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**LATE ITEMS**  
**BUSINESS PAPER**

**Ordinary Meeting**

**Wednesday 26 August 2020**

Ernest Brock Room (Roma Cultural Centre)

**NOTICE OF MEETING**

Date: 26 August 2020

Mayor:

Councillor T D Golder

Deputy Mayor:  
Councillors:

Councillor G B McMullen  
Councillor J R P Birkett  
Councillor M C Edwards  
Councillor J L Guthrie  
Councillor J M Hancock  
Councillor W L Ladbrook  
Councillor C J O'Neil  
Councillor W M Taylor

Chief Executive Officer:

Ms Julie Reitano

Executive Management:

Mr Rob Hayward (Deputy Chief Executive Officer/Director  
Development, Facilities & Environmental Services)  
Ms Sharon Frank (Director Corporate & Community Services)

Attached is the agenda for the **Ordinary Meeting** to be held at the Ernest Brock Room (Roma Cultural Centre) on **26 August, 2020 at 9.00AM.**



Julie Reitano  
**Chief Executive Officer**

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**LC.4 Christmas and New Year Closure 2020/21 - Roma Waste Facility**  
**Classification:** Closed Access

Local Government Regulation 2012 Section 275(h) other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.(Quotation supplied)

**LC.5 Feedback from Community Consultation on the Draft Budget 2020/21**

**Classification:** Closed Access

Local Government Regulation 2012 Section 275(c) the local government budget.

**LC.6 Request for Donation of Saleyard Levies**

**Classification:** Closed Access

Local Government Regulation 2012 Section 275(c) (h) the local government budget; AND other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

**LC.7 User Agreement - Bassett Park Facilities**

**Classification:** Closed Access

Local Government Regulation 2012 Section 275(h) other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

**LC.8 Update on Flood Mitigation Matter**

**Classification:** Closed Access

Local Government Regulation 2012 Section 275(h) other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

**OFFICER REPORT**

**Meeting:** Ordinary 26 August 2020

**Date:** 17 August 2020

**Item Number:** L.1

**File Number:** D20/78930

**SUBJECT HEADING:** Council Christmas and New Year Closure 2020 - 2021

**Classification:** Open Access

**Officer's Title:** Human Resources & Training Advisor

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**Executive Summary:**

In previous years as a work-life balance initiative for employees, Council has approved an Annual Christmas and New Year closure period for Council's administration offices, customer service centres and libraries and an Annual Christmas Close Down for the Infrastructure Services directorate.

Teams responsible for the delivery of essential and emergency services are required to remain operational during Council's approved closure period.

**Officer's Recommendation:**

That Council:

1. Approve the closure of the Yuleba Services Centre on the gazetted Public Holidays only, all other business days will operate as usual.
2. Approve the Annual Christmas and New Year closure for Council's Administration Offices (Roma, Surat, Injune and Mitchell) and non-essential Community Services as per Option 1, with closure from close of business Wednesday, 23 December 2020 and reopening Monday, 4 January 2021.
3. Approve the Annual Christmas and New Year closures for Council libraries in Roma, Surat, Injune and Mitchell as per Option 1, from close of business Wednesday, 23 December 2020 and reopening Monday 4 January 2021.
4. Approve the Annual Christmas and New Year closures for Council's libraries in Jackson, Wallumbilla and Mungallala from Thursday, 24 December 2020 to reopening Monday, 11 January 2021.
5. Approve the Annual Christmas Close Down for the Infrastructure Services Directorate Department of Maintenance Delivery and Works from Monday, 21 December 2020 to Friday, 8 January 2021 inclusive.



6. Approve the Annual Christmas Close Down for the Infrastructure Services Directorate Department of Materials Production (Quarry & Quarry Pits) from 21 December 2020 to Friday, 1 January 2021 inclusive.
7. Approve the Annual Christmas Close Down for the Infrastructure Services Directorate Department of Construction from Thursday 23 December 2020 to Friday ,1 January 2021 inclusive.
8. Approve the Annual Christmas Close Down for the Infrastructure Services Directorate Department of Water Sewerage & Gas from Thursday 23 December 2020 to Friday,1 January 2021 inclusive.
9. Authorise the Chief Executive Officer to communicate the Annual Christmas and New Year closures and Annual Christmas Close Down to Council employees, customers, residents and the general public.

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**Individuals or Organisations to which the report applies:**

***Are there any individuals or organisations who stand to gain a benefit, or suffer a loss, (either directly or indirectly) depending on the outcome of consideration of this matter?***

(Note: This is to assist Councillors in identifying if they have a Material Personal Interest or Conflict of Interest in the agenda item - i.e. whether they should participate in the discussion and decision making).

Interested parties will include customers, local residents and visitors who may be impact by limited access to non-essential Council services during the approved periods of closure

**Acronyms:**

**Are there any industry abbreviations that will be used in the report?**

*Note: This is important as particular professions or industries often use shortened terminology where they refer to the matter on a regular basis. However, for individuals not within the profession or industry it can significantly impact the readability of the report if these aren't explained at the start of the report).*

Acronym	Description
Nil	

**Context:**

***Why is the matter coming before Council?***

As a work-life balance initiative, Council has traditionally approved the closure of Customer Service Centres, Administration Offices, Libraries and non-essential services, over the Christmas and New Year period.

Key days and dates for the 2020 Christmas and New Year period are:

Christmas Day - Friday, 25 December 2020  
Boxing Day - Saturday, 26 December 2020  
Boxing Day Holiday – Monday, 28 December 2020  
New Year's Day – Friday, 1 January 2021

This year the gazetted public holidays will fall on the same days as those of the 2015 Christmas and New Year period. In that year Council approved the closure of non-essential services for four (4) days in addition to the gazetted public holidays. However, given that service level requirements and customer and resident expectations may have changed, several options for the closure of Council services are provided for Council's consideration.

### Yuleba Customer Service Centre

In 2019, Council approved that the Yuleba Services Centre only close on the designated public holidays. It is proposed again, that the Yuleba Customer Service Centre continue to provide access to Australia Post Services throughout the period and remain open with the exception of the gazetted public holidays as per Table 1 below.

**Table 1: Yuleba Customer Service Centre (including Yuleba Library)**

Sunday 20/12/20	Monday 21/12/20	Tuesday 22/12/20	Wednesday 23/12/20	Thursday 24/12/20	Friday 25/12/20	Saturday 26/12/20
Week End	Open	Open	Open	Open	Public Holiday	Week End
Sunday 27/12/20	Monday 28/12/20	Tuesday 29/12/20	Wednesday 30/12/20	Thursday 31/12/20	Friday 01/01/21	Saturday 02/01/21
Week End	Public Holiday	Open	Open	Open	Public Holiday	Week End

### Administration Offices and Customer Service Centre's (excluding Yuleba Customer Service Centre)

**Table 2: Option 1 – Four (4) Days of Closure**

Sunday 20/12/20	Monday 21/12/20	Tuesday 22/12/20	Wednesday 23/12/20	Thursday 24/12/20	Friday 25/12/20	Saturday 26/12/20
Week End	Open	Open	Open	Closed	Public Holiday	Week End
Sunday 27/12/20	Monday 28/12/20	Tuesday 29/12/20	Wednesday 30/12/20	Thursday 31/12/20	Friday 01/01/21	Saturday 02/01/21
Week End	Public Holiday	Closed	Closed	Closed	Public Holiday	Week End

**Table 3: Option 2 – Three (3) Days of Closure**

Sunday 20/12/20	Monday 21/12/20	Tuesday 22/12/20	Wednesday 23/12/20	Thursday 24/12/20	Friday 25/12/20	Saturday 26/12/20
Week End	Open	Open	Open	Open	Public Holiday	Week End
Sunday 27/12/20	Monday 28/12/20	Tuesday 29/12/20	Wednesday 30/12/20	Thursday 31/12/20	Friday 01/01/21	Saturday 02/01/20
Week End	Public Holiday	Closed	Closed	Closed	Public Holiday	Week End

### Library Services – Roma, Surat, Injune and Mitchell

Following consultation with the Manager – Economic and Community Development, it is recommended that that Library Services in Roma, Surat, Injune and Mitchell be consistent with Customer Service Centre closure options as outline above.

### Library Services – Jackson, Wallumbilla and Mungallala

Following consultation with the Manager – Economic and Community Development regarding service level requirements during this period, it is proposed that the service closures as outlined in Table 4 be approved. While the proposed closure period for these library services spans the period commencing Thursday, 24 December 2020 to Monday, 11 January 2020, it should be noted that these libraries have reduced opening hours and would not normally open on every business day within this period. It should be further noted that the library services at Yuleba will be maintained in line with the opening of the Yuleba Customer Service Centre.

**Maranoa Regional Council**

**Ordinary Meeting - 26 August 2020**

**Table 4: Days of Closure**

Sunday 20/12/20	Monday 21/12/20	Tuesday 22/12/20	Wednesday 23/12/20	Thursday 24/12/20	Friday 25/12/20	Saturday 26/12/20
Week End	Wallumbilla (11.30 am–5.00 pm) Open	Normal day of Closure	Jackson (9.00 am–6.00 pm) Wallumbilla (11.30 am–5.00 pm) Open	Normal day of Closure	Public Holiday	Mungallala (9.00 am–12.30 pm) Closed
Sunday 27/12/20	Monday 28/12/20	Tuesday 29/12/20	Wednesday 30/12/20	Thursday 31/12/20	Friday 01/01/21	Saturday 02/01/21
Week End	Public Holiday	Normal day of Closure	Jackson (9.00 am–6.00 pm) Wallumbilla (11.30 am–5.00 pm) Closed	Normal day of Closure	Public Holiday	Mungallala (9.00 am–12.30 pm) Closed
Sunday 03/01/21	Monday 04/01/21	Tuesday 05/01/21	Wednesday 06/01/21	Thursday 07/01/21	Friday 08/01/21	Saturday 09/01/21
Week End	Wallumbilla (11.30 am–5.00 pm) Closed	Normal day of Closure	Jackson (9.00 am–6.00 pm) Wallumbilla (11.30 am–5.00 pm) Closed	Normal day of Closure	Wallumbilla (11.00 am–5.00 pm) Closed	Mungallala (9.00 am–12.30 pm) Closed

Employees will access their accrued annual leave and/or rostered days off (RDOs) entitlements during the 2020 Christmas / New Year period of closure.

**Infrastructure Services 2020 Annual Christmas Close Down**

For the purpose of this report Infrastructure Services refers to field based departments within the Infrastructure Services Directorate.

It is proposed that the 2020 Annual Christmas Close Down for Infrastructure Services (excluding those services identified below as essential services) will be as per the below Departments recommendations:

**Table 5: Maintenance Delivery and Works Department Annual Christmas Close Down (excluding essential services)**

Sunday 20/12/20	Monday 21/12/20	Tuesday 22/12/20	Wednesday 23/12/20	Thursday 24/12/20	Friday 25/12/20	Saturday 26/12/20
Week End	Close Down	Close Down	Close Down	Close Down	Public Holiday	Week End
Sunday 27/12/20	Monday 28/12/20	Tuesday 29/12/20	Wednesday 30/12/20	Thursday 31/12/20	Friday 01/01/21	Saturday 02/01/21
Week End	Public Holiday	Close Down	Close Down	Close Down	Public Holiday	Week End
Sunday 03/01/21	Monday 04/01/21	Tuesday 05/01/21	Wednesday 06/01/21	Thursday 07/01/21	Friday 08/01/21	Saturday 09/01/21
Week End	Close Down	Close Down	Close Down	Close Down	Close Down	Week End

**Table 6: Construction Department Annual Christmas Close Down (excluding essential services)**

Sunday 20/12/20	Monday 21/12/20	Tuesday 22/12/20	Wednesday 23/12/20	Thursday 24/12/20	Friday 25/12/20	Saturday 26/12/20
Week End	Working	Working	Working	Close Down	Public Holiday	Week End
Sunday 27/12/20	Monday 28/12/20	Tuesday 29/12/20	Wednesday 30/12/20	Thursday 31/12/20	Friday 01/01/21	Saturday 02/01/21
Week End	Public Holiday	Close Down	Close Down	Close Down	Public Holiday	Week End

**Table 7: Materials Production (Quarry & Quarry Pits) Annual Christmas Close Down.**

Sunday 20/12/20	Monday 21/12/20	Tuesday 22/12/20	Wednesday 23/12/20	Thursday 24/12/20	Friday 25/12/20	Saturday 26/12/20
Week End	Close Down	Close Down	Close Down	Close Down	Public Holiday	Week End
Sunday 27/12/20	Monday 28/12/20	Tuesday 29/12/20	Wednesday 30/12/20	Thursday 31/12/20	Friday 01/01/21	Saturday 02/01/21
Week End	Public Holiday	Close Down	Close Down	Close Down	Public Holiday	Week End

**Table 8: Water, Sewerage and Gas Department Annual Christmas Close Down (excluding essential services)**

Sunday 20/12/20	Monday 21/12/20	Tuesday 22/12/20	Wednesday 23/12/20	Thursday 24/12/20	Friday 25/12/20	Saturday 26/12/20
Week End	Working	Working	Working	Close Down	Public Holiday	Week End
Sunday 27/12/20	Monday 28/12/20	Tuesday 29/12/20	Wednesday 30/12/20	Thursday 31/12/20	Friday 01/01/21	Saturday 02/01/21
Week End	Public Holiday	Close Down	Close Down	Close Down	Public Holiday	Week End

Infrastructure Services employees will access their accrued annual leave and/or rostered days off (RDOs) entitlements during the 2020 Annual Christmas Close Down.

**Waste Services and Refuse sites.**

Across Council, various Waste Refuse sites operate via Waste Transfer Stations to manned Refuse Centre’s. To accommodate the various needs of the residents of Maranoa Regional Council, a separate Officer’s Report will be presented to Council for consideration.

**Continued Delivery of Essential Services**

As per previous years, *skeleton crews* will remain at work over the annual close down period to ensure essential service delivery is continued and emergencies are able to be attended to in a timely manner.

The below listed essential services will continue to be delivered for legislative and/or operational reasons over the 2020 Christmas and New Year period of closure:

- Community Safety
- Rural Land Services
- Yuleba Customer Services Centre
- Maintenance Delivery & Works: -
  - Rural Roads & Maintenance - Skeleton Crews
  - Town & Surrounds – Skeleton Crews
- Roma Airport
- Waste Management Facilities
- Water, Sewerage & Gas – Skeleton Crews
- Plant, Fleet & Workshops – Skeleton Crew
- Saleyards – Skeleton Crew

**Communication**

Communication of the approved closure dates to Council’s customers, residents and the general public should, as a minimum, be via a Public Notice placed in The Chronical, Western Star component, with copies of the Public Notice advertising the dates, displayed at Council’s customer service centers, libraries, website and social media platforms. Public notification of approved Council closure dates should commence from Monday, 23 November 2020.

Council’s approved closures should be communicated to employees and their supervisors as soon as practicable to ensure that appropriate staffing levels are maintained to meet service delivery requirements. Employees will be advised of the approved closure dates via the Intranet, email (all staff), staff notice boards and

internal memo to senior and supervisory officers (e.g. Directors, Managers, Team Coordinators, Team Leaders) for discussion with their staff in team meetings.

**Background:**

***Has anything already happened in relation to this matter?***

(Succinct overview of the relevant facts, without interpretation)

Council's Christmas and New Year closures differ annually due to the variation in days on which the gazetted public holidays fall each year. Table 9 below details the number of days approved by Council for the closure of various services over the past six (6) years. The information provided in Table 9 excludes the three (3) gazetted public holidays and the Infrastructure Services Directorate's annual close down period.

**Table 9: Service Area Closures 2018 - 2013**

Service Area (excluding Infrastructure Services Directorate)	Number of Closed Business Days					
	2019	2018	2017	2016	2015	2014
Roma Customer Service Centre (RCSC)	5	4	3	3	4	4
Yuleba Customer Service Centre	0	0	3	3	4	6
Customer Service Centre's (excl. Roma & Yuleba)	5	4	3	3	7	6
Administration Offices (excluding RCSC)	5	4	3	3	4	4
Libraries (Roma, Surat, Mitchell and Injune)	5	4	3	3	4	4
Libraries (Jackson, Wallumbilla and Mungallala)	15 <sup>(1)</sup>	12 <sup>(1)</sup>	3	3	4	4

<sup>(1)</sup> Noting that these libraries have reduced opening hours and as such were not closed for all normal operating days.

In previous years Council offices and other non-essential services have not operated on 24 December so that staff wishing to travel outside the region for the festive season can do so safely on the day prior to Christmas Day.

**Legislation, Local Laws, State Policies & Other Regulatory Requirements:**

***What does the legislation and other statutory instruments include about the matter under consideration?***

(Include an extract of the relevant section's wording of the legislation – please do not just quote the section number as that is of no assistance to Councillors)

Section 2(1) Public Holidays of the *Holidays Act 1983* states: *A public holiday is to be observed on the days set out in the schedule.*

Council's industrial instruments make provision for the appropriate payment of employees required to perform work on public holidays.

