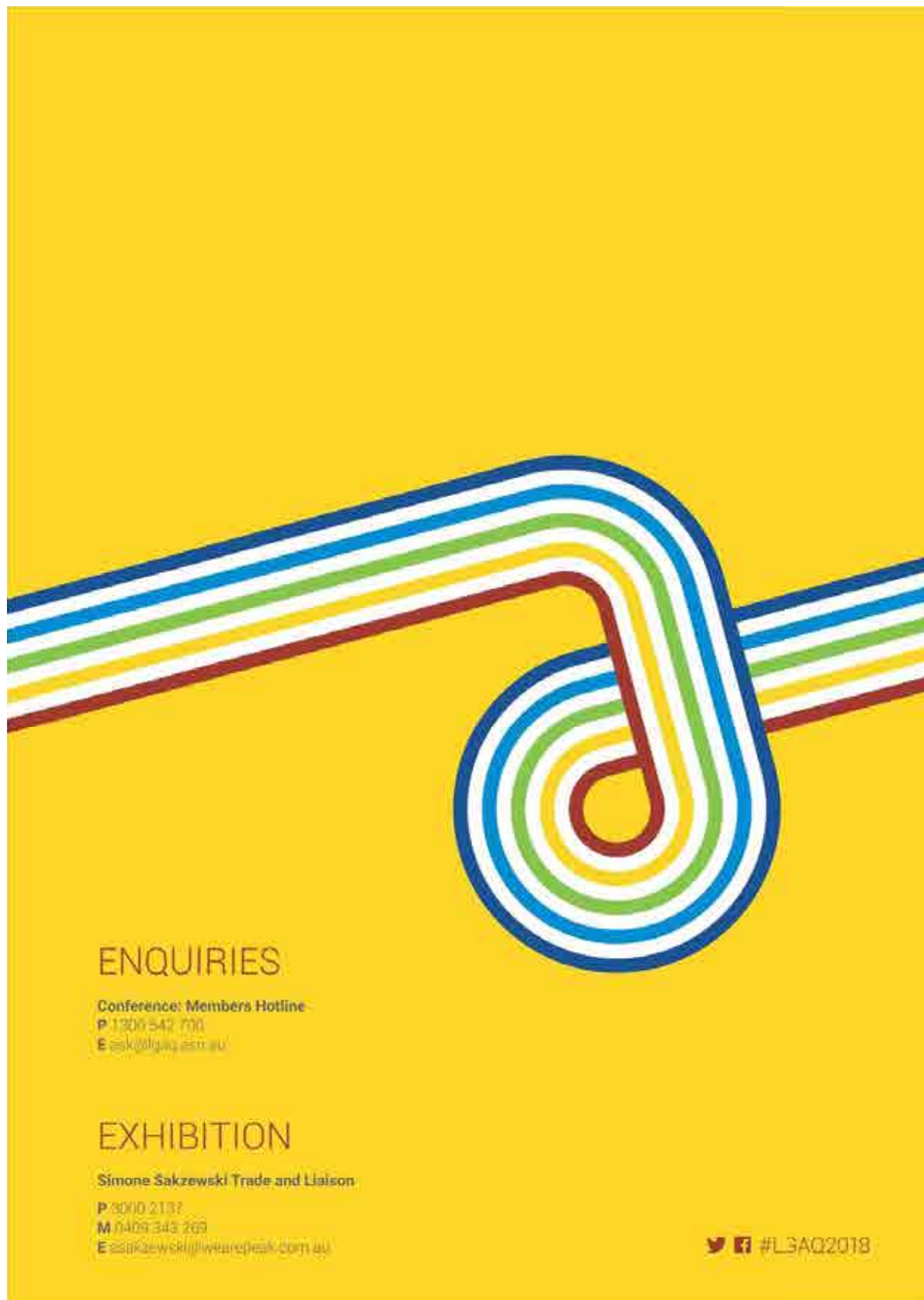
Accompanying persons are welcome to attend the Welcoming Ceremony and Gala Dinner.

Register via links below (or online at www.lgaq.asn.au) under the Events Tab: 122nd LGAQ Annual Conference.

ANNUAL CONFERENCE REGISTRATION

CLICK HERE

Please refer to registration/cancellation policies on www.lgaq.asn.au when making your registration.



12.2 ADOPTION OF THE CAPRICORN COAST SMART REGION STRATEGY

File No: ED8.5.17

Attachments: 1. Capricorn Coast Smart Region Strategy Web Version [↓](#)

Responsible Officer: Debra Howe - Director Strategic Growth & Development
Brett Bacon - Executive Director Liveability and Wellbeing

Author: Sonia Barber - Senior Economic Development Officer

SUMMARY

The public consultation for the draft Capricorn Coast Smart Region Strategy (refer Attachment One) was completed on 10 July 2018. Minimal public feedback was received except from the Queensland Government Digital Economy Team, which has been incorporated in the final version of the Strategy. The final version of the Capricorn Coast Smart Region Strategy is now ready for adoption by Council.

As required under the funding agreement with the Department of Infrastructure, Regional Development and Cities, the Capricorn Coast Smart Region Strategy will be officially launched on Monday, 3 September 2018 by Michelle Landry MP, Member for Capricornia representing Dr John McVeigh MP, Minister for Regional Development, Territories and Local Government along with Mayor Ludwig and Deputy Mayor Digital Economy and Innovation Champion Nigel Hutton.

OFFICER'S RECOMMENDATION

THAT Council adopt the *Capricorn Coast Smart Region Strategy* (as contained within Attachment One) as the framework document which will guide the development of innovation and digital growth across the region and officially launch the Strategy on Monday, 3 September 2018.

BACKGROUND

On 2 October 2017 Council was successful in receiving \$20,000 funding from the Australian Government's Building Better Regions Fund - Community Investment Stream from the Department of Infrastructure, Regional Development and Cities to assist in the development of the *Capricorn Coast Smart Region Strategy*.

From November 2017 to January 2018 digital surveys were conducted with local business, community and internal Council business units in preparation for Strategy development.

- 1) Business marketing survey: nine (9) submitted responses
- 2) Community survey: 164 submitted responses
- 3) Internal Council business units: eleven (11) submitted responses

In January 2018 a request for quote was completed to engage a smart cities specialist to provide consultancy services to assist the Acting Senior Digital Economy and Innovation Strategist in the development of the strategy. In February 2018 Smarter Technology Solutions was successful and appointed based on both price and experience.

Capricorn Coast Smart Region Strategy Development to date:

Preliminary business and community engagement, as well as internal Council engagement has been undertaken in the form of digital surveys. Internal Council and external stakeholder engagement (one-on-one) have been conducted. On the 27 March 2018 a special Council Workshop was co-facilitated by Smarter Technology Solutions and the

Economy and Places team to seek Councillor input into the development of the *Capricorn Coast Smart Region Strategy*.

The purpose of stakeholder engagement was to determine the digital pulse of the region, (where it is at now) and to find out the digital ambition (where does it want to be). A core component of the consultation was to distil this information into each of the strategic initiatives of the strategy to determine the region's key digital and innovation projects and formulate measures of success.

The project will also identify the strengths, weakness and opportunities of digital disruption on the region, with an emphasis on fostering local capacity (business and jobs) to build economic competitive advantage.

At the 4 June 2018 Council Workshop it was agreed that after minor changes were made to the Capricorn Coast Smart Region Strategy it could go to online public consultation. Public consultation was conducted from 19 June 2018 to 10 July 2018.

COMMENTARY

The *Capricorn Coast Smart Region Strategy* will help achieve economic growth powered by digital innovation, by driving full community and business participation in the digital economy and utilising a digital first delivery of better services and smart solutions to achieve this goal.

Council working in partnership with Smarter Technology Solutions ensures the Strategy aligns with the latest emerging trends in digital technologies and innovation with an emphasis on opportunities for regional areas (such as the Capricorn Coast region) to embrace and build new opportunities in this constantly evolving space.

Council's role involves creating the right conditions and physical environment for business to invest, grow and succeed in line with the needs and expectations of the community. To achieve this successfully Council needs to lead by example and embed the strategic initiatives of the Smart Region Strategy throughout Council to ensure it is truly innovative, sustainable, engaged and data driven.

The vision, goals and strategic direction of the Strategy will align with Council's *Invest Capricorn Coast Economic Development Plan* and be informed by Council's *Corporate Plan 2014-2019* and the regional vision and priorities.

Council commitment to developing a "Smart Region Strategy" was aimed at encouraging innovative people and businesses to relocate to the Capricorn Coast region; but most importantly to advance its economy, attract investment, build prosperity and improve lives and lifestyles of the communities it serves.

Online Public Consultation

Online public consultation was conducted from 19 June 2018 to 10 July 2018. Feedback was received regarding the online format of the document (hard to read) this was fixed immediately. Feedback was also received from one community member that did not relate to any of the components of the Smart Region Strategy, this was acknowledged and passed onto the relevant areas of Council.

Formative feedback was received from the Queensland Government Digital Economy Team to update the timeline, which has now been incorporated into the final strategy document.

The final document will include page numbering before it is printed and posted on Council's website.

PREVIOUS DECISIONS

On 27 March 2018 Smarter Technology Solutions and Economy and Places co-facilitated a visioning workshop with Councillors. The Smart Region Strategy stakeholder feedback, strengths, weaknesses, opportunities and threats analysis, strategic themes and priority projects were presented to Council and input sought.

At 4 June 2018 Council Workshop the draft *Capricorn Coast Smart Region Strategy* was presented to Council and it was agreed that after minor changes were made to the strategy it could go to online public consultation. Public consultation was conducted from 19 June 2018 to 10 July 2018.

BUDGET IMPLICATIONS

The cost of preparing the *Capricorn Coast Smart Region Strategy* was funded by the \$20,000 funding from Building Better Regions. Council's in-kind contribution and launch event costs are allowed for within the adopted Economy and Places operational budget.

Once the Strategy is adopted and officially launched, Council will have met all the milestones and requirements of the Building Better Regions funding agreement and will be in a position to acquit the funding.

LEGISLATIVE CONTEXT

There is no legislation which is pertinent to the development of the *Capricorn Coast Smart Region Strategy*.

LEGAL IMPLICATIONS

There are no legal implications associated with the development of the *Capricorn Coast Smart Region Strategy* and all funding agreement requirements and milestone have currently been met.

STAFFING IMPLICATIONS

The *Capricorn Coast Smart Region Strategy* is the core work for the Economy and Places team.

RISK ASSESSMENT

The risk in not preparing the *Capricorn Coast Smart Region Strategy* is that Council and the community will get "left behind" in a rapidly changing technological and innovative climate which is increasingly competitive. Missed opportunities in digital advancement will not achieve the strategic growth and development that Council desires for the Capricorn Coast region.

CORPORATE/OPERATIONAL PLAN

Strategy EC3 of Council's Corporate Plan states: '*Promote Livingstone Shire as a desirable destination for investment, business, industry, tourism and living.*'

LOCAL GOVERNMENT PRINCIPLES

The local government principles are –

- (a) *Transparent and effective processes, and decision-making in the public interest; and*
- (b) *Sustainable development and management of assets and infrastructure, and delivery of effective services; and*
- (c) *Democratic representation, social inclusion and meaningful community engagement; and*
- (d) *Good governance of, and by, local government; and*
- (e) *Ethical and legal behaviour of councillors and local government employees.*

CONCLUSION

The draft *Capricorn Coast Smart Region Strategy* has recently undergone community engagement and has been updated to reflect feedback where relevant. This report seeks Council adoption of the final version of the *Capricorn Coast Smart Region Strategy* (refer Attachment One).

As required under the funding agreement with the Department of Infrastructure, Regional Development and Cities, the *Capricorn Coast Smart Region Strategy* will be officially

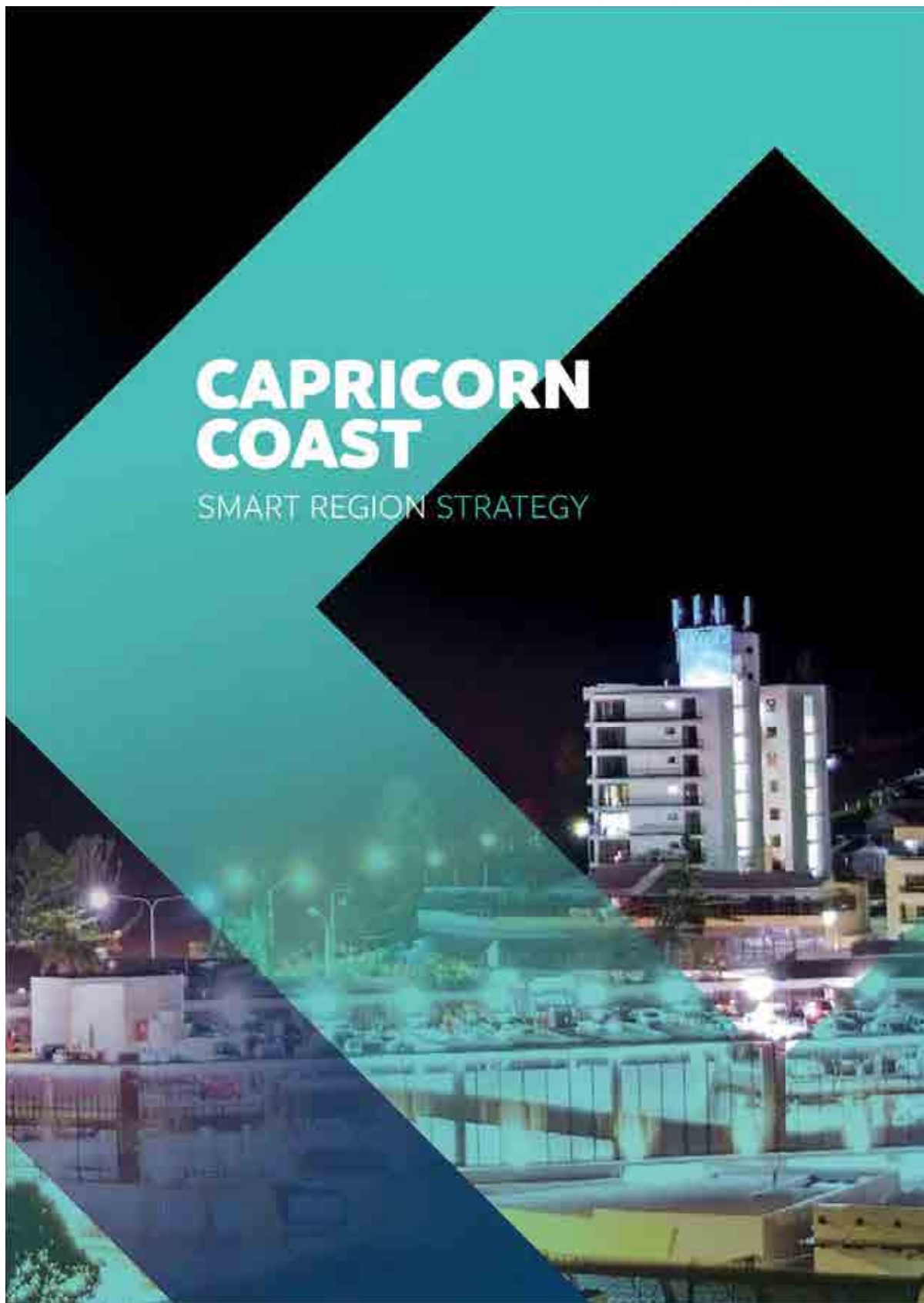
launched on Monday, 3 September 2018 by Michelle Landry MP, Member for Capricornia representing Dr John McVeigh MP, Minister for Regional Development, Territories and Local Government with Mayor Ludwig and Deputy Mayor Digital Economy and Innovation Champion Nigel Hutton.

12.2 - ADOPTION OF THE CAPRICORN COAST SMART REGION STRATEGY

Capricorn Coast Smart Region Strategy Web Version

Meeting Date: 21 August 2018

Attachment No: 1





INTRODUCTION

The Capricorn Coast Smart Region Strategy will help achieve economic growth powered by digital innovation.

This strategy aligns with emerging trends in digital technologies and innovation with an emphasis on leveraging opportunities for regional areas to benefit from the advantages of being proactive in this constantly evolving space.

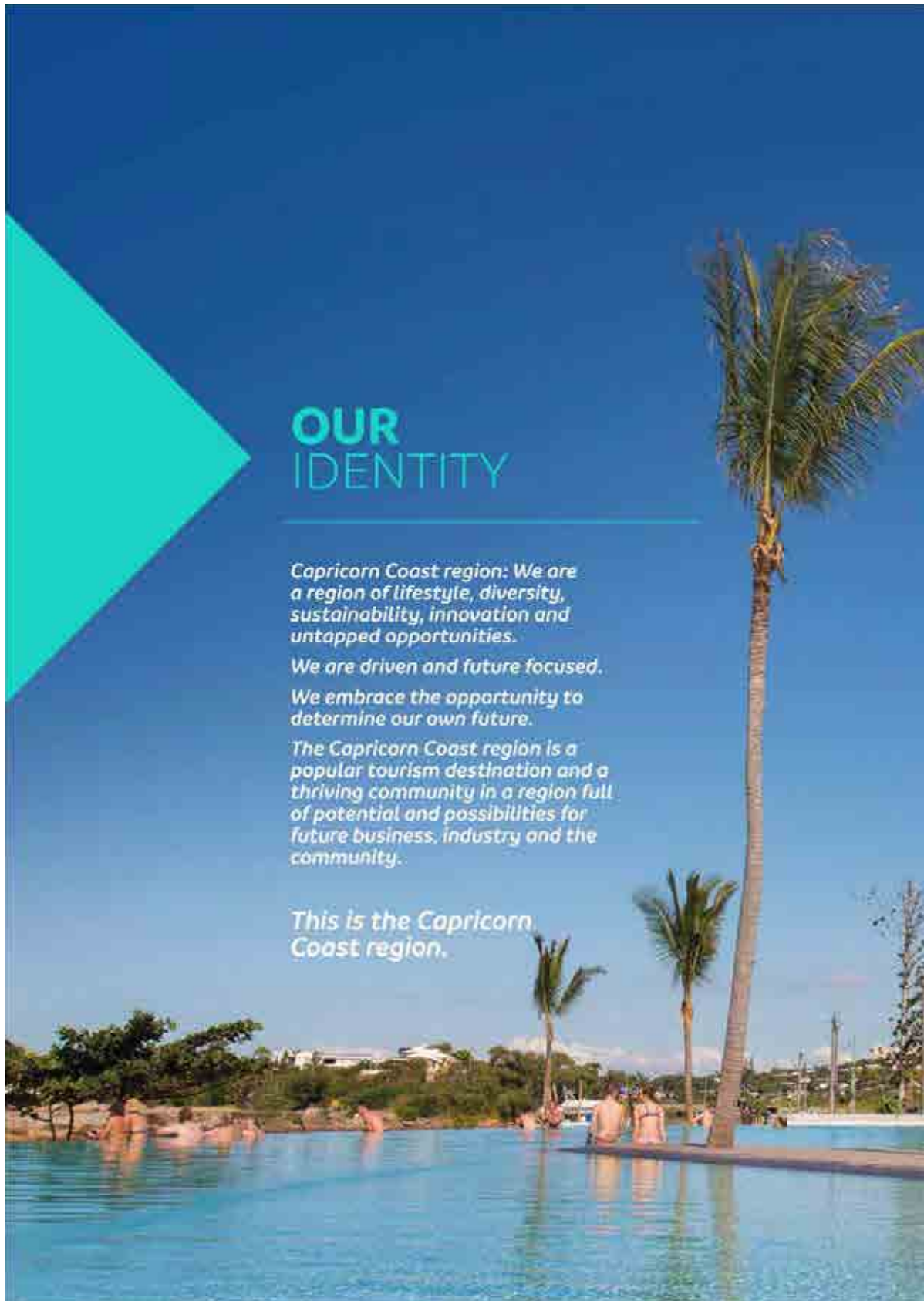
This strategy has been developed to ensure the goals listed in the technology and innovation strategic initiatives detailed in the Invest Capricorn Coast Region Economic Development Plan are achieved.

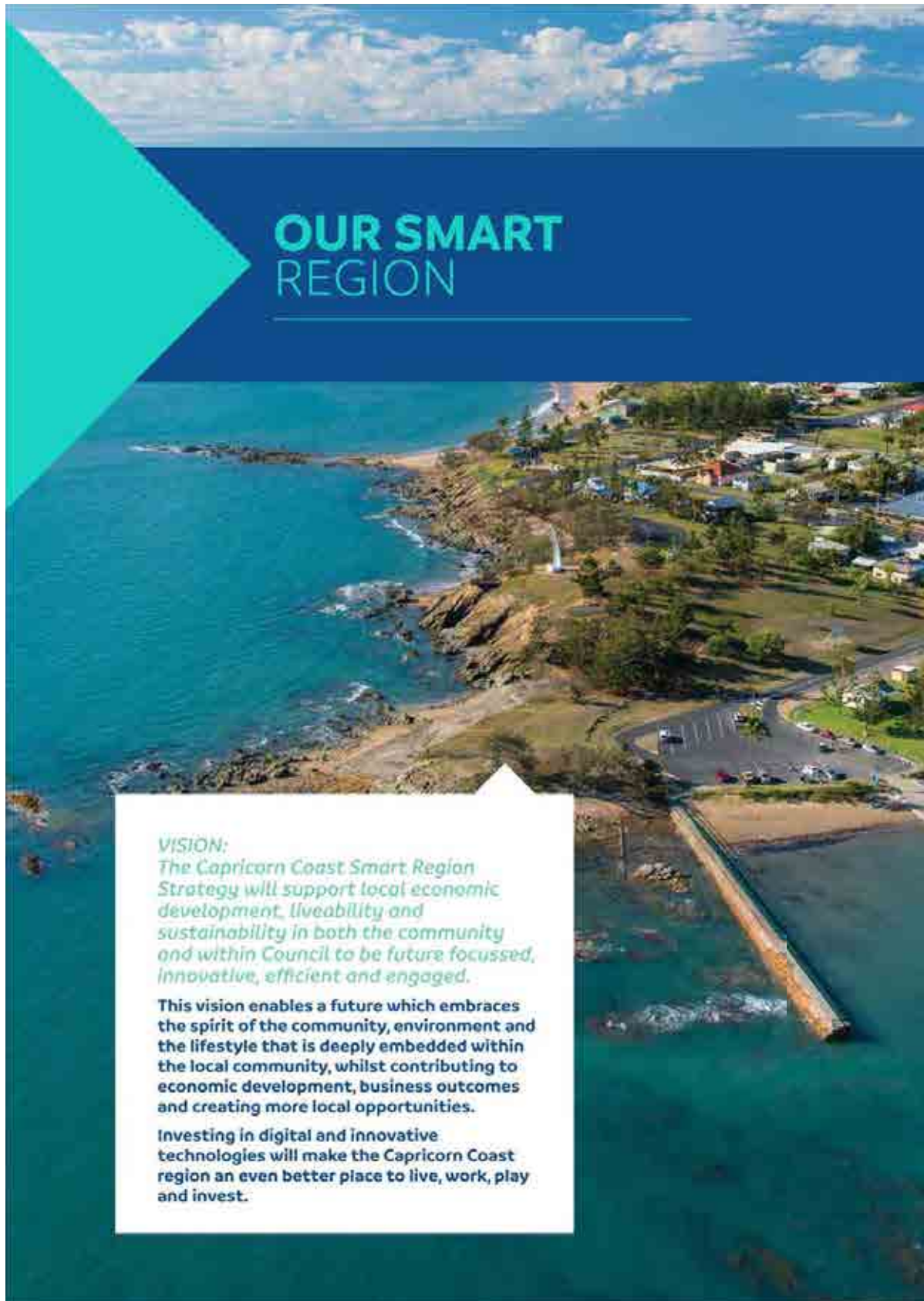
The Capricorn Coast region's economic development goal is to build a diverse, strong, innovative and sustainable local economy providing employment and business opportunities for current and future generations.



Figure 1 – Overview of the Invest Capricorn Coast Region Economic Development Plan Strategic Initiatives.

Prompting creativity and fostering an environment of entrepreneurship within the region will lead to new business ventures, the creation of local jobs and an increase in innovation and knowledge within the local economy.





OUR SMART REGION

VISION:
The Capricorn Coast Smart Region Strategy will support local economic development, liveability and sustainability in both the community and within Council to be future focussed, innovative, efficient and engaged.

This vision enables a future which embraces the spirit of the community, environment and the lifestyle that is deeply embedded within the local community, whilst contributing to economic development, business outcomes and creating more local opportunities.

Investing in digital and innovative technologies will make the Capricorn Coast region an even better place to live, work, play and invest.

WHAT IS A SMART REGION?

Smart regions are focussed on the future and constant improvement of jobs, growth, liveability and sustainability.

As a Council, we will enable this through:

- Better decision making by being more informed with data
- Improved asset use, cost savings and performance due to deeper understanding of how assets are used
- Ensuring citizens are meaningfully involved to allow council to better align services to the community needs
- Leveraging smart technologies and innovation to inform and create efficiencies

WHAT IS A SMART REGION FOR THE PEOPLE WHO LIVE HERE?

To become a smarter region, we will use technology, data and innovation to help us unlock our potential, creating new opportunities for innovation and create jobs and growth. We will be more sustainable and energy efficient, we will use data to support and drive decision making, we will innovative and think of new ways to solve problems, and we will use innovation to create local opportunities and different ways to solve problems. We will achieve this by:

- Better aligning services, addressing mobility and making the local area more liveable: the community will benefit from an increase in quality of life (a healthy, safe and engaged lifestyle)
- Using data and innovation to prompt economic development and growth to create more local jobs, increase regional output and prosperity
- Technology-informed decision making to promote environmental sustainability, ensuring the responsible and efficient use of natural, human and economic resources.

WHY DO WE NEED THE SMART REGION STRATEGY?

The primary goals of the Smart Region Strategy are to:

- Improve operational efficiencies using digital tools and data to inform decision making for Council operations.
- Contribute to sustainability outcomes through a conscious effort to reduce our environmental impact, reduce waste and increase the use of sustainable energies.
- Provide mechanisms for deeper engagement with the community, seek and seek feedback to better serve the community's needs
- Continued stimulation of the local economy by providing skills, advocacy and support for local industry
- Provide local opportunities for skills development and prepare for the jobs of the future
- Deliver upon what local people and industry need and want more easily due to enhanced collaboration and feedback.

THE SMART REGION STRATEGY

To be effective, a strategy needs to provide a shared sense of goals and directions and must also be responsive: particularly to deal with rapidly emerging digital technologies. This Strategy is posed to help Council, businesses and the community work together to advance the Capricorn Coast region's digital future.

Our world and technology is changing at a rapid pace, so it is important to note that this Strategy is a "living" document, which responds to changes in the community and new technologies as they emerge.





THE ENGAGEMENT PROCESS

Throughout the development of this strategy, the following process was followed to consult with the community, local businesses, government agencies and other relevant stakeholders to ensure a holistic approach to the Smart Region Strategy development:



WHAT OUR COMMUNITY TOLD US:

- You want to be involved in decision making
- You're proud of our regional community "feel" and coastal lifestyle.
- Environmental sustainability is important to you
- You want to see continuing digital skills development (community and small business related)
- You like our new online services and e-Services (paying rates online, submitting and tracking building applications or service issues) and want to see more of it
- You want to see us continue to focus on the future and long-term planning as well as short-term delivery of the services that matter to you.

Council is actively trying to plan for the future, align with local community needs and provide value for money within the region for the local services and infrastructure provided. This Strategy details how becoming a Smart Region will help us get there.



WHAT DOES THE COMMUNITY WANT?

During stakeholder engagement, the community and small businesses told us what they believed technology and innovation could mean for the region.

This feedback is summarised below:



SMART REGION STRATEGY GUIDING PRINCIPLES

Based on stakeholder engagement, four key themes emerged as areas you would like to see our region focus on. These themes are our Smart Region Objectives:



1. INNOVATIVE

You want to see things done better, cheaper, faster and more efficiently.

2. SUSTAINABLE

The region has strong values around the environment and its coastal lifestyle with a country feel (beach to bush), and you value sustainability.

