Agenda

Ordinary Meeting

Tuesday, 8 August 2023

Time: **9.15 am**

Location: **Council Chambers**

82 Brisbane Street

BEAUDESERT QLD 4285

Scenic Rim Regional Council
Ordinary Meeting
Tuesday, 8 August 2023
Agenda

1   Opening of Meeting

2   Attendance and requests for leave of absence

3   Apologies

4   Prayers

5   Public Question Time

6   Declarations of Prescribed or Declarable Conflict of Interest by Members

7   Announcements / Mayoral Minutes

8   Reception of Deputations by Appointment / Presentation of Petitions

9   Confirmation of Minutes

Ordinary Meeting - 18 July 2023

10   Business Arising from Previous Minutes

11   Consideration of Business of Meeting

Executive

11.1   Australian Local Government Association 29th National General Assembly

Executive Officer: Chief Executive Officer

Item Author: Executive Assistant

Attachments:

1.   2023 National General Assembly Program - Australian Location Government Association ⬇ 🗎

Executive Summary

The Australian Local Government Association (ALGA) 29th National General Assembly (NGA) was held from 13 to 16 June 2023 in Canberra. Due to a change in schedule, Cr Christensen attended two days of the Assembly on 14 and 15 June.

Recommendation

That Council retrospectively authorise the Mayor, Cr Greg Christensen, to attend the Australian Local Government Association's 29th National General Assembly, held in Canberra on 14 and 15 June 2023.

Previous Council Considerations / Resolutions

Not applicable.

Report / Background

The 2023 NGA of Local Government, incorporating the 2023 Regional Forum and the 2023 Australian Council of Local Government, was held from 13 to 16 June 2023 in Canberra.

The theme for the 2023 NGA was "Our Communities, Our Future", with a focus on ideas for new federal programs and policies that would support councils to build stronger communities in the future. A copy of the program is attached (refer Attachment 1).

Due to a change in schedule the Mayor, Cr Greg Christensen, attended the Assembly on 14 and 15 June. Deputy Mayor Cr Jeff McConnell also attended the ALGA NGA and Regional Forum from 13 to 16 June.

Budget / Financial Implications

Expenses of this kind are funded through the Mayor and Councillor Expenses - Ordinary Business provision in Council's 2022-2023 Budget.

An estimate of the expenses that was incurred is provided below.

Estimated Expenses Per Person Attending Onsite	
NGA Conference Registration 14 and 15 June	$995.00
Accommodation - Two Nights	$279.00
Travel and Incidentals	$300.00
TOTAL	**$1,574.00**

Strategic Implications

Operational Plan

Theme: 2. Sustainable and Prosperous Economy

Key Area of Focus: Strengthened relationships with other levels of government and statutory organisations to secure their commitment to a shared community vision

Legal / Statutory Implications

Not applicable.

Risks

Strategic Risks

The following Level 1 and Level 2 (strategic) risks are relevant to the matters considered in this report:

SR54   Ineffectively managing the political and government departmental relationships/partnerships, resulting in Council not achieving its major strategic objectives.

Risk Assessment

Category	Consequence	Likelihood	Inherent Risk Rating	Treatment of risks	Residual Risk Rating
Political Missed opportunity to progress Council's interests	2 Minor	Likely	Medium	Represent Council's interests by attending and participating in local government conferences and summits.	Low

Consultation

Nil.

Conclusion

Retrospective endorsement is sought for Cr Greg Christensen to attend the ALGA's 29th NGA on 14 and 15 June 2023 in Canberra.

2023 NGA

**AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION**

OUR COMMUNITIES
OUR FUTURE ▷ ▷ ▷

REGISTRATION
INFORMATION

13 – 16 JUNE 2023
NATIONAL CONVENTION CENTRE

CANBERRA

2023 Sponsors

Foundation Sponsor

McArthur
Best People Fit

Platinum Sponsors

Australian Government
Department of Infrastructure, Transport,
Regional Development and Communications

JLT

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President Welcome

Dear colleagues,

I am pleased to invite you to attend the 29th National General Assembly (NGA) of Local Government in Canberra.

Since we last met in June 2022, we have a new Federal Government. As a result, local government has been restored to National Cabinet when required, and to a wide range of Government Ministerial councils.

This year's Conference is set to be the biggest yet, especially with the return of the Australian Council of Local Government (ACLG) for the first time in more than a decade.

Local government is finally back at the table and, on behalf of our sector, I couldn't be more excited about this event that will follow, and be informed by, the discussions at this year's NGA.