**Council Policies or Asset Management Plans:**

***Does Council have a policy, plan or approach ordinarily followed for this type of decision?***

***What are relevant sections of the policy or plan?***

(Quote/insert the relevant section's wording / description within the report)

No

**Input into the Report & Recommendation:**

*Have others' views or input been sourced in developing the report and recommendation to Council? (i.e. other than the report author?) What did each say?* (Please include consultation with the funding body, any dates of critical importance or updates or approvals required)

Executive Leadership Team  
Senior Leadership Team

**Funding Bodies:**

*Is the project externally funded (or proposed to be)? If so, are there any implications in relation to the funding agreement or grant application.* (Please do not just include names)

No

**This Financial Year's Budget:**

*Will the matter under consideration impact how much Council collects in income or how much it will spend? How much (\$)?* *Is this already included in the budget? (Include the account number and description).*

*If the matter under consideration has not been included in the budget, where can the funds be transferred from? (Include the account number and description) What will not be done as a result?*

No

**Future Years' Budgets:**

*Will there need to be a change in future years' budgets to cater for a change in income or increased expenditure as a result of Council's decision? How much (\$)?* (e.g. estimate of additional maintenance or operating costs for a new or upgraded project)

No

**Impact on Other Individuals or Interested Parties:**

*Is there anyone who is likely to be particularly interested in or impacted by the decision, or affected by the recommendation if adopted? What would be their key interests or concerns?* (Interested Parties Analysis - IS9001:2015)

Interested parties will include customers, local residents and visitors who may be impacted by limited access to non-essential Council services during the approved periods of closure

**Risks:**

*What could go wrong if Council makes a decision on this matter? (What is the likelihood of it happening and the consequence if it does)* (List each identified risk in a table)

Risk	Description of likelihood & consequences
Community expectations	It may be perceived by some members of the public that Council offices are closed for an extended period and service delivery has been reduced
Employee Productivity / Morale	Employee productivity and morale may be reduced if an initiative to gain work-life balance is not provided
Employee Leave Liability Management	Failure to provide an opportunity for employees to access their accrued leave entitlements may result in an increase in employee leave liabilities

**Advice to Council:**

***What do you think Council should do, based on your skills, qualifications and experience, your knowledge of this and related matters, and the facts contained in the report?***

(A summary of what the employee thinks Council needs to hear, not what they think individual Councillors want to hear – i.e. employees must provide sound and impartial advice – the employee's professional opinion)

It is the Officer's advice that Council consider the options as provided in the report and approve a period of closure that provides employees with the opportunity to gain work-life balance, while still maintaining appropriate service levels for Council customers, residents and the general public.

**Recommendation:**

***What is the 'draft decision' based on the advice to Council?***

***Does the recommendation suggest a decision contrary to an existing Council policy? If so, for what reason?***

(Note: recommendations if adopted by Council become a legal decision of government and therefore must be clear and succinct about the action required by employees (unambiguous)).

***Does this recommendation suggest a decision contrary to an existing Council policy? If so, for what reason?***

It is recommended that Council:

1. Approve the closure of the Yuleba Services Centre on the gazetted Public Holidays only, all other business days will operate as usual.
2. Approve the Annual Christmas and New Year closure for Council's Administration Offices (Roma, Surat, Injune and Mitchell) and non-essential Community Services as per Option 1, with closure from close of business Wednesday, 23 December 2020 and reopening Monday, 4 January 2021.
3. Approve the Annual Christmas and New Year closures for Council libraries in Roma, Surat, Injune and Mitchell as per Option 1, from close of business Wednesday, 23 December 2020 and reopening Monday 4 January 2021.
4. Approve the Annual Christmas and New Year closures for Council's libraries in Jackson, Wallumbilla and Mungallala from Thursday, 24 December 2020 to reopening Monday, 11 January 2021.
5. Approve the Annual Christmas Close Down for the Infrastructure Services Directorate Department of Maintenance Delivery and Works from Monday, 21 December 2020 to Friday, 8 January 2021 inclusive.
6. Approve the Annual Christmas Close Down for the Infrastructure Services Directorate Department of Materials Production (Quarry & Quarry Pits) from 21 December 2020 to Friday, 1 January 2021 inclusive.
7. Approve the Annual Christmas Close Down for the Infrastructure Services Directorate Department of Construction from Thursday 23 December 2020 to Friday ,1 January 2021 inclusive.

8. Approve the Annual Christmas Close Down for the Infrastructure Services Directorate Department of Water Sewerage & Gas from Thursday 23 December 2020 to Friday ,1 January 2021 inclusive.
9. Authorise the Chief Executive Officer to communicate the Annual Christmas and New Year closures and Annual Christmas Close Down to Council employees, customers, residents and the general public

**Link to Operational Plan Function:**

Corporate Plan 2018-2023

Strategic Priority 5: Managing our operations well

5.4 Human resources and leadership

**Supporting Documentation:**

Nil

**Report authorised by:**

Manager - Organisational Development & Human Resources

Chief Executive Officer



**OFFICER REPORT**

**Meeting:** Ordinary 26 August 2020

**Date:** 17 August 2020

**Item Number:** L.2

**File Number:** D20/79061

**SUBJECT HEADING:** WQAC Memorandum of Agreement

**Classification:** Open Access

**Officer's Title:** Executive Customer Service Officer - Office of the Mayor & CEO

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**Executive Summary:**

Western Queensland Alliance of Councils is a collaboration between the North West Queensland Regional organisation of Councils, the Central Western remote area planning and development board and the South West Local Government Association.

**Officer's Recommendation:**

That Council endorse the proposed alliance charter through a Memorandum of Agreement

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**Individuals or Organisations to which the report applies:**

***Are there any individuals or organisations who stand to gain a benefit, or suffer a loss, (either directly or indirectly) depending on the outcome of consideration of this matter?***

*(Note: This is to assist Councillors in identifying if they have a Material Personal Interest or Conflict of Interest in the agenda item - i.e. whether they should participate in the discussion and decision making).*

N/A

**Acronyms:**

**Are there any industry abbreviations that will be used in the report?**

*Note: This is important as particular professions or industries often use shortened terminology where they refer to the matter on a regular basis. However, for individuals not within the profession or industry it can significantly impact the readability of the report if these aren't explained at the start of the report).*

Acronym	Description
WQAC	Western Queensland Alliance of Councils

**Context:**

***Why is the matter coming before Council?***

A report was presented to Council on 8 July 2020 requesting Council to endorse the attendance of Mayor Golder and Deputy Mayor – Cr McMullen for the Western Queensland Alliance of Councils - Inaugural Meeting which was held in Longreach. On 27 and 28 July 2020.

Part of the resolution was that the proposed alliance charter be brought back to Council for endorsement.

Attached is the proposed alliance charter through a memorandum of agreement for Council's endorsement.

**Background:**

***Has anything already happened in relation to this matter?***

(Succinct overview of the relevant facts, without interpretation)

At the Ordinary meeting on 8 July 2020, Council resolved:

**Resolution No. OM/07.2020/01**

**Moved Cr O'Neil**

**Seconded Cr Ladbrook**

**That:**

1. **Council endorse the attendance of Mayor Golder and Deputy Mayor - Cr McMullen at the Western Queensland Alliance of Councils Assembly on 27<sup>th</sup> and 28<sup>th</sup> of July 2020 in Longreach.**
2. **The proposed alliance charter be brought back to Council for endorsement.**
1. **Council draw the required funds from attending individual Councillor Conference budgets.**

This report is presented to Council with the proposed alliance charter.

**Legislation, Local Laws, State Policies & Other Regulatory Requirements:**

***What does the legislation and other statutory instruments include about the matter under consideration?*** (Include an extract of the relevant section's wording of the legislation – please do not just quote the section number as that is of no assistance to Councillors)

N/A

**Council Policies or Asset Management Plans:**

***Does Council have a policy, plan or approach ordinarily followed for this type of decision?***

***What are relevant sections of the policy or plan?***

(Quote/insert the relevant section's wording / description within the report)

N/A

**Input into the Report & Recommendation:**

***Have others' views or input been sourced in developing the report and recommendation to Council? (i.e. other than the report author?) What did each say?*** (Please include consultation with the funding body, any dates of critical importance or updates or approvals required)

N/A

**Funding Bodies:**

***Is the project externally funded (or proposed to be)? If so, are there any implications in relation to the funding agreement or grant application.*** (Please do not just include names)

N/A

**This Financial Year's Budget:**

*Will the matter under consideration impact how much Council collects in income or how much it will spend? How much (\$) Is this already included in the budget? (Include the account number and description).*

*If the matter under consideration has not been included in the budget, where can the funds be transferred from? (Include the account number and description) What will not be done as a result?*

N/A

**Future Years' Budgets:**

*Will there need to be a change in future years' budgets to cater for a change in income or increased expenditure as a result of Council's decision? How much (\$) (e.g. estimate of additional maintenance or operating costs for a new or upgraded project)*

N/A

**Impact on Other Individuals or Interested Parties:**

*Is there anyone who is likely to be particularly interested in or impacted by the decision, or affected by the recommendation if adopted? What would be their key interests or concerns?*

(Interested Parties Analysis - IS9001:2015)

N/A

**Risks:**

*What could go wrong if Council makes a decision on this matter? (What is the likelihood of it happening and the consequence if it does)* (List each identified risk in a table)

Risk	Description of likelihood & consequences
N/A	

**Advice to Council:**

*What do you think Council should do, based on your skills, qualifications and experience, your knowledge of this and related matters, and the facts contained in the report?*

(A summary of what the employee thinks Council needs to hear, not what they think individual Councillors want to hear – i.e. employees must provide sound and impartial advice – the employee's professional opinion)

That Council endorse the proposed alliance charter through a Memorandum of Agreement.

**Recommendation:**

*What is the 'draft decision' based on the advice to Council?*

*Does the recommendation suggest a decision contrary to an existing Council policy? If so, for what reason?*

(Note: recommendations if adopted by Council become a legal decision of government and therefore must be clear and succinct about the action required by employees (unambiguous)).

*Does this recommendation suggest a decision contrary to an existing Council policy? If so, for what reason?*

That Council endorse the proposed alliance charter through a Memorandum of Agreement.

**Link to Operational Plan Function:**

Corporate Plan 2018-2023

Strategic Priority 4: Growing our region

4.1 Elected members

**Supporting Documentation:**

[1](#) WQAC Alliance Charter through Memorandum of Agreement - Inaugural Assembly 2020 D20/79136

**Report authorised by:**

Manager - Communication, Information & Administration Services  
Chief Executive Officer

**Brittany Lafrenais**

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**From:** Kelly Rogers  
**Sent:** Friday, 14 August 2020 8:57 AM  
**To:** Office of the Mayor  
**Subject:** FW: MARKETING MAIL WQAC2020 - Inaugural Assembly Wrap

**Categories:** Internal Comms - Councillors

Hi Brittany,

Sending on this notification as it has not gone to the office of the Mayor.

**Kelly Rogers**  
Lead Officer - Councillors Support & Community Engagement,  
Elected Members & Community Engagement

D: (07) 4624 0608 M: 0439 206 361 F: (07) 4624 6990

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**From:** Western Queensland Alliance of Councils <contact@wqac.com.au>  
**Sent:** Tuesday, 11 August 2020 2:16 PM  
**To:** Kelly Rogers <Kelly.Rogers@maranoa.qld.gov.au>  
**Subject:** MARKETING MAIL WQAC2020 - Inaugural Assembly Wrap

WQAC Assembly 2020 wrap up links and resources WQAC Inaugural Assembly Wrap Dear Tyson Thank you for attending the Western Queensland Alliance of Councils (WQAC) Inaugural Assembly in Longreach. We thank presenters, sponsors, delegates and elected



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## WQAC Inaugural Assembly Wrap

Dear Tyson

**Thank you for attending the Western Queensland Alliance of Councils  
(WQAC) Inaugural Assembly in Longreach.**

We thank presenters, sponsors, delegates and elected representatives for taking the time to attend or provide input into this event. Our thanks also go to our

event host Longreach Regional Council.

Key outcomes of the Assembly included establishing our long term priorities for the region, developing our *WQAC 2020 State Election Platform*, and the adoption of the Alliance through a Memorandum of Agreement. Information and links to resources can be found at the links below.

We are pleased to note creation of the WQAC has been welcomed by member councils, Federal and State Government representatives as a proactive, timely and constructive initiative which will lead to improved outcomes for Western Queensland, the State and the nation.

The next steps for the Alliance will include ramping up our campaign ahead of the 2020 State Election and continuing to build the brand and reputation of the Alliance as the “united voice for all of Western Queensland”.

#### **ASSEMBLY INFORMATION & RESOURCES**

[WQAC Memorandum of Agreement](#)

[Communique](#) and [Media Release](#)

[In the News](#)

News clippings and coverage of the WQAC and Assembly.

[Presentations](#)

A selection of slides and audio of presentations from the Assembly.

[WQAC Economic Profile](#)

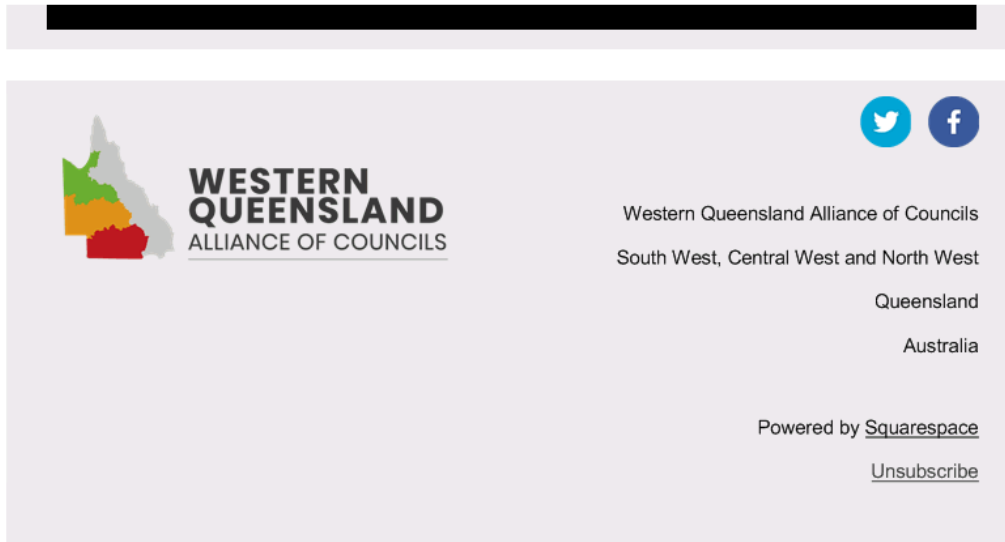
[WQAC Background Paper](#)

**We look forward to seeing you again.**

Have a question? [Please click here to contact us](#)

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**A UNITED VOICE FOR ALL OF WESTERN QUEENSLAND**



-----Safe Stamp-----  
Your Anti-virus Service scanned this email. It is safe from known viruses.  
For more information regarding this service, please contact your service provider.



A united voice for all of Western Queensland

## Western Queensland Alliance of Councils

A COLLABORATION BETWEEN THE NORTH WEST QUEENSLAND REGIONAL ORGANISATION OF COUNCILS, THE CENTRAL WESTERN REMOTE AREA PLANNING AND DEVELOPMENT BOARD AND THE SOUTH WEST LOCAL GOVERNMENT ASSOCIATION

# MEMORANDUM OF AGREEMENT

wqac.com.au



## 1. Preamble

Western Queensland contributes massive wealth to Queensland and Australia and offers considerable opportunities to drive productivity, economic growth and workforce participation based on its traditional industries of mining, agriculture and fishing as well as its emerging industries of renewable energies, new economy minerals, technology, and tourism.

It does this despite confronting challenges that are typically more extreme than other parts of Queensland due to remoteness (vast distances); declining populations; social disadvantage; workforce attraction and retention; inadequate infrastructure and deficient funding support from other levels of Government.

Recognising both these opportunities and challenges, the North West Queensland Regional Organisation of Councils (NWQROC), the Central Western Queensland Remote Area Planning and Development Board (RAPAD) and the South West Local Government Association (SWLGA) believe there are significant benefits to be gained by working together on key issues of mutual interest.

This collaboration is known as the Western Queensland Alliance of Councils (WQAC) – the 'Alliance'.

This Memorandum of Agreement outlines the aims, scope, principles, governance and working arrangements for the Alliance.

## 2. Status of this document

This document is a statement of intent and does not represent a binding legal document on the parties or create any legal relationships or rights between them.

## 3. Aims and scope of the Alliance

By fostering continued collaboration between the NWQROC, RAPAD and SWLGA, the Alliance aims to:

1. attract greater public and political attention to shared issues across the three regions;
2. increase its advocacy power and influence due to its larger representative base;
3. communicate and advocate for dedicated funding support and 'place based' policy responses for Western Queensland communities;
4. provide a cohesive and coordinated forum for other levels of government, the Local Government Association of Queensland (LGAQ) and other interested parties to better understand Western Queensland priorities and to work with the WQAC or through NWQROC, RAPAD and SWLGA on finding solutions;
5. promote knowledge sharing and expertise across the three regions; and
6. showcase Western Queensland and how much it contributes to the prosperity of communities across Queensland and the nation.

The scope of the Alliance is focussed on it being a:

- coordination mechanism across the three member ROCs - NWQROC, RAPAD and SWLGA;
- unified voice on behalf of Western Queensland communities;
- collaborative platform to support and facilitate engagement with interested parties;
- campaign vehicle for the three member ROCs to combine their efforts in order to promote the common interests of Western Queensland;
- feedback and support mechanism for the relevant LGAQ Policy Executive representatives for Western Queensland; and
- forum for Councils to meet in an atmosphere of goodwill, common purpose and trust.