3. ENGAGED

You want to be meaningfully involved in decision making, what is prioritised, and you want to have your voice heard.

4. DATA DRIVEN (DECISION MAKING)

Concerns around governance, long-term planning and spending money wisely.

SMART REGION OBJECTIVES

Drawing from global smart city frameworks (to provide the ability to assess our performance), we have broken the Smart Region objectives into individual initiatives.



SMART REGION INITIATIVES

These initiatives establish the delivery of the vision and actions for each of the Smart Region objectives across the Capricorn Coast region

SMART REGION INITIATIVE	TARGET OUTCOMES
SMART ECONOMY	<ol style="list-style-type: none"> 1. Establish and develop the innovation ecosystem 2. Build digital skills locally 3. Build skills in emerging and future industries 4. Create more local opportunities
SMART GOVERNANCE	<ol style="list-style-type: none"> 1. Clear policy and vision 2. Future focussed procurement 3. Innovation enablement 4. Transform service delivery and e-Services 5. Enable data sharing/open data 6. Communication and engagement
SMART ENVIRONMENT AND WATER	<ol style="list-style-type: none"> 1. Target sustainable energy initiatives 2. Waste management and reduction 3. Encourage placemaking and greenspace usage 4. Encourage the use of smart building technologies to enhance sustainability 5. Preserve waterways and the natural environment
SMART PLANNING	<ol style="list-style-type: none"> 1. Enabling smart infrastructure to inform planning and decision making 2. Enhancing participation and involvement from local businesses and community 3. Digital modelling to enable interactive and visual planning
SMART MOBILITY	<ol style="list-style-type: none"> 1. Use data to inform planning and decision making 2. Reduce traffic and parking delays 3. Encourage sustainable mobility solutions
SMART COMMUNITY	<ol style="list-style-type: none"> 1. Encourage digital citizenship 2. Build digital skills locally 3. Create opportunities for local innovation 4. Open data and government transparency



To continue to deliver opportunities for local people within the Capricorn Coast region, Council will focus on growing the economy to create local opportunities and enable collaboration and efficiency.

ACTIVITIES:

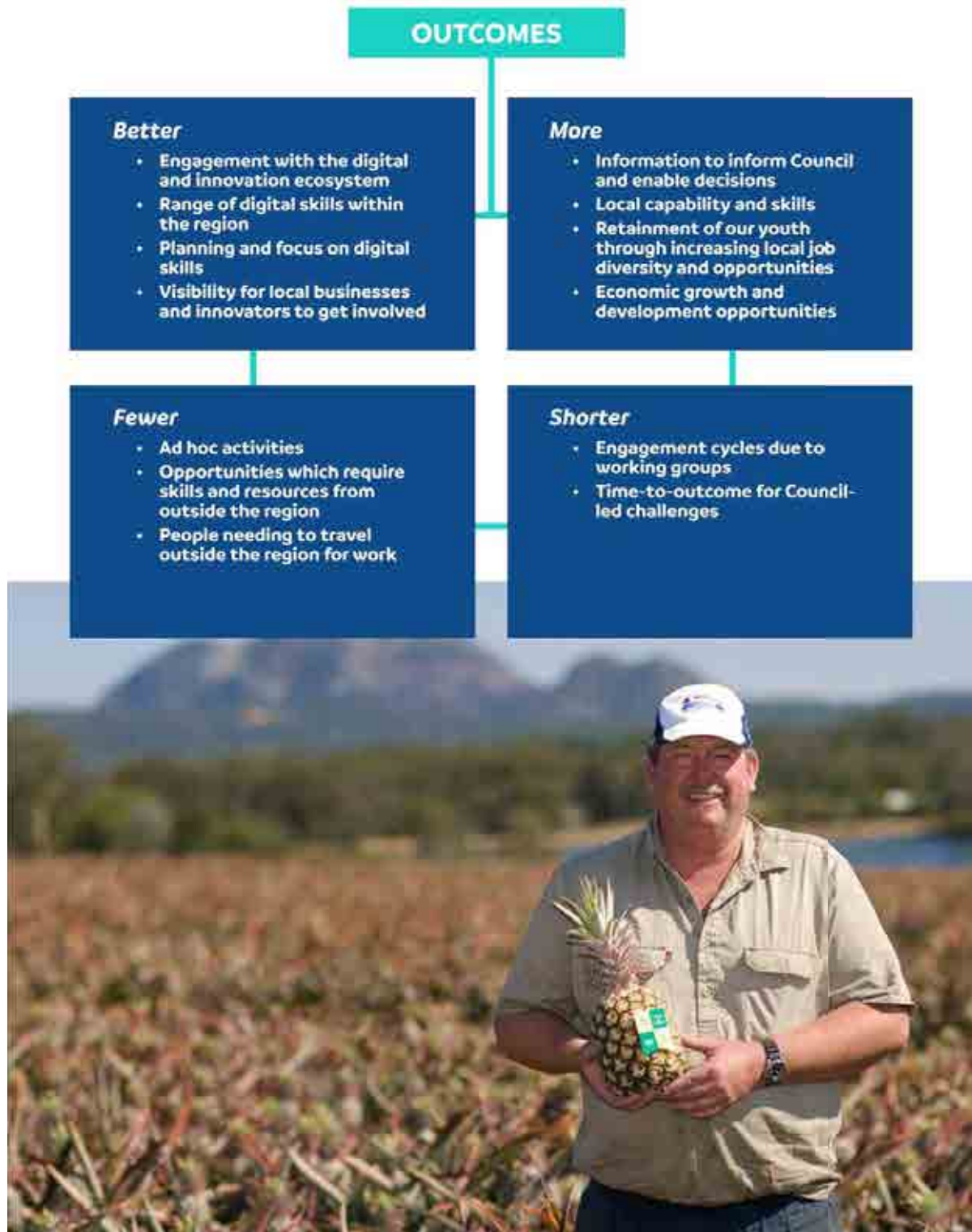
The key activities that will be undertaken to deliver upon the Smart Economy initiatives are:

- Provide digital training opportunities such as digital marketing for business
- Deploy smart infrastructure to provide new marketing opportunities for businesses and new areas for innovation
- Provide open data to encourage innovation opportunities using Council data
- Build skills in emerging and future industries through collaboration with the local innovation ecosystem, universities and local business to offer skills development locally.

SUCCESS MEASURES:

We can measure progress using indicators such as:

- Percentage of opportunities kept local
- Range of digital skills available locally
- Innovation enablement activities e.g.
 - Workshops, forums, events
 - Collaborative activities with local businesses and education groups





SMART GOVERNANCE

Provide a contemporary framework to allow governance and procurement to be future focussed and to enable collaboration between industry, business and the community.

Council to focus on a citizen-centric service-delivery model and continue to move to a more collaborative approach with citizens.

ACTIVITIES

The key activities that will be undertaken to deliver upon the Smart Governance initiatives are:

- Clear policy and vision to enable decision making and to provide uniform direction
- Future focussed procurement involving the assessment of innovation and future proofing in procurement processes
- Establishment of a Smart Region working group within Council and with external stakeholder engagement
- Innovation enablement within Council, to enable those with ideas to share and have their ideas considered by the Smart Region working group

- Transform service delivery and e-Services by continuing to deliver online/accessible services
- Enable data sharing/open data to create new local opportunities and to provide transparency
- Ongoing development of two-way communication and engagement with citizens.

MEASURING SUCCESS

We can measure progress using indicators such as:

- Participation rates for engagement – within Council and externally with citizens and industry
- Customer satisfaction rates
- Usage/uptake of digital services provided by Council
- Internal process adherence
- Key Performance Indicators (KPIs) for staff and leadership to drive initiatives
- Benefits tracking (before, during and after).





SMART ENVIRONMENT AND WATER

The Capricorn Coast region is a sustainably minded community which values the natural environment and we should provide a sustainable approach by default, applying technology and innovation to create a cleaner and more sustainable future.

By focusing on high-quality urban design, adoption of renewables, a greener region, and smart use of resources including water-sensitive design and recycling/re-use of waste, we can create more regional opportunities for new industries, economically sustainable businesses and other innovation opportunities.

ACTIVITIES

The key activities that will be undertaken to deliver upon the Smart Environmental Initiative are:

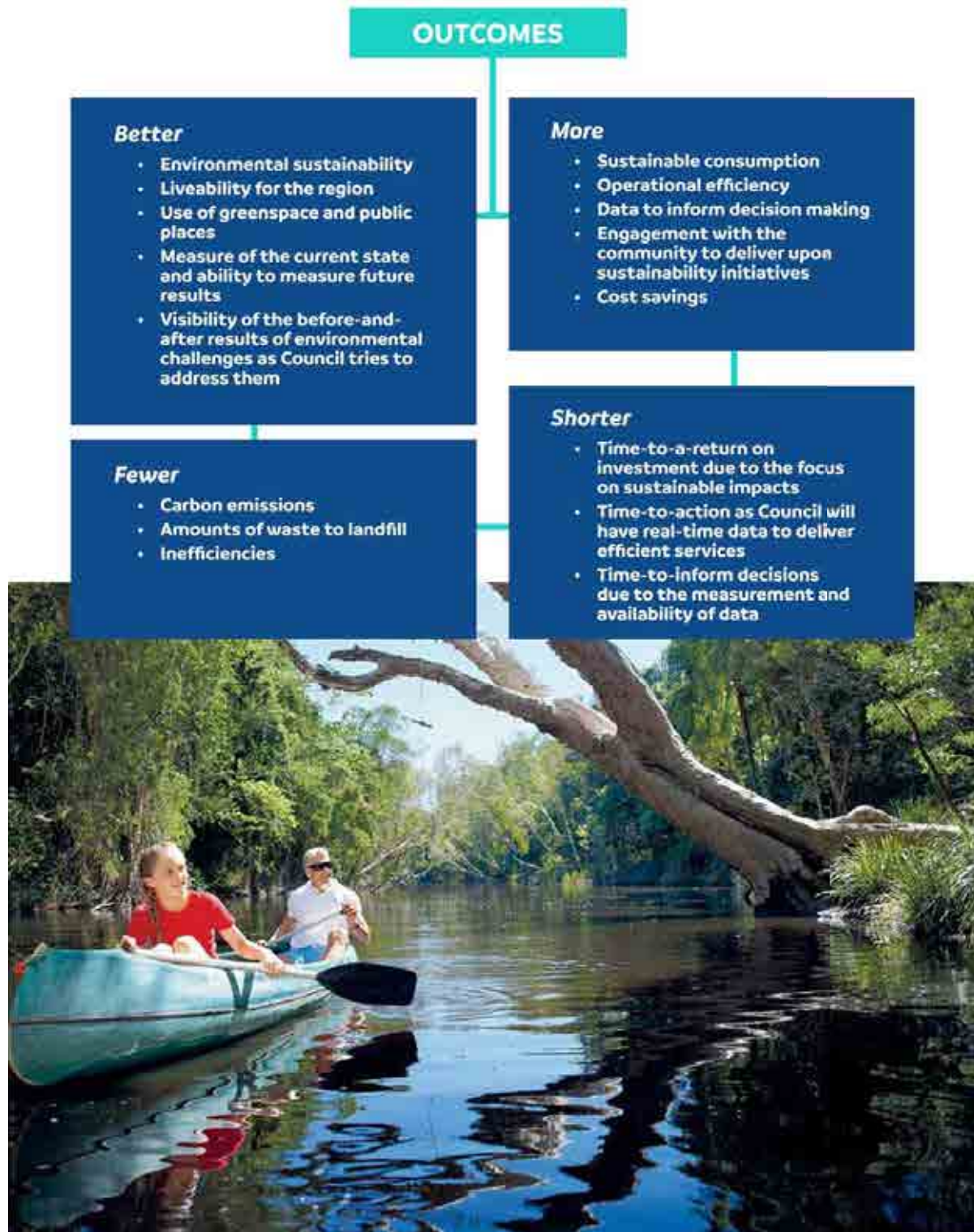
- Target sustainable energy initiatives including electric-vehicle charging and smart lighting in the public space
- Continued waste-management and waste-reduction plans to divert from landfill where possible
- Continued placemaking and greenspace usage
- Optimise water management
- Encourage the use of smart building technologies to enhance sustainability, such as smart lighting and building management systems
- Preserve waterways and the natural environment
- Investigate the use of biofuels and renewable energies (solar/battery storage)

- Inclusion of smart/green technologies in private developments (influenced by Council policies/encouragement/support)
- Usage of environmental sensors to understand trends, measure the success of council treatments, resolve problems, and create new opportunities through the understanding of environmental impacts (such as water leaks, beach erosion or carbon emissions) and ways to resolve them.

MEASURING SUCCESS

We can measure progress using indicators such as:

- Volume of waste to landfill versus diverted from landfill
- Percentage increase in sustainable energy versus traditional energy from the grid
- Percentage increase in greenspace within the region
- \$ water-savings cost
- Increase in recycling rates
- Reduction in resources to empty bins (cost savings)
- Percentage of energy reduction and cost savings/increased reliance on renewable energies
- \$ efficiency savings.





By using innovative, future-focussed planning we can create more dynamic engagement with the community and provide a digital element to the region to inform planning and decision making.

ACTIVITIES

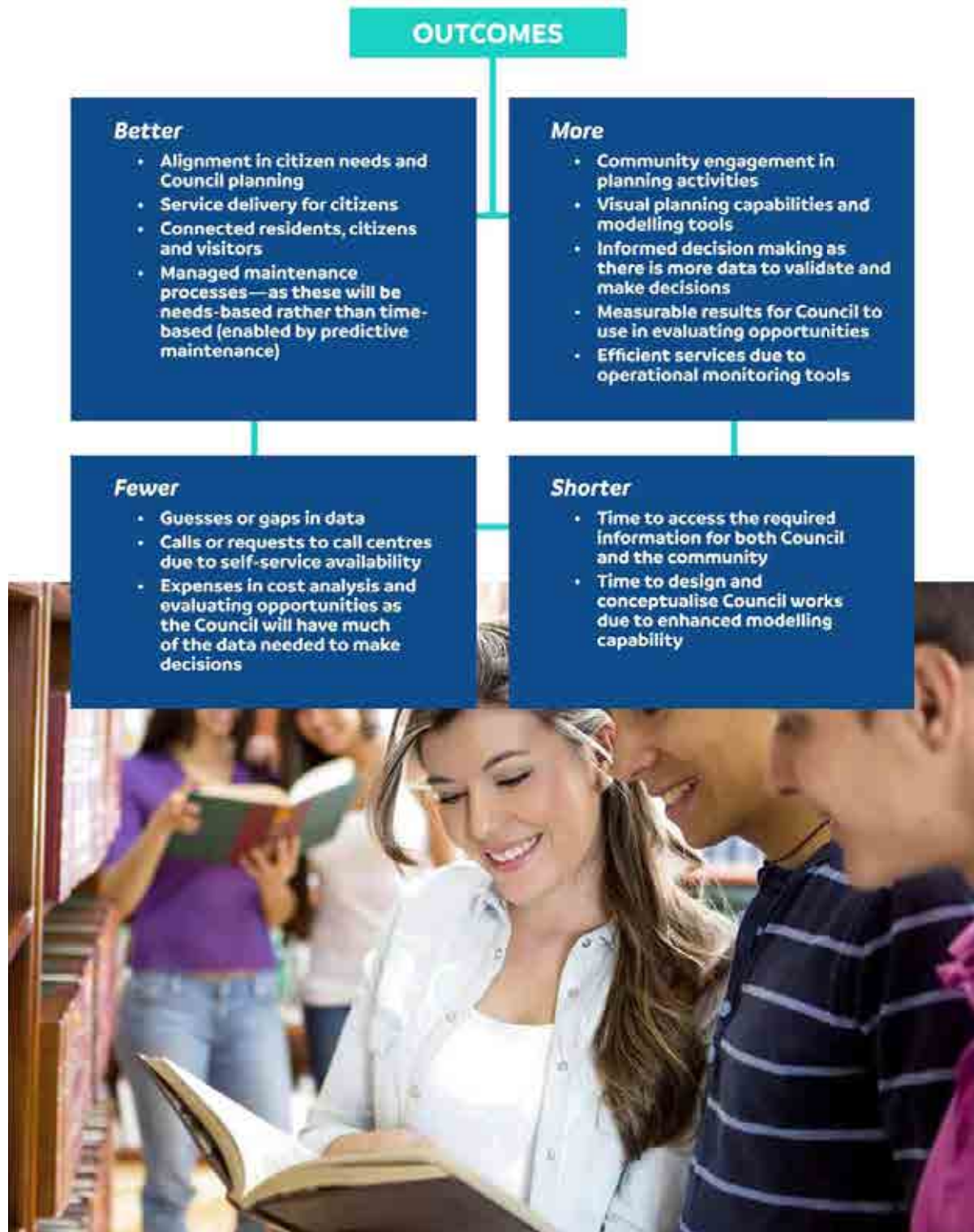
The key activities that will be undertaken to deliver upon the Smart Planning initiative are:

- Enabling smart infrastructure and sensor technologies to provide deeper visibility to inform decision making and planning
- Enhancing participation and involvement from the local industry and community to better align needs
- Using digital modelling to enable interactive and visual planning activities along with consultation
- Development of future-focussed procurement policies that support innovation.

MEASURING SUCCESS

We can measure progress using indicators such as:

- \$ cost savings for Council operations
- Community participation and involvement
- Reduced cost to design and build infrastructure.





Smart mobility is about providing choice for transport and mobility. The goal is to connect both citizens and visitors to more convenient transport services whilst enhancing sustainability.

ACTIVITIES

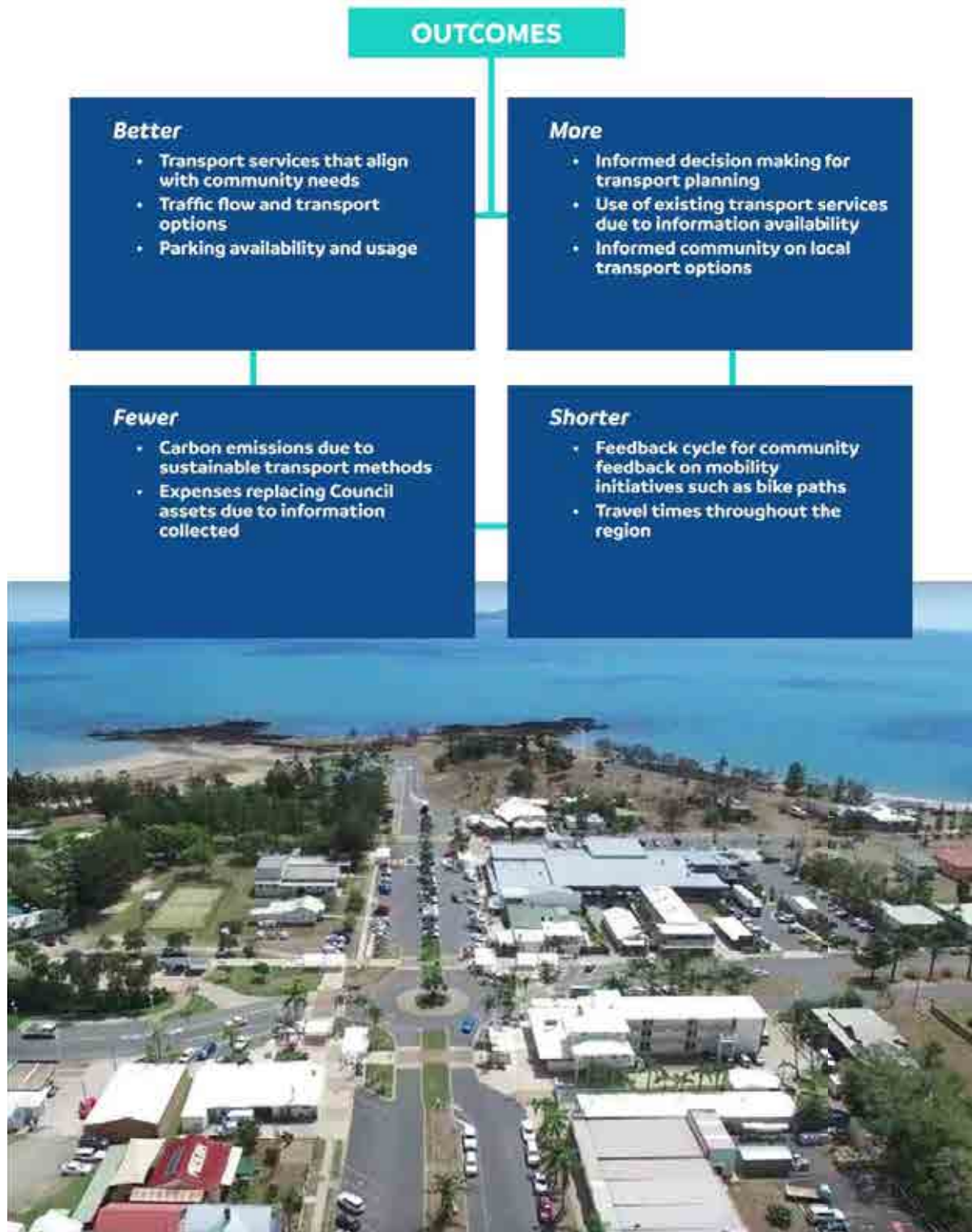
The key activities that will be undertaken to deliver upon the Smart Mobility initiative are:

- Reduce traffic and parking delays
- Use traffic/transport data to inform planning and decision making
- To provide transport services that people want, in partnership with service providers
- Encourage sustainable mobility solutions such as walking and bike transport.

MEASURING SUCCESS

We can measure progress using indicators such as:

- Report on the use of public transport, heavy vehicles, bikes, personal vehicles on Council assets and transport networks, and measure the results over time
- Community participation and feedback to align and prioritise mobility initiatives
- Use sensor technologies to measure the use of Electronic Vehicle (EV) chargers and/or other sustainable transport methods such as eBikes.





Continue to develop local skills to create new opportunities and to enable innovation within the region.

ACTIVITIES

The key activities that will be undertaken to deliver upon the Smart Community initiative are:

- Encourage digital citizenship with online services and two-way engagement with Council
- Provide support for the community to access digital and new technology courses such as Tech Savvy Seniors, Social Media Training and other relevant courses
- Build digital skills locally to avoid the need to source skills from outside the region; this aligns with the regional economic-development and job-creation strategic initiatives
- Create opportunities for local innovation by providing environments for people to collaborate and share ideas

- Encourage the use of open data, increase Local Government transparency and citizen involvement to solve problems and create resource and/or cost saving opportunities in the region.

MEASURING SUCCESS

We can measure progress using indicators such as:

- Number of local digital jobs
- Local participation and engagement
- Adoption of digital tools and e-Services
- Attendance at training and development activities
- Number of open data sets
- Frequency of use for open data.





WHAT'S COUNCIL DOING WELL ALREADY?

- Digital skills in the community such as Tech Savvy Seniors, Robotics for kids, Social Media Marketing for business
- Procurement which favours local skills, economic development and local opportunities
- Council has worked hard to secure Smart City Grants from the Queensland and Australian governments to kickstart digital innovation
- Contracts have been negotiated to avoid being locked into non-innovative solutions, providing flexibility for Council moving forward
- This Strategy provides a collective way forward for the future, with executive, community and business engagement to ensure all viewpoints are represented and incorporated
- Council has been participating in Innovation in collaboration with neighbouring regions and has participated in hosting events for local businesses and start-ups to network with nationally and internationally successful entrepreneurs

Capricorn Coast Smart Region Strategy Outcomes

Opportunities enabled by innovation and technology will enable the Capricorn Coast region to think differently about how business and community services are delivered. By using tools such as the internet, digital technologies, data, smart infrastructure IoT (Internet of Things), mobile applications and social media, Council can inform planning and more closely deliver upon the needs of the community, whilst constantly producing cost-saving efficiencies and local opportunities for innovation.





 **Livingstone**
SHIRE COUNCIL

For further information
contact Council's Economy and Places team
(07) 4913 5000 or 1300 790 919
economicdevelopment@livingstone.qld.gov.au
www.livingstone.qld.gov.au

AUGUST 2018

**12.3 UPDATED INVEST CAPRICORN COAST REGION LEADERSHIP ALLIANCE
TERMS OF REFERENCE**

File No:	ED8.5.20
Attachments:	1. Invest Capricorn Coast Region Leadership Alliance Terms of Reference - V2 ↓ 2. Invest Capricorn Coast Region Leadership Alliance - Track Changes ↓
Responsible Officer:	Brett Bacon - Executive Director Liveability and Wellbeing Debra Howe - Director Strategic Growth & Development
Author:	Sonia Barber - Senior Economic Development Officer
Previous Items:	12.8 - Invest Capricorn Coast Region Economic Development Plan - Ordinary Council - 05 Apr 2018 9:00am

SUMMARY

The purpose of this report is to provide Council with an updated version of the Invest Capricorn Coast Region Leadership Alliance Terms of Reference (refer Attachment One) and to seek input on the process planned for the establishment of the Leadership Alliance.

OFFICER'S RECOMMENDATION

That Council adopt the updated version of the Invest Capricorn Coast Region Leadership Alliance Terms of Reference (as contained in Attachment One) and support the process for the formation of the Leadership Alliance, as detailed in this report.

BACKGROUND

Local governments play a key advocacy role in facilitating local economic development and are structured to service the local community and are attuned to local needs, constraints and opportunities. By facilitating growth and investment opportunities in the local economy, Local governments can also support broader community wellbeing goals.

Local Government must champion the local economy and be a driving force for economic growth. Local governments have numerous levers to create an environment conducive to economic growth, investment and job creation. The core areas of local government influence and economic development leadership are:

Advocate for good ideas, policy change and infrastructure investments from the Queensland and Australian Governments.

Facilitate positive outcomes through relationships with key local service providers; partnerships with adjoining jurisdictions and organisations; interpretation and dispersal of important baseline data on key statistics, demographics, trends and other pertinent information; convening partners to identify pathways, resources and responsibilities for achieving priorities.

Regulate through a sound regulatory framework, provide certainty for existing businesses, potential investors and the community.

Plan direct and facilitate future growth by working with the community and development industry.

Provide Services: provide a range of important and valuable services for the local economy, including infrastructure, waste collection, place-making and multiple other services.

Collaborate: Public-private partnerships are an extremely effective means of delivering mutually beneficial initiatives that require the different capabilities of private and government sectors.

Local government's work should be complementary to private sector efforts, not competitive or duplicative. On that basis, the intention is to seek input and support from the business community and other organisations and agencies by establishing an Invest Capricorn Coast Region Leadership Alliance to work with Council and Capricorn Enterprise to provide strategic guidance and/or recommendations on regional economic development outcomes and strategies, including the actions detailed in the *Invest Capricorn Coast Region Economic Development Plan*.

The Invest Capricorn Coast Region Leadership Alliance Terms of Reference (refer Attachments One and Two – tracked changes version and clean copy) sets the guidelines for the roles and function of the Leadership Alliance.

COMMENTARY

The purpose of the Invest Capricorn Coast Region Leadership Alliance is to provide pathways to and from Council to assist with effective decision making on employment generating and economic development opportunities, and to oversee the implementation of the *Invest Capricorn Coast Region Economic Development Plan* to ensure a diverse, strong, innovative and sustainable local economy and future for the Capricorn Coast region.

Livingstone Shire Council, in partnership with Capricorn Enterprise, plays a key advocacy role in facilitating local economic development. Council seeks to establish a Leadership Alliance to support and secure the opportunities the Capricorn Coast region has to offer through lifestyle and natural advantages along with:

- 1) world class tourism product;
- 2) high growth agricultural economy;
- 3) connections to mining;
- 4) excellent health care;
- 5) superior education and other providers, such as national broadband network, national disability insurance scheme; and
- 6) Shoalwater Bay, home to defence force training facilities.