The ACLG will allow you to share your community's key priorities, challenges and aspirations directly with the Prime Minister and Federal Ministers.

Re-establishing the ACLG was an Australian Government commitment, secured by ALGA on your behalf, and we're looking forward to helping deliver this historic event.

As a nation, we have experienced further unprecedented natural disasters that continue to devastate our local communities.

Collectively, we are working hard to rebuild our cities, towns and regions, in the face of skyrocketing inflation and serious jobs and skills shortages.

As a level of government, we are always looking to the future, and this year's NGA will consider the policies – and funding partnerships we need – to deliver for our communities.

Importantly, we need up-front investment from all levels of government to help councils build back better, saving all governments money in the long-term.

Post COVID, the Federal Government is experiencing record funding pressures, and that's why we're advocating for smarter, targeted investments that capitalise on our strengths and assets to bolster our long-term national prosperity, stimulate growth and increase Australia's productivity.

Research shows local government directly impacts broader economic productivity, including urban infrastructure, mitigating externalities in urban development, placemaking and the visitor economy, land for housing, better local labour markets and providing land for business, innovation and the circular economy.

Without question, investing in local government is an investment in increasing our nation's productivity and prosperity, and I look forward to hearing your ideas on the support we need to make good on this promise.

I look forward to welcoming you to Canberra this June.

Cr Linda Scott
ALGA President

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Provisional Program

TUESDAY 13 JUNE

9.00am	Registrations Open
9.30am - 5.00pm	**Regional Forum** (Additional registration required)
5.00pm - 7.00pm	**Welcome Reception & Exhibition Opening**

WEDNESDAY 14 JUNE

8.00am	Registrations Open
9.00am	**Opening Ceremony** Welcome to Country
9.40am	**Minister Address** The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government (invited)
10.00am	**ALGA President's Address** Cr Linda Scott, ALGA President
10.30am	**MORNING TEA**
11.00am	**Panel: Building a Stronger Workforce** Panelists TBC
11.45am	**Keynote Address TBA**
12.30pm	**LUNCH**
1.30pm	**Panel: The Future of Local Government** Dr Jonathan Carr-West, CEO, Local Government Information Unit, UK Tahlia Azaria, Director, Young Mayors Program, Foundation for Young Australians
2.15pm	**Panel: Local Solutions to Global Problems - Councils Addressing Climate Change** Panelists TBC
3.00pm	**AFTERNOON TEA**
3.30pm	Debate on Motions | Concurrent Session TBC
7.00pm - 11.00pm	**General Assembly Dinner** **QT Hotel, Canberra**

THURSDAY 15 JUNE

9.00am	**Panel: Indigenous Affairs** Panelists TBC
9.45am	**Keynote: Leading Communities Through Change** Jennifer Michelmore, Chief Executive, Studio THI
10.30am	**MORNING TEA**
11.00am	**Panel: Cyclones, Fires and Floods** Brendan Moon, Coordinator-General, National Emergency Management Agency Other Panelists TBC
11.45am	**Minister Address** The Hon Peter Dutton MP, Leader of the Opposition (invited)
12.30pm	**LUNCH**
1.30pm	**Panel: Australia's Affordable Housing Crisis** Nathan Dal Bon, CEO, National Housing Finance and Investment Corporation Wendy Hayhurst, CEO, Community Housing Industry Association
2.15pm	**Panel: Cyber Security and Local Government** Clive Reeves, Deputy Chief Information Security Officer, Telstra Other Panelists TBC
3.00pm	**AFTERNOON TEA**
3.30pm	Debate on Motions | Concurrent Session TBC

FRIDAY 16 JUNE

7.30am	Registrations Open
8.00am - 3.00pm	**Australian Council of Local Government (ACLG)**

Key Dates

FRIDAY 24 MARCH 2023

Call for Motions Close

FRIDAY 19 MAY 2023

Close of Early Bird Registrations

TUESDAY 13 JUNE 2023

Regional Cooperation & Development Forum

WEDNESDAY 14 – THURSDAY 15 JUNE 2023

National General Assembly

FRIDAY 16 JUNE 2023

Australian Council of Local Government (ACLG)

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AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION

REGIONAL FORUM

2023

TUESDAY
13 JUNE 2023

GENERAL INFORMATION

REGISTRATION FEES

Forum Only Registration
$425

NGA Delegate Discount Registration
$225

Register Online Now:
regionalforum.com.au

Dress Code: Smart Casual

PROVISIONAL PROGRAM

Time	Event
9.00AM	**Registrations Open**
9.30AM	**Welcome to Country**
9.40AM	**ALGA President Opening** Cr Linda Scott, ALGA President
9.50AM	**Minister Address** The Hon Kristy McBain MP, Minister for Regional Development, Local Government and Territories
10.30AM	**Shadow Minister Address** The Hon Darren Chester MP, Shadow Minister for Regional Development, Local Government and Territories
11.00AM	MORNING TEA
11.30AM	**Panel: Recovering from Cyclones, Fires and Flood**
12.15PM	**Panel: Skills Shortages in Regional and Rural Australia** Susi Tegen, CEO, National Rural Health Alliance David Williams, Former CEO, Planning Institute of Australia
1.00PM	LUNCH
2.00PM	**Panel: Regional Housing Challenges**
2.45PM	**Panel: Connecting Our Communities**
3.30PM	AFTERNOON TEA
4.00PM	**Regional update from the Department for Infrastructure, Transport, Regional Development, Communications and the Arts**
4.45PM	**Closing Remarks** Cr Linda Scott, President, ALGA

2023 MC

DANIELA RITORTO

Daniela Ritorto is a journalist, MC and communications professional with two decades of national and international experience, including presenting BBC World News from London, SBS Chief Political Correspondent in Canberra and managing communications for an ASX top 30 company.

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Speakers

THE HON CATHERINE KING MP (INVITED)

Minister for Infrastructure, Transport, Regional Development and Local Government

Catherine King was born in Melbourne. She holds a Degree in Social Work and a Masters in Public Policy from the Australian National University and has recently completed a law degree from Deakin University.

First elected to Federal Parliament in 2001 to represent the electorate of Ballarat, Catherine has been re-elected as member at each subsequent Federal Election.

Following the 2019 election, Catherine was appointed to the role of Shadow Minister for Infrastructure, Transport and Regional Development in the Shadow Cabinet led by the Hon. Anthony Albanese.

Prior to entering Parliament, Catherine worked in the social welfare sector in Ballarat and later in the public sector in Canberra, as a director for the Commonwealth Department of Health and Aged Care and as a senior manager at KPMG's Health Consulting Practice.

THE HON KRISTY MCBAIN MP

Minister for Regional Development, Local Government and Territories

Kristy McBain proudly grew up on the NSW Far South Coast, and she is the first woman to represent Eden-Monaro.

Since being elected in 2020, Kristy has built a formidable reputation as a plain spoken, hard-working local member who advocates with all levels of Government and all sides of politics to get results for her constituents.

A former Mayor of the Bega Shire Council, Kristy advocated day and night for people through the darkest days of the Black Summer Bushfires in 2019-20.

Kristy studied law at the University of Canberra and as the first person in her family to go to university, she is passionate that all kids get the chance to go to university or TAFE and have the opportunity to build their careers and lives in the regions as she has done.

THE HON PETER DUTTON MP (INVITED)

Leader of the Opposition

Peter Dutton is the Federal Member for Dickson and Leader of the Liberal Party.

For nine years, Peter served his community as a Police Officer. He worked in the National Crime Authority and Drug and Sex Offenders' Squads, with a focus on protecting women and children.

First elected to Parliament in November 2001, Peter was appointed to the Ministry in 2004. In January 2006, he became Peter Costello's Assistant Treasurer.

Peter is married to Kirilly and is the proud father of Rebecca, Harry and Tom and lives in Dayboro in the Dickson electorate.

2023 Speakers

THE HON DARREN CHESTER MP

Shadow Minister for Regional Development, Local Government and Territories

Darren Chester was born and educated in Sale.

He was elected to Federal Parliament as the Member for Gippsland on June 26, 2008, in a by-election following the retirement of the Hon Peter McGauran.

During his time in Parliament, Darren has served in multiple executive positions across both Government and Opposition such as Minister for Infrastructure and Transport, Minister for Veterans' Affairs and Defence Personnel, Assistant Minister for Defence and Shadow Parliamentary Secretary for Roads and Regional Transport.

Prior to entering Parliament, Darren worked as a newspaper and television journalist before becoming Chief of Staff to the Leader of The Nationals in Victoria.

Darren is a keen sportsman who enjoys boating, camping and running marathons. He lives in Lakes Entrance with his wife Julie and their four children.

SUSI TEGEN

CEO, National Rural Health Alliance

Susi Tegen came to Australia from her native Austria as a teenager and as an immigrant and carer, she understands the confusion that arises for patients in a new country and a complex medical system.