The Alliance is not a:

- forum to direct or override individual ROC agendas and or priorities;
- alternative local government membership association to the LGAQ; and
- bureaucratic overlay to existing ROC structures and arrangements.

## 4. Guiding Principles

In pursuit of these aims, Alliance members will observe the following principles:

**Respect** - mutual respect and cooperation will be extended at all times in recognition of each member's roles and responsibilities, capacity and individuals mandates. Mutual respect will help facilitate constructive debate where appropriate and maintain professional working relationships across members.

**Open Communication** - members will engage in early and inclusive communications about ideas, policy positions and/or emerging issues. This approach will also extend to external stakeholders who are instrumental to the success of the Alliance. Members will seek to resolve any differences, conflicts or disagreements through direct dialogue and open and honest discussion.

**Trust** - the Alliance is built on a foundation of trust. Members will conduct themselves in a manner which engenders genuine confidence in the intention and integrity of each other. Confidentiality will be respected at all times and members will abide by agreed decisions.

**Commitment** - members will support the common purpose, aims and scope of the Alliance. Co-contribution and active and regular participation in Alliance activities will be critical to achieving results.

**Collaboration** - members will consider all issues from a regional 'Western Queensland' perspective and as far as possible make decisions based on a regional focus. A collaborative approach across members and where possible external stakeholders will be paramount to strengthening local government representation through the Alliance.

## 5. Membership of the Alliance

Membership of the Alliance is the three ROCs - NWQROC, RAPAD and SWLGA and representing their constituent member councils as outlined in Table 1 below.

Table 1: Councils covered under membership of the Alliance

NWQROC	RAPAD	SWLGA
<ul style="list-style-type: none"> <li>Burke Shire Council</li> <li>Carpentaria Shire Council</li> <li>Cloncurry Shire Council</li> <li>Doomadgee Aboriginal Shire Council</li> <li>Flinders Shire Council</li> <li>McKinlay Shire Council</li> <li>Mount Isa City Council</li> <li>Richmond Shire Council</li> </ul>	<ul style="list-style-type: none"> <li>Barcaldine Regional Council</li> <li>Barcoo Shire Council</li> <li>Blackall-Tambo Regional Council</li> <li>Boulia Shire Council</li> <li>Diamantina Shire Council</li> <li>Longreach Regional Council</li> <li>Winton Shire Council</li> </ul>	<ul style="list-style-type: none"> <li>Balonne Shire Council</li> <li>Bulloo Shire Council</li> <li>Maranoa Regional Council</li> <li>Murweh Shire Council</li> <li>Paroo Shire Council</li> <li>Quilpie Shire Council</li> </ul>

As noted in section 4, commitment to and active participation by members in the Alliance will be critical to its success.

## 6. Priority focus areas of the Alliance

In line with its aim to attract greater public and political attention to shared issues across the three regions, the Alliance will pursue a targeted and strategic agenda focussed on:

- Enabling infrastructure – most notably, roads, water / wastewater and telecommunications (digital connectivity)
- Energy (both traditional and renewable)
- Natural Resource Management
- Community liveability – most notably, housing, health, education, aged care, workforce sustainability and air transport services
- Inter-governmental funding frameworks
- Disaster management and relief arrangements
- COVID-19 response and recovery measures

At all times, the Alliance will remain agile and open to pursuing other issues of significance as determined by the Leadership Group.

## 7. Governance of the Alliance

Given the collaborative nature of the Alliance, governance arrangements will intentionally be kept simple as illustrated in Figure 1 below. They will be based on interaction between the following parties:

### 7.1 LEADERSHIP GROUP

The Leadership Group will consist of the Chairs, Deputy Chairs and Executive Officers / Chief Executive Officers of NWQROC, RAPAD and SWLGA. Pending the nature of issues to be discussed, participation in Leadership Group meetings will be extended to other elected members and professional officers.

The role of the Leadership Group will focus on:

- » identifying and acting on opportunities to strengthen the Alliance;
- » strategic decision making about what priorities to pursue and what priorities not to pursue (Advocacy Action Program);
- » approving the creation and composition of Working Groups to support the Alliance's Advocacy Action Program;
- » acting as an advocate for the Alliance across all levels of government, the LGAQ, industry and other stakeholders;
- » identifying key issues for the Alliance to be submitted as part of the LGAQ's Annual Conference 'motions' process;
- » being the official spokespersons for the Alliance in public forums, media and other channels unless delegated to another party;
- » approving media releases and other communication materials noting the exceptions highlighted in section 8.5;
- » settling any disputes between members in accordance with section 8.3; and
- » reviewing and amending this Agreement, and any relevant supporting documentation, as necessary.

### 7.2 WORKING GROUPS

The Leadership Group will consist of the Chairs, Deputy Chairs and Executive Officers / Chief Working Groups will be formed as necessary to progress subject specific matters. Working Group members will be sought from individual ROC/LGA members, external parties (such as LGAQ / government) and when required, external experts (i.e. consultants).

The role of Working Groups will focus on:

- » pursuing relevant outcomes in line with the Alliance's Advocacy Action Program;
- » providing technical guidance and recommendations to the Leadership Group; and
- » fostering collaboration with all levels of government, the LGAQ, industry and other stakeholders on specific issues identified in the Alliance's Advocacy Action Program.

### 7.3 ROC / LGA MEMBERS

- The role of ROC/LGA members will focus on:
  - » At the elected representative level:
  - » Participation in the Leadership Group.
- At the Executive Officer level:
  - » participation in the Leadership Group;
  - » providing strategic guidance and administrative support to the Leadership Group;
  - » identifying and approving any budget requirements associated with the Alliance's Advocacy Action Program;
  - » coordinating resources and communications between ROC/LGA members and their constituent members;
  - » approving (where relevant) media releases or other relevant communications on behalf of the Leadership Group – refer to section 8.5;
  - » identifying points of difference, potential risks or emerging issues that could adversely impact on the Alliance;
  - » coordinating information, advice and recommendations on key issues for the Alliance as part of LGAQ's Policy Executive meeting processes; and
  - » organising meetings, events or forums on behalf of the Alliance.
- At the organisational level:
  - » support the common purpose, aims and scope of the Alliance;
  - » actively and regularly participate in Alliance activities;
  - » identify points of common interest and present these to the Leadership Group for consideration and decision;
  - » act as an advocate for the Alliance and foster collaboration across all levels of government, the LGAQ, industry and other stakeholders;
  - » share resources, knowledge and information where appropriate; and
  - » facilitate two-way communication with individual members on Alliance priorities, actions and progress.

### 7.4 INDIVIDUAL COUNCILS


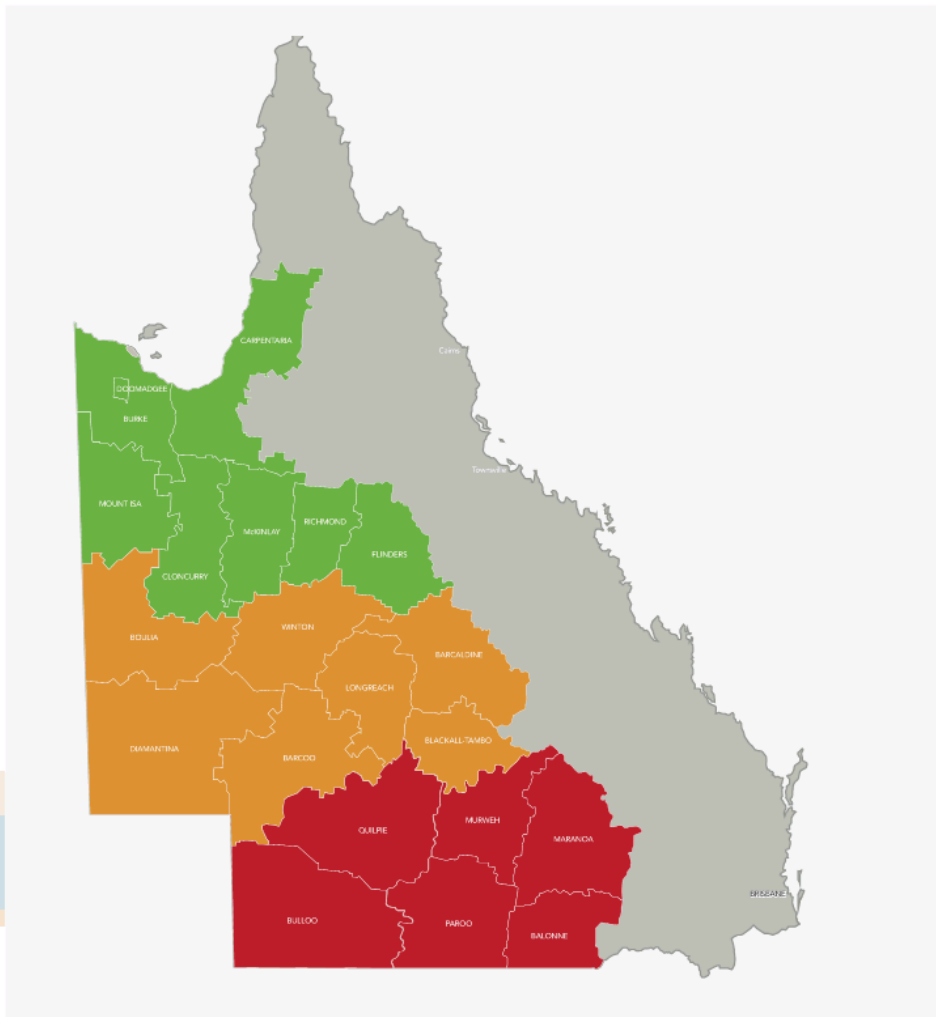
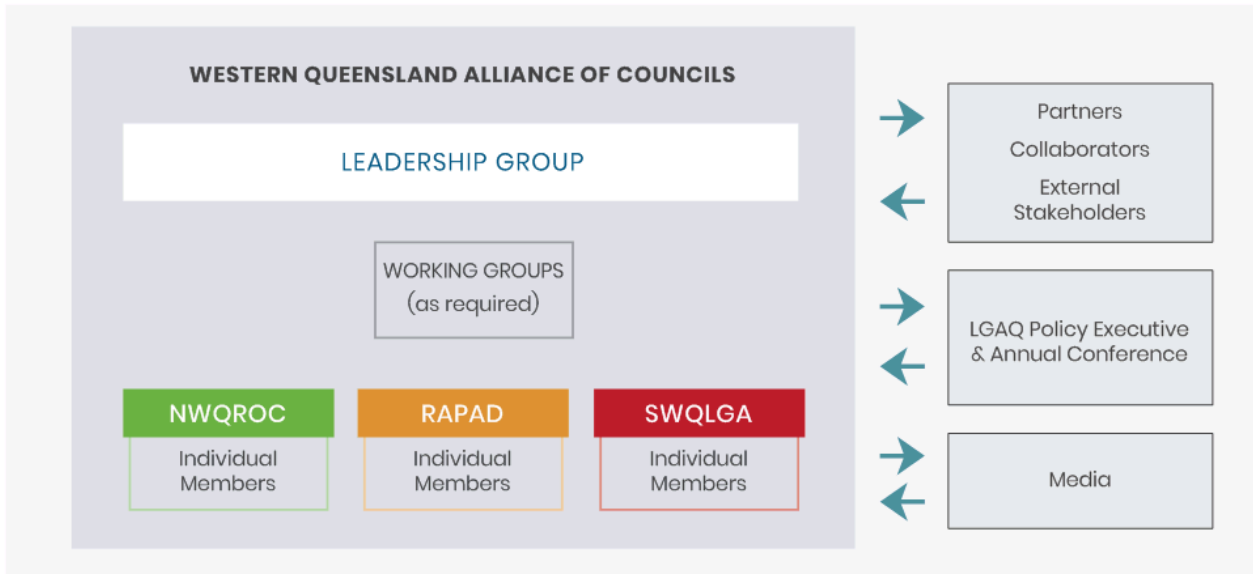
- The role of individual councils will focus on:
    - » supporting the common purpose, aims and scope of the Alliance;
    - » actively and regularly participating in Alliance activities, especially external communications (through council channels);
    - » acting as an advocate for the Alliance; and
    - » providing feedback on key issues and activities and participating, where possible, in Alliance meetings, events or forums.
- 

Figure 1: Key parties and structure of the Alliance





## 8. Operations of the Alliance

### 8.1 MEETINGS

The working relationship will be conducted primarily by email and telephone / video conference unless agreed otherwise.

An Agenda will be prepared, except in urgent situations, at least three working days prior to any meeting and key actions will be captured and distributed within five working days following the meeting.

The role of meeting Chair and secretariat will be rotated across Leadership Group members.

### 8.2 DECISIONS

Decisions will be by consensus.

Decisions will be taken having regard to:

- the long-term outcome based on a shared understanding of the issue(s);
- the needs of 'Western Queensland' as opposed to individual regions or individual councils, unless otherwise agreed to support a particular mandate of an individual member; and
- not disadvantaging individual regions or individual councils.

Decisions taken shall acknowledge minority or dissenting viewpoints at a member's request.

### 8.3 DISPUTE RESOLUTION

Disputes / issues are to be resolved at the individual level or if necessary, at the Leadership Group level. Disputes / issues are to be dealt with in an expeditious manner within the spirit of this Memorandum of Agreement.

### 8.4 MEDIA AND COMMUNICATIONS

Media and communication activities will be an important part of the Alliance's advocacy approach.

The three ROC/LGA Chairs will be the official spokespersons for the Alliance in public forums, media and other channels unless delegated to another party.

The Leadership Group will approve media releases and other communications except where the release or communication is procedural and/ or congratulatory in nature. In these circumstances, the ROC/LGA Executive Officers have authority to approve a release or other communications for the sake of expediency.

### 8.5 TERMINATION

A member can terminate participation in this Memorandum of Agreement at any time by way of three months written notice.

## 9. Commencement and Duration

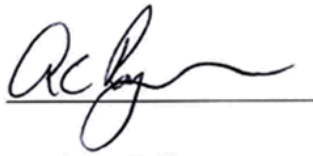
This Memorandum of Agreement commences on the date of signing and operates for four years. Meetings to review this Agreement may be held as required at the request of any member.

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28 JULY 2020



CR JACK BAWDEN  
Chair  
North West Queensland Regional  
Organisation of Councils



CR TONY RAYNER  
Chair  
Remote Area Planning and  
Development Board



CR SAMANTHA O'TOOLE  
Chair  
South West Queensland Local  
Government Association







Greg Hoffman PSM, Executive Officer  
P: 07 3355 5328 | M: 0418 756 005  
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Longreach  
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Matthew Magin, CEO Balonne Shire Council  
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**OFFICER REPORT**

**Meeting:** Ordinary 26 August 2020

**Date:** 17 August 2020

**Item Number:** L.3

**File Number:** D20/79068

**SUBJECT HEADING:** Monthly financial reports as at 31 July 2020

**Classification:** Open Access

**Officer's Title:** Contractor - Finance Systems Support

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**Executive Summary:**

The purpose of this report is for the Chief Executive Officer to present a monthly financial report to Council in accordance with section 204 of the *Local Government Regulation 2012* for the month of July 2020 (including year to date).

**Officer's Recommendation:**

That the monthly financial report for the period ending 31 July 2020 be received and noted.

**Individuals or Organisations to which the report applies:**

***Are there any individuals or organisations who stand to gain a benefit, or suffer a loss, (either directly or indirectly) depending on the outcome of consideration of this matter?***

(Note: This is to assist Councillors in identifying if they have a Material Personal Interest or Conflict of Interest in the agenda item - i.e. whether they should participate in the discussion and decision making).

Maranoa Regional Council

**Acronyms:**

**Are there any industry abbreviations that will be used in the report?**

*Note: This is important as particular professions or industries often use shortened terminology where they refer to the matter on a regular basis. However, for individuals not within the profession or industry it can significantly impact the readability of the report if these aren't explained at the start of the report).*

Acronym	Description
Nil	Nil

**Context:**

***Why is the matter coming before Council?***

To present the financial report for the month of July 2020, in accordance with section 204 of the *Local Government Regulation 2012*.

**Background:**

***Has anything already happened in relation to this matter?***

(Succinct overview of the relevant facts, without interpretation)

The reports for the month of July reflect actuals only as the 2020/21 budget for Council has not yet been adopted.

The Statement of Financial Position and Statement of Cash Flow will not be available until the 2019/20 financial statements have been finalised and audited.

**Legislation, Local Laws, State Policies & Other Regulatory Requirements:**

***What does the legislation and other statutory instruments include about the matter under consideration?*** (Include an extract of the relevant section's wording of the legislation – please do not just quote the section number as that is of no assistance to Councillors)

**Local Government Regulation 2012**

**204 Financial report**

- (1) *The local government must prepare a financial report.*
- (2) *The chief executive officer must present the financial report -*
  - (a) *If the local government meets less frequently than monthly - at each meeting of the local government; or*
  - (b) *Otherwise - at a meeting of the local government once a month.*
- (3) *The financial report must state the progress that has been made in relation to the local government's budget for the period of the financial year up to a day as near as practicable to the end of the month before the meeting is held.*

**Council Policies or Asset Management Plans:**

***Does Council have a policy, plan or approach ordinarily followed for this type of decision?***

***What are relevant sections of the policy or plan?***

(Quote/insert the relevant section's wording / description within the report)

N/A

**Input into the Report & Recommendation:**

***Have others' views or input been sourced in developing the report and recommendation to Council? (i.e. other than the report author?) What did each say?*** (Please include consultation with the funding body, any dates of critical importance or updates or approvals required)

This report is for information purposes.