Providing increased support to these economic pillars will provide real jobs and prosperity for the region. The Leadership Alliance is established to provide advice to Council on the following areas:

- 1) assist in the implementation and review of the *Invest Capricorn Coast Region Economic Development Plan*;
- 2) identify initiatives that support and improve the community vitality and economic viability through resilience of the local economy, business and industry;
- 3) ensuring workforce skills in the region match industry need and enhance innovative and productive capacity of the workforce;
- 4) identify new models for financing projects, leverage funding and encourage funding partnerships;
- 5) assist in building long term competitiveness and export readiness by improving access to regional, national and international trading markets, partners, clients and labour to facilitate export of regional successes;
- 6) identify regional, statewide and national partnerships that contribute to influencing the policies that ultimately support the local economy;

- 7) nurture a robust and connected start-up ecosystem;
- 8) promote the advantages of innovation and creativity in business and continue to build knowledge by supporting regular informational networking events;
- 9) develop project ideas and new opportunities for consideration by Council;
- 10) input into relevant Council policies and procedures that support a sustainable, viable and growing business sector; and
- 11) provide advice on National, State and Local Government infrastructure and services that are impacting on the growth potential of the region.

The Leadership Alliance membership will be comprised of:

- 1) Mayor (Councillor for Economic Development, Major Projects, Government Liaison and International Relationships and Disaster Management);
- 2) Deputy Mayor;
- 3) Director Strategic Growth and Development;
- 4) Chief Executive Officer Capricorn Enterprise;
- 5) Capricornia Chamber of Commerce (one representative);
- 6) Department of State Development, Manufacturing, Infrastructure and Planning (one representative);
- 7) Regional Development Australia Fitzroy and Central West (one representative);
- 8) Trade and Investment Queensland (one representative); and
- 9) four to six members from the business community.

Business community members shall be secured through an expressions of interest process in the first initial setup of the Leadership Alliance. Council Officers have developed, and will present to Council, a list of suggested members for recruitment to the Leadership Alliance for Council input and consideration.

The Invest Capricorn Region Leadership Alliance Terms of Reference have been updated to reflect the new committee structure that Council has adopted and changes in personnel. These changes are highlighted in the updated Terms of Reference (refer Attachments One and Two – tracked changes version and clean copy).

PREVIOUS DECISIONS

At the Ordinary Council meeting on the 5 April 2018 Council adopted the Invest Capricorn Coast Region Leadership Alliance Terms of Reference and supported the formation of a Leadership Alliance between Council, government agencies, local business and the community to provide strategic guidance and/or recommendations on regional economic development outcomes and strategies.

BUDGET IMPLICATIONS

There are no direct significant budget implications associated as the coordination of the Leadership Alliance, other than perhaps some catering and printing costs which will be funded within current adopted 2018/19 operational budget.

LEGISLATIVE CONTEXT

There is no legislation relevant to the consideration of this matter.

LEGAL IMPLICATIONS

There are no legal implications associated with the consideration of this matter.

STAFFING IMPLICATIONS

The coordination and support of the Leadership Alliance will be undertaken by the Economy and Places team and funded within current adopted 2018/19 operational budget.

RISK ASSESSMENT

The risk in not forming the Invest Capricorn Coast Region Leadership Alliance is that without the input of the business community and other organisations and agencies there is potential for piecemeal economic development activities and initiatives being undertaken, missed opportunities or miss-guided effort without consultation.

CORPORATE/OPERATIONAL PLAN

Strategy EC1 of Council's Corporate Plan states: '*Identify and capitalise on economic opportunities for the benefit of the community.*'

LOCAL GOVERNMENT PRINCIPLES

The local government principles are –

- (a) *Transparent and effective processes, and decision-making in the public interest; and*
- (b) *Sustainable development and management of assets and infrastructure, and delivery of effective services; and*
- (c) *Democratic representation, social inclusion and meaningful community engagement; and*
- (d) *Good governance of, and by, local government; and*
- (e) *Ethical and legal behaviour of councillors and local government employees.*

CONCLUSION

The *Invest Capricorn Coast Region Economic Development Plan* initiatives are being implemented and being well received and gaining recognition in the region. It is important that Council establish the Invest Capricorn Region Leadership Alliance so that input and advice on delivery of the strategic initiatives of the *Invest Capricorn Coast Region Economic Development Plan* are sought from proactive local businesses in conjunction with economic development practitioners and professionals.

12.3 - UPDATED INVEST CAPRICORN COAST REGION LEADERSHIP ALLIANCE TERMS OF REFERENCE

Invest Capricorn Coast Region Leadership Alliance Terms of Reference - V2

Meeting Date: 21 August 2018

Attachment No: 1



INVEST CAPRICORN COAST REGION LEADERSHIP ALLIANCE TERMS OF REFERENCE

VERSION 2

AUGUST 2018

1. CONTEXT – ROLE OF LOCAL GOVERNMENT IN ECONOMIC DEVELOPMENT

Local governments play a key advocacy role in facilitating local economic development and are structured to service the local community and are attuned to local needs, constraints and opportunities. By facilitating growth and investment opportunities in the local economy, Local governments can also support broader community wellbeing goals. Local Government must champion the local economy and be a driving force for economic growth.

Local governments have numerous levers to create an environment conducive to economic growth, investment and job creation. Outlined below highlights the core areas of local government influence and economic development leadership:

- **Advocate** for good Ideas, policy change and infrastructure investments from the Queensland and Australian Governments.
- **Facilitate** positive outcomes through relationships with key local service providers; partnerships with adjoining jurisdictions and organisations; interpretation and dispersal of important baseline data on key statistics, demographics, trends and other pertinent information; convening partners to identify pathways, resources and responsibilities for achieving priorities.
- **Regulate** through a sound regulatory framework, provide certainty for existing businesses, potential investors and the community.
- **Plan** direct and facilitate future growth by working with the community and development industry.
- **Provide Services:** provide a range of important and valuable services for the local economy, including infrastructure, waste collection, place-making and multiple other services.
- **Collaborate:** Public-private partnerships are an extremely effective means of delivering mutually beneficial initiatives that require the different capabilities of private and government sectors.

Local government's work should be complementary to private sector efforts, not competitive or duplicative.

On that basis, the intention is to seek input and support from the business community and other organisations and agencies by establishing an Invest Capricorn Coast Region Leadership Alliance to work with Council and Capricorn Enterprise to provide strategic guidance and/or recommendations on regional economic development outcomes and strategies, including the actions detailed in the Invest Capricorn Coast Region Economic Development Plan.

2. PURPOSE

The purpose of the Invest Capricorn Coast Region Leadership Alliance is to provide pathways to and from Council to assist with effective decision making on employment generating and economic development opportunities, and to oversee the implementation of the Invest

- 2 - | P a g e

Capricorn Coast Region Economic Development Plan to ensure a diverse, strong, innovative and sustainable local economy and future for the Capricorn Coast region.

3. BACKGROUND

Livingstone Shire Council (Council) in partnership with Capricorn Enterprise plays a key advocacy role in facilitating local economic development. Livingstone Shire Council seeks to establish a Leadership Alliance to support and secure the opportunities the Capricorn Coast region has to offer through lifestyle and natural advantages along with:

- world class tourism product
- high growth agricultural economy
- connections to mining
- excellent health care
- superior education and other providers, such as NBN, NDIS, and
- Shoalwater Bay, home to defence force training facilities.

Providing increased support to these economic pillars will provide real jobs and prosperity for the region.

4. ROLES AND FUNCTIONS OF THE LEADERSHIP ALLIANCE

The Leadership Alliance is established to provide advice to Council on the following areas:

- Assist in the implementation and review of the Invest Capricorn Coast Region Economic Development Plan
- Identify initiatives that support and improve the community vitality and economic viability through resilience of the local economy, business and industry
- Ensuring workforce skills in the region match industry need and enhance innovative and productive capacity of the workforce
- Identify new models for financing projects, leverage funding and encourage funding partnerships
- Assist in building long term competitiveness and export readiness by improving access to regional, national and international trading markets, partners, clients and labour to facilitate export of regional successes
- Identify regional, statewide and national partnerships that contribute to influencing the policies that ultimately support the local economy
- Nurture a robust and connected start-up ecosystem
- Promote the advantages of innovation and creativity in business and continue to build knowledge by supporting regular informational networking events
- Develop project ideas and new opportunities for consideration by Council
- Input into relevant Council policies and procedures that support a sustainable, visible and growing business sector; and

- Provide advice on National, State and Local Government infrastructure and services that are impacting on the growth potential of the region.

5. GENERAL

A) MEMBERSHIP

The leadership alliance membership will be comprised of:

- Mayor (Councillor for Economic Development, Major Projects, Government Liaison and International Relationships and Disaster Management)
- Deputy Mayor
- Director Strategic Growth and Development
- CEO Capricorn Enterprise
- Capricornia Chamber of Commerce (one representative)
- Department of State Development, Manufacturing, Infrastructure and Planning (one representative)
- Regional Development Australia Fitzroy and Central West (one representative)
- Trade and Investment Queensland (one representative)
- Four to six members from the business community

Business community members shall be secured through an Expressions of Interest process or by submittal of qualifications and interest statement. Business community representatives shall serve alternating two year terms.

Specialist participation can be sought as warranted for more complex or potentially controversial initiatives.

Members of the Council's Executive Leadership Team and other economic development officers shall act as ex-officio members of the Leadership Alliance and attend as and when required. Other Council Officers and business community members may be invited to attend meetings for particular projects and when otherwise relevant to the responsibilities of the Leadership Alliance.

B) CHAIR

The Councillor for Economic Development, Major Projects, Government Liaison and International Relationships and Disaster Management shall be appointed the inaugural chairman for an initial term of two years. The Deputy Mayor shall be appointed as the Deputy Chair. Thereafter the Chairman role shall alternate annually between the Councillor for Economic Development, Major Projects, Government Liaison and International Relationships and Disaster Management and a business community representative determined by member majority vote.

C) SECRETARIAT

The Secretariat support will be provided by the Project Support Officer, Economy and Places who will arrange meetings, agendas and attend to record actions.

D) AGENDA ITEMS

All agenda items must be forwarded to the Secretariat 10 days prior to a scheduled meeting. Agendas will be prepared in conjunction with the Chairman and provided to members one week prior to scheduled meetings but no later than 48 hours prior.

E) MINUTES AND MEETING PAPERS

The minutes/actions of each meeting will be prepared by the Secretariat in consultation with the Chairman and Director Strategic Growth and Development. Full copies of the minutes/actions, including attachments, will be provided to all members no later than three days following each meeting.

F) PROXIES TO MEETINGS

Members may nominate a proxy to attend a meeting if the member is unable to attend. The nominated proxy will provide relevant comments/feedback about the attended meeting to the member they are representing.

G) QUORUM REQUIREMENTS

A quorum will constitute half of the regular membership plus one.

H) MEETING

Meetings will be held approximately quarterly and shall be scheduled in accordance with need depending on the implementation plan and milestones.

I) MEMBERSHIP GUIDING PRINCIPLES AND VALUES

The principles and values for on the Leadership Alliance include, but are not limited to:

- Open approval to collaboration and partnership
- Decisions must be evidence based
- Conflict of interest disclosure must apply (no self-interest with this program)
- All aspects must have the highest level of confidentiality. This applies to data, decisions, anonymity of responses and evaluations.
- Local content is to be the focus
- Strategies must be tailored to the attributes of the region

The Chairman is the spokesperson for the Leadership Alliance

6. ESTABLISHING PILLAR GROUPS AND SUB-COMMITTEES

The Leadership Alliance will establish Pillar Groups and sub-committees as required, to assist in its role and effectively deal with complex or specialised issues and to use Member's time more efficiently.

All Leadership Alliance Pillar Groups and sub-committees shall have terms of reference setting out matters relevant to their role, responsibilities, membership and the boundaries of their authority.

The following will apply to all Pillar Groups and sub-committees:

- A decision of Pillar Groups and sub-committees made in accordance with their terms of reference and the Invest Capricorn Coast Region Leadership Alliance Terms of Reference will be made as recommendations to the Leadership Alliance for endorsement.
- Pillar Groups and sub-committees may co-opt outside members from time-to-time in order to bring additional skills, experience or networks.
- Pillar Groups and sub-committees will be reviewed annually by the Leadership Alliance and will be formed or dismantled according to the Leadership Alliance agenda and requirements at the time.
- It is anticipated that Pillar Groups will meet monthly.

Pillar Leaders will provide formal written reports to the Leadership Alliance. This is required to be received by the secretariat at least 10 days prior to the Leadership Alliance meetings.

A) COMPOSITION OF PILLAR GROUPS

Pillar Groups will work on the projects and priorities outlined by the Leadership Alliance that are manageable, as the Leadership Alliance is only in its infancy, small, yet purposeful steps, are required to be taken.

Pillar Groups will be led by a Pillar Leader. These leaders, appointed by the Leadership Alliance, are likely to be subject matter experts in the sector the Pillar is operating in. It is also highly likely that the Pillar Leaders may come from the Leadership Alliance members.

Each Pillar Group will have a range of members drawn from both private and public entities through a nomination process. The Pillar Groups focuses will be underpinned by a range of projects that relate to the implementation of the Invest Capricorn Coast Region Economic Development Plan.

B) CONTEXT OF EXISTING SUB-COMMITTEE GROUPS

The Place Making Reference Group and the Economic Recovery Group are existing sub-committees that will support the principles and projects of the Leadership Alliance and directly contribute to the implementation of the Invest Capricorn Coast Region Economic Development Plan. The Sister Cities Policy refers to the potential for the establishment of a Sister Cities Advisory Committee which, if established would become a sub-committee.

12.3 - UPDATED INVEST CAPRICORN COAST REGION LEADERSHIP ALLIANCE TERMS OF REFERENCE

Invest Capricorn Coast Region Leadership Alliance - Track Changes

Meeting Date: 21 August 2018

Attachment No: 2



INVEST CAPRICORN COAST REGION LEADERSHIP ALLIANCE TERMS OF REFERENCE

VERSION 42

MARCH-AUGUST 2018



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1. CONTEXT – ROLE OF LOCAL GOVERNMENT IN ECONOMIC DEVELOPMENT

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On that basis, the intention is to seek input and support from the business community and other organisations and agencies by establishing an Invest Capricorn Coast Region Leadership Alliance to work with Council and Capricorn Enterprise to provide strategic guidance and/or recommendations on regional economic development outcomes and strategies, including the actions detailed in the Invest Capricorn Coast Region Economic Development Plan.

2. PURPOSE

The purpose of the Invest Capricorn Coast Region Leadership Alliance is to provide pathways to and from Council to assist with effective decision making on employment generating and economic development opportunities, and to oversee the implementation

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of the Invest Capricorn Coast Region Economic Development Plan to ensure a diverse, strong, innovative and sustainable local economy and future for the Capricorn Coast region.

3. BACKGROUND

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- world class tourism product
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- connections to mining
- excellent health care
- superior education and other providers, such as NBN, NDIS, and
- Shoalwater Bay, home to defence force training facilities.

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- Assist in the implementation and review of the Invest Capricorn Coast Region Economic Development Plan
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- Promote the advantages of innovation and creativity in business and continue to build knowledge by supporting regular informational networking events
- Develop project ideas and new opportunities for consideration by Council
- Input into relevant Council policies and procedures that support a sustainable, viable and growing business sector; and

- Provide advice on National, State and Local Government infrastructure and services that are impacting on the growth potential of the region.

5. GENERAL

A) MEMBERSHIP

The leadership alliance membership will be comprised of:

- Mayor (Councillor for Economic Development, Major Projects, Government Liaison and International Relationships and Disaster Management).
- Deputy Mayor, ~~Economic Development and Tourism~~
- Director Strategic Growth and Development
- ~~Manager Growth and Economic Development~~
- CEO Capricorn Enterprise
- Capricornia Chamber of Commerce (one representative)
- Department of State Development, Manufacturing, Infrastructure and Planning (one representative)
- Regional Development Australia Fitzroy and Central West (one representative)
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- Four to six members from the business community

Business community members shall be secured through an Expressions of Interest process or by submittal of qualifications and interest statement. Business community representatives shall serve alternating two year terms.

Specialist participation can be sought as warranted for more complex or potentially controversial initiatives.

Members of the Council's Executive Leadership Team and other economic development relevant officers shall act as ex-officio members of the Leadership Alliance and attend as and when required. Other Council Officers and business community members may be invited to attend meetings for particular projects and when otherwise relevant to the responsibilities of the Leadership Alliance.

B) CHAIR

The ~~Portfolio~~ Councillor for Economic Development, Major Projects, Government Liaison and International Relationships and Disaster Management ~~Economic Development and Tourism~~ shall be appointed the inaugural chairman for an initial term of two years. ~~The Deputy Mayor shall be appointed as the Deputy Chair.~~ Thereafter the Chairman role shall alternate annually between the ~~Portfolio~~ Councillor for Economic Development, Major Projects, Government Liaison and International Relationships and Disaster Management ~~Economic Development and Tourism~~ and a business community representative determined by member majority vote.

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F) PROXIES TO MEETINGS

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G) QUORUM REQUIREMENTS

A quorum will constitute half of the regular membership plus one.

H) MEETING

Meetings will be held approximately quarterly and shall be scheduled in accordance with need depending on the implementation plan and milestones.

I) MEMBERSHIP GUIDING PRINCIPLES AND VALUES

The principles and values for on the Leadership Alliance include, but are not limited to:

- Open approval to collaboration and partnership
- Decisions must be evidence based
- Conflict of interest disclosure must apply (no self-interest with this program)
- All aspects must have the highest level of confidentiality. This applies to data, ~~decisions~~, anonymity of responses and evaluations.
- Local content is to be the focus
- Strategies must be tailored to the attributes of the region
- The Chairman is the spokesperson for the Leadership Alliance.

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- Pillar Groups and sub-committees will be reviewed annually by the Leadership Alliance and will be formed or dismantled according to the Leadership Alliance agenda and requirements at the time.
- It is anticipated that Pillar Groups will meet monthly.

Pillar Leaders will provide formal written reports to the Leadership Alliance. This is required to be received by the secretariat at least 10 days prior to the Leadership Alliance meetings.

A) COMPOSITION OF PILLAR GROUPS

Pillar Groups will work on the projects and priorities outlined by the Leadership Alliance that are manageable, as the Leadership Alliance is only in its infancy, small, yet purposeful steps, are required to be taken.

Pillar Groups will be led by a Pillar Leader. These leaders, appointed by the Leadership Alliance, are likely to be subject matter experts in the sector the Pillar is operating in. It is also highly likely that the Pillar Leaders may come from the Leadership Alliance members.

Each Pillar Group will have a range of members drawn from both private and public entities through a nomination process. The Pillar Groups focuses will be underpinned by a range of projects that relate to the implementation of the Invest Capricorn Coast Region Economic Development Plan.

B) CONTEXT OF EXISTING SUB-COMMITTEE GROUPS

The Place Making Reference Group and the Economic Recovery Group are existing sub-committees that will support the principles and projects of the Leadership Alliance and directly contribute to the implementation of the Invest Capricorn Coast Region Economic

Development Plan. The Sister Cities Policy refers to the potential for the establishment of a Sister Cities Advisory Committee which, if established would become a sub-committee.

12.4 AMENDMENT TO FEES AND CHARGES 2018/2019

File No: GV1.1.1
Attachments: Nil
Responsible Officer: David Mazzaferri - Manager Disaster Management, Recovery and Resilience
Brett Bacon - Executive Director Liveability and Wellbeing
Author: Mark McLean - Senior Property & Contracts Officer

SUMMARY

The intention of this report is to outline amendments required to the schedule of Fees and Charges for 2018/2019 adopted by Council on 5 June 2018.

OFFICER'S RECOMMENDATION

THAT Council amends the Fees and Charges for 2018/2019 as follows:

- 1) the weekly charge for Extra People at the Keppel Sands Caravan Park of \$78.50 be deleted and replaced with \$77.00;
- 2) the Peak Season dates for the Christmas holidays for the Keppel Sands Caravan Park of 21 December to 2 January 2018 be deleted and replaced with 22 December 2018 to 2 January 2019; and
- 3) the Peak Season dates for the Easter holidays for the Keppel Sands Caravan Park – of 26 March 2018 to 2 April 2018 be deleted and replaced with 19 April 2019 to 22 April 2019

BACKGROUND

At its Ordinary Meeting of 5 June 2018, Council resolved to adopt the Fees and Charges for the 2018/2019 financial year. The schedule provided to Council for approval contained the following erroneous entries:

- (a) the weekly charge for Extra People at the Keppel Sands Caravan Park as \$78.50 per week. The daily charge for Extra People is \$11; and
- (b) the Peak Season dates for the Easter and Christmas holidays as 26 March 2018 – 2 April 2018 and 21 December – 2 January 2018.

COMMENTARY

Following adoption of the Fees and Charges for the 2018/2019 financial year, two errors have been identified in the charges for the Keppel Sands Caravan Park.

The adopted weekly charge for the 'extra person' is \$1.50 more than the quantum intended to be applied (\$77.00) and the dates for the peak seasons had not been changed to reflect the 2018/19 Christmas period and the 2019 Easter period. The correction of these errors requires a resolution by Council.

PREVIOUS DECISIONS

At its Ordinary Meeting of 5 June 2018, Council resolved to adopt the Fees and Charges for the 2018/2019 financial year.

BUDGET IMPLICATIONS

Revenue budgeted is reflective of the Fees and Charges identified for the 2018/19 financial year inclusive of the recommended charges.

LEGISLATIVE CONTEXT

Sections 97 and 262 of the *Local Government Act 2009* apply to the setting of Fees and Charges. Council may amend fees and charges within a financial year by resolution.

LEGAL IMPLICATIONS

There are no foreseen legal implications associated with this matter.

STAFFING IMPLICATIONS

There are no foreseen staffing implications associated with this matter.

RISK ASSESSMENT

Review of the fees and charges ensures the appropriate level of cost recovery and commercial fee for service. The fees and charges schedule can be amended throughout the year in accordance with legislation via Council resolution.

CORPORATE/OPERATIONAL PLAN

Strategy GO3 of Council's Corporate Plan states: '*Pursue financial sustainability through effective use of the Council's resources and assets and prudent management of risk.*'

LOCAL GOVERNMENT PRINCIPLES

The local government principles are –

- (a) *Transparent and effective processes, and decision-making in the public interest; and*
- (b) *Sustainable development and management of assets and infrastructure, and delivery of effective services; and*
- (c) *Democratic representation, social inclusion and meaningful community engagement; and*
- (d) *Good governance of, and by, local government; and*
- (e) *Ethical and legal behaviour of councillors and local government employees.*

CONCLUSION

The fees and charges for 2018/2019 are set under the provisions of the *Local Government Act 2009*. Council is required to make a resolution to adopt all such fees and charges. Upon resolution, the amendment will be made to the Fees and Charges Schedule 2018/2019 and Council's website updated.

12.5 COMMUNITY ASSISTANCE PROGRAMMES POLICY UPDATE

File No: CR2.15.3

Attachments: 1. Updated Community Assistance Programmes Policy [↓](#)

Responsible Officer: Brett Bacon - Executive Director Liveability and Wellbeing

Author: Jared Thomsen - Senior Sport & Education Officer

SUMMARY

This report discusses a review and subsequent update to the Community Assistance Programmes Policy relating to the delivery of the Livingstone Community Grants and other programmes.

OFFICER'S RECOMMENDATION

THAT Council adopts the updated *Community Assistance Programmes Policy*.

BACKGROUND

Livingstone Shire Council has developed and administered a community grants programme (the Programme) to provide financial assistance that supports community organisations in the delivery of services that benefit the local community, currently referred to as the Livingstone Shire Council Community Assistance Scheme.

Throughout 2017 a review of the Programme was undertaken by the relevant Council officers which was guided by feedback and comments provided by the Programme's existing assessment panel. Further to this, an audit was completed by Council's Internal Auditor to understand opportunities for development of the Programme.

The updated Community Assistance Programmes Policy reflects the findings and recommendations outlined by the abovementioned reviews. Consultation from Council's Library, Arts and Culture, and Engagement and Events teams have also guided amendments to the policy document.

COMMENTARY

Following brief discussion at the Community Development and Support and Senior Citizens Advisory Committee meetings held 16 July and 6 August 2018, the updated *Community Assistance Programmes Policy* (see Attachment One) is proposed to repeal the existing *Community Assistance Programme Policy* which was adopted by Council on 8 April 2014.

The updated *Community Assistance Programmes Policy* (the Policy) has been proposed to include the following programmes provided by the Liveability and Wellbeing portfolio:

- 1) Livingstone Community Grants;
- 2) Regional Arts Development Fund;
- 3) Event Sponsorship Programme;
- 4) In-Kind Support Programme; and
- 5) Mayor's Discretionary Fund.

It should be noted that the Livingstone Community Grants are administered by the Community Wellbeing section. The Regional Arts Development Fund, Event Sponsorship Programme, and In-Kind Support Programme are administered by the Community Engagement section, with the Mayor's Discretionary Fund being administered by the Office of the Chief Executive Officer and Mayor.

In addition to various grammatical and wordsmithing amendments, the pertinent updates made to the Policy include:

- 1) removal of in-kind support from within the Livingstone Community Grants (section 5.1.1);
- 2) removal of assessment criteria relating to acknowledgement / promotional outcomes within the Livingstone Community Grants (section 5.1.1);
- 3) inclusion of Regional Arts Development Fund which has not previously been captured within the Policy (section 5.1.2);
- 4) amendment to the references associated with the Event Sponsorship Programme (section 5.1.3); and
- 5) amendment to references associated with in-kind support provided within the In-Kind Support Programme (section 5.1.4).

PREVIOUS DECISIONS

No previous decisions have been made in relation to the updated policy document.

BUDGET IMPLICATIONS

The administration of programmes associated with the *Community Assistance Programmes Policy* is undertaken within the relevant budget allocations set by Council each financial year.

LEGISLATIVE CONTEXT

Section 194 of the *Local Government Regulation (2012)*, states that:

‘A local government may give a grant to a community organisation only—

(a) if the local government is satisfied—

(i) the grant will be used for a purpose that is in the public interest; and

(ii) the community organisation meets the criteria stated in the local government’s community grants policy; and

(b) in a way that is consistent with the local government’s community grants policy.’

Section 195 of the *Local Government Regulation (2012)*, states that:

‘A local government must prepare and adopt a policy about local government grants to community organisations (a community grants policy), which includes the criteria for a community organisation to be eligible for a grant from the local government.’

LEGAL IMPLICATIONS

There are no legal implications associated with this matter.

STAFFING IMPLICATIONS

The delivery of programmes associated with the *Community Assistance Programmes Policy* will continue to be accommodated within the operational capacity of the Liveability and Wellbeing department.

RISK ASSESSMENT

The following risks associated with not updating the policy document have been identified:

- 1) Reputation – failure to act on feedback which has been provided by a number of sources detailing how the community assistance programmes can be further developed may cause reputational damage to Council; and
- 2) Community – amendments outlined in the updated policy document address discrepancies which had previously caused a degree of uncertainty and confusion from community organisations.

There have been no significant risks associated with updating the policy document identified.

CORPORATE/OPERATIONAL PLAN

Strategy CO2 of Council's Corporate Plan states: '*Facilitate programs and support local social, cultural, artistic and community building initiatives.*'

LOCAL GOVERNMENT PRINCIPLES

The local government principles are –

- (a) *Transparent and effective processes, and decision-making in the public interest; and*
- (b) *Sustainable development and management of assets and infrastructure, and delivery of effective services; and*
- (c) *Democratic representation, social inclusion and meaningful community engagement; and*
- (d) *Good governance of, and by, local government; and*
- (e) *Ethical and legal behaviour of councillors and local government employees.*

CONCLUSION

The amendments made in the updated *Community Assistance Programmes Policy* will enable the effective and efficient administration of funds to continue to build capacities of, and support resilience in, local community organisations.

12.5 - COMMUNITY ASSISTANCE PROGRAMMES POLICY UPDATE

Updated Community Assistance Programmes Policy

Meeting Date: 21 August 2018

Attachment No: 1



COMMUNITY ASSISTANCE PROGRAMMES POLICY (COMMUNITY POLICY)

1. Scope:

This Policy applies to all Livingstone Shire Council employees and Elected Members who provide grants, sponsorship, funding and/or in-kind support to community organisations and/or individuals.

This Policy does not apply to the *Rates Rebate and Remissions Policy* (which is a separate policy and budget allocation).

2. Purpose:

This Policy establishes a commitment to the process of providing grants, sponsorship, funding and/or in-kind support to eligible community organisations and individuals within the Livingstone Shire Council local government area.

3. References (legislation/related documents):

Local Government Act 2009

Local Government Regulation 2012

Crime and Corruption Act 2001

Public Sector Ethics Act 1994

Livingstone Community Grants Procedure

Regional Arts Development Fund Procedure

Award Programmes Procedure

Event Sponsorship Programme Procedure

Mayor's Discretionary Fund Procedure

Code of Conduct

Financial Delegations Directive

Procurement Policy

4. Definitions:

To assist in interpretation, the following definitions shall apply:

Grant	A financial payment from Council for non-commercial projects, activities or items which meet specific criteria within a normal application, assessment, and acquittal process
In-Kind	Products or services provided by Council in lieu of, or in addition to, cash grants
Mayor's Discretionary Fund	Assistance provided to organisations and/or an individual outside of the Community Grants Scheme, Events Grant and In-Kind Programme

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Not-For-Profit	An organisation which does not operate for the profit, personal gain, or other benefit of a particular person, people, or members.
Once-Off Funding	Financial or in-kind assistance which is provided as a once-off allocation
Recurrent Funding	An agreement to provide repeat financial or in-kind assistance on an annual basis over a specified time to achieve specific outcomes.
Sponsoring Body	An incorporated community organisation sponsoring an application under Council's scheme where the applicant is a non-incorporated community organisation
Sponsorship	A mutually beneficial contract involving the purchase of intangible and exploitable potential, which is associated with an event, organisation or project, and results in tangible benefits to Council as the sponsoring organisation
Grant	A financial payment from Council for non-commercial projects, activities or items which meet specific criteria within a formal application, assessment, and acquittal process
In-Kind	Products or services provided by Council in lieu of, or in addition to, cash grants
Mayor's Discretionary Fund	Assistance provided to organisations and/or an individual outside of the Community Grants Scheme, Events Grant and In-Kind Programme

5. Policy Statement:

This Policy is in accordance with Section 195 of the *Local Government Regulation 2012* which states:

195 Community grants policy

A local government must prepare and adopt a policy about local government grants to community organisations (a community grants policy), which includes the criteria for a community organisation to be eligible for a grant from local government.

Council is acutely aware of the positive impact social and cultural initiatives deliver to communities across the Shire. As such, Council is committed to providing worthwhile support and meaningful assistance to eligible organisations and/or individuals through the administration of the its programmes including:

- (i) Livingstone Community Grants;
- (ii) Regional Arts Development Fund;
- (iii) Events Sponsorship Programme;
- (iv) In-kind Support Programme; and
- (v) Mayor's Discretionary Fund.

These programmes will provide funding to eligible organisations and/or individuals in support of initiatives which deliver benefits to the Livingstone community, and enable eligible organisations to work towards realising their individual desires and aspirations.

Council's Community Assistance Programmes will be established and maintained to ensure that the provision of funding is achieved in the most efficient manner and to provide the most effective outcomes for eligible organisations, the Livingstone community, and Council.

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Initiatives seeking funding from these programmes must not have received funding from any other sources within Council.

All applications and submissions made to programmes detailed in this policy must meet associated eligibility criteria, demonstrate a properly made submission, complete a formal acquittal, and adhere to all necessary requirements in accordance with the corresponding procedure.

5.1 Classifications

Council's grant programmes consist of the following assistance components:

5.1.1 Livingstone Community Grants

Council will provide two funding rounds per financial year for eligible community organisations, generally in February and August. Applications for this once-off funding will be administered in line with the allocation specified by Council's annual budget process.

Applicants need only apply where a submission can demonstrate the following:

- (i) organisations must be based within the Shire and provide services and/or activities to benefit residents and improve the overall liveability of the Shire;
- (ii) organisations must be solely not-for-profit;
- (iii) organisations must not have received adequate funding from another source; and
- (iv) organisations must be incorporated or alternatively sponsored by an incorporated body.

5.1.2 Regional Arts Development Fund

This funding is delivered in partnership between the Queensland Government's Arts Queensland and Livingstone Shire Council.

Applicants need only apply where a submission can demonstrate the following:

- (i) a clear focus on investment in quality locally determined arts and cultural experiences and priorities; and
- (ii) relevance to the explicit objectives and priorities stipulated annually in the advertisement and promotion of the Fund; and compliance with the categories and associated requirements of a formal application.

5.1.3 Events Sponsorship Programme

Council provides opportunities for recurrent funding within this programme, through a negotiated agreement, for major and minor non-political events, festivals, fetes, and celebrations up to the allocation specified by Council's annual budget.

Applications for support through this programme can be made by eligible applicants at any time. Support through this programme will be provided to applications which showcase the Shire and attract economic and/or tourism opportunities, and enhance community identity and provide community benefit and/or fundraising opportunities.

Support can be provided as either cash, in-kind, or a combination of both cash and in-kind.

Applicants are considered eligible where a submission can demonstrate the following:

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- (i) organisations must be based within the Shire and provide services and/or activities to benefit residents and improve the overall liveability of the Shire; and
- (ii) organisations must align with the relevant ideals and values outlined in Council's Corporate and Operational Plans.

5.1.4 In-Kind Programme

Council can provide non-cash contributions to organisations applying under 5.1.3 or 5.1.4. Such in-kind contributions could include, but are not limited to, provision of bins, waiving of fees, or provision of assistance such as traffic control and turning on lights.

Applications for such assistance will be considered where requests can demonstrate they meet the specified criteria for in-kind assistance.

5.1.5 Mayor's Discretionary Fund

The Mayor's Discretionary Fund allocation supports local organisations and/or individuals with administration of prompt once-off funding up to the allocation specified by Council's annual budget.

Applicants need only apply where a submission can demonstrate the following:

- (i) organisations and/or individuals can demonstrate an advantage for the broader community of the Shire;
- (ii) organisations and/or individuals can seek in-kind support (for example internal transfer of funds to contribute to hall hire fees);
- (iii) organisations must be solely not-for-profit; and
- (iv) organisations and/or individuals have not received adequate funding, sponsorship and/or in-kind support from other sources.

The Chief Executive Officer approves written proposals from the Mayor's Discretionary Fund up to the value of \$500, based upon the Mayor's recommendation. Amounts greater than \$500 will be referred by the Chief Executive Officer to Council for determination.

6. Changes to this Policy

This Policy is to remain in force until any of the following occur:

1. The related information is amended/replaced; or
2. Other circumstances as determined from time to time by Council.

7. Repeals

This Policy repeals the former Livingstone Shire Council Policy titled 'Community Assistance Programme Policy'.

CHRIS MURDOCH
CHIEF EXECUTIVE OFFICER

Adopted/Approved:
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12.6 ACTIVE LIVINGSTONE STRATEGY

File No: GS15.2.7-1
Attachments: 1. **Active Livingstone Strategy**[↓](#)
Responsible Officer: Brett Bacon - Executive Director Liveability and Wellbeing
Author: Jared Thomsen - Senior Sport & Education Officer

SUMMARY

This report discusses the development of the Active Livingstone Strategy, details the processes undertaken therein, and presents the finalised document for Council endorsement.

OFFICER'S RECOMMENDATION

THAT Council formally endorse the *Active Livingstone Strategy* (as contained in Attachment One) and its associated recommendations.

BACKGROUND

Livingstone Shire Council received funding from the Queensland Government's *Sport and Recreation Planning* programme (now *Get Planning Spaces* programme) for the development of an active recreation infrastructure plan (the *Active Livingstone Strategy*). This planning project undertook a considered, evidence-based approach in the development of documentation that will guide construction of infrastructure to encourage and support increased participation from the local community, as well as visitors to the Shire, in unstructured physical activity through active recreation.

In line with project scope, the *Active Livingstone Strategy* demonstrates:

- 1) an understanding of local, regional, and state trends across unstructured physical activities to demonstrate how these trends will influence active recreation infrastructure construction in the Shire;
- 2) detail and data on existing active recreation infrastructure in order to effectively integrate delivery of planned infrastructure across the community to create attractive, inclusive, engaging, and connected active recreation hubs;
- 3) quality evidence-based decision making and strategic planning for active recreation infrastructure across the Shire;
- 4) provision for incorporation of new activities and uses and thereby attract greater community participation in unstructured physical activity through active recreation; and
- 5) a clear framework to support the construction and enhance opportunities for community use of active recreation infrastructure across the Shire.

COMMENTARY

A series of significant consultation processes were undertaken across a range of key stakeholders to comprehensively inform and properly guide the development of the *Active Livingstone Strategy*. The consultation process focused on the following elements:

- 1) inform key project outputs;
- 2) engender a greater level of stakeholder and community ownership of the *Active Livingstone Strategy*;

- 3) generate a current and clear understanding of the community, their needs and wants in relation to active recreation infrastructure;
- 4) facilitate 'opportunity spotting' for possible partnerships, activations and investment actions;
- 5) achieve a genuine willingness to collaborate with, and genuinely listen to all stakeholders;
- 6) manage messaging and stakeholder expectations surrounding the project during consultation activities and conversations; and
- 7) guide the delivery of infrastructure that will encourage participation across a number of unstructured activities including, but not limited to:
 - (a) outdoor exercise;
 - (b) walking
 - (c) running / jogging
 - (d) cycling (on-road)
 - (e) cycling (off-road)
 - (f) skating / scooting
 - (g) bushwalking
 - (h) hiking / climbing, and
 - (i) active play.

The following key stakeholders have been heavily involved in the development of the *Active Livingstone Strategy*:

- 1) sport and active recreation clubs and associations;
- 2) community organisations;
- 3) state sporting and recreational organisations;
- 4) Sport and Recreation Advisors (Queensland Government);
- 5) local primary and secondary schools;
- 6) wider Livingstone community; and
- 7) internal officers.

These key stakeholders have been involved through the following processes in the development of the *Active Livingstone Strategy*:

- 1) focussed stakeholder drop-in sessions;
- 2) project team meetings;
- 3) telephone survey;
- 4) online surveys;
- 5) pop-up engagement events; and
- 6) review of preliminary drafts.

The *Active Livingstone Strategy* (refer to Attachment One) has been guided by the information and data gathered from these stakeholders through these processes, and with the inclusion of relevant information from additional sources has ensured a comprehensive, evidence-based, and Shire-specific planning document has been established.

Subsequent to presentation and discussion at the Libraries, Arts, Culture, Sport and Recreation, and Youth Advisory Committee held 16 July 2018, the *Active Livingstone Strategy* has now been finalised.

PREVIOUS DECISIONS

No previous decisions have been made regarding this matter.

BUDGET IMPLICATIONS

The requisite budget allocation was included in Council's 2017/18 adopted budget and this planning project has been completed within this allocation.

Implementation of the actions outlined in the *Active Livingstone Strategy* will be guided by Council's budget deliberation processes into the future.

LEGISLATIVE CONTEXT

There is no legislative context associated with this matter.

LEGAL IMPLICATIONS

There are no legal implications relevant to this matter.

STAFFING IMPLICATIONS

The development of the *Active Livingstone Strategy* has been undertaken largely by consultants with consultation, feedback, and data provided by Council officers within existing operational capacities.

RISK ASSESSMENT

The following risks associated with endorsing the *Active Livingstone Strategy* have been identified:

- 1) Community – Council would need to ensure community expectation is effectively managed in the anticipated implementation of the actions outlined in the Strategy;
- 2) Financial – Council would need to consider specific planning project for individual actions outlined in the Strategy to ensure that the extent of works and associated budget requirements are fully understood; and
- 3) Asset – as the actions outlined in the Strategy are delivered Council would need to ensure the requisite operational resources are provided to complete ongoing maintenance activities.

The following risks associated with not endorsing the *Active Livingstone Strategy* have been identified:

- 1) Reputation – Council's reputation may be impacted in the planning undertaken to date is not supported; and
- 2) Financial – Council would need to fully meet the requirements of the funding programme to ensure the acquittal process is properly adhered to.

CORPORATE/OPERATIONAL PLAN

Strategy AM2 of Council's Corporate Plan states: '*Identify infrastructure and asset requirements through community consultation and technical expertise.*'

LOCAL GOVERNMENT PRINCIPLES

The local government principles are –

- (a) *Transparent and effective processes, and decision-making in the public interest; and*
 - (b) *Sustainable development and management of assets and infrastructure, and delivery of effective services; and*
 - (c) *Democratic representation, social inclusion and meaningful community engagement; and*
 - (d) *Good governance of, and by, local government; and*
 - (e) *Ethical and legal behaviour of councillors and local government employees.*
-

CONCLUSION

The *Active Livingstone Strategy* represents a considered, evidence-based approach to meeting the current and future active recreation infrastructure needs of the growing Livingstone community. The recommendations and associated actions will ensure that the Livingstone Shire is an active community, and a healthy community.

12.6 - ACTIVE LIVINGSTONE STRATEGY

Active Livingstone Strategy

Meeting Date: 21 August 2018

Attachment No: 1



DISCLAIMER

This report has been prepared in accordance with the scope of services described in the contract or agreement between Place Design Group Pty Ltd ACN 082 370063 and the Client. The report relies upon data, surveys, measurements and results taken at or under the particular times and conditions specified herein. Any findings, conclusions or recommendations only apply to the aforementioned circumstances and no greater reliance should be assumed or drawn by the Client. Furthermore, the report has been prepared solely for use by the Client and Place Design Group accepts no responsibility for its use by other parties.

Approved by: Stephen Smith

Position: Planning Principal

Date: 14/08/18

Document Reference: 1117142

Report: Active Livingstone Strategy



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This Active Livingstone Strategy is about unstructured and incidental recreation activities and how this can be achieved around the Shire and how these elements can be capitalised on to drive greater tourism opportunities and economic development.



1.0

INTRODUCTION

1.1

Project Rationale

We know that walking is one of the most popular physical activities across the nation. Having something to walk on, somewhere to walk to, and something to look at along the way are all important elements to encouraging walking in the region. Livingstone Shire is fortunate to have some stunning coastal areas and a great climate. Capitalising on these attributes can help drive greater participation in active recreation as well as creating more opportunities to attract tourists.

These elements combined with opportunities for off road cycle paths begins to build opportunities for not only recreational cycling but commuter cycling networks. Having a broad movement network that connect places of interest should be a key aspiration of the strategy. A network that allows residents and visitors to explore the places within the Shire.

Our built environment - that is our streets, neighbourhoods, towns and cities have a significant part to play in the social, mental and physical health and well-being of communities. The design and layout of our communities and the way our public spaces and parks are detailed play an important role in the way people engage with, move around and enjoy the places they live in.

The objective of this project is to review and understand the nature of public spaces and existing infrastructure in the Livingstone Shire and gather information on how people do or don't use the many and varied public spaces within the Shire. The emphasis is on determining how the presence or otherwise of physical infrastructure will help the community get out and enjoy the great spaces and places of Livingstone. The intention is to create a more walkable, active community. An active community is a healthy community.



1.2

Benefits of getting active

In developing the Active Livingstone Strategy, Council's intention is to produce a considered, evidence based, planning document that will direct construction of active recreation infrastructure throughout the Shire. The plan is intended to outline realistic and achievable recommendations in relation to future construction budgets that incorporates a range of stakeholder and community input.

The emphasis is on determining how the presence or otherwise of physical infrastructure will help the Livingstone community get out and enjoy the great spaces and places of Livingstone. The intention is to create a more walkable, active community. An active community is a healthy community.

According to a recent health study by the Australian Burden of Disease Study, released in 2017, there are significant health impacts of physical inactivity as a risk factor for chronic disease:

- If all Australians did an extra 15 minutes of brisk walking for at least five days each week, this would reduce disease burden due to physical inactivity in the population by approximately 10%. By increasing this to 30 minutes, the burden of disease attributed to physical inactivity could be reduced by 26%.
- The seven diseases most closely linked to physical inactivity (in descending order) were diabetes, bowel and uterine cancer, dementia, breast cancer, coronary heart diseases and stroke.
- Physical inactivity costs the Australia economy \$13.8 billion per year.
- As noted by the Heart Foundation - any exercise is better than none. More is better. Regular, moderate physical activity is great for your heart health. It's never too late to start and get the benefits.

The benefits of regular activity include:

- Regular physical activity makes you less likely to have a heart attack or develop heart disease. It also helps control other heart disease risk factors like high blood pressure, high cholesterol, and being overweight.
- It's likely you will live longer, feel more energetic, have stronger bones and muscles, and feel happier and more relaxed.

1.3 State program and funding

The Active Livingstone Strategy has been prepared with the benefit of funding from the State Government under the Get Planning Spaces programme. The Get Planning Spaces programme (formerly the Sport and Recreation Planning Programme) is now part of the Get in the Game initiative. The program provides funding to Queensland based state level sport and active recreation organisations, local governments and other relevant peak organisations to develop quality, evidence-based sport and recreation infrastructure planning documents.

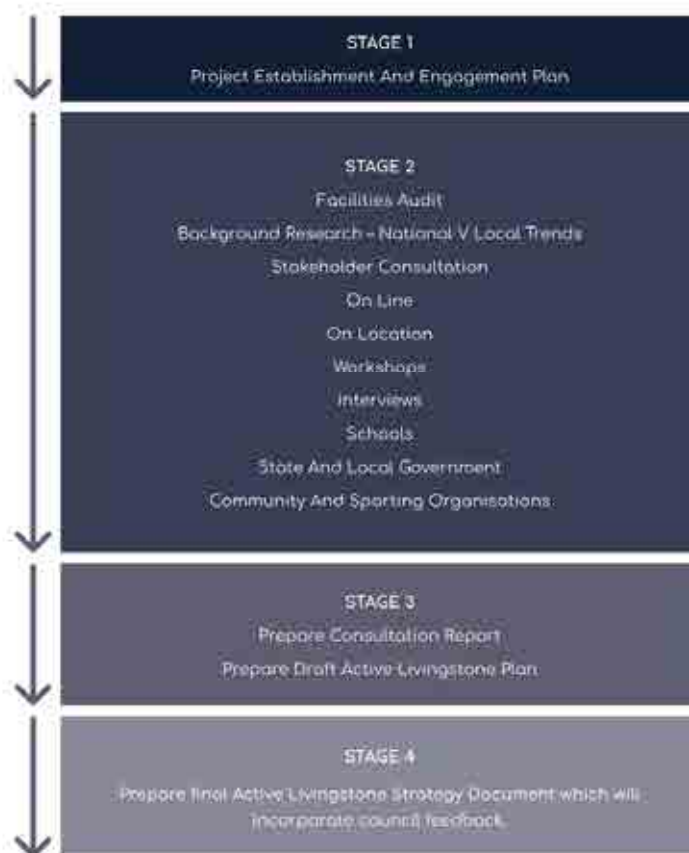
1.4 Council policy context

There is limited Council policy context available with respect to active living within Livingstone Shire. In many respects this document will begin the policy conversation around active recreation.

Organised sport is well catered for within the Shire with large facilities at Barmah and the recently opened Hartley Street Reserve at Emu Park. These multi-faceted facilities cater for a range of organised sporting groups and clubs.

The recent Yeppoon Foreshore Master Plan makes allowance for a range of unstructured activities and promotes movement along and enjoyment of the foreshore area of the Yeppoon township. However, like a range of other worthy initiatives, these projects need to be connected to create a comprehensive and coordinated approach to both organised and unstructured recreation activity.

1.5 Methodology



1.6 Consultation

A targeted consultation program was undertaken to gather input into the Active Livingstone Strategy. A range of methods were used to engage with a variety of groups, such as residents, active recreation participants, and local and state sport and recreation organisations.

The findings were documented in a separate consultation report which is attached at Appendix A of this report.

The consultation programme sought to achieve the following outcomes:

- Inform key project outputs;
- Engender a greater level of stakeholder and community ownership of the Active Livingstone Strategy;
- Generate a current and clear understanding of the community, their needs and wants in relation to active recreation infrastructure;
- Facilitate 'opportunity spotting' for possible partnerships, activations and investment actions;
- Achieve a genuine willingness to collaborate with, and genuinely listen to all stakeholders;

- Manage messaging and stakeholder expectations surrounding the project during consultation activities and conversations; and
- Guide the delivery of infrastructure that will encourage participation across a number of unstructured activities including, but not limited to:
 - Outdoor exercise
 - Walking
 - Running / jogging
 - Cycling (on-road)
 - Cycling (off-road)
 - Skating / scooting
 - Bush-walking
 - Hiking / climbing
 - Active play

METHODS AND TOOLS SNAPSHOT

A mix of online and offline consultation methods were used to maximise the community's involvement in the process. The design of the program was sensitive to the unique needs of the Livingstone community.

FRANK CHATS ONLINE SURVEY

An online survey was conducted on Place Design Group's Frank Chats platform. The survey was live from 1 February to 9 March 2018 and was completed by 217 people.

The survey provided multiple opportunities for text responses as well as the collection of quantitative data, with the overall design being highly graphic and visually engaging.

STAKEHOLDER DROP-IN SESSION

A four-hour drop-in session for invited local sport and recreation stakeholders was held on Friday 16 February at the Yeppoon Surf Life Saving Club. The session gave local opinion leaders the opportunity to sit down with planning consultants to share their local knowledge and insights, and freely discuss their ideas. Drawings were sketched on trace paper over large maps live with participants, fostering a deep level of engagement.

POP-UP CONSULTATION EVENTS

Engaging pop-up events were held in locations chosen to provide a diverse and representative consultation audience. All events were attended and facilitated by Place Design Group consultants and with support from Livingstone Shire Council.

SATURDAY 17th FEBRUARY 2018

8am – 8:30am, Yeppoon Foreshore Beach Amphitheatre

4pm – 6pm, Pineapple Rail Trail, Braithwaite Street Entrance

SUNDAY 18th FEBRUARY 2018

8am – 12pm, Bell Park Markets, Emu Park

These events made use of face-to-face, written, and digital methods of engagement. Ideas were posted on a pull-up banner, and relevant discussion was initiated via a coffee and chat.

The Frank Chats survey was promoted, with postcards containing the survey link distributed. The team also had electronic tablets available to allow participants to complete the survey on-site, and hard copy surveys and other project collateral was displayed. Approximately 150 people were actively engaged in person at the consultation events, with over 100 ideas posted by the community.

TELEPHONE SURVEY

Social and market research firm Colmar Brunton was engaged to conduct a telephone survey of landlines and mobile phones in the Livingstone Local Government Area. The research served to build on the insights gained from on-ground and on-line consultation conducted to date. Fieldwork was completed from 12 – 18 March 2018 and utilised a sample of 300 people in the Livingstone local government area.

SPORT AND RECREATION ORGANISATIONS CONSULTATION

Queensland's peak sport and recreation bodies were invited to provide written input towards the strategy, with the opportunity to provide data on participation levels as well as key priorities for the development of their respective sports and activities. Additionally, the project team met with officers from the Queensland Government departments responsible for national parks and sport to absorb their local knowledge and discuss their thoughts and priorities.

2.0

TRENDS & FINDINGS

2.1

Statewide Context

Understanding the needs of the local community through research, engagement and consultation was key to the development of the Active Livingstone Strategy. The investigation of state-wide trends in sport and recreation activities has provided further context.

According to the Queensland Sport, Exercise and Recreation Survey - Adults (QSERSA), conducted by Colmar Brunton for the Department of National Parks, Sport and Racing in 2015, 75% of Queenslanders had participated in physical activities for sport, exercise or recreation purposes in the preceding twelve months. 63% could be described as high-frequency participants, referring to those who participated at least once per week.

The most popular sports and physical activities in Queensland are:

1. Walking - 63%
2. Any gym activity - 33%
3. Running/jogging - 18%
4. Swimming - 17%
5. Bush-walking - 14%

Popular locations for physical activity are roads, streets, and paths, with the gym, and private property the next most common. Participants generally travel less than 10km to the location of their physical activity. The key enablers and drivers of participation in physical activity are personal interest and motivation, having time available, the ability to socialise with friends, and having a car.

The key barrier to participation is time, with work, study and family commitments holding many back. Adverse health and disabilities, particularly among older people is another major barrier.

2.2

Local Context

The 2016 census recorded a population of 36,272 people living within the Livingstone Shire local government area, with 51.3% being male and 48.7% being female. The median age of the Livingstone Shire is 42, which is higher than the Queensland median age of 37 years of age. Of the families in Livingstone Local Government Area, 40.7% were couple families with children, 44.7% were couple families without children and 13.7% were one parent families.

The Livingstone community are active, with a Colmar Brunton study commissioned as part of the Active Livingstone Strategy finding just under nine in ten (87%) participated in some form of active recreational activity in the past 12 months, with nearly eight in ten (78%) taking part at least once a week. These participation levels are higher than the state average as determined by QSEPSA.

Livingstone's favourite sports and activities are:

1. Walking - 69%
2. Swimming - 44%
3. Any gym activity - 24%
4. Hiking/bush-walking - 22%
5. Active play (kids on playgrounds) - 18%

The main difference between Livingstone's participation and the state overall is the higher popularity of swimming.

This is perhaps unsurprising, considering the proximity of the coast. In fact, the beach (in water) was the second most popular location for active recreation in the region (42%), only behind the shore (on sand), which was cited by 55%. Roads, streets, and paths were the next most popular location for recreation, similar to the state-wide picture, albeit at a lower rate.

The online survey found the Livingstone community valued the contribution of active recreation to an overall healthy lifestyle, and enjoyed being outdoors in the natural environment. Barriers to participation were broadly in line with the state-wide picture, with a lack of time and physical ailments the top factors. A perceived lack of facilities was the next highest barrier, cited by 12%.

2.3

Key Consultation Findings

A comprehensive consultation program was undertaken to gain valuable insights from local stakeholders about active recreation in the Livingstone Shire.

The consultation included a telephone and online survey, pop up consultation events in key locations, and engagement with key sport and recreation stakeholders (at a state and local level). The key ideas emerging from the consultation which were generally supported by the community (as evidenced by the online and telephone survey) are summarised below:

- **Better and safer infrastructure:** Across both the online and telephone surveys (prompted and unprompted, respectively), infrastructure was the number one improvement named by residents as an enabler for greater participation. The construction of more walking paths and off-road bike paths was a proposal strongly supported by residents in all regions of the Shire.
- **Amenities to support activity:** Recreational areas can be enhanced with more amenities such as toilet/shower facilities, water bubblers, shade, seating, and parking. Support for these additions was stronger in the greater Yeppoon (4703) postcode area than other areas in the Shire.
- **Time is a barrier to participation:** Not having enough time is the number one factor stopping people from getting active more often. Some residents suggested an online resource providing details of the options available in the Shire could help to overcome this barrier. This was one of the most broadly supported proposals of those tested with the public in the telephone survey, with support across all demographic groups.
- **Greater connectivity:** There was general consensus that while Livingstone offers some good localised path networks, there is little connectivity between them. Many suggested that the Pineapple Rail Trail should have a connection to the foreshore, and others suggested a path linking Yeppoon and Emu Park. Support for this idea was significantly higher in the 4703 (Greater Yeppoon) postcode area.
- **Beach activation:** Across both surveys, the beach was cited as the most popular location for active recreation in the region. Some locals felt the beach could be better activated to encourage and facilitate more activity. Suggestions included more watersport activities and classes on the beach at sunrise and sunset. This proposal received support in the telephone survey, with support strongest in the under 35 demographic.
- **Pineapple Rail Trail extension:** There was a strong desire to extend the Pineapple Rail Trail and potentially provide a link to the foreshore. Given its location, support for this idea was significantly higher in the 4703 (Greater Yeppoon) postcode area.





3.1

What are you doing?

The results also provided understanding into residents' enablers and motivations to participate in active recreation activities. Additionally, the information delved into the specific barriers that may currently prevent some residents to participate in such activities. Furthermore, this section of the Strategy considers the communities perceptions of current needs, and their priorities for future infrastructure to support the active recreation sector.

Residents of Livingstone Shire are active, with just under nine in ten (87%) taking part in some form of recreational activity in the last 12 months. Additionally, majority (78%) take part at least once a week. This is exceptionally higher than the national average, with only a weekly participation rate of 38.9%. Council has invested significantly in infrastructure to support active recreation, and increasingly provide and support programs to foster active recreation in the region. Council plays a crucial role in meeting the recreational needs of the diverse Livingstone community, and ensuring resources and facilities are well managed and protected for future generations.