**Funding Bodies:**

***Is the project externally funded (or proposed to be)? If so, are there any implications in relation to the funding agreement or grant application.*** (Please do not just include names)

N/A

**This Financial Year's Budget:**

***Will the matter under consideration impact how much Council collects in income or how much it will spend? How much (\$)? Is this already included in the budget? (Include the account number and description).***

***If the matter under consideration has not been included in the budget, where can the funds be transferred from? (Include the account number and description) What will not be done as a result?***

Not applicable as 2020/21 budget has not been adopted at the time of this report.

**Future Years' Budgets:**

**Will there need to be a change in future years' budgets to cater for a change in income or increased expenditure as a result of Council's decision? How much (\$)?** (e.g. estimate of additional maintenance or operating costs for a new or upgraded project)

This report is for information purposes.

**Impact on Other Individuals or Interested Parties:**

**Is there anyone who is likely to be particularly interested in or impacted by the decision, or affected by the recommendation if adopted? What would be their key interests or concerns?**  
(Interested Parties Analysis - IS9001:2015)

Interested Parties – Maranoa Residents, Department of Local Government, Racing and Multicultural Affairs, Queensland Audit Office.

**Risks:**

**What could go wrong if Council makes a decision on this matter? (What is the likelihood of it happening and the consequence if it does)** (List each identified risk in a table)

Risk	Description of likelihood & consequences
Compliance with <i>Local Government Regulation 2012</i>	The presentation of the financial report is in accordance with the Regulation.

**Advice to Council:**

**What do you think Council should do, based on your skills, qualifications and experience, your knowledge of this and related matters, and the facts contained in the report?**

(A summary of what the employee thinks Council needs to hear, not what they think individual Councillors want to hear – i.e. employees must provide sound and impartial advice – the employee's professional opinion)

The presentation of monthly financial statements is a legislative requirement.

**Recommendation:**

**What is the 'draft decision' based on the advice to Council?**

**Does the recommendation suggest a decision contrary to an existing Council policy? If so, for what reason?**

(Note: recommendations if adopted by Council become a legal decision of government and therefore must be clear and succinct about the action required by employees (unambiguous)).

That the monthly financial report for the period ending 31 July 2020 be received and noted.

**Does this recommendation suggest a decision contrary to an existing Council policy? If so, for what reason?**

No.

**Link to Operational Plan Function:**

Corporate Plan 2018-2023

Strategic Priority 2: Delivering strong financial management

2.5 Financial Reporting

**Supporting Documentation:**

[1](#) Total Council Actuals as at 31 July 2020 D2020/0079062

[2](#) Office of the CEO Directorate Actuals as at 31 July 2020 D2020/0079063

- |   |  |               |
|---|--|---------------|
| 3 | Corporate & Community Services Directorate Actuals as at 31 July 2020                  | D2020/0079064 |
| 4 | Development Facilities & Environmental Services Directorate Actuals as at 31 July 2020 | D2020/0079065 |
| 5 | Infrastructure Services Directorate Actuals as at 31 July 2020                         | D2020/0079066 |

**Report authorised by:**

Director - Corporate & Community Services



**Maranoa Regional Council**  
**Actual vs. Budget for one month ended**  
**31 July 2020**

	Revised Budget 2020-2021	% of Year Elapsed - 8.33%		Comments
		Actual	%	
		31/07/2020	Variance	
<b>TOTAL COUNCIL</b>				
<b>Operating Revenue</b>				
Rates and charges	0	670	0.0%	
Sale of goods and major services	0	(232,256)	0.0%	
Fees and charges - commercial	0	(447,183)	0.0%	
Fees and charges - statutory	0	(97,412)	0.0%	
Rental and levies	0	0	0.0%	
Investment income - interest	0	(81,972)	0.0%	
Sales of contract and recoverable works	0	(16,979)	0.0%	
Other Revenue	0	(91,329)	0.0%	
Reimbursements	0	0	0.0%	
Grants subsidies and contributions	0	(1,575,582)	0.0%	
Recovery of indirect expenses - external	0	0	0.0%	
Internal revenue - water from standpipe	0	0	0.0%	
<b>Total Operating Revenue</b>	<b>0</b>	<b>(2,542,043)</b>	<b>0.0%</b>	
<b>Operating Expenses</b>				
Employee costs	0	2,115,954	0.0%	
Materials and services	0	2,178,372	0.0%	
Plant hire internal	0	(229,667)	0.0%	
Overhead recovery	0	(473,512)	0.0%	
Materials and services - contracts	0	202,217	0.0%	
Finance Costs	0	50,557	0.0%	
Depreciation Amortisation and Impairment	0	0	0.0%	
Other Expenses	0	10,249	0.0%	
Internal expense - rates and charges	0	0	0.0%	
Indirect expenses - corporate	0	0	0.0%	
Internal expense	0	0	0.0%	
<b>Total Operating Expenses</b>	<b>0</b>	<b>3,854,170</b>	<b>0.0%</b>	
<b>Reserve Transfers</b>				
Transfer to reserves for operational	0	0	0.0%	
Transfer from reserves for operational	0	0	0.0%	
Transfer to reserves for capital	0	0	0.0%	
Transfer from reserves for capital	0	0	0.0%	
<b>Operating (Surplus)/Deficit Before Capital Items</b>	<b>0</b>	<b>1,312,127</b>	<b>0.0%</b>	
<b>Capital Revenues and Expenses</b>				
Grants and subsidies (capital) - Federal	0	(250,500)	0.0%	
Grants and subsidies (capital) - State	0	(299,809)	0.0%	
Other capital grants and subsidies	0	0	0.0%	
Contributions - capital	0	(140,243)	0.0%	
<b>Operating (Surplus)/Deficit After Capital Items</b>	<b>0</b>	<b>621,575</b>	<b>0.0%</b>	
<b>Sources and Applications of Capital Funding</b>				
<b>Capital Funding Sources</b>				
Loans Contra	0	0	0.0%	
Sale proceeds - trade ins/auctions	0	(127,273)	0.0%	
Funded depreciation	(13,948,254)	0	0.0%	
<b>Total Capital Funding Sources Used</b>	<b>(13,948,254)</b>	<b>(127,273)</b>	<b>0.9%</b>	
<b>Capital Funding Applications</b>				
Projects - capital	0	2,330,296	0.0%	
Loan repayments	0	0	0.0%	
<b>Total Capital Funding Applications</b>	<b>0</b>	<b>2,330,296</b>	<b>0.0%</b>	



**Maranoa Regional Council**  
**Actual vs. Budget for one months ended**  
**31 July 2020**

**OFFICE OF THE CEO DIRECTORATE**

	Revised Budget 2020-2021	% of Year Elapsed - 8.33%		Comments
		Actual	%	
		31/07/2020	Variance	
<b>Operating Revenue</b>				
Rates and charges	0	0	0.0%	
Sale of goods and major services	0	0	0.0%	
Fees and charges - commercial	0	0	0.0%	
Fees and charges - statutory	0	0	0.0%	
Rental and levies	0	0	0.0%	
Investment income - interest	0	0	0.0%	
Sales of contract and recoverable works	0	0	0.0%	
Other Revenue	0	(4,473)	0.0%	
Reimbursements	0	0	0.0%	
Grants subsidies and contributions	0	0	0.0%	
Recovery of indirect expenses - external	0	0	0.0%	
Internal revenue - water from standpipe	0	0	0.0%	
<b>Total Operating Revenue</b>	<b>0</b>	<b>(4,473)</b>	<b>0.0%</b>	
<b>Operating Expenses</b>				
Employee costs	0	93,703	0.0%	
Materials and services	0	52,549	0.0%	
Plant hire internal	0	1,160	0.0%	
Overhead recovery	0	0	0.0%	
Materials and services - contracts	0	0	0.0%	
Finance Costs	0	0	0.0%	
Depreciation Amortisation and Impairment	0	0	0.0%	
Other Expenses	0	0	0.0%	
Internal expense - rates and charges	0	0	0.0%	
Indirect expenses - corporate	0	0	0.0%	
Internal expense	0	0	0.0%	
<b>Total Operating Expenses</b>	<b>0</b>	<b>147,411</b>	<b>0.0%</b>	
<b>Reserve Transfers</b>				
Transfer to reserves for operational	0	0	0.0%	
Transfer from reserves for operational	0	0	0.0%	
Transfer to reserves for capital	0	0	0.0%	
Transfer from reserves for capital	0	0	0.0%	
<b>Operating (Surplus)/Deficit Before Capital Items</b>	<b>0</b>	<b>142,938</b>	<b>0.0%</b>	
<b>Capital Revenues and Expenses</b>				
Grants and subsidies (capital) - Federal	0	0	0.0%	
Grants and subsidies (capital) - State	0	0	0.0%	
Other capital grants and subsidies	0	0	0.0%	
Contributions - capital	0	0	0.0%	
<b>Operating (Surplus)/Deficit After Capital Items</b>	<b>0</b>	<b>142,938</b>	<b>0.0%</b>	
<b>Sources and Applications of Capital Funding</b>				
<b>Capital Funding Sources</b>				
Loans Contra	0	0	0.0%	
Sale proceeds - trade ins/auctions	0	0	0.0%	
Funded depreciation	0	0	0.0%	
<b>Total Capital Funding Sources Used</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Capital Funding Applications</b>				
Projects - capital	0	0	0.0%	
Loan repayments	0	0	0.0%	
<b>Total Capital Funding Applications</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	



**Maranoa Regional Council**  
**Actual vs. Budget for one months ended**  
**31 July 2020**

**CORPORATE & COMMUNITY SERVICES DIRECTORATE**

	Revised Budget 2020-2021	% of Year Elapsed - 8.33%		Comments
		Actual 31/07/2020	% Variance	
<b>Operating Revenue</b>				
Rates and charges	0	5,646	0.0%	
Sale of goods and major services	0	0	0.0%	
Fees and charges - commercial	0	(347,695)	0.0%	
Fees and charges - statutory	0	(20,867)	0.0%	
Rental and levies	0	0	0.0%	
Investment income - interest	0	(81,972)	0.0%	
Sales of contract and recoverable works	0	0	0.0%	
Other Revenue	0	(19,343)	0.0%	
Reimbursements	0	0	0.0%	
Grants subsidies and contributions	0	(1,250,000)	0.0%	
Recovery of indirect expenses - external	0	0	0.0%	
Internal revenue - water from standpipe	0	0	0.0%	
<b>Total Operating Revenue</b>	<b>0</b>	<b>(1,714,230)</b>	<b>0.0%</b>	
<b>Operating Expenses</b>				
Employee costs	0	863,024	0.0%	
Materials and services	0	1,031,644	0.0%	
Plant hire internal	0	(551,338)	0.0%	
Overhead recovery	0	(473,512)	0.0%	
Materials and services - contracts	0	43,705	0.0%	
Finance Costs	0	8,839	0.0%	
Depreciation Amortisation and Impairment	0	0	0.0%	
Other Expenses	0	8,807	0.0%	
Internal expense - rates and charges	0	0	0.0%	
Indirect expenses - corporate	0	0	0.0%	
Internal expense	0	0	0.0%	
<b>Total Operating Expenses</b>	<b>0</b>	<b>931,168</b>	<b>0.0%</b>	
<b>Reserve Transfers</b>				
Transfer to reserves for operational	0	0	0.0%	
Transfer from reserves for operational	0	0	0.0%	
Transfer to reserves for capital	0	0	0.0%	
Transfer from reserves for capital	0	0	0.0%	
<b>Operating (Surplus)/Deficit Before Capital Items</b>	<b>0</b>	<b>(783,062)</b>	<b>0.0%</b>	
<b>Capital Revenues and Expenses</b>				
Grants and subsidies (capital) - Federal	0	0	0.0%	
Grants and subsidies (capital) - State	0	0	0.0%	
Other capital grants and subsidies	0	0	0.0%	
Contributions - capital	0	0	0.0%	
<b>Operating (Surplus)/Deficit After Capital Items</b>	<b>0</b>	<b>(783,062)</b>	<b>0.0%</b>	
<b>Sources and Applications of Capital Funding</b>				
<b>Capital Funding Sources</b>				
Loans Contra	0	0	0.0%	
Sale proceeds - trade ins/auctions	0	(127,273)	0.0%	
Funded depreciation	(173,659)	0	0.0%	
<b>Total Capital Funding Sources Used</b>	<b>(173,659)</b>	<b>(127,273)</b>	<b>73.3%</b>	
<b>Capital Funding Applications</b>				
Projects - capital	0	1,060,227	0.0%	
Loan repayments	0	0	0.0%	
<b>Total Capital Funding Applications</b>	<b>0</b>	<b>1,060,227</b>	<b>0.0%</b>	





**Maranoa Regional Council**  
**Actual vs. Budget for one months ended**  
**31 July 2020**

**DEVELOPMENT, FACILITIES & ENVIRONMENTAL SERVICES DIRECTORATE**

	Revised Budget 2020-2021	% of Year Elapsed - 8.33%		Comments
		Actual 31/07/2020	% Variance	
<b>Operating Revenue</b>				
Rates and charges	0	(1,080)	0.0%	
Sale of goods and major services	0	0	0.0%	
Fees and charges - commercial	0	(73,774)	0.0%	
Fees and charges - statutory	0	(69,329)	0.0%	
Rental and levies	0	0	0.0%	
Investment income - interest	0	0	0.0%	
Sales of contract and recoverable works	0	0	0.0%	
Other Revenue	0	(7,426)	0.0%	
Reimbursements	0	0	0.0%	
Grants subsidies and contributions	0	(325,582)	0.0%	
Recovery of indirect expenses - external	0	0	0.0%	
Internal revenue - water from standpipe	0	0	0.0%	
<b>Total Operating Revenue</b>	<b>0</b>	<b>(477,191)</b>	<b>0.0%</b>	
<b>Operating Expenses</b>				
Employee costs	0	380,510	0.0%	
Materials and services	0	523,669	0.0%	
Plant hire internal	0	54,356	0.0%	
Overhead recovery	0	0	0.0%	
Materials and services - contracts	0	104,403	0.0%	
Finance Costs	0	13,663	0.0%	
Depreciation Amortisation and Impairment	0	0	0.0%	
Other Expenses	0	606	0.0%	
Internal expense - rates and charges	0	0	0.0%	
Indirect expenses - corporate	0	0	0.0%	
Internal expense	0	0	0.0%	
<b>Total Operating Expenses</b>	<b>0</b>	<b>1,077,208</b>	<b>0.0%</b>	
<b>Reserve Transfers</b>				
Transfer to reserves for operational	0	0	0.0%	
Transfer from reserves for operational	0	0	0.0%	
Transfer to reserves for capital	0	0	0.0%	
Transfer from reserves for capital	0	0	0.0%	
<b>Operating (Surplus)/Deficit Before Capital Items</b>	<b>0</b>	<b>600,017</b>	<b>0.0%</b>	
<b>Capital Revenues and Expenses</b>				
Grants and subsidies (capital) - Federal	0	(80,000)	0.0%	
Grants and subsidies (capital) - State	0	(233,150)	0.0%	
Other capital grants and subsidies	0	0	0.0%	
Contributions - capital	0	0	0.0%	
<b>Operating (Surplus)/Deficit After Capital Items</b>	<b>0</b>	<b>286,867</b>	<b>0.0%</b>	
<b>Sources and Applications of Capital Funding</b>				
<b>Capital Funding Sources</b>				
Loans Contra	0	0	0.0%	
Sale proceeds - trade ins/auctions	0	0	0.0%	
Funded depreciation	(2,502,070)	0	0.0%	
<b>Total Capital Funding Sources Used</b>	<b>(2,502,070)</b>	<b>0</b>	<b>0.0%</b>	
<b>Capital Funding Applications</b>				
Projects - capital	0	12,002	0.0%	
Loan repayments	0	0	0.0%	
<b>Total Capital Funding Applications</b>	<b>0</b>	<b>12,002</b>	<b>0.0%</b>	