The community consultation process revealed the top activities that Livingstone locals are participating in. The most popular activities are:

1. Walking
2. Swimming
3. Running/jogging
4. Gym
5. Hiking/ Bush-walking

Walking is by far the most popular recreational activity within the region. This may be specifically for exercise, or more recreationally such as walking the dog. Swimming is also extremely popular, closely followed by activities within indoor gyms and leisure centres.

Community consultation revealed popular activities, but it also demonstrated the wide array of different activities Livingstone locals participate in. The data revealed that residents participate in over twenty-five different active recreation activities, with additional activities suggested in an 'other' category.

Residents are predominately participating in active recreation a couple times a week, with one quarter of the region reporting they participate at least once a day. This indicates that increasing participation in such recreation activities, offers the best opportunity to improve Livingstone's health and well-being as a whole.

Data indicated that participants are usually partaking in activities by themselves or with family and friends.

Data demonstrates that majority of residents plan their activities a couple of days beforehand, or they have a usual routine that sets activities periodically. Individuals commonly plan activities in person, or through social media or email.

Data also indicated that the individuals who participated in the consultation, don't usually travel far to participate. Recreational activities of choice are usually available in their local area, or less than 30 minutes away.

The diverse nature of the active recreation system within Livingstone, with a varying mix of activities, requires support from robust infrastructure solutions.

3.2

Where are you doing it?

Identifying what activities Livingstone locals are participating in, is the first step in understanding their needs, values, and future priorities. Unsurprisingly, the top activities recorded, directly align with the most popular places to partake in recreation within the Shire. Such recreational hot spots need to be identified to understand locals and visitor's views and perceptions of what constitutes an attractive place to carry out recreational activities.

This data can assist in establishing key nodes where recreational activities occur currently. Identifying such trends, will assist in guiding delivery of infrastructure that will encourage participation across these unstructured recreational activities. Alternatively, it also allows consideration to be given to where recreational activities are not occurring, despite existing infrastructure being provided.

The most popular places to participate in recreational activities include:

1. Beaches/ foreshore
2. Walking and cycling pathways
3. National parks
4. Gym
5. Local park

Beaches, rivers, recreational swimming pools and lakes are major contributors to the active recreation network. Swimming was ranked the second most popular activity that the Livingstone locals participate in. Given the regions location on the Capricorn Coast, the coastline spanning from Yeppoon to Zillie, provides numerous places for water-based active recreation pursuits for locals and tourists.

The beach is the primary location where residents participate in recreational activities. This is inclusive of alongside the beach (land-based activities on the foreshore) and water-based activities. Strava Data reveals that majority of these activities are occurring on Yeppoon Beach and foreshore, with the second most popular spot being Emu Park Beach followed by Kemp Beach. This intensity of use is predominately made up from walkers and joggers on the sand. Water-based activities are predominately undertaken at Yeppoon Beach, with activity also tracked at Coode Bay Yeppoon Aquatic Centre.

This facility is the subject of a separate master plan and is likely to become an even more significant activity node upon completion of the works set out in the master plan.

Walking and cycling paths and roads are the second most cited location for participating in recreational activities. This is supported by the top activities including walking, running and jogging.

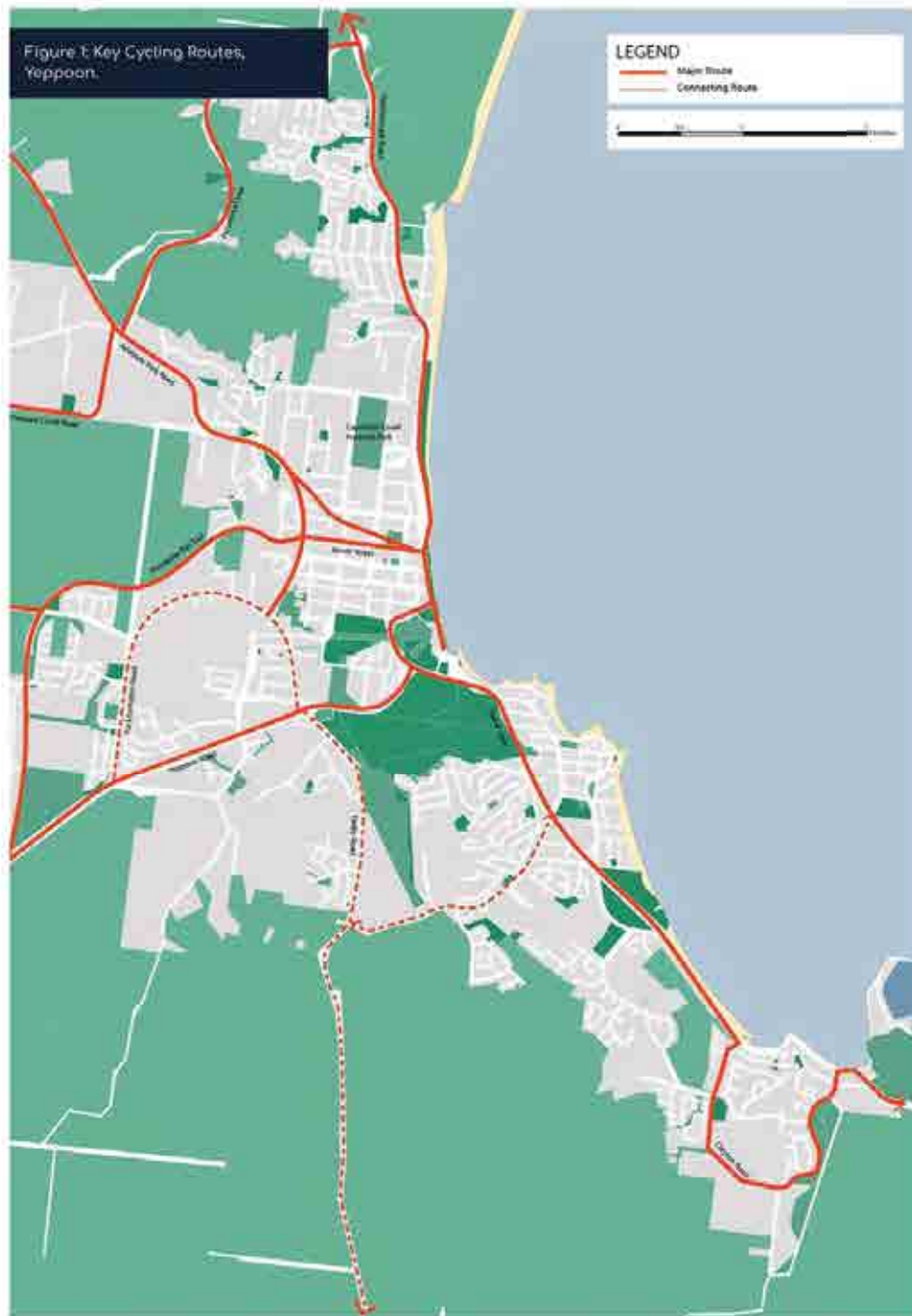
Strava Data reveals that even given an option of a pathway, cyclists are most likely to cycle on road. Designated walkways and pathways are more popular with on-foot activities, as demonstrated in figures above, displaying the designated pathways use alongside Yeppoon foreshore.

As demonstrated in Figure 1 and 2, key cycling routes are predominately made up of on-road cycle paths. There are a few key assumptions that have been deduced from consultation activities surrounding the reason for this. Firstly, existing designated off-road cycle paths are not provided on these routes, and secondly it is assumed that these routes are preferred due to the long distances they afford, which avid cyclists favour.



Active Livingstone Strategy

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Key routes include Farnborough Road (off-road and on-road), Scenic Highway (off-road and on-road), Yeppoon Road (on-road), Woodbury Road (on-road), Iwasaki Road (on-road), Tanby Road (on-road). Key routes in Emu Park include Kinka Beach Road (off-road), Emu Park Road (off-road), Coorooman Creek Road (off-road).

Despite walking paths being established as a key location for activity, it is hard to discern which particular paths are favoured. Key recreational trails such as the Pineapple Roll Trail and Bluff Point Circuit Track are popular places for recreational walks. Pathways that are connected for a fair distance are also hotspots of activity, such as the designated off-road pathway that follows Farnborough Road, through Yeppoon town centre and along the Scenic Highway to Lammermoor.

When analysing Strava Data for key routes for walking/jogging, there are numerous other hotspots of activity. It is considered that this may be due to people walking in their local area, rather than following key routes, such as cyclists.

Figure 3 illustrates the current pathway network within the Yeppoon area. Whilst there is a well-established pathway network in the Yeppoon area, it is fragmented. Key connections are missing within the network, with pathways often suddenly stopping or not connecting to key destinations. Accessibility and usability are compromised at key junctions where the pathways are incomplete.

Farnborough Road could be considered to have the highest intensity of use across both on-foot and cycling activities. This could be due to the fact that it has a designated off-road walking/cycling track on the eastern side and also on-road cycle paths. Additionally, it provides a long distance, and connects into the town centre.

National Parks are also a popular place for local residents and tourists to participate in active recreation activities such as bushwalking and hiking. Strava Data reveals that popular places for such activities including circuit bushwalks at Kemp Hill, Mount Archer National Park and steep class six walking tracks on Baga (also known as Mount Jim Crow) National Park.

This data indicates that people in Livingstone are more likely to participate in outdoor activities within the natural environment, rather than indoors. Physical activity in such spaces, including outdoor green areas, is strongly connected to better health and well-being.

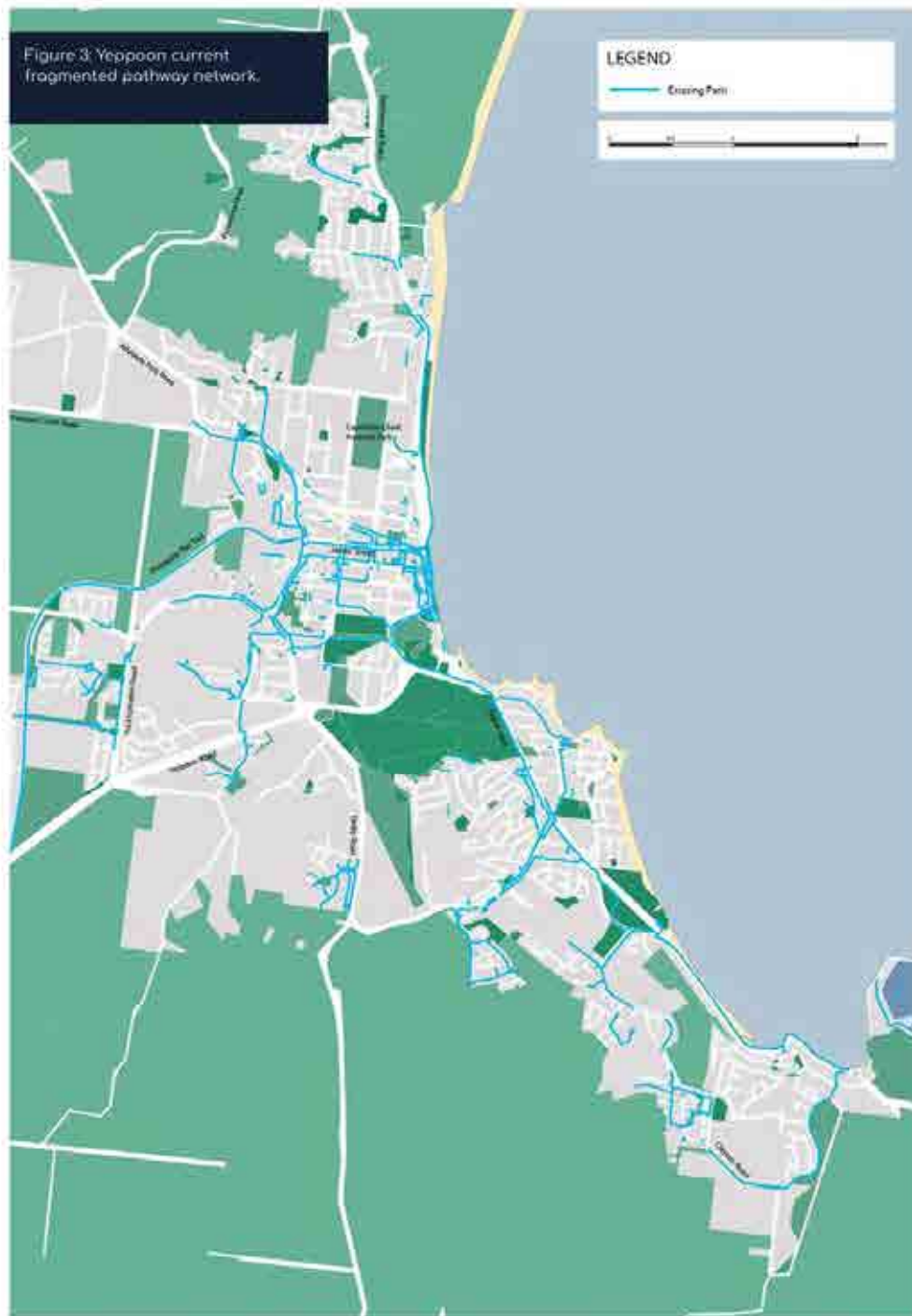
However, indoor gyms are also proven to be popular with the Livingstone locals. The Yeppoon area has a wide variety of indoor gyms, with over nine in the local Yeppoon area and three more in the wider region.

Local parks also made the ranking of top five places to participate in active recreation. The region has approximately forty-five (45) public parks, sports ovals, and outdoor recreational facilities.

When questioned on why people chose these places to undertake such activities, the most popular answer given was to enjoy the natural environment and scenery. This is reflected with four out of five of the most popular places being outdoors. Other key attractors for participants include the locations' accessibility and proximity to the individual.

Individuals reported valuing a healthy lifestyle as being the number one thing they value about participating in active recreation. Secondly, individuals valued enjoying the outdoors and natural environment. A large portion of respondents also acknowledged key enablers to participation in such activities related to its cost effectiveness and social aspects.

Analysis of these places provides data for future infrastructure and programs that reflect the needs of the local community. Acknowledging key areas and hotspots of activities is valuable for Council to continue to provide efficient use of spaces and facilities. Additionally, such data provides a measurement tool to assess areas for environmental management, such as possible degradation due to high numbers of use. As such, management and maintenance plans can be put in place for areas that receive high visitation to ensure the facilities can sustain such uses.



3.3

What is stopping you?

There are numerous barriers that influence individual's levels of participation in active recreation activities. Beyond personal circumstance or inability, there can be a host of other variables that hinder residents or visitors in participating.

It is important to have an understanding as to why a portion of Livingstone locals are not participating in active recreation. Low levels of participation can affect residents' health and well-being, and connection to community. Identifying key barriers allows Council to take opportunities to foster the active recreation sector and provide better outcomes for the region.

Issues with local outdoor recreational infrastructure is the most typical barrier that affects Livingstone locals' participation in activities. This includes, a lack of facilities, streets not being walkable or safe to cycle on, or climatic concerns such as it being too hot or facilities not having enough shade.

Other key barriers were commonly centred around individual circumstances and lifestyle, such as time and cost. Additionally, location and subsequent lack of connections to facilities, is a primary barrier that affects local's ability to participate in active recreation.

The community consultation process aimed to identify the needs and concerns of local residents, to help inform future investment in infrastructure and programs. Residents were asked to articulate their ideas for the future and give suggestions that would improve their participation levels in active recreation.

3.4

What would encourage you?

Many resident's suggestions were centered around increased sporting infrastructure and amenities. This included, the construction of designated cycle pathways and walkways, park equipment, toilet blocks and fitness equipment. Improvements in accessibility and connections as well as improved safety features, such as lighting, were also well supported as key factors that would motivate individuals to participate in active recreation more.

To a lesser extent, increased indoor facilities or a swimming pool/wave pool were also cited, due to the extreme climate during summer periods. Once completed the upgrades to the Coopers Bay Aquatic Centre should cater to this demand.

It is also noted that when questioned about what Council could do to help increase frequency of participation in active recreation activities, a large portion of people stated that they were satisfied and felt that the level of activities and facilities provided were sufficient.

Enablers to increase participation or enjoyment in active recreation activities were tested for appeal in Colmar Brunton's telephone survey.

A key suggestion that had the most appeal across Livingstone locals was the establishment of an online webpage detailing local recreation options. A central resource where residents and tourists could find out about localised active recreation activities, such as information on where, when, who to contact and how to get involved.

Construction of designated bike paths off the road for safety was the second most supported idea. Interestingly, walking and cycling paths were identified as one of the most popular places to partake in recreational activities. However, cycling did not rank in the top five activities that Livingstone locals are participating in. Potentially, such overwhelming agreement for more designated cycleways points to the lack of appropriate infrastructure for cycling that currently exists. This is supported by the portion of residents who reported road safety issues and streets not being safe to cycle, as key barriers to their participation.

3.5

Key Observations

Participation in sport or recreation is moving towards unstructured recreational activities. National trends demonstrate that over three-quarters (81.2%) of all persons who participated in sport and physical recreation, undertook at least some non-organised physical activity (Australian Sports Commission, 2012).

Undoubtedly, structured activities and club-based sports are a fantastic entry point for young people to join in co-curricular activities and to maintain their fitness. However, adults who are looking to participate in physical activity are commonly faced with the same lifestyle factors, such as time, cost and accessibility, that may make active recreation more appealing. National statistics also demonstrate that individuals are participating in unstructured active recreation activities more frequently than organised sports. The median frequency of participation among non-organised active recreation was 2.3 times per week, higher than the participation rate for organised sport, being only 1 time per week.

There is a clear understanding of the broader benefits (social, economic, mental/emotional) associated with local residents participating in active recreation activities. It is apparent that Livingstone locals do accessible activities that are close to home and convenient. They primarily participate in such activities because they value their health and enjoy being in the natural environment. However, Council plays an important role in connecting and supporting the economic and social value of recreational activities to the health and well-being of the region.

4.0

FUTURE OF ACTIVE LIVINGSTONE

4.1

Recommendations

The picture coming back from residents and visitors is abundantly clear and revolves around a few key principles:

1. Finish what you have started – There are a range of projects underway that involve active recreation trails, cycle paths etc. that need to be completed as a priority.
2. Work with what you have – Some projects that are already completed can be enhanced with the introduction of simple embellishments.
3. Get 'bang for your buck' – There are several well used and loved hot spots of recreational activity around the region. These places need to be the target for further investment.
4. Community focus – This means getting the message out about the benefits and value of physical activity as well as raising awareness within the community of the investment in infrastructure Council is making.

Additionally, there is another dimension that needs to be considered, and that is the issue of how this Strategy will interface with tourism and economic development objectives.

It is apparent that tourists visiting the Copricorn Coast want to enjoy the natural environment and climate that Livingstone has to offer. Partaking in active recreation and water-based activities are key to the tourism offering Livingstone currently has. In this regard, investing in improved infrastructure and facilities for local active recreation is a subsequent investment in tourism.

With the above principles in mind the following items make up the recommendations for the Active Livingstone Strategy:

GOOD MOVES PROGRAMME

This programme is intended to be the basis of several physical responses within the Shire aimed at identifying, constructing, or completing active recreation infrastructure. The focus of the programme is on physical activity not weight loss or obesity, which are better targeted by other medical and health messaging. The primary focus of this programme is about getting locals active and moving their body, whilst enjoying the places and spaces that Livingstone has to offer. The programme needs to encourage and enable people to lead healthier, more active lives by providing the facilities and infrastructure to do so.

Firstly, the Good Moves Programme does not fund roads. Funding needs to be targeting designated bikeways and pathways, as well as bike parking over car parking. The programme aims to create better connected, better lit, more walkable paths and places across the region.

Funding active transport, such as cycle paths and walking infrastructure where it adjoins roads is acceptable. It should be noted however, it is far more expensive to retrofit active transport networks rather than incorporating them in the first place. Funding under the programme may include low cost elements that make active transport possible and enjoyable such as; safe crossing points; signage and wayfinding; lighting; and place making.

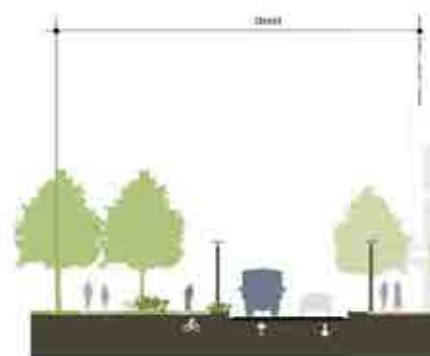


Figure 4: Off-road pathway within the verge

ELEMENT 1 LET'S WALK

Walking is the most affordable, readily attainable and ability inclusive form of physical activity. It is by far the most popular form of active recreation across Australia, and amongst Livingstone locals. Pathways are the foundation of a connected and liveable community.

It seems obvious, but people will walk where there are places to walk that are comfortable and safe. A connected pathway network, that is accessible and user-friendly to all members of the community, contributes to the safe mobility of pedestrians across the region.

The construction and more importantly, the completion of footpaths within the Shire was a common theme that arose during consultation. Some paths exist, some don't, some stop or simply don't connect. Figure 3 identifies the existing paths within the Yeppoon area, contributing to a fragmented network that can be hard to navigate.

Figure 5 and 6 overleaf illustrate the proposed pedestrian and cycle network, that is the focus of further treatment and investment based on community input and other evidence of current use patterns. Whilst much of this pathway network is planned, there is a vast majority that is either unconstructed or incomplete. It should be noted that this network is not intended to be an on-road network, but a designated off-road network contained wholly within the verge as shown in Figure 4.

The most obvious of these paths is the Coastal Path that connects Yeppoon to Emu Park. This fragmented route, in its current form, is popular with cyclists, walkers and runners. It is perhaps the most important path from both active recreation and tourism perspectives, providing a major connector within the region. However, it is currently incomplete. For the most part, it is considered that road verges are wide enough to allow generous off-road connections to be constructed. Pinch points such as at the Causeway Lake bridge crossing will require further consideration as there is currently only a narrow pedestrian path on the western side of the bridge.

Whilst various parts of the route are currently being planned, or have already been constructed, the standards of the pathway vary across its length. It is recommended that a detailed design for the entire length of the Coastal Path is to be undertaken to ensure the pathway is delivered in a consistent and timely manner. As matter of design priority, this path should be off-road for its entire length.

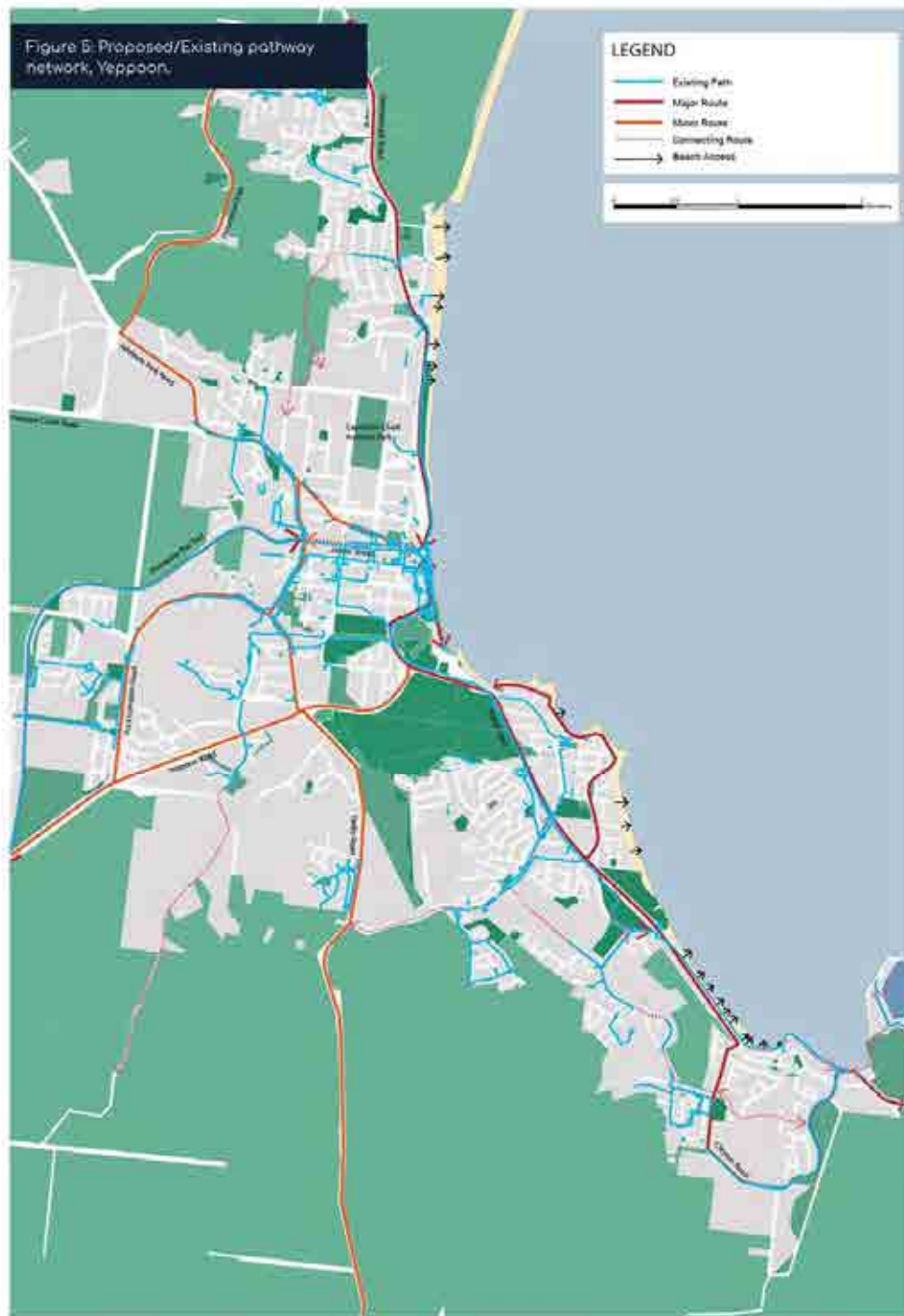
As noted in the community consultation, designated walking and cycling paths were the second most popular place to participate in recreational activities. It is noted that Livingstone locals enjoy on-foot activities such as walking and jogging.

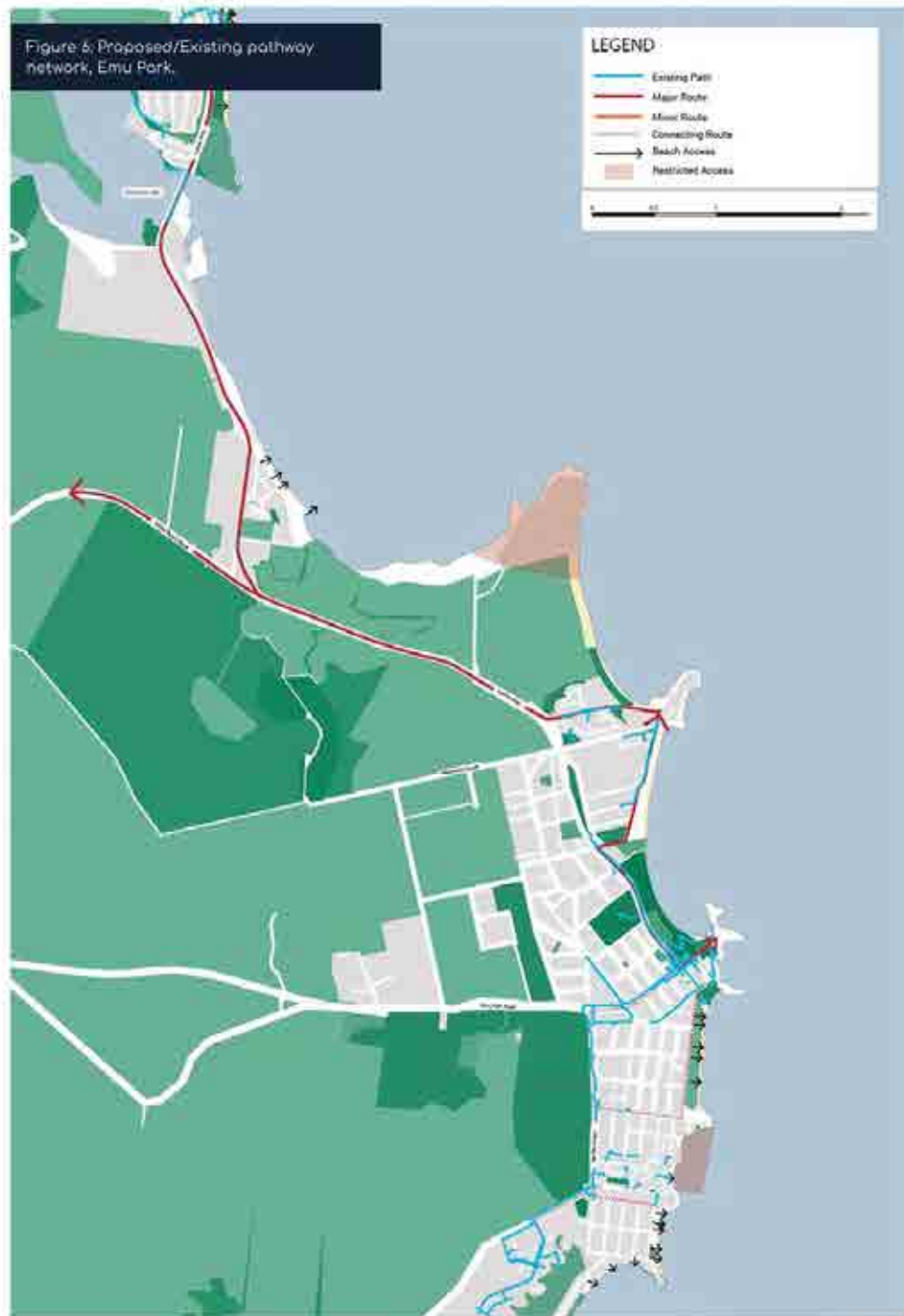
Additionally, when questioned what Council could do to encourage and increase participation in active recreation, residents cited the construction of designated cycle paths and walkways.