**Maranoa Regional Council**  
**Actual vs. Budget for one months ended**  
**31 July 2020**

**INFRASTRUCTURE SERVICES DIRECTORATE**

	Revised Budget 2020-2021	% of Year Elapsed - 8.33%		Comments
		Actual	%	
		31/07/2020	Variance	
<b>Operating Revenue</b>				
Rates and charges	0	(3,896)	0.0%	
Sale of goods and major services	0	(232,256)	0.0%	
Fees and charges - commercial	0	(25,715)	0.0%	
Fees and charges - statutory	0	(7,215)	0.0%	
Rental and levies	0	0	0.0%	
Investment income - interest	0	0	0.0%	
Sales of contract and recoverable works	0	(16,979)	0.0%	
Other Revenue	0	(60,087)	0.0%	
Reimbursements	0	0	0.0%	
Grants subsidies and contributions	0	0	0.0%	
Recovery of indirect expenses - external	0	0	0.0%	
Internal revenue - water from standpipe	0	0	0.0%	
<b>Total Operating Revenue</b>	<b>0</b>	<b>(346,149)</b>	<b>0.0%</b>	
<b>Operating Expenses</b>				
Employee costs	0	778,716	0.0%	
Materials and services	0	570,510	0.0%	
Plant hire internal	0	266,155	0.0%	
Overhead recovery	0	0	0.0%	
Materials and services - contracts	0	54,109	0.0%	
Finance Costs	0	28,055	0.0%	
Depreciation Amortisation and Impairment	0	0	0.0%	
Other Expenses	0	836	0.0%	
Internal expense - rates and charges	0	0	0.0%	
Indirect expenses - corporate	0	0	0.0%	
Internal expense	0	0	0.0%	
<b>Total Operating Expenses</b>	<b>0</b>	<b>1,698,382</b>	<b>0.0%</b>	
<b>Reserve Transfers</b>				
Transfer to reserves for operational	0	0	0.0%	
Transfer from reserves for operational	0	0	0.0%	
Transfer to reserves for capital	0	0	0.0%	
Transfer from reserves for capital	0	0	0.0%	
<b>Operating (Surplus)/Deficit Before Capital Items</b>	<b>0</b>	<b>1,352,233</b>	<b>0.0%</b>	
<b>Capital Revenues and Expenses</b>				
Grants and subsidies (capital) - Federal	0	(170,500)	0.0%	
Grants and subsidies (capital) - State	0	(66,659)	0.0%	
Other capital grants and subsidies	0	0	0.0%	
Contributions - capital	0	(140,243)	0.0%	
<b>Operating (Surplus)/Deficit After Capital Items</b>	<b>0</b>	<b>974,832</b>	<b>0.0%</b>	
<b>Sources and Applications of Capital Funding</b>				
<b>Capital Funding Sources</b>				
Loans Contra	0	0	0.0%	
Sale proceeds - trade ins/auctions	0	0	0.0%	
Funded depreciation	(11,272,525)	0	0.0%	
<b>Total Capital Funding Sources Used</b>	<b>(11,272,525)</b>	<b>0</b>	<b>0.0%</b>	
<b>Capital Funding Applications</b>				
Projects - capital	0	1,258,067	0.0%	
Loan repayments	0	0	0.0%	
<b>Total Capital Funding Applications</b>	<b>0</b>	<b>1,258,067</b>	<b>0.0%</b>	

**OFFICER REPORT**

**Meeting:** Ordinary 26 August 2020

**Date:** 25 August 2020

**Item Number:** L.4

**File Number:** D20/81375

**SUBJECT HEADING:** Proposed Merger of South West Local Government Association (SWLGA) and South West Regional Economic Development (SWRED)

**Classification:** Open Access

**Officer's Title:** Chief Executive Officer

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**Executive Summary:**

At a meeting of the South West Regional Economic Development (SWRED) held in Charleville on 28 May 2020 it was agreed that a report be prepared on the implications of a merger between the South West Regional Economic Development (SWRED) and the South West Local Government Association (SWLGA).

Both organisations consist of the same six member councils – Balonne Shire Council, Bulloo Shire Council, Maranoa Regional Council, Murweh Shire Council, Paroo Shire Council and Quilpie Shire Council. Together they cover **319,884 km<sup>2</sup>** or **18.4%** of Queensland.

At the inaugural meeting of the South West Local Government Association for the 2020 term held on 27 July 2020, a report was tabled on the proposed merger.

The merger provides the opportunity for the South West to have a stronger, united local government voice on shared priorities and issues for South West Queensland.

The proposed model includes:

- a single, unified approach by the region's local governments;
- resourcing to enable the south west to be on the front foot with advocacy to help ensure a fair share of funding from other tiers of government;
- alignment of meeting arrangements to increase the effectiveness and efficiency of mayors' and other attendees' time (reduction in unnecessary travel and time demands);
- making the most of technology enhancements by incorporating a mix of face-to-face and video conferencing (this is important given the large geographic area forming South West Queensland).

Mayors and Councillors from the 5 other councils of the South West Region (Balonne, Murweh, Bulloo, Paroo, Quilpie) have each voted unanimously to work together on this new model of collaboration.

It is also the intention to make effective use of travel and meeting time by aligning the South West Regional Roads and Transport group meetings with those of the new entity.

**Officer's Recommendation:**

That Council:

1. Receive and note the report prepared by Grassroots Connections Australia.
2. Adopt the recommendations contained in the report including creation of the SWROC (South West Regional Organisation of Councils) and the winding up of the existing 2 bodies.
3. Incorporate the additional funding in the draft 2020/21 budget (To accommodate an increase in the annual subscription/contribution from \$22,500 to \$50,000).

**Individuals or Organisations to which the report applies:**

***Are there any individuals or organisations who stand to gain a benefit, or suffer a loss, (either directly or indirectly) depending on the outcome of consideration of this matter?***

(Note: This is to assist Councillors in identifying if they have a Material Personal Interest or Conflict of Interest in the agenda item - i.e. whether they should participate in the discussion and decision making).

N/A

**Acronyms:**

**Are there any industry abbreviations that will be used in the report?**

*Note: This is important as particular professions or industries often use shortened terminology where they refer to the matter on a regular basis. However, for individuals not within the profession or industry it can significantly impact the readability of the report if these aren't explained at the start of the report).*

Acronym	Description
SWLGA	South West Local Government Association
SWRED	South West Regional Economic Development.

**Context:**

***Why is the matter coming before Council?***

The Mayor and Chief Executive Officer attended the inaugural meeting of the South West Local Government Association for the 2020 term held in Longreach on 27 July 2020.

At the meeting, a report was tabled on the proposed merger of the South West Local Government Association and South West Regional Economic Development that included sections pertaining to the strategic direction, operating model, funding, meeting arrangements and legislative and constitutional requirements.

Both organisations have memberships of the same six South West Councils and a merger aims to maximise the effectiveness and efficiency of meeting participants' time.

**Background:**

***Has anything already happened in relation to this matter?***

(Succinct overview of the relevant facts, without interpretation)

The six Mayors present at the meeting, supported the report in principle and it was agreed that each Council would prepare a report to be tabled at their respective August meetings in order to get unanimous agreement across all members as to the creation of a new organisation and the winding up of the existing ones.

In order to achieve that it was agreed by all member Councils to put forward a recommendation (as previously mentioned) to each Council for adoption in August.

A copy of the letter from Cr Samantha O'Toole, Mayor Balonne Shire Council and proposed merger of the South West Local Government Association is attached to the report for your reference.

**Legislation, Local Laws, State Policies & Other Regulatory Requirements:**

***What does the legislation and other statutory instruments include about the matter under***

***consideration?*** (Include an extract of the relevant section's wording of the legislation – please do not just quote the section number as that is of no assistance to Councillors)

N/A

**Council Policies or Asset Management Plans:**

***Does Council have a policy, plan or approach ordinarily followed for this type of decision?***

***What are relevant sections of the policy or plan?***

(Quote/insert the relevant section's wording / description within the report)

N/A

**Input into the Report & Recommendation:**

***Have others' views or input been sourced in developing the report and recommendation to Council? (i.e. other than the report author?) What did each say?*** (Please include consultation with the

funding body, any dates of critical importance or updates or approvals required)

Contact has been made with each of the councils that have already considered the matter at a meeting in August.

**Funding Bodies:**

***Is the project externally funded (or proposed to be)? If so, are there any implications in relation to the funding agreement or grant application.*** (Please do not just include names)

N/A

**This Financial Year's Budget:**

*Will the matter under consideration impact how much Council collects in income or how much it will spend? How much (\$) ? Is this already included in the budget? (Include the account number and description).*

*If the matter under consideration has not been included in the budget, where can the funds be transferred from? (Include the account number and description) What will not be done as a result?*

Member contributions to the SWLGA are **\$2,500** per annum per council totalling \$15,000.

SWRED membership contributions for 2019-20 were as follows:

- Balonne SC \$20,000
- Bulloo SC \$10,000
- **Maranoa RC \$20,000**
- Murweh SC \$20,000
- Paroo SC \$10,000
- Quilpie SC \$20,000

(Total of \$22,500 for Maranoa Regional Council).

Two cost sharing models have been considered in the development of the attached paper – one which provides for a flat fee per Council, and one which is calculated using population.

Table 1 – Subscription Models

Council	Population Estimate 2019 (QGSO)	Operating Income – 2018/19 (\$'000)	Subscription Models			
			Flat Fee (equal shares)	Flat Fee \$10K per council plus \$10.00 per head of population	Population	Operating Income
Balonne SC	4,360	23,370	50,000	53,627	54,534	40,831
Bulloo SC	325	14,861	50,000	13,252	4,065	25,965
Maranoa RC	12,665	81,562	50,000	136,729	158,412	142,507
Murweh SC	4,295	19,949	50,000	52,977	53,721	34,854
Paroo SC	1,562	15,266	50,000	22,630	19,537	26,672
Quilpie SC	778	16,696	50,000	17,785	9,731	29,171
	23,985	171,704	\$300,000	\$300,000	\$300,000	\$300,000

All 5 councils have put their support behind a flat fee (equal share), which is a favourable outcome for Maranoa Regional Council. A population based subscription model would have meant an amount of \$136,729 (in lieu of \$50,000).

It is important to note that two amounts (totally \$22,500) are already being paid so it is only the difference between the current and new subscription that would be a change going forward.

**Future Years' Budgets:**

*Will there need to be a change in future years' budgets to cater for a change in income or increased expenditure as a result of Council's decision? How much (\$)?* (e.g. estimate of additional maintenance or operating costs for a new or upgraded project)

As above.

**Impact on Other Individuals or Interested Parties:**

*Is there anyone who is likely to be particularly interested in or impacted by the decision, or affected by the recommendation if adopted? What would be their key interests or concerns?* (Interested Parties Analysis - IS9001:2015)

N/A

**Risks:**

*What could go wrong if Council makes a decision on this matter? (What is the likelihood of it happening and the consequence if it does)* (List each identified risk in a table)

Risk	Description of likelihood & consequences
Ineffective representation of Maranoa Region's interests.	Non-participation by Maranoa Regional Council would inevitably diminish the effectiveness of its advocacy – it would literally be 'going it alone' and also may miss out on valuable information and influence.

**Advice to Council:**

*What do you think Council should do, based on your skills, qualifications and experience, your knowledge of this and related matters, and the facts contained in the report?*

(A summary of what the employee thinks Council needs to hear, not what they think individual Councillors want to hear – i.e. employees must provide sound and impartial advice – the employee's professional opinion)

As at 25 August 2020, 5 of the 6 Councils in the South West have all put their unanimous support behind the creation of the new entity seeing it as a positive step forward incorporating:

- the creation of the SWROC;
- commitment to \$50,000 annual contribution;
- winding up of the existing 2 bodies.

Councils	Voting details
Balonne Shire Council	<ul style="list-style-type: none"> <li>• Mayor and Councillors vote – <b>unanimous</b></li> </ul>
Quilpie Shire Council	<ul style="list-style-type: none"> <li>• Mayor and Councillors vote – <b>unanimous</b></li> </ul>
Murweh Shire Council	<ul style="list-style-type: none"> <li>• Mayor and Councillors vote – <b>unanimous</b></li> </ul>
Paroo Shire Council	<ul style="list-style-type: none"> <li>• Mayor and Councillors vote – <b>unanimous</b></li> </ul>

Bulloo Shire Council

- Mayor and Councillors vote – **unanimous**

**Recommendation:**

***What is the 'draft decision' based on the advice to Council?***

***Does the recommendation suggest a decision contrary to an existing Council policy? If so, for what reason?***

(Note: recommendations if adopted by Council become a legal decision of government and therefore must be clear and succinct about the action required by employees (unambiguous)).

***Does this recommendation suggest a decision contrary to an existing Council policy? If so, for what reason?***

That Council:

1. Receive and note the report prepared by Grassroots Connections Australia.
2. Adopt the recommendations contained in the report including creation of the SWROC (South West Regional Organisation of Councils) and the winding up of the existing 2 bodies.
3. Incorporate the additional funding in the draft 2020/21 budget (To accommodate an increase in the annual subscription/contribution from \$22,500 to \$50,000).

**Link to Operational Plan Function:**

Corporate Plan 2018-2023

Strategic Priority 4: Growing our region

4.1 Elected members

**Supporting Documentation:**

[1](#) Letter from Mayor Samantha O'Toole and Report on Proposed Merger from Grassroots Connections Australia D20/76756

**Report authorised by:**

Chief Executive Officer





**SOUTH WEST QUEENSLAND  
LOCAL GOVERNMENT ASSOCIATION**  
Incorporating the Shire Councils of Quilpie, Bulloo, Paroo, Murweh,  
Balonne and Maranoa Regional Council

SWQLGA  
PO Box 201  
ST GEORGE QLD 4487

Ph: 4620 8801  
Email: council@balonne.qld.gov.au

Our Reference: SOT:KC



3 August 2020

Cr Tyson Golder  
Mayor  
Maranoa Regional Council  
PO Box 620  
**ROMA QLD 4455**

Dear Cr Golder *Tyson*

Thank you for your recent attendance at our inaugural meeting of the South West Local Government Association for the 2020 term held in Longreach on 27<sup>th</sup> July 2020.

At our recent meeting, we tabled a report on the proposed merger of the South West Local Government Association (SWLGA) and South West Regional Economic Development (SWRED) that included the strategic direction, operating model, funding, meeting arrangements, legislative and constitutional requirements.

As you are aware, both organisations have membership of the same six South West Councils and a merger would maximise resources and create a deliberate organisation focuses on cooperation and collaboration of the SW including but not limited to RRTG, SWRED, and other issues of common interest.

The six Mayors present at our recent meeting, adopted the report in principle and it was agreed that each council would prepare a report to be tabled at their respective August meetings in order to get unanimous agreement across all members as to the creation of a new organisation and the winding up of the existing ones.

In order to achieve that it was agreed by all member councils to put forward the following recommendations to each council for adoption in August:

- That the report prepared by Mr Greg Hoffman on behalf of the SWQLGA be received and noted and
- That the recommendations contained in the report be adopted.



**SOUTH WEST QUEENSLAND  
LOCAL GOVERNMENT ASSOCIATION**

Incorporating the Shire Councils of Quilpie, Bulloo, Paroo, Murweh,  
Balonne and Maranoa Regional Council

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SWQLGA  
PO Box 201  
ST GEORGE QLD 4487

Ph: 4620 8801  
Email: [council@balonne.qld.gov.au](mailto:council@balonne.qld.gov.au)

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By doing this would result in option 3, the winding up of the 2 existing organisations being adopted and a flat fee structure of \$50K per member council as an annual membership fee.

Mr Greg Hoffman, from Grassroots Connections had prepared the report for our consideration and Greg would like to extend to your Council the offer to provide a direct session or workshop with your Council and is available to answer any questions or clarify issues that may arise from the report. Please contact Greg directly if you would like to engage him for this purpose.

Once each council has conducted their August meeting and the recommendations adopted we can commence work immediately on getting the new organisation established and hopefully at our September 10 meeting start to put in place the structure for how we want the new organisation to look, feel and operate.

Thanks for your consideration of this matter and I look forward to working with all South West Mayors and Councils to create a new more vibrant organisation that is much more reflective of and responsive to each member council.

Kind Regards,

A handwritten signature in blue ink, appearing to read "S O'Toole", is written over a faint circular stamp.

Cr Samantha O'Toole  
Mayor  
Balonne Shire Council



# REPORT

Proposed Merger of

South West Local Government Association (SWLGA)

and

South West Regional Economic Development (SWRED)

Strategic Direction, Operating Model, Funding,  
Meeting Arrangements, Legislative and Constitutional Requirements

July 2020

Greg Hoffman PSM



*Report on proposed merger of SWLGA and SWRED (July 2020)*

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### **Executive Summary**

At a meeting of the South West Regional Economic Development (SWRED) held in Charleville on 28 May 2020 it was agreed that a report be prepared on the implications of a merger between the South West Regional Economic Development (SWRED) and the South West Local Government Association (SWLGA).

Both organisations consist of the same six member councils – Balonne Shire Council, Bulloo Shire Council, Maranoa Regional Council, Murweh Shire Council, Paroo Shire Council and Quilpie Shire Council. Together they cover 319, 884km<sup>2</sup> or 18.4 percent of Queensland.

Concern was expressed that the South West was not receiving a fair share of State Government funding, in particular for roads, and that its regional representational arrangements were not as effective as other regions across Queensland. It was also believed that the existence of the two bodies did not provide a single or unified image of the region's advocacy on behalf of the communities and Councils, and that misaligned meeting arrangements presented unnecessary travel and time demands.

Greg Hoffman PSM, Managing Director of Grassroots Connections Australia, who attended the meeting, was asked to prepare a report on the implications and opportunities presented by a merger of the two organisations drawing on his experience as Executive Officer of the North West Queensland Regional Organisation of Councils (NWQROC) and his related research of regional representational arrangements across Queensland.

This report provides recommendations that commence the process of merging the two organisations, should they agree to do so, and sets in train a timetable to implement the changes over the next six months. Importantly, it proposes the mechanism to develop the strategic direction of the new body and establish the operational framework and resourcing base to expand the South West's advocacy and engagement with the State and Federal governments together with relationship building amongst member councils and regional stakeholders.

Key recommendations involve:

1. Action to develop a strategic plan, identifying regional priorities, and an associated advocacy action plan for the new body.
2. Adoption of an operating model involving the appointment of an Executive Officer.
3. Adoption of a draft budget for 2020-21 increasing member subscriptions to fund increased activity levels.
4. Member subscriptions to be based on a flat fee per council.
5. Meetings of the Board to be held on a monthly basis by videoconference and quarterly face-to-face meetings at centres across the region.
6. A meeting of the Board to be held in Brisbane on an annual basis.
7. Establishing the new body under the Associations Incorporation Act 1981 and winding up the current Associations.

Initial consideration of the report will commence with informal discussions amongst the member councils in coming weeks. A timetable, commencing in August, is provided to formally consider the report and recommendations and implement the agreed changes.

In commissioning this report the member councils of SWLGA and SWRED have demonstrated their willingness to strengthen their leadership in the development of South West Queensland. They have made a commitment to chart a course for the future based on collaboration and cooperation amongst themselves and in conjunction with the other levels of government and regional stakeholders.

They are to be commended for this initiative and commitment.

Report on proposed merger of SWLGA and SWRED (July 2020)

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## 1. Introduction

At a meeting of the SWRED held in Charleville on 28 May 2020 it was agreed that a report be prepared on the implications of a merger between the SWRED and SWLGA.

Both organisations consist of the same six member councils – Balonne Shire Council, Bulloo Shire Council, Maranoa Regional Council, Murweh Shire Council, Paroo Shire Council and Quilpie Shire Council.

Concern was expressed that the South West was not receiving a fair share of State Government funding, in particular for roads, and that its regional representational arrangements were not as effective as other regions across Queensland. It was also believed that the existence of the two bodies did not provide a single or unified image of the region's advocacy on behalf of the communities and Councils, and that misaligned meeting arrangements presented unnecessary travel and time demands.

Greg Hoffman PSM, Managing Director of Grassroots Connections Australia, who attended the meeting, was asked to prepare a report on the implications and opportunities presented by a merger of the two organisations drawing on his experience as Executive Officer of the North West Queensland Regional Organisation of Councils (NWQROC) and his related research of regional representational arrangements across Queensland.

This report addresses the following matters:

1. Regional representational arrangements across Queensland;
2. Strategic opportunities of a merger of the SWLGA and SWRED;
3. Operating model and resourcing requirements;
4. Meeting arrangements;
5. Legislative and constitutional requirements, and
6. Implementation steps.

The report is prepared to facilitate further discussions amongst the councils of the South West and provides recommendations to assist as they consider the way forward.

## 2. Background

### 2.1 South West Local Government Association (SWLGA)

The SWLGA is an unincorporated Association consisting of the six member councils identified above. The Office of Fair Trading has no record of its incorporation under the Associations Incorporation Act 1981 and the date of its establishment is unknown. The Constitution has not been located at this stage; however, SWLGA has been in existence for several decades.

The SWLGA is one of only three similar bodies remaining in Queensland. The others are:

- o The Western Queensland Local Government Association (WQLGA) which includes councils in the central west and some in the north west; and
- o The Northern Alliance of Councils (NAOC) which was formerly known as the North Queensland Local Government Association. It includes councils in the Mackay/Whitsunday area, north Queensland, and some in the far north and north west.

In the case of both WQLGA and NAOC their member councils are also members of various Regional Organisations of Councils (ROCs).

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A distinguishing feature of these bodies is an annual conference organised by a host council. Between annual conferences, and a half-yearly conference in the case of the SWLGA, there is limited capacity to pursue initiatives because there are no dedicated resources or staff. The work of the LGAs usually falls to the CEO and office staff of the sponsoring council (rotational Chairperson) meaning its operations are an additional duty on top of the primary role of these individuals.

Historically the LGAs provided the main opportunity for Councils, in self-selected district groups, to discuss issues relevant to their common interest and to meet with Government Ministers, local members and departmental officers.

The LGAs were a significant part of district representation of councils for many years and covered the State but over the past 20 years the majority have been superseded by Regional Organisations of Councils (ROCs). This saw the consolidation of many adjoining district LGAs into more regional groupings with varying approaches taken as to their priorities and structures – associations, companies, and unincorporated.

Currently in Queensland there are nine formally constituted ROCs. In addition, there is the SWLGA and the Darling Downs and South West Council of Mayors formed in 2015 and hosted by Toowoomba Regional Council, which parallels the Darling Downs and South West RDA group. Membership of the ROCs is again self-selected and agreed to by the members with no formal alignment with the LGAQs Districts which are primarily used for the election of representatives to the LGAQ's Policy Executive.

## 2.2 South West Regional Economic Development (SWRED)

The SWRED is incorporated under the Associations Incorporation Act 1981 and according to ASIC's Business Register was incorporated in 1992. Its region consists of the six local government areas listed above and its members are nominated by each council. Councils may appoint two members being elected members but with the option of nominating one elected member and a community representative. At present there are no community representatives as members of SWRED.

According to the Constitution (Clause 3), the objects of the SWRED are as follows:

*SWRED is a key organisation that coordinates a clear direction for economic development in the region and brings together a wide range of stakeholders to help achieve a more vibrant and prosperous regional economy that is in line with community values.*

*Its key roles are to:*

1. *Coordinate community, government and private sector resources and foster cooperation between and within these sectors;*
2. *Engage regional stakeholders in identifying a clear direction and priorities for economic development;*
3. *Assist people and businesses in the region to develop funded economic development projects that address priorities;*
4. *Ensure that regional priorities and activities link with local, state and federal government plans and priorities; and*
5. *Link local effort and ideas with organisations, investment and collaborators outside the region.*

*In short, SWRED coordinates the resources, motivation and effort of local government, the private sector, the community and state and federal governments to foster a vibrant economy in the region.*

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Across Queensland there are many and varied forms of regional economic development bodies. Each of the current ROCs incorporate economic and regional development within their constitutions or charters but with varying degrees of priority and resourcing depending on other organisational arrangements within their areas. Attachment 1 provides summaries of the Mission, Vision, Purpose and Programs of several Queensland ROCs. It includes references to their role in economic development and identification of specific resourcing arrangements where it is in place.

It should be noted that a number of ROCs are supported by the State Government with funding under the Remote Area Board (RAB) scheme which covers Western Queensland and the Cape York/Torres Strait region.

RAB funding supports regional economic development projects and employment opportunities as well as promoting economic coordination and capability across the regions.

Queensland has five RABs:

- South West Regional Economic Development (SWRED)
- Central Western Queensland Remote Area Planning and Development Board (RAPAD)
- Gulf Savannah Development (GSD)
- Mount Isa to Townsville Economic Zone Incorporated (MITEZ)
- Torres and Cape Indigenous Councils Alliance (TCICA).

Councils constitute the members of SWRED, RAPAD and TCICA, whilst GSD and MITEZ have both Council, State Government and industry members.

In addition to these funded bodies Councils directly support a wide range of other economic development bodies within their regions as members of community/industry-based organisations. Examples in coastal regions include:

- Advance Cairns
- Townsville Enterprise Limited
- Greater Whitsunday Alliance
- Capricorn Alliance
- Gladstone Area Promotion and Development Limited

In summary, local governments across Queensland are active participants and contributors to economic development within their regions. Also, there are numerous organisational structures through which this role is played – there is no single or preferred model.

### **3. Strategic Direction and Priorities**

At the meeting in Charleville on 28 May 2020 lengthy discussion canvassed the range of issues confronting the region. Concern was expressed that the South West was not receiving a fair share of State Government funding, in particular for roads, and that its regional representational arrangements were not as effective as other regions across Queensland. It was also believed that the existence of the two bodies did not provide a single or unified image of the region's advocacy on behalf of the communities and Councils, and that misaligned meeting arrangements presented unnecessary travel and time demands.

In looking to address these concerns the meeting discussed what issues and approaches would need to be addressed in a strategic plan for a merged body. These included:



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*Issues:*

- Waste Management and Recycling
- Disaster Management
- Telecommunications
- Registered Passenger Transport (RPT) Services
- Road Funding
- Emergency Services (Communications)
- Economic Development
- Energy/Electricity (Energy Link)
- Water and Waste
- Population & Sustainability

*Approaches:*

- Place Based Policy and Funding
- Tourism Website
- Drive, Leadership and Resources
- Building Relationship within Government
- Strategy, Structure and Resources
- Six Point Plan

In considering the way forward it was acknowledged that a Strategic Plan would be required to focus the new body on agreed priorities and support the development of advocacy action plans. This would require specific investigation and discussion across member councils and relevant stakeholders to scope the strategy and identify priority initiatives and timelines.

Importantly, the strategic direction needs to be fully considered and agreed to by member councils for it to be successful and provide the basis on which to build an effective regional body.

This approach was adopted by the NWQROC in 2018 when it undertook a comprehensive process to focus its advocacy efforts after resolving to restructure and resource its operations. This has been guided through the development of its Strategic Plan 2018-21 which includes its Vision, Mission and Regional Priorities and Action Plan. This document (Attachment 3) may provide a streamlined framework on which to build a new Strategic Plan for the South West.

In addition, the SWRED's Strategic Plan - Our Future from 2020, developed with input from member Councils, identifies the four economic pillars of the South West – Tourism, Agriculture, Mining and Services. These are supported with five regional priorities – Regional Advocacy, Diversification, Agriculture and Water Management, Essential Infrastructure, and Tourism. This document (Attachment 4) provides content elements for consideration in the development of the new Strategic Plan.

**Recommendation #1:**

1. That a merged SWLGA and SWRED undertake a comprehensive strategic planning process to develop a Strategic Plan 2020-2024 identifying regional priorities and facilitating the development of an Advocacy Action Plan.

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## 4. Operating Model and Structures, Resourcing and Funding

### 4.1 History

At the meeting of the SWRED in Charleville on 28 May 2020 information was presented about the operations of the Central Western Queensland Remote Area Planning and Development Board (RAPAD) and the North West Queensland Regional Organisation of Councils (NWQROC).

The meeting was attended by Bruce Scott OAM, former Mayor, Barcoo Shire Council and long-term Director of RAPAD. Bruce was attending the meeting in his new capacity as Regional Recovery Officer – South West Queensland, National Drought and North Queensland Flood Recovery and Response Agency. Also present was Greg Hoffman PSM, Executive Officer, NWQROC who, in 2018 prior to his appointment as Executive Officer, advised their Board on a restructure to enable the ROC to more effectively represent the region acknowledging the challenges posed by remoteness and limited political “clout” because of a low population base.

Bruce detailed the factors that led to the growth of RAPAD and its ongoing success to provide a stable organisational base and continuity across the electoral cycle. Its current wide range of services have grown from modest beginnings commencing with a focus on economic development priorities. Gradually through the ability to demonstrate positive outcomes for members and confidence, under strong leadership, to embrace additional activity in partnership with State and Federal governments, RAPAD has developed a brand and recognition as the State’s leading regional organisation of councils.

Greg outlined how the NWQROC<sup>1</sup> had operated following its establishment in 2013 which gave rise to the call for change in 2017. Its five meetings per year had become a forum for multiple State government agencies to attend and provide updates and information on legislative change impacting member councils. Very little time was available for the Councils to discuss their priorities and establish “their” agenda for the future of the State’s North West. Arising out of the restructure a targeted strategic plan has been developed with a long-term action plan focused on raising the region’s profile and engaging Federal and State governments promoting its economic contribution to the national and state economies. This has been done through strong relationship building at political and departmental levels and building a public and social media profile.

### 4.2 Comparisons

To assist in identifying possible organisational models for the South West, Attachment 1 has been prepared providing information on successful regional organisations of councils in Queensland with a number of similarities to SWLGA and SWRED; and from whose experience learnings can be drawn to assist in determining a way forward.

Four ROCs were chosen – Central West Queensland Remote Area Planning and Development Board (RAPAD)<sup>2</sup>, Wide Bay Burnett Regional Organisation of Councils (WBBROC)<sup>3</sup>, Far North Queensland Regional Organisation of Councils (FNQROC)<sup>4</sup> and North West Queensland Regional Organisation of Councils (NWQROC). They were chosen because they had each grown from humble beginnings into high performing organisations with clear strategic direction reflected in comprehensive strategic plans, full regional membership, long term financial sustainability, core advocacy functions, funding arrangements supported by external project funding, and organisational recognition enabling access to Ministers and departments.

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<sup>1</sup> <https://www.nwqroc.com.au>

<sup>2</sup> <http://www.rapad.com.au/>

<sup>3</sup> <https://wbbroc.org.au/>

<sup>4</sup> <http://www.fnqroc.qld.gov.au/>

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A common feature of their growth and ongoing success was the appointment of an Executive Officer on either a full time or part-time basis, and other staff as required, supporting their Boards of mayors and councillors and working in close collaboration with respective council CEOs. This together with long term funding commitments enabled careful strategic planning and direction setting and the building of trust within the membership and relationships across governments and regional stakeholders.

In 2011 FNQROC commissioned a Review into its Operations and Benchmarking<sup>5</sup>.

This review, conducted by de Chastel & Associates, entailed extensive consultation with internal and external stakeholders, a detailed analysis of some other ROCs and an assessment of current FNQROC activities. The findings of particular relevance to SWLGA and SWRED in considering the best approach to growing into an effective organisation on behalf of members are as follows:

Current success factors:

- Continuity of staff
- Strong support of mayors and councils
- Collegiate approach by member councils, and
- Capacity to build networks.

Future success factors:

- Development of advocacy role
- Setting of strategic priorities e.g. three or four that are "region building"
- Maintaining clarity of roles and responsibilities with different regional agencies e.g. economic development and natural resource management bodies
- Incorporation into a legal entity, and
- Continuing to establish its separate identity.

At the meeting in Charleville, members present identified a number of these factors as key objectives to be sought in a restructuring of the SWLGA and SWRED.

#### 4.3 Proposal

FNQROC (1980s) and RAPAD (1992) are long established and mature organisations demonstrating the potential and capacity of strongly lead, strategically focused and well-resourced ROCs. However, based on the analysis of the four ROCs contained in Attachment 1, the ROC which appears the most comparable is the WBBROC. Except for the NWQROC, WBBROC is the newest in terms of its transition from a member council provided administrative/secretarial support service to a dedicated Executive Officer and organisational development role. It has operated since 1999.

Relevant features of the WBBROC operational arrangements are as follows:

- Part-time Executive Officer (EO) (4 days per week) operating remotely
- Secretarial and financial services provided by a member council (1 day per week)
- The member council provides an office, if and when required, for use by EO and a Regional Water Co-ordinator (QWRAP funded project)

<sup>5</sup><http://www.fnqroc.qld.gov.au/files/media/original/003/f42/a01/2cd/4.%20FNQROC%20Review%20of%20Operations%20and%20Benchmarking%20-%202011.PDF>

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- The ROC makes an annual contribution for these facilities/services
- The EO is engaged via a consultant contract plus re-imbursment of out-of-pocket expenses
- ROC income: Membership subscriptions \$200K (shared on population basis), Economic Development levy \$75K (\$15K x 6 councils excl. Cherbourg ASC), project funding \$50K (\$30K QWRAP + \$20K RRTG). Total Income: \$325K = \$275K (members) + \$50K (external projects).
- Economic Development Project Officer and Regional Water Co-ordinator are funded from levy and external project funding. Some co-contribution funding is required from the ROC.

In addition to the WBBROC Board there are several advisory committees that support its activity including:

- Regional Economic Development
- Waste and Recycling
- Sport and Recreation
- Regional Roads and Transport Group
- QWRAP/ Water and Wastewater
- CEOs' Group
- Waste and Recycling Education officers
- Media officers

These groups support the ROC in achieving its regional priorities established under its strategic plan.

The Executive Officer is the sole officer of the ROC and his roles and responsibilities are summarised as follows:

- Attend ROC meetings, prepare agenda, minutes and action resolutions,
- Attend most Advisory Committees
- Write reports, submissions, briefing notes, correspondence and media statements
- Arrange meetings with ministers, departments and organisations interacting with the ROC and region
- Liaise with member councils, LGAQ, government departments, regional stakeholder organisations etc.
- Appointment and oversight of consultants and others engaged by the ROC
- Attend to WBBROC emails, phone calls, information distribution and website updates
- Payment of invoices and oversight of financial records and accounts in conjunction with host council finance staff.

(The administration officer assists with the performance of these tasks particularly in relation to the last two points.)

Depending on how a merged SWLGA and SWRED approached the development of a strategic plan and regional priorities, it could reasonably be assumed that an operating model and structural arrangements similar to those in place for the WBBROC could be applicable to a new regional organisation for the South West. This model provides maximum flexibility in recruitment and the lowest cost structure for the new organisation not requiring the direct employment of an Executive Officer or the provision of permanent standalone office facilities and equipment. It is now in place not only for the WBBROC but also NWQROC, Outback Queensland Tourism Authority (OQTA) and Southern Gulf NRM.



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#### 4.4 Funding

It is important that sufficient funds be available to provide the required capacity to undertake strategic planning and priority setting, relationship building and organisation development tasks and that member councils agree to commit to such funding for an agreed period to provide the Executive Officer with clearly articulated performance targets, timelines and certainty. As an example, RAPAD councils agreed to a three-year development phase and funding program in 1992.

Having regard to the existing activities of the SWRED, which are presumed to continue at the current level, and the desire to build the overall capacity of the combined body into a more effective representative body, a budget in the order of \$280K - \$300K is proposed. This is based on the structure in place for the WBBROC and is similar to the NWQROC. It would provide the core organisational structure to establish an effective advocacy and representational capacity and support the continuation of the current economic development activity. It would also provide the basis on which to leverage project funding from government to support initiatives identified through the strategic planning process.