These pathways should link areas of attraction and activity such as connecting the Pineapple Rail Trail through to the Yeppoon town centre. In turn, these will contribute to a broader movement network and create key linkages for both locals and visitors to access important sites and attractions.

Furthermore, investment and upgrades to the pathway network should prioritise connecting Schools to localised activity nodes and residential areas, to encourage active recreation for school aged children. National campaigns such as Walk Safely to School Day (WSTSD) encourages parents, carers, and their children to build regular walking to and from school into their daily routine. Walking to and from school allows children to get the recommended amount of physical activity in each day.

An example of a popular designated pathway that is well utilised by school children for their commute to and from St. Brindley's College, is the off-road footpath adjacent to Adelaide Park Road. Connecting from the town centre at James Street, right through to the school campus.





ELEMENT 2 SAFE TO CYCLE

Within the community consultation period, residents identified key connections that are currently missing within the pathway network, including connecting pathways to Sacred Heart Primary, and Taranganba State School.

Pathways that link schools to key destinations and are away from busy and dangerous roads need to be prioritised. Furthermore, if places are safe enough for the most vulnerable members of the community, it can be considered that they are safe and comfortable for all members of the community.

Used as thoroughfares, but also used for socialising, playing, and talking, pathways provide numerous opportunities for communities to participate in the public realm. A connected pathway network is important for community inclusiveness to allow all members of the community to safely move around their neighbourhood.

The second most popular place to participate in active recreation activities within the region, was designated walking and cycling paths. However, cycling was not listed in the top five recreational activities amongst residents. A key suggestion provided by the community was the construction of designated pathways for cycling with a notable barrier preventing participation within this activity, cited as major concerns with road safety.

It can be considered that Livingstone locals love to cycle, however issues with safety often deter residents in participating. There is a clear message presented from the community asking for designated bike paths that divert cyclists from potentially dangerous roads. If safer infrastructure is constructed, it can be inferred that there will also be an increase in residents who would use it too.

Figure 7 illustrates the existing pathway network and key linkages that should be prioritised to connect popular cycling routes.

ELEMENT 3 OFF-ROAD

Livingstone has a number of national parks and other areas of reserves and bushland where informal cycle trails have been developed. These trails are often through areas that are remote and of scenic interest which are of particular curiosity to mountain bikers and bushwalkers.

Vallis Park in the Copricorn Coast National Park is a popular walking and mountain bike trail that is currently unsigned and unregulated and directly overlooks Yepoon and the suburbs of Melkville Hill, Barlows Hill, Inverness etc. Vallis Park is controlled by Queensland National Parks and its development and use would need to be coordinated with Queensland National Parks in order to bring these trails to fruition.

A master planning exercise with an experienced trail builder could create a significant active recreation resource for the surrounding locality.

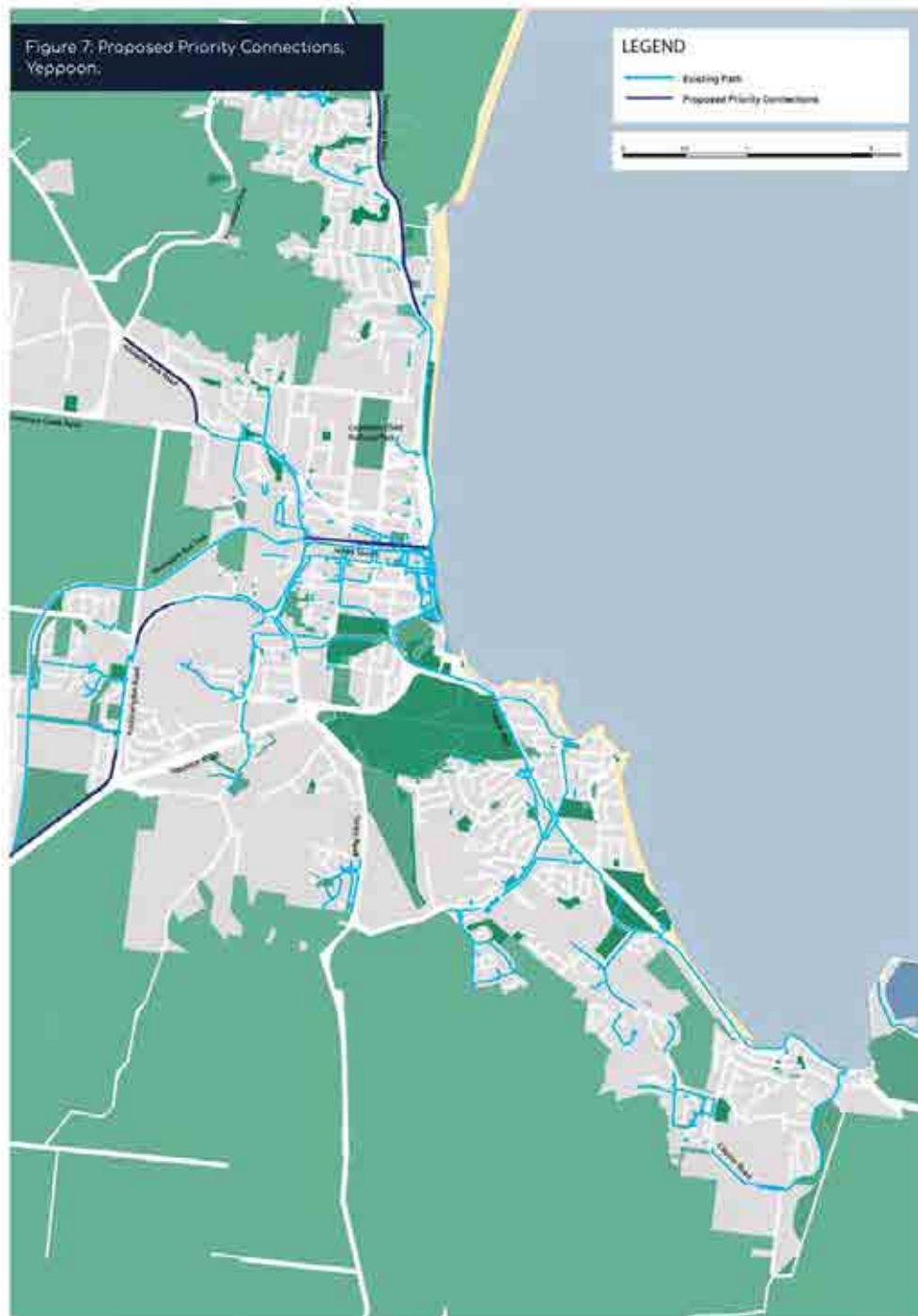






Figure 7: Gym equipment at Yeppoon foreshore.

ELEMENT 4 EQUIPMENT & FACILITIES

When questioned what Council could do to encourage participation in active recreation, majority of resident's suggestions were centred around increased infrastructure and amenities. This included, the construction of park equipment, toilet facilities and fitness equipment. Finally, increased infrastructure to support bicycle and watersport equipment hiring facilities was also a key suggestion. Equipment hire is discussed further in Element 5.

A frequent suggestion was for more outdoor gym equipment, similar to the set of equipment at the Yeppoon foreshore (refer to Figure 7).

Outdoor gym equipment was generally popular with foreshore users. However, there are only limited amounts of equipment and they are generally restricted to single locations. To encourage greater use and extend the activation of foreshore areas, spreading gym equipment as a series of 'Fitness Stations' will encourage greater activity. Figure 8 provides an indication of preferred locations for additional fitness stations.

As a design consideration some users felt that some form of privacy screening from adjoining roads was preferable as is the case with the fitness equipment on the Yeppoon foreshore near the intersection of Normanby Street. The equipment may also include pedal powered phone chargers.

Signage and distance markers were another element desired by both walkers and cyclists, given the extensive network that has the potential to be established in the Shire. Signage should provide distance and direction to major trails and attractions and should be consistent throughout the region. The signage should also be consistent with existing planning scheme public realm guidelines.

Distance markers should be located along the Yeppoon foreshore – as perhaps the most popular walking path in the Shire. They also have the potential to be incorporated along the entire length of the Coastal Path, as well as other key recreational trails such as the Pineapple Rail Trail. This allows users to measure distance travelled, set courses for fitness groups or provide personal or group challenges.

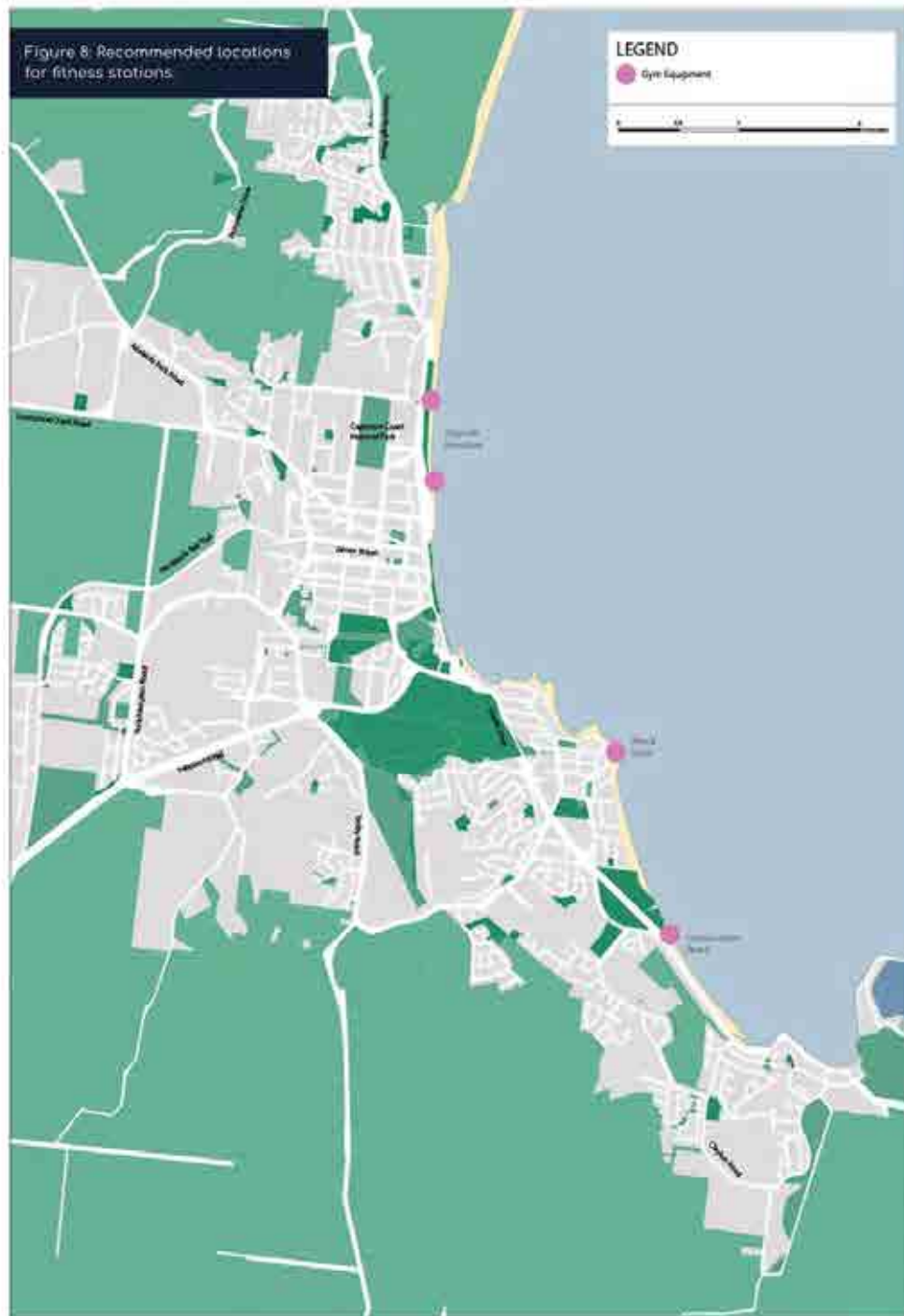
Amenities such as toilet blocks, bubblers, showers and lighting are crucial facilities to support active recreation and to cater for the lifestyles of Livingstone locals. Whilst considered to be a simple suggestion, for a large part of the foreshore areas between Ziltie/Emu Park and Meikleville Hill there are limited facilities currently provided. Such facilities need to be constructed as a matter of priority at all foreshore locations.

Additionally, toilets, bubblers and lighting needs to be located along the Pineapple Rail Trail. There are presently no facilities along the Yeppoon section of the Pineapple

Rail Trail. Toilets and bubblers allow for individuals to participate in physical activity for a substantial period of time (allowing them to reap the actual benefits of exercise) and are particularly important for families with smaller children.

As revealed by the results from community consultation, residents in Livingstone are more likely to participate in activities in the outdoors, rather than indoors. A key thing that locals value about active recreation is enjoying the natural environment and scenery of their surrounds. The Livingstone climate supports year-round activity and sports, and as such, it makes sense that infrastructure should also support this.

Physical activity in outdoor green areas, is strongly connected to better health and well-being outcomes. It is recommended that Council should support the ongoing desire for residents to participate in active recreation outdoors, by ensuring that infrastructure incorporates design elements to respond to the climate. This is inclusive of things such as appropriate shade structures over gym and park equipment, planting trees adjacent to trails where possible, and shaded areas for group activities to take place.





ELEMENT 5 ACTIVATION

Following on from Element 4 and closely aligned to it, is the notion of activation. The community consultation clearly indicated that the foreshore and beach was the most popular location for active recreation within the region. However, consultation also revealed that a portion of locals felt that the beach could be better activated to encourage and facilitate more recreational activity.

Key suggestions included increased watersport activities and the provision of classes on the beach at sunrise and sunset. Strongest support for the implementation of such activities was in the under 35 demographic.

There are already several groups who utilise the waterfront areas to facilitate a range of activities, and who currently give great life to such spaces. However, currently there are limited opportunities for these groups along the foreshore areas close the centres of Yeppoon and Emu Park, and as a result, crowding and conflict are likely to occur.

The design of waterfront areas needs to make provision for simple ubiquitous spaces – preferably shaded – that can cater for group activities. It is noted that the management and regulation of these spaces and activities will be an issue over time as popularity increases.

At present The Good Moves Programme will be focused on encouraging activity rather than regulation. At some point however there will be a need to manage spaces through some form of booking system for the busier foreshore areas of Yeppoon to avoid clashes and to ensure spaces are not monopolised by particular groups. Furthermore, already identified as a key hot spot for activity, it is acknowledged that the area will require careful management to support recreational demand and ensure over utilisation does not lead to degradation over time.

Waterfront areas are also popular for watercraft equipment hire – yachts, paddle boards, kayaks etc. Dedicated spaces along foreshore areas again need to be provided to allow these activities to occur. These areas need to be separate from car parking areas and set aside as dedicated spaces to allow hire activities to ‘bump in and bump out’ during the course of the day.

At night these spaces could be used by food vans to allow further activation and extend the life of the foreshore area and support night time active recreation. Again, these areas will require regulation at some point. However initially Council may choose to program these spaces to coordinate with special events or during holiday periods.

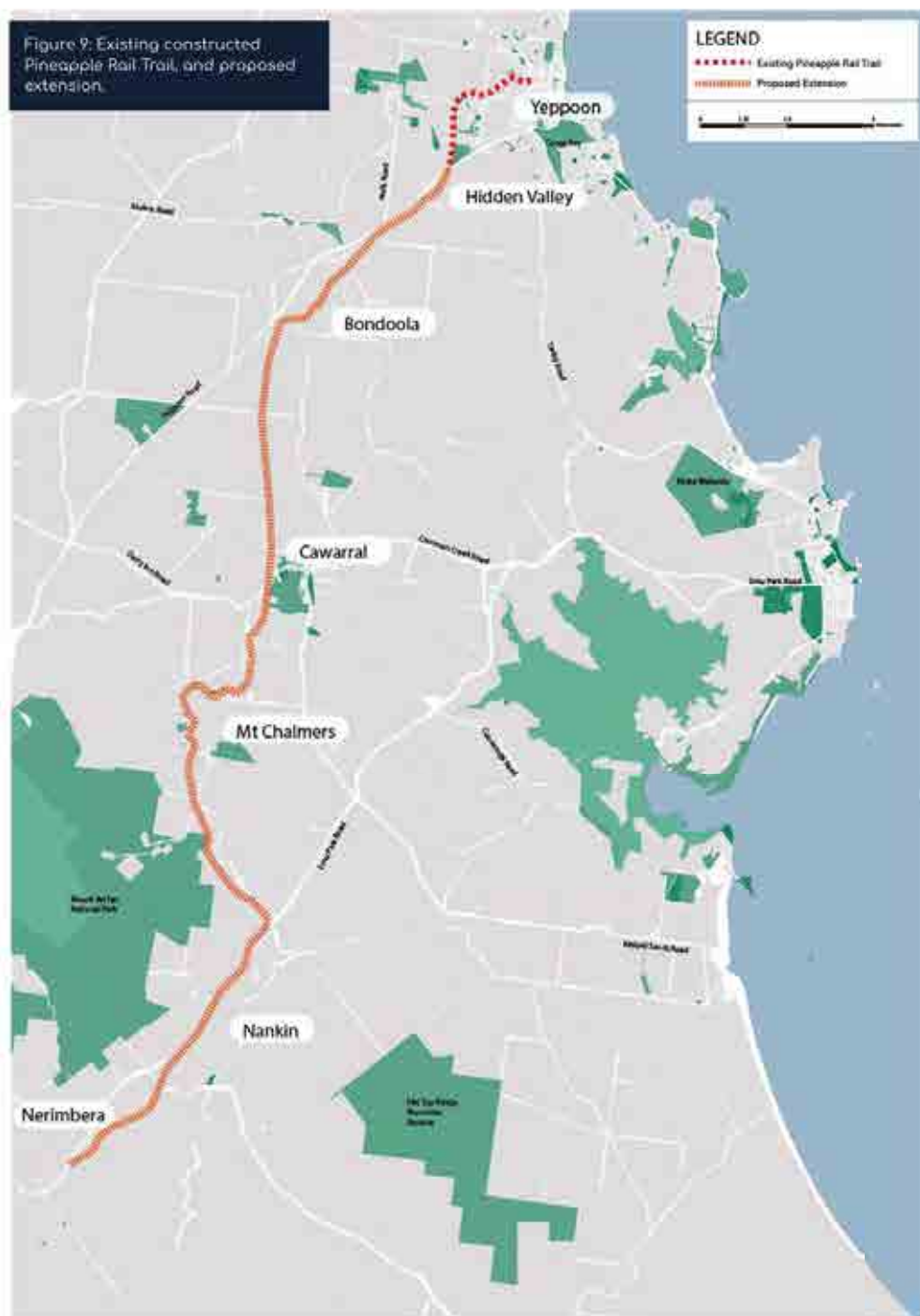
ELEMENT 6 PINEAPPLE RAIL TRAIL

Rail Trails are part of a trend to retrofit old, decommissioned rail (or road) corridors into walking and cycling tracks. There is presently a rail corridor that links from Yeppoon to Rockhampton (refer to Figure 9). This has enormous potential to drive not only active recreation but also promote tourism in not just Yeppoon but a range of smaller localities along the corridor's length.

This will take considerable investment in both creating a suitable trail surface (not paved) for cyclists and walkers, as well as creek crossings. Depending on the nature of the crossing some of these crossings should remain as natural crossings without structures to create a more challenging cycle trail. This will be dependent on the nature of the crossing and the potential environmental impacts that may be created as a result. Other crossings will require significant investment in bridge structures.

The tourism potential is significant as the Pineapple Rail Trail winds its way through smaller towns and localities (such as Cowra and Mount Chalmers) and more iconic parts of the Yeppoon hinterland providing opportunities for Bed and Breakfasts, food & beverage, etc along the way. In this regard the Pineapple Rail Trail is not just about active living but also contributes to economic development.

Whilst this will most likely ultimately be a Council asset, further assistance will be required from the State Government in terms of trail improvements and transfer of title.



ELEMENT 7 YEPPON SUMMITS

Yeppoon has a great series of very scenic hills that surround the town and provide a great opportunity for a series of Urban Trails. It is recommended that a trail is implemented, such as Yeppoon Summits, that links places in and around the town. The trail could link from the elevated areas of Cordingley and John Streets through to Vollis Park and beyond.

It is recommended that the trail also include the town centre on James Street. The Urban Trail will provide an opportunity for a challenging walk that promotes active recreation, community interaction, as well as support tourism. Local businesses may also choose to sponsor all or part of the route particularly if the trail traverses the main street of Yeppoon.

Signage, step counters, historical information and lighting should be incorporated into the route.

Other routes or extensions to these routes offer opportunities to further explore and connect urban areas of Yeppoon and Emu Park. This could also link to initiatives such as 'Urban Rogaining'.

ELEMENT 8 SMART STEPS

With the introduction of new signage and lighting there is an opportunity to gather and use data to test and better design active living infrastructure in the Shire. Signage and lighting should contain monitors and data points that collect information about users in order to test projects, confirm or modify which routes people take, at what time, in groups or alone, how long they stay, etc. This type of information can be used to design new trails, and/or redirect existing ones or generate opportunities for additional facilities or cafes. Information gathered means Council can test responses in real time with real data.

This will also require Livingstone Shire to increase their capacity in the capture and analysis of this data. The Local Government Association of Queensland have an initiative called 'LGSherlock' which can help with both data storage and analytics and should be further investigated to for its potential to assist with this element.

ELEMENT 9 ONLINE & OUT THERE

As part of community consultation, enablers to increase participation in active recreation activities were tested for appeal amongst residents. The most popular suggestion amongst Livingstone locals, was the establishment of an online webpage detailing local recreation options.

It is recommended that Council implements a central resource where residents and tourists can find out about local facilities and activities, such as information on where, when, who to contact and how to get involved. This one-stop activity hub will allow for marketing and promotion of current recreation activities offered in the region, to support tourists visiting the Shire. Additionally, the webpage can also detail what infrastructure is currently being invested in and when new equipment or facilities are constructed, to help raise awareness for locals.

Acknowledging that raising awareness, will increase the level of participation and as such, will boost demand for infrastructure, programs and opportunities, that will in turn, need support from a robust infrastructure network.

Undoubtedly, such resources work well, such as the Council-led initiative 'Live Well Get Active' program. This program is also supported by a webpage on Council's website.



Figure 10: Local community participating in group active recreation activities.

It should be noted that a clear message from a large portion of the community, during consultation, was that they were satisfied with what Council was doing and felt that the level of activities and facilities provided across the region were sufficient. As such, Council should continue what they have been doing, however with more exposure and equitable awareness across the region.

There are a number of groups in the region that are already doing great things to promote not only active living, but also Livingstone Shire. It is true, the best advocates for the place you live, is the locals. Currently, there are multiple platforms providing information to the various community groups. However, there is little coordination of efforts with some groups having limited capacity to reach their intended users, through either a lack of skills or resources.

Undoubtedly, in this day and age, social media is an effective way to communicate with a range of local groups. Community consultation revealed that currently, individuals primarily plan activities in person or through social media.

It is recommended that Council could administer an Active Livingstone Facebook page, to have a collective group set up under one banner. This would allow a range of groups to post information about regular activities or upcoming events.

Mobile data-based research could also be utilised to provide vital information on local's activity levels and routines. Apps that are linked to data bases could be utilised to track activity and sedentary times. These may be associated through free apps such as Strava, Metro or Google Maps, and collect anonymous data. This is a great way to build quick data sets, and test the success, or lack of, new programs and projects.

PLACEMAKING STRATEGY

Of the existing Council initiatives that support the objectives of the Active Livingstone Strategy the Placemaking Programme, with its focus on making the region a more interesting and engaging place to live and visit, has considerable overlap with the Active Living Strategy. Placemaking initiatives support all four recommendations above, thus the Placemaking Strategy should continue to be consulted when scoping Active Livingstone projects.

4.2

Implementation & Priorities

Implementation of the strategies and elements discussed in this document will not be achieved by Council alone. Strategic partnerships with a range of community groups and organisations as well as State and Federal governments will need to be developed in order to achieve many of the outcomes. This includes seeking further funding for a range of projects outlined below.

In this regard, none of the projects and initiatives below are costed. Further work and in particular further, detailed design work will be required on some projects in order to understand the full cost implications and feasibility.

In considering the projects and their relative priority, additional weighting should be given to projects that achieve multiple outcomes from a Council policy and community objective. As noted in sections above, a number of projects and initiatives have already begun. Completing these and completing to high standard should be a priority. This requires considerable coordination across Council, as a range of groups within Council will be responsible for completing different parts of each project.

Ultimately, there needs to be one person or position within Council that ensures projects are planned and completed to a high standard and are well coordinated across Council. This person/position could be funded from the Good Moves Programme. This coordinator position is discussed and described above and needs to be one of the first initiatives to take place.



INSTALLATIONS AND DEMONSTRATIONS

As part of developing active recreation infrastructure Council should be looking to create a range of temporary installations. Items such as gym equipment can be installed in temporary fashion to test whether the location is correct and if it's being used.

As a matter of course all infrastructure installed by Council as part of this programme needs to be tested and evaluated to ensure it is delivering on the objectives of the programme and delivering value for money. This needs to be an ongoing function of the programme.

Strategy	Action	Timeframe	Partners/ People/ Organisation	Priority (1- High, 2 - Moderate)
1 Lets Walk	1.1 Complete the proposed pedestrian and cycle network. This network is not intended to be an on-road network, but a designated off-road network contained wholly within the verge.	Medium and ongoing	LSC Community Groups DTMR	1
	1.2 Completion of the Coastal Path that connects Yepoon to Emu Park. This fragmented route, in its current form, is popular with cyclists, walkers and runners.	Short	LSC Community Stakeholders DTMR	1 Priority Action
	1.3 Where linkages align with the PCNP funding should be sort under this mechanism. Future LGIP updates should consider the proposed linkages.	Short	LSC	2
	1.4 Upgrades to the pathway network should prioritise connecting Schools to localised activity nodes and residential areas, to encourage active recreation for school aged children.	Short	LSC DOE DSRA Community Stakeholders	2
2 Safe to Cycle	2.1 Complete the cycle network with designated pathways to be constructed off-road. Key sections of the network that are missing and should be prioritised for construction are illustrated in Figure 7.	Short	LSC, DTMR	1
	2.2 Where linkages align with the PCNP funding should be sort under this mechanism. Future LGIP updates should consider the proposed linkages.			
3 Off Road	3.1 Livingstone has a number of national parks and other areas of reserves and bushland where informal cycle trails have been developed. These trails are often through areas that are remote and of scenic interest, which are of particular curiosity to mountain bikers and bushwalkers. A master planning exercise with an experienced trail builder could create a significant active recreation resource for the surrounding locality.	Long	QNP5 LSC Community Stakeholders	2
	3.2 Where linkages align with the PCNP funding should be sort under this mechanism. Future LGIP updates should consider the proposed linkages.			