A notional operational budget has been prepared requiring annual income of \$300K to establish and support a new organisation. The budget and supporting notes can be found at Attachment 2. More accurate budget forecasting will be possible once the strategic planning process is finalised and regional priorities determined.

#### 4.5 Membership Subscriptions

Currently there are six member councils of the SWLGA and SWRED.

Members contributions to the SWLGA are \$2,500 per annum per council totalling \$15,000. SWRED membership contributions for 2019-20 are as follows:

Balonne SC	\$20,000
Bulloo SC	\$10,000
Maranoa RC	\$20,000
Murweh SC	\$20,000
Paroo SC	\$10,000
Quilpie SC	<u>\$20,000</u>
Total	\$100,000

This gives a combined total of \$115,000. To achieve the funding level of \$300,000 identified in the notional budget in Attachment 2, an additional \$185,000 is required.

There are four (4) possible funding models:

- Flat fee per council (NWQROC and RAPAD)
- Flat fee per council [\$10K] plus an amount per head of population (FNQROC)
- Council population (WBBROC), and
- Operating Income

The following table provides the subscription amounts per councils based on these models to raise the amount of \$300,000.

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Table 1 – Subscription Models

Council	Population Estimate 2019 (QGSO)	Operating Income – 2018/19 (\$'000)	Subscription Models			
			Flat Fee (equal shares)	Flat Fee \$10K per council plus \$10.00 per head of population	Population	Operating Income
Balonne SC	4,360	23,370	50,000	53,627	54,534	40,831
Bulloo SC	325	14,861	50,000	13,252	4,065	25,965
Maranoa RC	12,665	81,562	50,000	136,729	158,412	142,507
Murweh SC	4,295	19,949	50,000	52,977	53,721	34,854
Paroo SC	1,562	15,266	50,000	22,630	19,537	26,672
Quilpie SC	778	16,696	50,000	17,785	9,731	29,171
	23,985	171,704	\$300,000	\$300,000	\$300,000	\$300,000

Note: \$10,000 is currently the lowest subscription amount payable as a member of SWRED.

All subscription models have advantages and disadvantages depending on individual Councils' perspectives about increased payments, anticipated value for money and perceived equity. Based on the premise of equal sharing of benefits achieved through the equal sharing on costs the flat fee per council is recommended. This model is in place at RAPAD and NWQROC.

#### Recommendations #2:

1. That a merged SWLGA and SWRED adopt an operating model based on the following structure:
  - A part-time Executive Officer be engaged, four days per week, to operate remotely.
  - The Executive Officer be engaged via a fixed priced contract (reviewed annually) plus re-imbursment of out-of-pocket expenses.
  - Secretarial and financial services to the new body be provided by a member (host) council, one day per week, to be reimbursed by the new body.
  - The host council provide office space for occasional use by the Executive Officer and other officers or contractors.
2. That the draft budget for 2020-21 (Attachment 2) be approved in principle involving a minimum outlay of \$300K and that the draft budget be reviewed following completion of the strategic planning process and setting of regional priorities for final approval in January 2021.
3. That annual membership subscriptions be based on a flat fee of equal shares of \$50K per member council to achieve the required level of membership subscriptions.

#### 5. Meetings Schedule

At the meeting in Charleville concern was expressed about the misalignment of meetings i.e. SWLGA, SWRED and SWRRTG creating unnecessary travel and time demands. The merging of the SWLGA and SWRED combined with a ramping up of advocacy and representational activity creates the need to establish a comprehensive but functional meetings regime.

Meetings need to be scheduled to conduct the normal business of the new body that ensures it can develop a momentum to pursue its strategic objectives and at the same time assist in building relations

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amongst the members and maximising opportunities to meet with Ministers, local members, Director Generals and senior departmental officers. In addition, the initial meeting schedule needs to provide time for considering and adopting the changes required in merging the two organisations.

To achieve these multiple objectives and in recognition of the long distances and travel times involved in meetings across the region it is proposed to introduce a combination of face to face and video-conference meetings.

The following is submitted for consideration:

Face to Face meetings:

- Four quarterly meetings per year.
- One of the four meetings to be held in Brisbane in May, ahead of the State Budget, when Parliament is sitting.  
(The annual parliamentary sittings schedule is usually set in December/January for the following nine to 12 months.)
- The other three meetings to be held around the region on a rotational basis.

Video-conference meetings:

- Monthly meetings by videoconference except in the month of Face-to-Face meetings.
- The videoconference to take 1-2 hours maximum.

The meetings schedule should be set by the Board in February each year for the following 12 months.

This combination of face-to-face meetings and videoconferences is successfully utilised by RAPAD and NWQROC recognising their comprehensive agendas and the time and distance implications of face-to-face meetings.

Draft Meetings Schedule 2020-21

(including suggested consideration of this and any further reports on the proposed merger).

Date	Meeting & Purpose
August 2020	<i>Face-to-Face</i> Venue – ? Presentation and Consideration of Review Report(s)  Note: SWLGA and SWRED General Meetings could be scheduled at this time as per Recommendations 5.1 and 5.2. These could be held in conjunction with the SWLGA Annual Conference.
Mid – Late September	<i>Videoconference</i> Further consideration of Review Report Key Decisions about Merger, Constitution, Creating Executive Officer position, Initiate Recruitment of EO, Operating Model, Budget,
Early November	<i>Face-to-Face</i> Venue – ? Strategic Planning Workshop Consideration of policy implication ex outcome of 2020 State Election Develop strategy to engage Ministers post-election, Appointment of EO,

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Date	Meeting & Purpose
Early December	<i>Videoconference</i> Update on development of Strategic Plan
Late January 2021	<i>Videoconference</i> Finalise Strategic Plan Adoption of Meeting Schedule for 2021 Commence preparation of agenda for meetings with Ministers etc. in May in Brisbane
Late February	<i>Face-to-Face</i> Venue - ? Meeting with Local Members & New Ministers Develop Advocacy/Work Plan for 2021-22
Late March	<i>Videoconference</i> Finalisation of agenda for meetings with Ministers etc. Finalise Advocacy/Work Plan for 2021-22
Late April	<i>Videoconference</i>
Mid May	<i>Face-to-Face</i> Venue – Brisbane (State Parliament) Meetings with Ministers/Advisors/Director Generals/etc. Consideration of Draft Budget 2021-22
Mid June	<i>Videoconference</i> De-brief on Ministerial meetings Approval of Advocacy Action Plan 2018-19 Approval of SWROC Budget 2018-19 for adoption at AGM
Mid July	<i>Videoconference</i>
Late August	<i>Face-to-Face</i> Venue – ? Annual General Meeting
Mid September	<i>Videoconference</i>
Mid October	<i>Videoconference</i>
Mid November	<i>Videoconference</i>
Late November	<i>Face-to-Face</i>
	Venue – ?
Mid December	<i>Videoconference</i>

Notes: It is proposed the South West Regional Roads and Transport Group meetings be held at the same place and time as the Face-to-Face meetings of the new body. This is aimed at making effective use of travel and meeting time as well as facilitating the collective effort on actions across roads and transport, economic development, and advocacy.

#### Recommendations #3:

1. That a merged SWLGA and SWRED adopt a Schedule of Meetings based on four (4) quarterly Face to-Face meetings, and monthly video-conference meetings , and
2. That the SWRRTG meetings be held in conjunction with the Face-to-Face meetings of the merged organisation plus videoconferences as and when required.



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## 6. Actions required under the Associations Incorporation Act 1981 and Constitutions

In considering the best approach to the merger of the two organisations, a preliminary review has been undertaken of the provisions of the Associations Incorporation Act 1981 (the Act) and their Constitutions.

SWLGA is an unincorporated Association with no records held in the Office of Fair Trading about the organisation. Its Constitution cannot be located within currently held Council records.

The Constitution of the SWRED is based on the model constitution available under the Act and contains the standard clause in relation to the transfer of assets in the event of winding up.

The Act provides several options to achieve the outcome of a combined/single organisation involving:

- Part 9: Division 2 – Amalgamation of Incorporated Associations
- Part 5: Division 2 – Amending the Rules
- Part 4: Division 3 – Change of Name
- Part 10: Winding Up, and
- Part 2: Division 2 – Incorporation

Table 2 – Legislative Provisions

Legislative Provision	Option		
	1	2	3
Part 9: Division 2 – Amalgamation of Incorporated Associations	✓		
Part 5: Division 2 – Amending the Rules	✓	✓	
Part 4: Division 3 – Change of Name	✓	✓	
Part 10: Winding Up		✓	✓
Part 2: Division 2 - Incorporation			✓

### Option 1:

Would involve the two associations amalgamating and proceeding to amend the rules and change the name to that of the new organisation.

### Option 2:

Would involve one of associations amending its rules to accommodate the other, changing its name to that of the agreed new organisation, and the other association winding-up and transferring its assets to the new organisation.

### Option 3:

Would involve incorporating a new organisation, the existing bodies being wound up and their assets being transferred to the new organisation.

Option 1 is not possible as the SWLGA is unincorporated and without a Constitution.

Option 2 would require SWRED to amend its rules and change its name with SWLGA winding up by resolution and transferring its assets to the amended organisation.

*Report on proposed merger of SWLGA and SWRED (July 2020)*

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Option 3, on face value, would appear to be the preferred option. It enables the creation of the new organisation with a constitution specifically drawn for the purpose and the existing organisations voluntarily winding up and transferring their assets to the new body. The Act requires organisations that are winding up to transfer their assets to a body with similar objectives. The assets cannot be distributed amongst members of that association. This requirement would be met with the new organisation being established to meet the objectives of the two existing bodies.

The SWRED Constitution (Clause 49) reflects this requirement of the Act. In the absence of the SWLGA Constitution, it can reasonably be assumed that it would contain a similar provision. In any event, winding up the SWLGA in accordance with the provisions of the Act would meet all reasonable expectations of winding up the Association.

#### Recommendations #4:

1. That a new organisation be created under the provisions of the Associations Incorporation Act 1981 and the SWLGA and SWRED be wound up with their assets transferred to the new organisation.
2. That the new organisation be named the South West Regional Organisation of Councils (SWROC).

### 7. Implementation

To give effect to Recommendations 4.1 and 4.2 the SWLGA and SWRED each need to pass resolutions in accordance with the provisions of the Associations Incorporation Act 1981 and their Constitutions, as and where appropriate.

#### Recommendations #5:

1. That the SWRED call a general meeting in accordance with Section 89 of the Associations Incorporation Act 1981 to pass a special resolution to wind up the Association and transfer its assets to the newly created SWROC under Clause 49 of its Constitution.
2. That the SWLGA call a general meeting as prescribed for incorporated Associations under Section 89 of the Associations Incorporation Act 1981 to pass a special resolution to wind up the Association and transfer its assets to the newly created SWROC.

### 8. Conclusion

At the SWRED meeting in Charleville on 28 May 2020 the process of considering the merger of the SWRED and SWLGA commenced with a request that a report be prepared on the implications and opportunities presented by a merger of the two organisations.

This report provides recommendations that commence the process of merging the two organisations, should they agree to do so, and sets in train a timetable to implement the changes over the next six months. Importantly, it proposes the mechanism to develop the strategic direction of the new body and establish the operational framework and resourcing base to expand the South West's advocacy and engagement with the State and Federal governments together with relationship building amongst member councils and regional stakeholders.

Report on proposed merger of SWLGA and SWRED (July 2020)

This review has identified the changes necessary to create a new organisation to be the lead change agent in the State's South West through the following recommendations:

## Summary of Recommendations:

1. That a merged SWLGA and SWRED undertake a comprehensive strategic planning process to develop the Strategic Plan 2020-2024 identifying regional priorities and facilitating the development of an Advocacy Action Plan.
2. That a merged SWLGA and SWRED adopt an operating model based on the following structure:
  - A part-time Executive Officer be engaged, four days per week, to operate remotely.
  - The Executive Officer be engaged via a fixed priced contract (reviewed annually) plus reimbursement of out-of-pocket expenses.
  - Secretarial and financial services to the new body be provided by a member (host) council, one day per week, to be reimbursed by the new body.
  - The host council provide office space for occasional use by the Executive Officer and other officers or contractors.
3. That the draft budget for 2020-21 (Attachment 2) be approved in principle involving a minimum outlay of \$300K and that the draft budget be reviewed following completion of the strategic planning process and setting of regional priorities for final approval in January 2021.
4. That annual membership subscriptions be based on a flat fee of equal shares of \$50K per member council to achieve the required level of membership subscriptions.
5. That a merged SWLGA and SWRED adopt a Schedule of Meetings based on four (4) quarterly Face to-Face meetings, and monthly video-conference meetings.
6. That the SWRRTG meetings be held in conjunction with the Face-to-Face meetings of the merged organisation plus videoconferences as and when required.
7. That a new organisation be created under the provisions of the Associations Incorporation Act 1981 and the SWLGA and SWRED be wound up with their assets transferred to the new organisation.
8. That the new organisation be named the South West Regional Organisation of Councils (SWROC).
9. That the SWRED call a general meeting in accordance with Section 89 of the Associations Incorporation Act 1981 to pass a special resolution to wind up the Association and transfer its assets to the newly created SWROC under Clause 49 of its Constitution.
10. That the SWLGA call a general meeting as prescribed for incorporated Associations under Section 89 of the Associations Incorporation Act 1981 to pass a special resolution to wind up the Association and transfer its assets to the newly created SWROC.

The Draft Meetings Schedule contains an implementation plan subject to a decision by the SWLGA and SWRED to proceed with the recommended changes. It provides a change program through until January 2021.

The report is presented to the SWLGA and SWRED for your consideration. Grassroots Connections Australia Pty Ltd expresses its sincere thanks for the opportunity to support your initiative in seeking to create a new regional body with the capacity to play an effective role in the growth and development of Queensland's South West Region.

Greg Hoffman PSM  
Managing Director  
23 July 2020

Report on proposed merger of SWLCA and SWRED (July 2020)

Attachment 1

ROC COMPARISONS – DEFINING FEATURES

ROC	Structure	Councils	Mission/Vision/ Purpose	Programs/Priorities	Budget	Staff
RAPAD (1992)	Ltd	7	<p>A united regional organisation proactively shaping &amp; creating a prosperous future for the RAPAD region of Outback Queensland.</p> <p>Through collaboration and innovation, support and empower the RAPAD region, its communities and people to realise their potential.</p> <p>Regional Priority Focus Areas</p> <ul style="list-style-type: none"> <li>• Technology &amp; Digital Economy</li> <li>• Infrastructure &amp; Services</li> <li>• Economic Development</li> <li>• Health &amp; Well-being</li> <li>• Regional Narrative</li> </ul>	<ul style="list-style-type: none"> <li>- Outback Regional Roads &amp; Transport Group</li> <li>- Outback Regional Water Alliance</li> <li>- Central West Regional Pest Management Group</li> <li>- RAPAD Skilling – RTO</li> <li>- Rural Finance Counselling Service – Small Business Counselling</li> <li>- RAPAD Employment Services - CDP</li> <li>- Regional Certifying Body</li> <li>- Qld Feral Pest Initiative</li> <li>- Digital Strategy</li> <li>- Far West Tourism Action Plan</li> <li>- Pathways to the Future</li> </ul>	<p>Subs: \$350K (shared equally)</p> <p>Projects: \$5.8M</p> <p>Other Rev: \$520K</p>	11 (5 x RTO)
FNQROC (1980s)	Un-incorporated Charter	13	<p>To foster cooperation &amp; resource sharing between Councils &amp; effectively advocate regional positions &amp; priorities.</p> <p>Regional Priority Focus Areas</p>	<ul style="list-style-type: none"> <li>- Regional Development Manual</li> <li>- Asset management</li> <li>- Cross Region Events</li> <li>- Economic Development</li> <li>- Natural Asset Management</li> <li>- Planning</li> <li>- Procurement</li> <li>- FNQROC Water Alliance</li> </ul>	<p>Subs: \$448K</p> <p>(\$17K flat fee per member plus \$1.80 per head of population to max. of \$90K)</p>	5



Report on proposed merger of SWLCA and SWRED (July 2020)

ROC	Structure	Councils	Mission/Vision/ Purpose	Programs/Priorities	Budget	Staff
WBBROC (1999)	Inc.	6	<ul style="list-style-type: none"> <li>Develop resilient transport infrastructure and connectivity</li> <li>Provide reliable and affordable water and energy</li> <li>Respect and manage our natural assets and environment</li> <li>Develop equitable social infrastructure</li> <li>Provide equitable communication network</li> </ul> <p>Make the Wide Bay Burnett an attractive, affordable and progressive region to live, work and invest.</p> <ul style="list-style-type: none"> <li>Deliver improved economic outcomes for the region</li> <li>Drive infrastructure development and investment in the region</li> <li>Facilitate planning at a regional level</li> <li>Provide collaborative leadership for the region.</li> </ul>	<ul style="list-style-type: none"> <li>Regional Roads &amp; Transport Group</li> <li>Regional Waste Management</li> <li>Regional Mountain Bike Strategy</li> </ul>	<p>Projects: \$572K</p> <p>Other Rev: \$25K</p>	4
NWQROC (2013)	Un-incorporated Charter	8	<p>To foster cooperation &amp; promote resource sharing among member councils to effectively develop &amp; promote regional priorities, including through developing future visions &amp; strategies to advocate to other levels of government.</p>	<ul style="list-style-type: none"> <li>Economic Development - REDAC</li> <li>Transport (roads, rail, air, ports, bridges) – Roads &amp; Transport Alliance</li> <li>Waste Management – Waste Recycling Advisory Committee</li> <li>Water &amp; Waste-Water – QWRAP</li> <li>Sport &amp; Recreation Advisory Committee</li> <li>Invasive Species Committee</li> </ul>	<p>Subs: \$200K (shared on population basis)</p> <p>Econ Dev levy - \$75K (\$15K per council excl. Cherbourg ASC)</p> <p>Projects: \$50K</p>	3



Report on proposed merger of SWLGA and SWRED (July 2020)

ROC	Structure	Councils	Mission/Vision/ Purpose	Programs/Priorities	Budget	Staff
			Regional prosperity through interactive and collaborative planning and advocacy.	<ul style="list-style-type: none"> <li>- Protecting the Region's, Environment, Natural Assets &amp; Adapting to Climate Change</li> <li>- Provision of Equitable Health, Medical &amp; Educational Services</li> <li>- Affordable Access to telecommunications &amp; Broadband Services</li> </ul> <p>Current Priorities:</p> <ul style="list-style-type: none"> <li>- Resilience Initiatives: Flood Monitoring Infrastructure</li> <li>- Regional "Get Ready"</li> <li>- Six Point Action Plan</li> <li>- State Election Platform</li> <li>- Regional Recovery Plan</li> </ul>	Flood Monitoring Systems \$2.0M	



Report on proposed merger of SWLGA and SWRED (July 2020)

Attachment 2

### SWLGA & SWRED – NOTIONAL BUDGET

#### Background:

The SWLGA and SWRED have the same six member councils. Currently SWRED membership generate \$100,000 per annum to support its day to day operations and project funding under the RAB scheme and other State and Commonwealth funding.