Strategy	Action	Timeframe	Partners/ People/ Organisation	Priority (1- High, 3- Moderate)
4 Equipment and Facilities	4.1 The construction of park equipment, toilet facilities, showers and bubblers at key hotspots of recreational activities.	Medium	LSC Community Stakeholders	2
	4.2 Construction of outdoor gym equipment in selected locations.	Short	LSC	2
	4.3 Embellishment of existing pathways with signage and distance markers.	Short	LSC Community Stakeholders	3
5 Activation	5.1 Consultation revealed support for increased activation on the foreshore such as 'how-to' classes to help locals start a new activity. Sunrise and sunset classes should be trialled on the foreshore.	Short	LSC Community Stakeholders	3
	5.2 Dedicated spaces along the foreshore should be provided for watercraft equipment hire – paddle boards, kayaks etc. to provide locals and tourists with access to such activities. These spaces should be separate from car parking areas and set aside to allow hire activities to 'bump in and bump out' during the course of the day.	Medium	LSC	3
	5.3 The dedicated areas for hiring watercraft equipment can be used by food vans for further activation at nighttime and extend the life of the foreshore area.	Long	LSC Community and Business Groups	2
6 Pineapple Rail Trail	6.1 Complete the Pineapple Rail Trail from Yeppoon to Rockhampton.	Medium	DTMR GRSA RRC LSC	2
7 Yeppoon Summits	7.1 Implementation of 'Yeppoon Summits', which links the scenic hills within the town and surrounds to create an Urban Trail for locals and tourists.	Medium	LSC	2
	7.2 Trail signage, step counters, historical information and lighting should be incorporated into the trail.	Long	LSC	2
8 Smart Steps	8.1 New signage and lighting should contain monitors and data points that collect information. This data can be used to test projects, provide valuable information about intensity of use and influence future design of active recreational infrastructure.	Short	LSC	2
9 Online & out there	9.1 Implement a central resource where residents and tourists can find out about local facilities and recreational activities, such as information on where, when, who to contact and how to get involved. This one-stop activity hub will allow for marketing and promotion of current recreational activities offered in the region, to support tourists visiting the Shire.	Medium	LSC	1
10 Good Moves Officer	10.1 Implementation of this type of programme will require a dedicated and fully funded person (or persons) within Livingstone Shire Council to provide direction and resources.	Short and ongoing	LSC GRSA	1
11 Place-making Strategy	11 The placemaking strategy should be consulted in the course of developing active recreation infrastructure initiatives.	Ongoing	LSC	2



APPENDIX

12.7 MONTHLY FINANCIAL REPORT FOR THE PERIOD ENDING 31 JULY 2018**File No:** FM12.14.1**Attachments:** 1. Monthly Financial Report - July 2018 [↓](#)**Responsible Officer:** Chris Murdoch - Chief Executive Officer**Author:** Andrea Ellis - Chief Financial Officer

SUMMARY

Presentation of the Livingstone Shire Council Monthly Financial Report for the period ending 31 July 2018 by the Chief Financial Officer.

OFFICER'S RECOMMENDATION

THAT the Livingstone Shire Council Monthly Financial Report for the period ending 31 July 2018 be received.

BACKGROUND

The attached Financial Report has been compiled from information within Council's Finance One and Pathway systems. The report presented includes:

1. Key Strategic Financial Indicators
2. Summary of Financial Results
3. Detailed Statements

The attached financial information presents a snapshot of the month (July) and year-to-date position of Council's financial performance for the 2018-19 financial year.

Commitments are excluded from the reported operating & capital costs.

All variances are reported against the 2018-19 Adopted Budget. All budgets have been developed on a monthly basis. The attached reports show the business units segregated revenue and expenditure statements and balance sheets.

COMMENTARY

The Financial Report compares actual performance to date with Council's 2018-19 adopted budget and identifies significant variances or areas of concern. It also provides information about additional areas of financial interest to Council and reinforces sound financial management practices throughout the organisation. This information is provided through the attached monthly financial report. At this early stage of the financial year few trends have emerged.

Financial Performance

The operating performance for the year to 31 July 2018 shows an operating surplus of \$28.96 million at the end of July compared to a budgeted operating surplus of \$25.5 million.

This result is subject to change due to the finalisation of end of financial year adjustments, which will be completed during August, as part of the finalisation of Council's 2017-18 financial statements.

Financial Performance Summary to 31 July 2018					
	YTD Adopted Budget (\$m)	YTD Actual (\$m)	Variance (\$m)	Variance YTD %	Status
Operating Revenue	\$33.2	\$33.7	\$0.5	2%	✓
Operating Expense	(\$7.7)	(\$4.8)	\$2.9	(38%)	✓
<i>Operating Deficit/Surplus</i>	\$25.5	\$29.0	\$3.5	14%	✓
Capital Income	\$0.1	\$1.1	\$1.0	(693%)	✓
Capital Expenditure	(\$5.7)	(\$0.8)	\$4.9	(86%)	✓

Note: Actual results exclude purchase order commitments.

Status Legend:

- Above budgeted revenue or under budgeted expenditure ✓
- Below budgeted revenue or over budgeted expenditure <10% ■
- Below budgeted revenue or over budgeted expenditure >10% ✗

Operating Revenue

The year to date operating revenue is slightly ahead of the year-to-date budget. The half-yearly rates & utility charges were generated in the revenue system in July, with an issue date of 1 August 2018.

Table A.1 in the Monthly Financial Report (Attachment 1) shows operating revenue by major category of actuals to budget variances by line item.

Operating Expenses

The year to date operating expenditure as at 31 July 2018 is below budget by \$2.9 million which excludes \$13.2 million in committals. Table A.1 in the Monthly Financial Report (Attachment 1) reports operating expenditure by major category of actuals to budget variances by line item.

Total operating expenses are under budget mostly due to an underspend of \$2.1M in materials & services. It should be noted that a substantial amount of materials and services expenditure paid to suppliers during the month of July was accrued back into the 2017-18 financial year.

Capital Income

Total capital income is ahead of budget by approximately \$970K. This is due to the receipt of a \$1M payment from the Queensland Reconstruction Authority for the Statue Bay Project during July.

The 2018-19 capital revenue budget for developer contributions is \$1.8M and this will be closely monitored as the 2018-19 financial year progresses to assess the impact on capital project funding.

Capital Expenditure

Capital expenditure incurred as at 31 July 2018 is summarized in Table D.1 and D.2 in Attachment 1. The 2018-19 adopted budget total capital expenditure is \$48.3 million with actuals at this early stage of the financial year at \$0.83 million with a further \$24.7 million in committed expenditure.

Table D.3 highlights the significant capital works projects with an adopted budget greater than \$1 million and includes the YTD actuals and project life-to-date costs and budget.

Statement of Financial Position as at 31 July 2018

A detailed balance sheet is provided in Table B.1 in Attachment 1 as at 31 July 2018.

The balance sheet shows a low level of total liabilities in comparison to total assets and consists predominantly of trade & other payables, other provisions and loan borrowings.

Council's total loan balances are \$85.6 million with the first quarterly 2018-19 financial year repayment scheduled to be made to the Queensland Treasury Corporation (QTC) in September. Council has not accessed the approved working capital facility.

Interest on long term borrowings range from 3.123% to 5.554%, with the average cost of capital being 4.35%.

Statement of Cash Flows

The statement of cash flows provided in Table C in Attachment 1 shows Council's expected cash flows for the financial year and the actual cash flows at this early stage of the financial year to 31 July 2018. The cash position remains sound with cash totaling \$33.2 million at the end of July 2018.

Whilst cash outflows were larger than cash inflows during the month of July, the net cash outflow for July is in close proximity to budget. Council's half-year general rates and fourth quarter 2017-18 water consumption notices were issued on 1 August 2018 with a payment due date of 5 September 2018. As this due date approaches the payment of these notices is expected to have a favorable effect on Council's cash position.

Available cash is either invested with the Queensland Treasury Corporation (QTC) Capital Guaranteed Cash Fund or held in fixed term deposits with financial institutions. The annual effective interest rate for the QTC Capital Guaranteed Cash Fund at 31 July 2018 was 3.06% p.a. Interest rates for Council's current term deposit is 2.83% and reflect the fixed interest rate for the term of the investment.

Interest earned on cash and investments for the month of July was \$96K.

Outstanding Sundry Debtors

At 31 July 2018, outstanding debtors stand at \$1,474,288 and of this balance, only \$99,663 (7%) is not due for payment.

There are 33 accounts which are over 60 days totaling \$565,241 which represents approximately 38% of total outstanding sundry debtors.

Outstanding and Overdue Rates and Charges

The total rates debtor balance at 31 July 2018 stands at \$38,409,021. There is \$483,882 in prepaid rates as at the 31 July, with net rates outstanding being \$37,925,139 as at 31 July. This includes the current levies not yet due \$35,097,858 which represents 91% of the balance outstanding.

It should be noted that the current levy unpaid is high due to the 2018-19 half-year general rates notices and final quarter 2017-18 water consumption notices being generated in the month of July and issued on 1 August 2018.

The KPI target for outstanding rates is to reduce rates receivables to less than 5% of total rates outstanding prior to the next six monthly billing cycle. Whilst the collection process of overdue rates receivables is proceeding, total rates receivables as at 31 July 2018 eligible for collection (excluding the current levy) is \$3,311,163 which is 9.33% of rates levied. This

is above this KPI target due to the timing of the generation and issue of rates notices as outlined above.

The following table analyses this overdue amount by age of debt.

Aging Period	Arrears balance (before deducting prepaid rates)	% of total eligible for collection
Current	\$35,151,936	91.52%
1 years	\$1,916,610	4.99%
2 years	\$745,135	1.94%
3 years	\$318,795	0.83%
4 years	\$195,886	0.51%
5 years	\$80,659	0.21%
TOTAL	\$38,409,021	100%

Council offers a direct debit facility with 2,586 direct debits totaling \$199,990 processed in July.

Debt Management – Ratepayers always have the option to enter into formal payment arrangements, which prevents legal action being progressed by Council's debt collection agency. Council resolved to reduce the overdue interest from 10% to 7% per annum in 2018-19, applied monthly, on all overdue balances, including those under a formal payment agreement.

In total, 38% of the overdue balances are under management, this reflects 557 assessments out of 17,473 rateable assessments (3.2%).

July saw a decrease of proposals to pay to 34 in total, representing a total of \$47,026. Proposals to pay require all current arrears to be paid in full prior to the next rating period; all arrangements to pay up to July are now revisited at the end of the September discount period.

There are 86 (June: 86) assessments under long term arrangements (agreements to pay) with a total of \$415,664 with varying settlement periods.

A total of 437 (June: 470) assessments, representing \$1,260,991 (June: \$1,510,307) are currently being managed by Council's debt collection agency. Compared to July 2017, there are 115 more assessments under a debt management arrangement and a reduction in the total value under management by \$116,757.



Procurement Activities

Council strongly supports locally-owned and operated businesses, including those with an office or branch in our region. Council is able to report on direct local spend for both operational and capital expenditure in addition to employee salaries & wages. The data provided is only reflective of the payments made through Accounts Payable and via corporate purchase cards and does not make any consideration for other economic impacts.

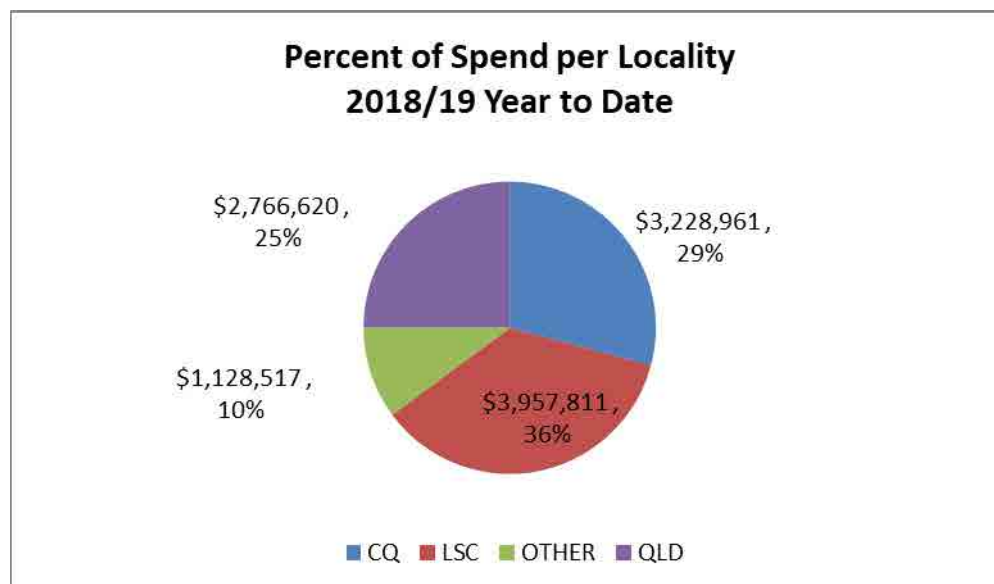
LSC = Businesses located within the shire boundaries.

CQ = Business completely set up and run outside of LSC boundaries but within the Central Queensland.

QLD = Business based outside of Central Queensland but within Queensland

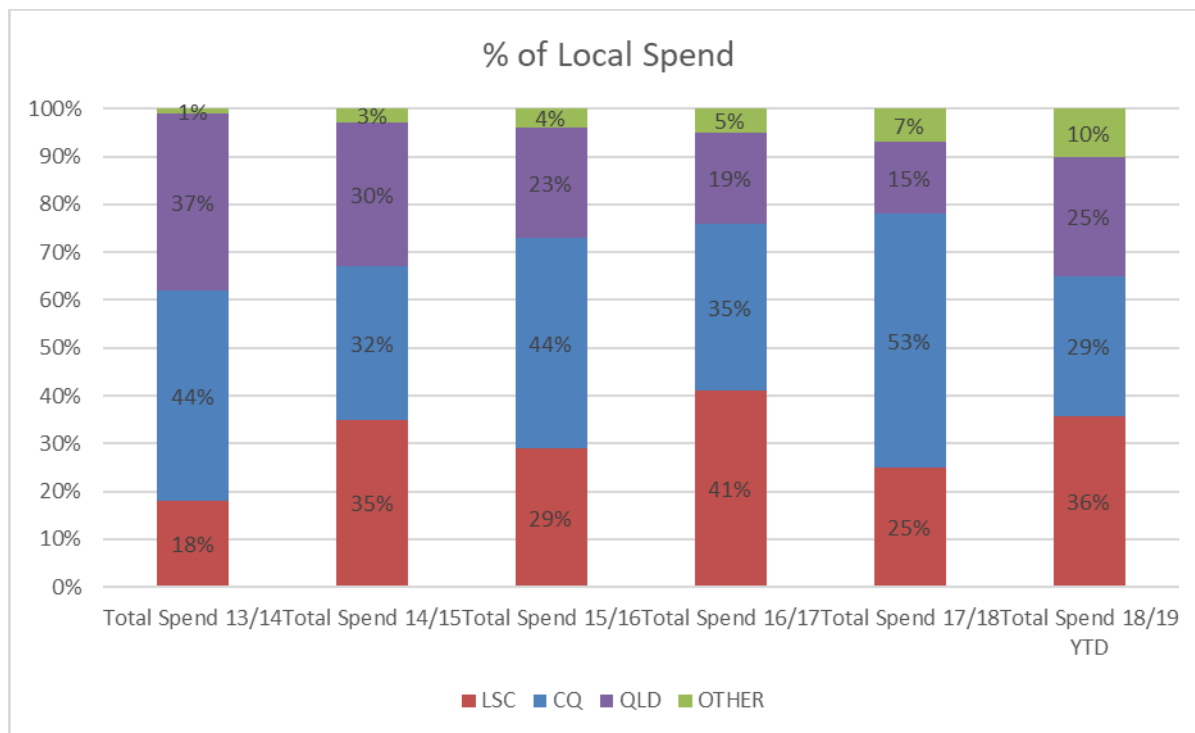
OTHER = Business based outside of Queensland.

The following pie chart illustrates the total dollars spent this financial year by geographical categories.



The total spend on businesses located within the Shire boundaries was 36% or \$3.96 million. In July, Council has purchased more of its materials and services from businesses and industries that are located within the Shire boundaries.

The bar graph below summarises the allocation by local spend categories per financial year since 2013-14. Council procures, on average, 70% of the materials & services from within the greater the Central Queensland area, which includes Livingstone Shire Council.



PREVIOUS DECISIONS

Council adopted the 2018-19 Budget on 24 July 2018.

BUDGET IMPLICATIONS

The monthly Financial Report shows Council's financial position in relation to the 2018-19 adopted budget.

LEGISLATIVE CONTEXT

In accordance with Section 204 of the *Local Government Regulation 2012*, a Financial Report is to be presented to Council on at least a monthly basis.

LEGAL IMPLICATIONS

Not applicable.

STAFFING IMPLICATIONS

Not applicable

RISK ASSESSMENT

Regular robust reporting of Council's financial results assists in creating a framework of financial responsibility within the Council and providing sound long term financial management of Council's operations.

CORPORATE/OPERATIONAL PLAN

Corporate Plan Reference: Strategy GO3: Pursue financial sustainability through effective use of the Council's resources and assets and prudent management of risk.

CONCLUSION

The Financial Report provides information about Council's financial performance and position for the month ending 31 July 2018. The attached financial results are early indication of Council's financial results in 2018-19. The amounts reported are subject to finalisation of the 2017-18 financial statements.

12.7 - MONTHLY FINANCIAL REPORT FOR THE PERIOD ENDING 31 JULY 2018

Monthly Financial Report - July 2018

Meeting Date: 21 August 2018

Attachment No: 1



Livingstone
SHIRE COUNCIL

**Monthly Financial Report
for period ending
31/07/2018**

Contents

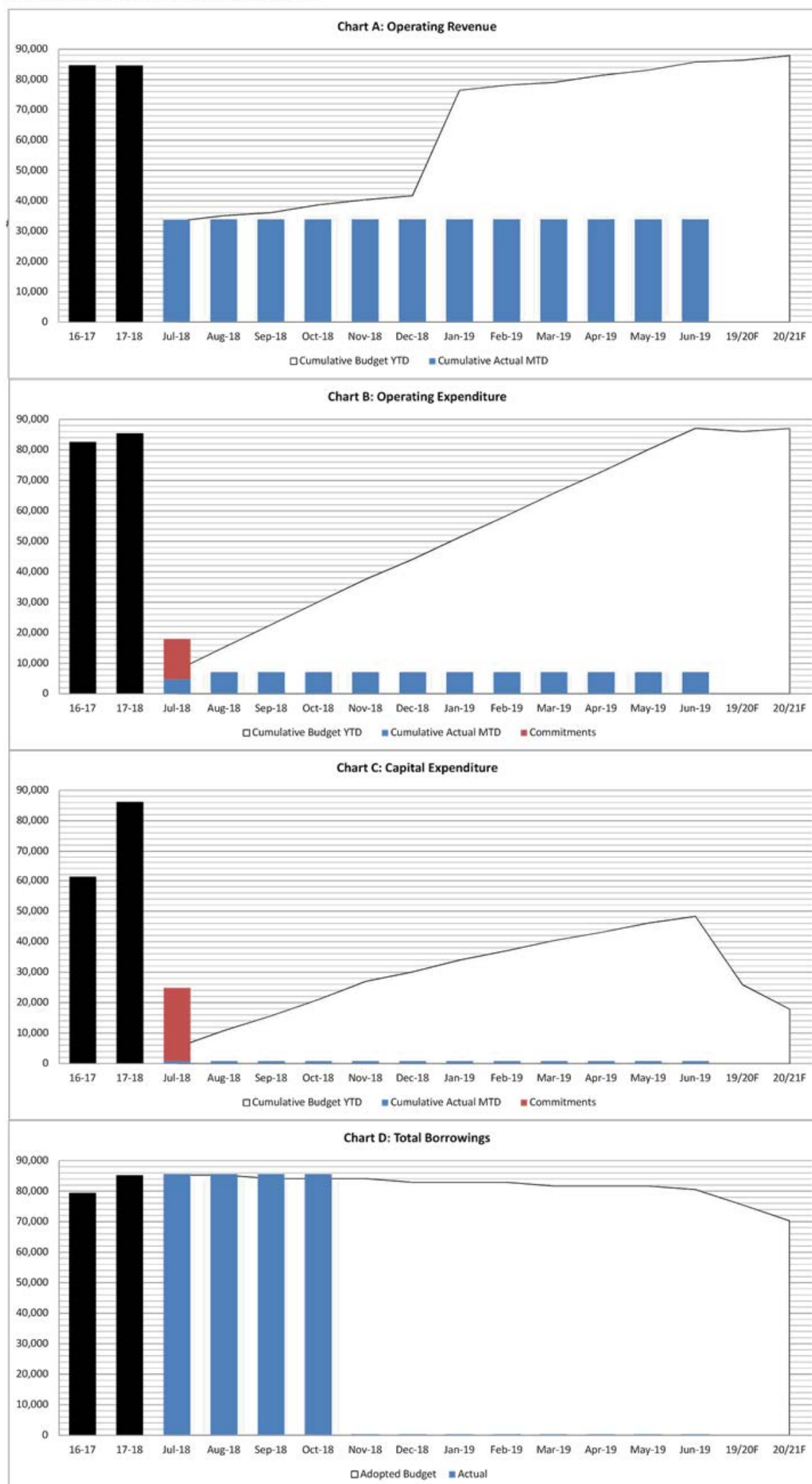
Financial Health Indicators

- Key strategic financial indicators
- Summary financial statements

Attachments: Detailed financial statements

Financial Health Indicators

Key strategic financial indicators: trend analysis



Key strategic financial indicators as at: 31/07/2018

Operating performance					
	Target Benchmark	Adopted Budget	YTD Actual	Status	Commentary
Operating surplus % and operating efficiency % are very high due to the levy of the first half-yearly rates charges during July. These ratios incidate that operating revenue is greater than operating expenses and this assists with funding capital expenditure.					
Operating surplus ratio					
Operating surplus/operating revenue	10%	-1.6%	85.8%	✓	
Operating efficiency ratio					
Operating revenue/operating expense	110%	98%	705%	✓	
Fiscal flexibility					
	Target Benchmark	Adopted Budget	YTD Actual		Commentary
The Net Financial Liabilities ratio is below the adopted budget ratio, however still above the target benchmark of 60%. The own-source operating revenue ratio is favourable when compared to the target benchmark as General Rates and Utility Charges for the half year ending 31 December 2018 were levied in July (issue date 1 August, due 5 September). The interest cover ratio is low at 1.0% as the first half-yearly general rates notices were issued during July.					
Net financial liabilities ratio					
Total liabilities - current assets /operating revenue	<60%	79%	76%	✗	
Own-source operating revenue ratio					
Own source/operating revenue	>60%	87.7%	99%	✓	
Interest cover ratio					
Net Interest Expense / Total Operating Revenue	0% - 5%	6.2%	1.0%	✓	
Liquidity					
	Target Benchmark	Adopted Budget	YTD Actual		Commentary
The YTD cash expense cover indicates that Council has sufficient cash to meet current cash operating expenses for 13 months. The current ratio is well above the target benchmark of 2.0 due to the issue of General Rates for the half year ending 31 December 2018 being in July.					
Cash balances - Cash capacity in months					
Cash at bank/cash operating expense	3.0	3.0	13.1	✓	
Ability to pay our bills - Current Ratio (times)					
Current assets/current liabilities	2.0	2.7	6.1	✓	
Asset sustainability					
	Target Benchmark	Adopted Budget	YTD Actual		Commentary
Asset sustainabilty ratio will remain lower than target due to the large proportion of new assets not requiring renewal at this stage. Following the adoption of the 2018-19 budget on 24 July 2018 the capital works program will gain momentum with only 2% of the capital renewal budget committed at this early stage of the financial year.					
Asset Sustainability Ratio					
Renewal expenditure/depreciation	90%	51.5%	12%	✗	
Stauts Legend					
KPI target (budget) achieved or exceeded		✓	KPI target (budget) not achieved		
Commentary					
The adopted budget ratios for 2017/18 have not incorporated any changes from the audited 2016/17 financial statements					

Summary financial statements for the year to date ending
31/07/2018

A. Summary of financial results

A. Income Statements					
	Year-to-date		Variance		Comments
	Budget	Actual			
	(\$m)	(\$m)	\$	%	
Own-source Revenues	32.78	33.47	0.68	2%	Own source revenue is slightly ahead of the YTD anticipated budget with the half-year rates & utility notices, and annual animal registrations being generated & issued in July. Employee expenses are slightly below YTD budget with employees on leave in July, and a number of vacant positions currently being recruited for. Materials & services underspend of \$2.1m is contributing to the significant favourable variance in Materials & Services. This is due largely to the accrual of any costs associated to the previous financial year. The spend is expected to align with the YTD budget in the current quarter.
Total Revenues	33.20	33.75	0.54	2%	
Employee Expenses	(2.75)	(2.22)	0.53	-19%	
Total Expenses	(7.72)	(4.79)	2.93	-38%	
Operating Result	25.49	28.96	3.47	14%	

B. Balance Sheet					
	Year-to-date		Variance		Comments
	Budget	Actual			
	(\$m)	(\$m)	\$	%	
Cash and Cash Equiv	16.87	33.18	16.31	97%	Cash balances are well ahead of the budgeted position at 31 July 2018 due to the drawdown of loans funds in June 2018 for the Yepoon Sewerage Treatment Plant Augmentation Project. Total current assets are ahead of budget due to the \$35m being raised in the system in July for the half-year levy of General Rates and Utility Charges for the half year ended 31 December 2018. Borrowings are in close proximity to budget with the first quarterly repayment of Council's loan portfolio with the Queensland Treasury Corporation is scheduled to take place during September.
Current Assets	49.69	78.28	28.59	58%	
Current Liabilities	10.06	12.83	2.77	28%	
Non-Current assets	994.02	980.71	(13.32)	-1%	
Borrowings	85.28	85.63	0.35	0%	
Non-Current Liabilities	91.02	91.15	0.13	0%	
Net Assets	942.64	955.01	12.37	1%	

C. Cash flows					
	Year-to-date		Variance		Comments
	Budget	Actual			
	(\$m)	(\$m)	\$	%	
Net Operating	(4.88)	(3.54)	1.33	-27%	The overall net cash flows for the month ended 31 July is in advance of the YTD adopted budget. Total cash on hand at 31 July is reported as well ahead of budget due to a higher than anticipated closing cash position at 30 June 2018.
Net Investing	(4.84)	(6.47)	(1.63)	34%	
Net Financing	0.00	(0.00)	(0.00)	0%	
Closing Cash Balance	16.87	33.18	16.31	97%	

D. Capital program					
	Year-to-date		Variance		Comments
	Budget	Actual			
	(\$m)	(\$m)	\$	%	
Renewal	0.69	0.22	(0.47)	-68%	Whilst the capital program costs appear significantly lower than the YTD budget it needs to be recognised that a further \$24m in commitments has been raised for capital expenditure relating to the 18-19 capital program. The capital budget has been aligned to the delivery program prepared as part of budget, however this is subject to change during the year and will be revised at each quarterly budget review.
New/Upgrade	4.63	0.61	(4.02)	-87%	
Total Capital Program	5.32	0.83	(4.49)	-84%	

Status Legend:

Above budgeted revenue or under budgeted expenditure ✓
Below budgeted revenue or over budgeted expenditure <10% ■
Below budgeted revenue or over budgeted expenditure >10% ✗

Attachments

A.1: Monthly Summary revenue and expenditure report (by line item) YTD 8%

	This period				Year-to-date				Adopted Budget	Full year Revised Budget	Variance
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance			
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)
Revenues											
Rates & Utility Charges	32,409	32,994	585	2%	32,409	32,994	585	2%	71,498	71,498	-
User fees & charges	319	311	(8)	-2%	319	311	(8)	-2%	3,714	3,714	-
Operating grants	60	153	93	155%	60	153	93	155%	6,009	6,009	-
Interest	118	96	(23)	-19%	118	96	(23)	-19%	1,348	1,348	-
Sales revenue	241	33	(209)	-86%	241	33	(209)	-86%	2,448	2,448	-
Other	55	160	105	191%	55	160	105	191%	747	747	-
Total operating revenues	33,203	33,747	544	2%	33,203	33,747	544	2%	85,765	85,765	-
Expenses											
Employee benefits	(2,751)	(2,223)	528	-19%	(2,751)	(2,223)	528	-19%	(31,729)	(31,729)	-
Materials & Services	(2,392)	(284)	2,108	-88%	(2,392)	(284)	2,108	-88%	(27,075)	(27,075)	-
Depreciation	(1,940)	(1,898)	42	-2%	(1,940)	(1,898)	42	-2%	(22,777)	(22,777)	-
Interest	(357)	(352)	5	-1%	(357)	(352)	5	-1%	(4,275)	(4,275)	-
Other	(276)	(30)	246	-89%	(276)	(30)	246	-89%	(1,264)	(1,264)	-
Less: Total operating expenses	(7,716)	(4,787)	2,929	-38%	(7,716)	(4,787)	2,929	-38%	(87,120)	(87,120)	-
Net operating result	25,487	28,960	3,473		25,487	28,960	3,473	14%	(1,356)	(1,356)	-
Capital Income											
Capital Grants	1	1,066	1,065	150030%	1	1,066	1,065	150030%	10,335	10,335	-
Developer Contributions	152	10	(142)	-93%	152	10	(142)	-93%	1,823	1,823	-
Other capital income	0	39	39	0%	0	39	39	0%	(37)	(37)	-
Less: capital expenses	12	0	(12)	-100%	12	0	(12)	-100%	143	143	-
Net Capital Income	165	1,115	951	578%	165	1,115	951	578%	12,264	12,264	-
Total comprehensive income	25,651	30,075	4,424		25,651	30,075	4,424	17%	10,908	10,908	-

A.2: Monthly Summary revenue and expenditure report (by program) YTD 8%

	This period				Year-to-date				Adopted Budget	Full year Revised Budget	Variance
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance			
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)
Office of the CEO											
Revenue	10	76	66	658%	10	76	66	658%	188	188	-
Expenses	(1,200)	(352)	848	-71%	(1,200)	(352)	848	-71%	(12,275)	(12,275)	-
Liveability and Wellbeing											
Revenue	253	422	169	67%	253	422	169	67%	3,627	3,627	-
Expenses	(1,563)	(1,068)	495	-32%	(1,563)	(1,068)	495	-32%	(17,827)	(17,827)	-
Infrastructure											
Revenue	15,793	13,926	(1,867)	-12%	15,793	13,926	(1,867)	-12%	36,834	36,834	-
Expenses	(4,892)	(3,372)	1,520	-31%	(4,892)	(3,372)	1,520	-31%	(56,072)	(56,072)	-
Central Funds											
Revenue	21,914	19,323	(2,590)	-12%	21,914	19,323	(2,590)	-12%	45,116	45,116	-
Expenses	(61)	5	67	-109%	(61)	5	67	-109%	(946)	(946)	-

B: Monthly summary of assets and liabilities report
YTD 8%

	Year-to-date				Full year		
	Budget	Actual	Variance	Variance	Adopted Budget	Revised Budget	Variance
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)
Assets							
Cash and cash equivalents	15,874	32,181	16,307	103%	13,945	13,945	-
Investments	1,000	1,000	0	0%	1,000	1,000	-
Inventory	410	410	(0)	0%	1,511	1,511	-
Trade & Other Receivables	32,409	40,217	7,808	24%	8,069	8,069	-
Land - for resale	13,786	13,786	(0)	0%	6,967	6,967	-
Infrastructure:							
PPE	980,237	891,761	(88,476)	-9%	1,026,838	1,026,838	-
Capital WIP	-	79,634	79,634	0%	-	-	-
Other assets	-	-	0	0%	1,374	1,374	-
Total Assets	1,043,716	1,058,988	15,273	1%	1,059,704	1,059,704	-
Liabilities							
Employee benefits	4,809	8,104	3,295	69%	4,810	4,810	-
Trade creditors and accruals	336	336	(0)	0%	4,116	4,116	-
Borrowings:							
Short-term	4,911	5,264	353	7%	4,989	4,989	-
Long-term	80,370	80,370	(0)	0%	75,527	75,527	-
Other liabilities	10,652	9,905	(747)	-7%	10,606	10,606	-
Total Liabilities	101,078	103,978	2,900	3%	100,048	100,048	-
Current assets	49,693	78,282	28,588	58%	32,610	32,610	-
Current liabilities	10,056	12,830	2,774	28%	12,125	12,125	-
Non-current assets	994,023	980,707	(13,316)	-1%	1,027,094	1,027,094	-
Non-current liabilities	91,022	91,149	127	0%	87,923	87,923	-
Net community assets	942,638	955,010	12,372	1%	959,656	959,656	-

C: Monthly summary cash flow report
YTD 8%

	This period				Year-to-date				Full year		
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Adopted Budget	Revised Budget	Variance
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)
Cash inflows from operations -											
Rates & utility charges	1,000	1,061	61	0%	1,000	1,061	61	0%	73,749	73,749	0
User fees and charges	335	413	78	23%	335	413	78	23%	3,996	3,996	0
Operating grants	60	153	93	155%	60	153	93	155%	6,009	6,009	0
Interest	106	96	(11)	-10%	106	96	(11)	-10%	1,207	1,207	0
Other	181	(452)	(633)	-350%	181	(452)	(633)	-350%	1,445	1,445	0
Proceeds from sale of land inventory	253	230	(23)	-9%	253	230	(23)	-9%	7,824	7,824	0
Total operating cash inflows	1,936	1,501	(435)	-22%	1,936	1,501	(435)	-22%	94,230	94,230	0
Cash outflows from operations -											
Employee entitlements	(2,751)	(2,223)	528	-19%	(2,751)	(2,223)	528	-19%	(31,729)	(31,729)	0
Payments to suppliers	(2,709)	(2,366)	343	-13%	(2,709)	(2,366)	343	-13%	(27,386)	(27,386)	0
Borrowing Costs & Bank Charges	(357)	(352)	5	-1%	(357)	(352)	5	-1%	(4,275)	(4,275)	0
Other	(253)	(97)	156	-62%	(253)	(97)	156	-62%	(1,669)	(1,669)	0
Payments for land inventory	(744)	(6)	738	-99%	(744)	(6)	738	-99%	(1,860)	(1,860)	0
Total operating cash outflows	(6,814)	(5,044)	1,770	-26%	(6,814)	(5,044)	1,770	-26%	(66,919)	(66,919)	0
Net cash flows from operations	(4,878)	(3,543)	1,335	-27%	(4,878)	(3,543)	1,335	-27%	27,311	27,311	0
Investing cash flows -											
Proceeds on disposal of assets	0	39	39	0%	0	39	39	0%	233	233	0
Capital grants & Infrastructure Charges	153	1,076	923	605%	153	1,076	923	605%	12,158	12,158	0
Acquisition of assets	(4,996)	(7,589)	(2,593)	52%	(4,996)	(7,589)	(2,593)	52%	(46,601)	(46,601)	0
Net investing cash flows	(4,843)	(6,474)	(1,631)	34%	(4,843)	(6,474)	(1,631)	34%	(34,210)	(34,210)	0
Financing cash flows											
Repayments on borrowings	0	(0)	(0)	0%	0	(0)	(0)	0%	(4,751)	(4,751)	0
Net financing cash flows	0	(0)	(0)	0%	0	(0)	(0)	0%	(4,751)	(4,751)	0
Net combined cash flows	(9,721)	(10,017)	(296)	3%	(9,721)	(10,017)	(296)	3%	(11,650)	(11,650)	0
Add: Opening cash balance	26,595	43,198	16,603	62%	26,595	43,198	16,603	62%	26,595	26,595	0
Closing cash balance	16,874	33,181	16,307	97%	16,874	33,181	16,307	97%	14,945	14,945	0

D.1: Monthly summary capital revenue and expenditure report by category (all projects)										YTD	8%
	This period				Year-to-date				Adopted Budget	Full year Revised Budget	Variance
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance			
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)
Renewal of existing assets -											
Capital grants and contributions	0	(39)	(39)	0%	-	(39)	(39)	0%	(958)	(958)	-
Renewal expenditure	686	220	(466)	-68%	686	220	(466)	-68%	11,528	11,528	-
New assets/Upgrade of existing assets											
Capital grants and contributions	(153)	(1,306)	(1,153)	754%	(153)	(1,306)	(1,153)	754%	(11,163)	(11,163)	-
New/upgrade expenditure	4,631	612	(4,019)	-87%	4,631	612	(4,019)	-87%	36,741	36,741	-
Total											
Capital grants and contributions	(153)	(1,345)	(1,192)	779%	(153)	(1,345)	(1,192)	779%	(12,121)	(12,121)	-
Renewal, upgrade and acquisition	5,317	832	(4,485)	-84%	5,317	832	(4,485)	-84%	48,269	48,269	-

D.2: Monthly summary capital revenue and expenditure report by asset class (all projects)									YTD	8%	
	This period				Year-to-date				Adopted Budget	Full year Revised Budget	Variance
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance			
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)
Land											
Capital grants and contributions	-	-	-	0%	-	-	-	0%	37	37	-
Renewal, new/upgrade	10	9	(1)	-10%	10	9	(1)	-10%	100	100	-
Buildings											
Capital grants and contributions	-	-	-	0%	0	0	-	0%	-	-	-
Renewal, new/upgrade	92	1	(91)	-99%	92	1	(91)	-99%	777	777	-
Plant & Equipment											
Capital grants and contributions	0	(104)	(104)	0%	-	(104)	(104)	0%	-	-	-
Renewal, new/upgrade	229	-	(229)	-100%	229	-	(229)	-100%	2,138	2,138	-
Roads & Drainage											
Capital grants and contributions	(77)	(1,003)	(926)	1204%	(77)	(1,003)	(926)	1204%	(6,892)	(6,892)	-
Renewal, new/upgrade	1,174	525	(649)	-55%	1,174	525	(649)	-55%	17,968	17,968	-
Bridges											
Capital grants and contributions	-	-	-	0%	-	0	0	0%	-	-	-
Renewal, new/upgrade	251	-	(251)	-100%	251	-	(251)	-100%	1,048	1,048	-
Water											
Capital grants and contributions	(51)	(2)	49	-96%	(51)	(2)	49	-96%	(611)	(611)	-
Renewal, upgrade and acquisition	91	96	5	5%	91	96	5	5%	2,100	2,100	-
Sewerage											
Capital grants and contributions	(18)	(6)	12	-66%	(18)	(6)	12	-66%	(3,213)	(3,213)	-
Renewal, upgrade and acquisition	1,532	155	(1,377)	-90%	1,532	155	(1,377)	-90%	14,380	14,380	-
Site Improvements											
Capital grants and contributions	(7)	-	7	-100%	(7)	0	7	-100%	(1,442)	(1,442)	-
Renewal, upgrade and acquisition	1,194	39	(1,155)	-97%	1,194	39	(1,155)	-97%	7,900	7,900	-
Land Development											
Capital grants and contributions	-	(230)	(230)	0%	0	(230)	(230)	0%	0	0	-
Renewal, upgrade and acquisition	744	7	(737)	-99%	744	7	(737)	-99%	1,860	1,860	-

D.3: Summary capital expenditure report by project (>\$1 million)

	% Project Complete	Project Dates		WIP B/F FY 17/18	Project Costs YTD FY18/19			Project EOFY Forecast Cost	Budget FY18/19			Project Life Costs	
		Planned Start Date*	Planned Completion Date*		Actual	Commitments	Total Project Costs		Adopted Budget	Revised Budget	Variance	Project LTD Costs	Project Life Budget
				(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Major projects (>\$1m)													
<u>Capricorn Coast New Cemetery</u>													
988173 (N) Capricorn Coast New Cemetery Internal	10%	16/04/18	12/12/18	130	7	164	171	1,300	1,300	1,300	0	138	1,300
1110324 (N) Cap Coast New Cemetery Internal R&D works PCL-530	0%	6/08/18	26/11/18	0	0	528	528	1,600	1,600	1,600	0	0	1,600
988058 (N) Capricorn Coast Cemetery Roadworks	75%	8/05/17	14/09/18	1,933	38	492	530	500	500	500	0	1,971	500
Subtotal of Capricorn Coast New Cemetery				2,063	45	1,183	1,229	3,400	3,400	3,400	0	2,108	3,400
<u>Emu Park Village & Forshore Revitalisation</u>													
1105254 (U) EPV&FR Kerr Park Carpark (SLSC)	100%	6/11/17	6/11/17	805	0	0	0	0	0	0	0	805	0
1105255 (U) EPV&FR Tennent Memorial Dr	10%	4/12/17	15/03/19	17	0	0	0	0	0	0	0	17	0
1105256 (U) EPV&FR Emu St Stg1 Plans B to E	10%	4/12/17	15/03/19	63	0	7	7	0	0	0	0	63	0
1097725 (N) EPV&FR-Emu Park Foreshore Pre-project Plan	10%		15/03/19	75	0	0	0	0	0	0	0	75	0
1100767 (N) EPV&FR Emu Park Village & Foreshore detailed design	10%	3/07/17	15/03/19	406	7	1,002	1,009	2,950	2,950	2,950	0	413	2,950
1108479 (R) EPV&FR water main replacement Emu St	100%	15/03/18	16/05/18	141	(0)	0	(0)	0	0	0	0	141	0
Subtotal of Emu Park Village & Forshore Revitalisation				1,507	7	1,009	1,016	2,950	2,950	2,950	0	1,515	2,950
<u>Homemaker Centre</u>													
1067267 (N) Homemaker Centre Demolition & Site F	95%	1/11/17	14/09/18	442	0	9	9	0	0	0	0	442	0
1067268 (N) Homemaker Centre General	75%	1/03/15	14/09/18	88	0	45	45	0	0	0	0	88	0
1067269 (N) Homemaker Centre Land Development	80%	1/03/15	14/09/18	1,298	0	56	56	1,860	1,860	1,860	0	1,298	6,790
1108266 (N) Homemaker Centre Service Relocation	98%	1/10/17	14/09/18	1,122	4	44	48	0	0	0	0	1,126	0
1108267 (R) Homemaker Centre SPS replacement	98%	1/11/17	14/09/18	220	0	1	1	0	0	0	0	220	0
1108268 (N) Homemaker Centre Earthworks	95%	1/10/17	14/09/18	2,279	2	87	89	0	0	0	0	2,282	0
1108269 (N) Homemaker Centre SRM 300mm trunk sew	98%	1/01/18	14/09/18	53	0	3	3	0	0	0	0	53	0
Subtotal of Homemaker Centre				5,502	7	244	251	1,860	1,860	1,860	0	5,509	6,790
1066964 (N) UEC-NC-Intersection Taranganba Rd at	8%	31/08/18	6/03/19	39	4	0	4	1,200	1,200	1,200	0	43	1,200
1108790 (N)-RC-NC-Nerimbera Boat Ramp Car-traile	0%	17/09/18	10/01/19	0	1	0	1	1,200	1,200	1,200	0	1	1,200
1108221 (N)-RC-RC-Svendsen Road-Sealed Road Construction	45%	6/05/18	6/09/18	200	33	330	363	965	1,600	1,600	0	233	1,600
966564 (N)-UC-NC-R'ton Rd (Barmaryee & Condon Drive Intersection)	45%	11/04/18	21/09/19	666	108	809	917	157	1,630	1,630	0	774	1,630
(N)-UC-PW-Scenic Hwy Statue Bay to Kemp Beach Rosslyn St to													
1104375 Wildin Way	8%	26/06/17	30/06/20	35	13	14	27	2,617	2,622	2,622	0	49	2,622
959072 (U)-SP-SEW-33 STP YPN Augmentation Design & Construction	15%	12/06/17	7/02/2019	2,050	10	12,706	12,715	14,136	14,136	14,136	0	2,060	14,136
1105687 (U)-RC-RC-St Christopher Chapel Rd	10%	20/11/17	31/10/18	11	4	0	4	1,000	1,000	1,000	0	16	1,000
1070087 (R)-WC-W-Main Replacement Reticulation V	0%	1/07/18	30/06/19	0	35	12	47	1,230	1,230	1,230	0	35	1,230
971816 (R)-UEC-RS-AS/SS/SLS-Road Resurfacing Annual Program	0%	1/07/18	30/06/19	0	0	0	0	1,000	1,000	1,000	0	0	1,000
971753 (R)-REC-GR-Gravel Resheet Program A	0%	1/07/18	30/06/19	0	0	0	0	1,000	1,100	1,100	0	0	1,100
1070059 (R)-UC-PR-Sealed Pavement Renewals AMP annual program Urban	0%	1/07/18	30/06/19	0	0	0	0	1,000	1,000	1,000	0	0	1,000
983816 (R)-Fleet Renewal Program	0%	1/07/18	30/06/19	0	0	64	64	1,900	1,900	1,900	0	0	1,900

E.1: Business Unit summary revenue and expenditure report (by line item)																YTD				8%
	Water				Sewer				Waste				Council				Consolidated			
	Adopted Budget	YTD Actual	Variance	Variance	Adopted Budget	YTD Actual	Variance	Variance	Adopted Budget	YTD Actual	Variance	Variance	Adopted Budget	YTD Actual	Variance	Variance	Adopted Budget	Actual	Variance	Variance
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%
Rates & Utility Charges	16,075	5,155	(10,920)	-68%	9,436	5,335	(4,101)	-43%	5,966	3,277	(2,689)	-45%	40,162	19,227	(20,935)	-52%	71,639	32,994	(38,645)	-54%
User fees & charges	347	7	(340)	-98%	138	47	(91)	-66%	1,021	52	(969)	-95%	2,208	206	(2,003)	-91%	3,714	311	(3,403)	-92%
Operating grants	0	0	0	0%	0	0	0	0%	0	0	0	0%	6,009	153	(5,856)	-97%	6,009	153	(5,856)	-97%
Interest	0	0	0	0%	0	0	0	0%	0	0	0	0%	1,207	96	(1,111)	-92%	1,207	96	(1,111)	-92%
Sales revenue	200	21	(179)	-89%	(70)	(4)	66	-95%	0	0	0	0%	(2,178)	(8)	2,170	-100%	(2,048)	10	2,057	-100%
Other	20	0	(20)	-100%	411	7	(404)	-98%	48	3	(45)	-94%	5,874	173	(5,700)	-97%	6,353	183	(6,170)	-97%
Total operating revenues	16,643	5,183	(11,460)	-69%	9,915	5,386	(4,529)	-46%	7,035	3,332	(3,703)	-53%	53,282	19,847	(33,435)	-63%	86,875	33,747	(53,127)	-61%
Expenses																				
Employee benefits	(2,063)	(138)	1,925	-93%	(1,795)	(109)	1,685	-94%	(367)	(24)	344	-94%	(27,504)	(1,952)	25,552	-93%	(31,729)	(2,223)	29,506	-93%
Materials & Services	(6,101)	(446)	5,655	-93%	(4,343)	(98)	4,244	-98%	(4,393)	7	4,400	-100%	(12,672)	243	12,925	-102%	(27,509)	(284)	27,225	-99%
Depreciation	(3,248)	(271)	2,977	-92%	(4,595)	(383)	4,212	-92%	(780)	(65)	715	-92%	(14,154)	(1,179)	12,975	-92%	(22,777)	(1,896)	20,879	-92%
Interest	(391)	(34)	357	-91%	(572)	(79)	494	-86%	(620)	(54)	567	-91%	(2,691)	(186)	2,505	-93%	(4,275)	(352)	3,922	-92%
Other	0	0	(0)	-100%	(0)	0	0	-100%	(10)	(8)	2	-21%	(1,930)	(22)	1,909	-99%	(1,940)	(30)	1,911	-98%
Less: Total operating expenses	(11,803)	(888)	10,915	-92%	(11,305)	(669)	10,636	-94%	(6,170)	(143)	6,027	-98%	(58,952)	(3,097)	55,855	-95%	(88,230)	(4,797)	83,443	-95%
Net operating result	4,840	4,295	(545)	-11%	(1,390)	4,716	6,106	-439%	864	3,188	2,324	269%	(5,670)	16,750	22,430	-396%	(1,356)	28,960	30,315	-2236%

E.2: Business Unit summary of assets and liabilities report									YTD		8%
	Water	Sewerage	Waste	Council	Year-to-date				Full year		
					Budget	Actual	Variance	Variance	Adopted Budget	Revised Budget	
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	
Assets											
Cash and cash equivalents	11,653	4,232	8,793	8,503	16,874	33,181	16,307	97%	14,945	14,945	
Inventory	0	0	0	410	410	410	(0)	0%	1,511	1,511	
Trade & Other Receivables	6,899	5,251	3,335	24,732	32,409	40,217	7,808	0%	8,069	8,069	
Land - for resale	0	0	0	13,786	13,786	13,786	(0)	0%	6,967	6,967	
Infrastructure:	0	0	0	0	0	0	0	0%	0	0	
PPE	200,853	119,212	9,405	562,291	980,237	891,761	(88,476)	-9%	1,026,838	1,026,838	
Capital WIP	1,284	3,051	25	75,275	0	79,634	79,634	0%	0	0	
Other assets	(0)	(0)	(0)	(0)	0	0	0	0%	1,374	1,374	
Total Assets	220,688	131,746	21,557	684,997	1,043,716	1,058,988	15,273	1%	1,059,704	1,059,704	
Liabilities											
Employee benefits	707	684	55	6,658	4,809	8,104	3,295	69%	4,810	4,810	
Trade creditors and accruals	8	122	2	204	336	336	(0)	0%	4,116	4,116	
Borrowings:											
Short-term	743	857	788	2,876	4,911	5,264	353	7%	4,989	4,989	
Long-term	9,988	16,138	10,505	43,739	80,370	80,370	(0)	0%	75,527	75,527	
Other liabilities	0	0	9,416	489	10,652	9,905	(747)	-7%	10,606	10,606	
Total Liabilities	11,445	17,800	20,766	53,966	101,078	103,978	2,900	3%	100,048	100,048	
Current assets	18,564	9,483	12,127	38,108	49,693	78,282	28,588	58%	32,610	32,610	
Current liabilities	1,415	1,621	845	8,948	10,056	12,830	2,774	28%	12,125	12,125	
Non-current assets	202,125	122,263	9,430	646,890	994,023	980,707	(13,316)	-1%	1,027,094	1,027,094	
Non-current liabilities	10,030	16,180	19,921	45,018	91,022	91,149	127	0%	87,923	87,923	
Net community assets	209,243	113,945	791	631,032	942,638	955,010	12,372	1%	959,656	959,656	

12.8 MOTION TO LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND 2018 ANNUAL CONFERENCE

File No: RV25.1.1
Attachments: Nil
Responsible Officer: Chris Murdoch - Chief Executive Officer
Author: Brett Bacon - Executive Director Liveability and Wellbeing

SUMMARY

The Local Government Association of Queensland has called for motions from representative local governments for the Local Government Association of Queensland 2018 Annual Conference, to be held at Brisbane from 29-31 October 2018.

This report puts forward a proposed motion for the Conference pertaining to the sale of properties for overdue rates or charges.

OFFICER'S RECOMMENDATION

THAT Council put forward the following motion to the Local Government Association of Queensland's 2018 Annual Conference:

That the *Local Government Regulation 2012* be amended to remove the stipulation that if land being sold for overdue rates or charges is not bought by the highest bidder at the auction, the land is taken to have been sold at the auction to the local government, for the reserve price.

BACKGROUND

The *Local Government Regulation 2012* currently provides local government with the power to sell land for overdue rates or charges. The *Local Government Regulation 2012* stipulates that:

- (1) if a local government resolves to sell land for overdue rates or charges, it must do so by first offering the land for sale by auction;
- (2) the reserve price must be at least the market value of the land; or the higher of the amount of overdue rates or charges on the land or the value of the land;
- (3) if the reserve price is not reached at the auction, the local government may enter into negotiations with the highest bidder to sell the land by agreement, however the price for the land under the agreement must be more than the highest bid for the land at the auction; and
- (4) if the highest bidder at the auction does not agree to buy the land, the land is taken to have been sold at the auction to the local government for the reserve price.

This creates the situation whereby a Council may be compelled to purchase properties for which it is attempting to reclaim overdue rates or charges. Consequently, rather than receiving overdue revenue, it is actually having to finance land acquisition. The financial implications associated with this scenario are self-evident.

COMMENTARY

The *Local Government Regulation 2012* creates the situation whereby a Council may be compelled to purchase properties for which it is attempting to reclaim overdue rates or charges. Consequently, rather than receiving overdue revenue, Council is actually having to finance land acquisition. The financial implications associated with this scenario are self-evident.

This situation represents a substantial disincentive to local government pursuing overdue rates and charges. It has the potential to create greater debt for Councils as they are compelled to purchase properties which should be privately owned and managed.

The purpose of the process of selling land for overdue rates or charges is to recover outstanding money. The current legislative framework has the perverse consequence of Councils having to pay out further money (potentially borrowing in order to do so) in order to recover the overdue debts.

A review of the applicable legislation in other states indicates that Queensland is the only jurisdiction where local governments are fettered with such a potential financial impost.

The positives associated with this approach would include:

- 1) Councils can effectively manage the collection of long term overdue rates and charges.
- 2) The general community is not placed in the invidious position of financing the de facto purchase of land for which there are outstanding rates or charges.
- 3) Increased accountability for property owners who systematically fail to pay rates or charges (some willing rely on the fact that Councils are not prepared to risk becoming the default owners of their property).
- 4) Councils' financial positions are not disadvantaged by having to acquire land for which it has no strategic or operational need.

PREVIOUS DECISIONS

Council has previously considered this matter.

BUDGET IMPLICATIONS

The budget implications associated with the current legislative regime have the potential to be significant, as Council is compelled to purchase land which fails to sell at auction. Amending the legislation removes the budgetary impost on Council and thus the community.

LEGISLATIVE CONTEXT

The Local Government Regulation provides Council with the ability to sell land for overdue rates or charges.

LEGAL IMPLICATIONS

There are no legal implications associated with the consideration of this matter.

STAFFING IMPLICATIONS

There are no staffing implications associated with the consideration of this matter.

RISK ASSESSMENT

The financial implications of the existing legislative context have been described in the commentary, so in the interests of brevity will not be repeated in this section. Amending the legislation will remove the financial risk (or burden) associated with the sale of land for overdue rates or charges.

CORPORATE/OPERATIONAL PLAN

Strategy GO5 of Council's Corporate Plan states: *'Deliver customer focused and responsive services efficiently and effectively.'*

LOCAL GOVERNMENT PRINCIPLES

The local government principles are –

- (a) *Transparent and effective processes, and decision-making in the public interest; and*
- (b) *Sustainable development and management of assets and infrastructure, and delivery of effective services; and*

- (c) *Democratic representation, social inclusion and meaningful community engagement; and*
- (d) *Good governance of, and by, local government; and*
- (e) *Ethical and legal behaviour of councillors and local government employees.*

CONCLUSION

It is hoped that an amendment to the *Local Government Regulation 2012* can be achieved, so that local government can pursue landowners for systematic and prolonged non-payment of rates or charges without the spectre of becoming the default owner of the property in question.

**13 QUESTIONS/STATEMENT/MOTIONS ON NOTICE FROM
COUNCILLORS**

Nil

14 URGENT BUSINESS/QUESTIONS

Urgent Business is a provision in the Agenda for members to raise questions or matters of a genuinely urgent or emergent nature, that are not a change to Council Policy and can not be delayed until the next scheduled Council or Committee Meeting

15 CLOSURE OF MEETING