The SWLGA membership generates \$15,000 per year which supports basic operational costs and arrangements for the annual and half yearly conferences.

The unaudited financial statements of SWQLGA at 31 March 2020 show a carried forward cash balance at that time of \$126,720. However, Balonne Shire Council advise that a grant commitment of \$93,245 has been paid leaving a carried forward cash balance at 1 July 2020 of \$33,475. The unaudited financial statements of the SWRED at 30 June 2020 show a carried forward cash balance at 1 July 2020 of \$35,119. These amounts are reflected in the Notional Budget below along with an assumed continuation of Remote Area Board (RAB) funding of \$150,000.

#### Operating Environment:

This draft budget has been prepared based on an assessment of the operating models of other regional organisations of councils in Queensland with similar objectives and comparable history in relation to their genesis and member council aspirations for effective representation, advocacy and organisational capacity. Specifically, the Wide Bay Burnett Regional Organisation of Councils (WBBROC) has been chosen as the ROC most closely aligned with SWRED/SWLGA in transition from member council provided secretarial and administrative support to a standalone operation with some backup from a member council.

<b>SWLGA/SWRED – Notional Budget – 2020-21 (Basic Operational Budget)</b>			
	<b>Income</b>		
	Funds in bank at 1 July 2020	\$68,594	Note 1
	Membership Subscriptions	\$300,000	
	Interest Received	\$1,000	
	Project funding (RAB)	\$150,000	Note 2
	<b>Total Income</b>	<b>\$519,594</b>	
	<b>Expenses</b>		
	<b>Administration</b>		
	Accounting & Legal Fees	\$4,000	
	Bank Charges	\$200	
	Outsourcing – Administrative/Financial services	\$10,000	Note 3
	Insurance	\$1,400	
	Meeting/Hosted Event Expenses	\$6,000	
	Office Supplies	\$400	
	Printing & Copying	\$1,000	
	Postage & Freight	\$100	
	Advertising & Marketing	\$2,000	
	Telephone/Data	\$1,200	



Report on proposed merger of SWLGA and SWRED (July 2020)

	IT Expenses	\$1,400	
	Travel & Accommodation	\$15,000	Note 4
	<b>All general expenses</b>	<b>\$42,700</b>	
<b>Employment Expenses</b>			
	Executive Officer	\$137,500	Note 5
	Economic Development Project Officer	\$80,000	Note 6
	Media/Comms Officer	\$19,800	Note 7
	<b>All employment expenses</b>	<b>\$237,300</b>	
<b>Project &amp; Consultancy Expenses</b>			
	RAB funded projects	\$150,000	Note 2
	Consultancies/Projects (based on available carried forward balances)	\$54,594	Note 8
	<b>All Project &amp; Consultancy Expenses</b>	<b>\$204,594</b>	
	<b>Total Expenses</b>	<b>\$484,594</b>	
	<b>Net Profit (Loss)</b>	<b>\$35,000</b>	Note 9

## Notes:

1. The current combined bank balances of SWLGA & SWRED as at 30.6.20 as identified above. It is assumed no committed project funds are contained in those balances.
2. This assumes continuation of RAB funding at current level. In addition to SWRED related project funding, additional funding may be pursued in time depending on the strategic plan and regional priorities. Project funding should be budget neutral in that the organisation should only undertake projects on a cost recovery basis and not rely on this funding source to sustain its operations.
3. This represents the payment to the "host council" providing administrative and financial services support to the ROC and the Executive Officer and Economic Development Project Officer. Any member council can provide these services although ease of access and logistical considerations are relevant to the choice.
4. This represents travel to and from the region for the Executive Officer and Economic Development Project officer as well interstate travel when required – i.e. Canberra.
5. This represents an all-inclusive contractual payment including GST to the Executive Officer based on a nominal four days per week i.e. 29 hours per week or 192 days per year. This equates to a consulting fee of \$650 per day which includes all salary, insurance, superannuation and leave related costs. On an annualised basis this payment is similar to that paid at the Senior Officer (SO level) within the Queensland Public Service.
6. This represents the current payments to the Economic Development Project Officer.
7. This represents a retainer including GST paid to a media/comms officer to prepare and update content to a website and social media channels.
8. This represent an amount available for consultancies and projects to support operations, project bid applications, and promotional and election campaigns, etc.
9. This represents the amount to carry forward at 1 July 2021 proving basic operational funding until subscription funds are received for 2021-22.

This notional budget has been prepared to provide indicative costs for the purpose of discussion in considering the possible implications of creating the new organisation to achieve the objectives expressed at the Charleville meeting on 28 May 2020.



*Report on proposed merger of SWLGA and SWRED (July 2020)*

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Attachment 3



North West Queensland Regional Organisation of Councils (NWQROC)

Strategic Plan 2018-2021

Vision, Mission, Regional Priorities and Action Plan

#### **Vision**

Making North West Queensland a region attractive for people and businesses to live, work and invest.

#### **Mission**

Through collaboration and innovation, the NWQROC will work with the councils, communities and people of the North West creating and shaping the future of the region.

#### **Regional Priorities & Action Plan**

1. *Effective Political and Stakeholder Engagement*
  - 1.1 Build effective apolitical working relationships with key State and Federal Ministers, Shadow Ministers and crossbench members based on the identified regional priorities.
  - 1.2 Work in close collaboration with regional departmental officers serving the NWQROC area to support implementation of the regional priorities.
  - 1.3 Build effective working relationships with native title and traditional owners, and regional industry representative bodies to create opportunities for collaboration in the development and promotion of the North West.
  - 1.4 Develop a North West Queensland Regional Narrative profiling the region's strengths and opportunities to support advocacy initiatives and promotion of the region.
2. *Supporting Regional and Economic Development of the State's North West*
  - 2.1 Build relationships with the Mount Isa -Townsville Enterprise Zone (MITEZ) and Gulf Savannah Development (GSD) bodies seeking alignment with member council and NWQROC priorities and collaboration opportunities.

*Report on proposed merger of SWLGA and SWRED (July 2020)*

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- 2.2 Work with industry representative bodies to support the region's agricultural and beef industries focussing on road and transport infrastructure and bio-security responsibilities relating to weed and pest animal management.
  - 2.3 Work with the LGAQ, Trade and Investment Queensland (TIQ) and Austrade on trade and investment promotion and marketing opportunities for the North West.
  - 2.4 Engage the State Government and resources sector on the ongoing development of strategy and policy for the North West Minerals Province to achieve sector diversity and resilience and engagement on the infrastructure needs of member councils within the province.
  - 2.5 Work with the State Government, Regional Tourism Organisations and the LGAQ on the development of programs and funding support for regional tourism promotion, product development and capacity building.
  - 2.6 Work with traditional owners to secure a better undertaking of native title and cultural heritage issues and resolving differences to promote regional development and the creation of indigenous business opportunities.
3. *Developing Regional Infrastructure, Transport Networks and Workforce Capability*
    - 3.1 Engage the Federal and State Governments on the development of new financial assistance, grants and subsidy schemes to support the sustainable operation of member councils recognising their expanding infrastructure and service provision responsibilities and limitations on their own source revenue raising capacity.
    - 3.2 Work with the Department of Transport and Main Roads, the North West Queensland Regional Roads and Transport Group, Ports North and Regional Development Australia – Townsville and North West Queensland on the development of an agreed transport network for the region's road, rail, air and maritime services networks.
    - 3.2 Seek the development of collaborative arrangements amongst the State Government, member councils, the LGAQ and qldwater for regional water security including river catchments and the Great Artesian Basin, and the management and operation of water, sewerage and waste infrastructure.
    - 3.3 Work with member councils on the assessment of future workforce requirements acknowledging an aging workforce, recruitment and retention challenges and the impacts and opportunities of automation and innovation.
  4. *Protecting the Region's Environment, Natural Assets and Adapting to Climate Change*
    - 4.1 Work with the Federal and State Governments and industry groups on strategies to minimising the impact of climate conditions, climate events and seasonal fluctuations including drought, cyclones and floods on land, wetland and marine environments as well as rural producers, businesses and communities.
    - 4.2 Engage regional Natural Resource Management groups, State and Federal Governments, land- owners including traditional owners, and the LGAQ on the review of roles, responsibilities and funding arrangements for natural asset management a regional approach and funding to support local governments meet their obligations under the Bio-security Act 2014.
    - 4.3 Work with the LGAQ on:

*Report on proposed merger of SWLGA and SWRED (July 2020)*

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- 4.3.1 Implementation of the Queensland Climate Resilient Councils (Q-CRC) program and the development of climate change strategies for the region, and
  - 4.3.2 Implementation of the Coastal Hazards Adaptation Program – QCoast2100 assisting coastal councils plan for and develop adaptation strategies to the impacts of climate change and rising sea levels.
5. *Provision of Equitable Health, Medical and Educational Services*
- 5.1 Work with State and Federal Governments to ensure their continued delivery of health, education, medical and housing services to the region essential for community liveability, health and well-being and stopping any further withdrawal from the provision of these services.
  - 5.2 Work with member councils to secure better funding and support for their provision of non-traditional local government services arising from Federal and State Government services withdrawal, for example, aged care, medical, hospital, early childhood and housing services.
6. *Affordable Access to Telecommunication and Broadband Services*
- 6.1 Work with member councils, community organisations and industry bodies to identify telecommunication and broadband services, capacity and challenges applying across the region as well as digital economy opportunities through better access to and more affordable pricing of under-utilised network capacities.

Adopted 7 August 2018

Report on proposed merger of SWLGA and SWRED (July 2020)

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Attachment 4



**STRATEGIC PLAN**  
**Our future from 2020**

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Report on proposed merger of SWLGA and SWRED (July 2020)

The South West Regional Economic Development (SWRED) comprises the six Local Government Areas of Maranoa Regional Council, Balonne Shire Council, Murweh Shire Council, Paroo Shire Council, Quilpie Shire Council and Bulloo Shire Council. It has a total area of 319,884.2 km<sup>2</sup>, or 18.4 per cent of the total area of the state.

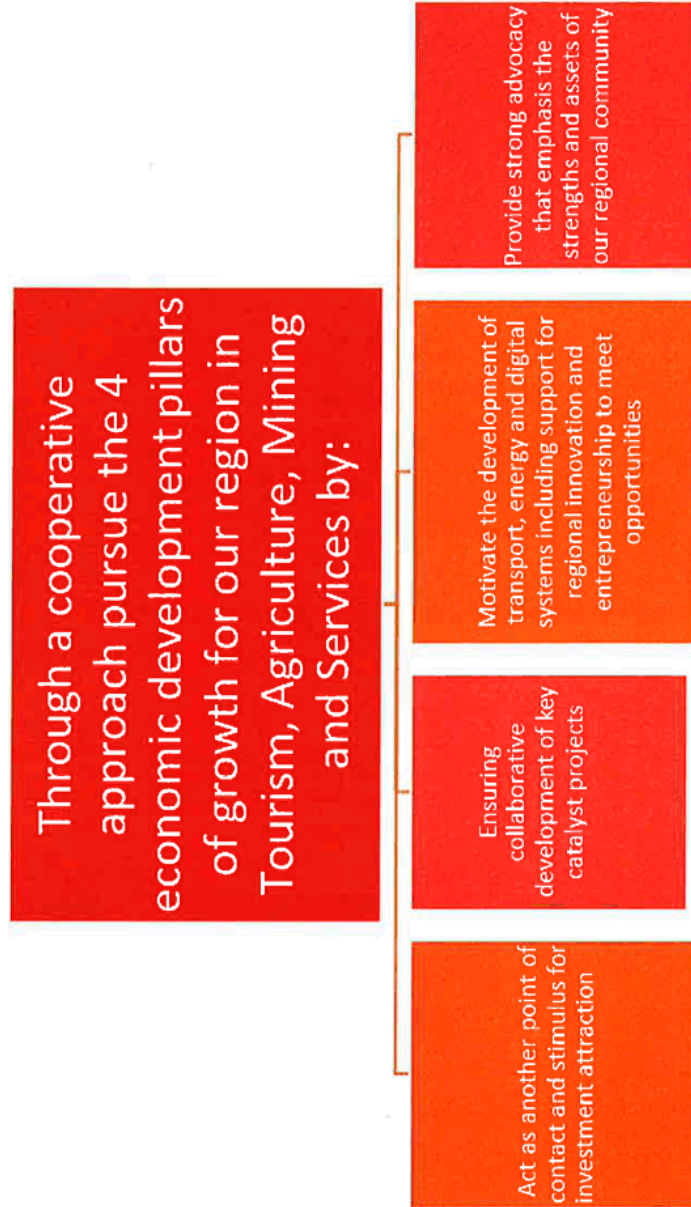
The combined SWRED regional economy has grown from having a strong reliance mostly on primary industries to incorporating more diversified economies centered in the major centers of Roma, St George, Charleville, Quilpie, Cunnamulla and Thargomindah. Industries such as Agriculture, CSG, Mining, Transport, Logistics and Warehousing, Food Processing, Tourism and Health Care have all contributed to creating an economically diverse and stable region.





### Vision: Regional Growth and Community Prosperity for South West Queensland

**Our Purpose:** To foster collaboration between local government, industry, and community stakeholders to achieve economic development outcomes for our region which would otherwise not be achieved by working in isolation. Our purpose will be actioned through 5 regional priority areas, including governance of administration and finance.



## Our purpose will be actioned through 5 Regional Priority Areas:

### Regional Advocacy

- In partnership with Industry and community, coordinate a single voice in economic advocacy about key issues in the region.
- Effective political and stakeholder engagement to foster collaboration between local government, industry and community stakeholders to achieve economic development outcomes for our region which would otherwise not be achieved by working in isolation.
- Influence Commonwealth and State policy frameworks.
- Advocate for infrastructure to support the SWRED region economy.
- Represent the interest of local business enterprise, both established and emerging.
- Articulate to our regional stakeholders and community, awareness of economic development strategies and opportunities for the region.
- Lead informed involvement and engagement of regional stakeholders and community in economic development through a coordinated approach.
- Improve awareness of the SWRED role and priorities for economic development.
- Promote the assets and opportunities of the SWRED region.



### Diversification, business development and investment attraction with a focus on population attraction and retention

- Encourage the development of a more vibrant business culture.
- Identify barriers to the cost structure of business.
- Attract investment to support existing and new business.
- Population attraction and retention across all spheres of society.
- Attract and retain a skilled employment base.





**Agriculture with focus on water management**



- Support the re-establishment and development of agricultural industries.
- Improve the value added production chain and access to processing.
- Support agricultural research and innovation.
- Support Government programs and initiatives for agriculture development.
- Advocate water requirements and improved management of both surface and artesian basin sources.
- Advocate for improved regional cluster fencing and wild dog investment.

**Essential infrastructure of power, water, roads, rail, traditional and renewable energy including mining and exploration**



- Maintaining and improving the quality of the road and rail network.
- Improving reliable high speed internet access, digital connectivity and mobile phone coverage for the region.
- Lobby as a collective for additional funding for local government infrastructure programs.
- Advocate the Warri gate road project.
- Lobby as a collective for strategic projects that enhance energy investment for geothermal, gas, solar and waste.

**Tourism**



- Develop tourism sectors and products to diversify the tourism industry.
- Promotion of SWRED regional tourism assets.
- Capacity building of the SWRED tourism sector.
- Orient communities towards tourism.
- Collaborate and support SWRED tourism committee.



Report on proposed merger of SWLGA and SWRED (July 2020)

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END OF REPORT