Susi has lived and worked in, as well as advocated for, rural Australia for most of her working life, while living in rural SA, NT, NSW and Victoria. Until recently, she was a partner of a sheep meat and wool, cattle trading and grain property in the Limestone Coast for 30 years. Her passion is in farm safety, mental health services, remote monitoring and telehealth to support medical and health service access to rural and remote communities. She recognises the value in rural medical training and placements as well as government and private approaches to serving communities sustainably.

DAVID WILLIAMS

Former CEO, Planning Institute of Australia

David Williams was CEO of the Planning Institute of Australia (PIA) from December 2016 until March 2023, and for five years prior was the PIA's Chief Operating Officer.

Prior to joining PIA, David held general management and leadership roles for nearly 20 years, including four years as Chief Executive Officer for Greening Australia, Australia's largest environmental not-for-profit.

David's view is that the key strategic challenges facing the built and natural environments are largely the same. Sustainability, liveability and resilience in the context of a growing population are issues that David has been focused on throughout his career. Enthusing, educating and empowering members to take action at the personal, professional and community levels has always been David's favoured tactic to address these key challenges.

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2023 Speakers

DR JONATHAN CARR-WEST

CEO, Local Government Information Unit UK

Dr Jonathan Carr-West has been Chief Executive of LGIU (Local Government Information Unit) since February 2013, where he leads on all aspects of the think tank's policy, membership and influencing work.

Some of his particular interests are in participative democracy, the evolving nature of public services and devolution. With extensive media profile and sector credibility, he has published on topics as diverse as localism and public service transformation, cognitive and behavioural science, and the politics of cultural memory.

Prior to being appointed as Chief Executive, Jonathan was Director of Policy at the LGIU where he led on research and consultancy, policy development and piloting, best practice dissemination, learning and development.

TAHLIA AZARIA

Director, Young Mayors

Tahlia Azaria is the Director of the Young Mayors program at the Foundation for Young Australians (FYA). Tahlia has a Bachelor of Communication (Journalism) from RMIT University and an MBA from Melbourne Business School, and has worked in the youth, media, arts and not-for-profit sectors for 15 years in senior leadership roles at institutions including SYN Media, Circus Oz and the Community Broadcasting Association of Australia. Tahlia is also Chair of the Board of Outer Urban Projects, a performing arts company in Melbourne's outer north.

JENNIFER MICHELMORE

Chief Executive, Studio THI

Jennifer is an accomplished urbanist and designer, and has been part of the THI family for over 15 years. Having established her career with the organisation in community development, she's also worked across strategy and change, and is now at the helm of the organisation.

Jennifer completed her study in Industrial Design at the Queensland University of Technology (QUT), where she's also been a guest lecturer.

Her strong design and conceptual capabilities drive her aspirations for achieving bold and innovative outcomes that can shape urban places and practice.

She's a big believer in power of co-creation and collaboration, and has played a central role in securing THI's position as an independent platform for urban professionals and communities to come together.

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2023 Speakers

BRENDAN MOON AM

Coordinator-General, National Emergency Management Authority

Brendan Moon AM commenced as the first Coordinator-General of the National Emergency Management Agency in October 2022.

Brendan brings with him extensive expertise and experience in disaster response, recovery, preparedness and risk reduction.

He spent 10 years with the Queensland Reconstruction Authority (QRA), starting as the General Manager, Operations in 2011 until his appointment as Chief Executive Officer in 2016.

Brendan is a regular contributor to national and international dialogue on disaster risk and resilience and has addressed the United Nations Office of Disaster Risk Reduction's Asian Ministerial Conferences on multiple occasions. He is a passionate advocate for cooperation and collaboration across international, national, state and local agencies for disaster preparedness, response and recovery.

NATHAN DAL BON

CEO, National Housing Finance and Investment Corporation

Nathan has been Chief Executive Officer of NHFIC since its inception in 2018. He has more than 25 years' experience in economic policy development and advising across government. In his previous role as a senior Commonwealth Treasury official, he led the team that worked extensively on the establishment of NHFIC. As CEO, Nathan is focused on building an organisation that improves housing outcomes, particularly in affordable housing.

Prior to joining NHFIC, Nathan held senior executive roles in the Commonwealth Treasury, and the departments of Industry, Innovation and Science; Foreign Affairs and Trade; and Prime Minister and Cabinet. He has served as a non-executive director of the Australian Housing and Urban Research Institute (AHURI).

In 2014, Nathan was Australia's representative to the United Nations for the Report of the Intergovernmental Committee of Experts on Sustainable Development Financing.

Nathan holds a Masters in Public Administration from Harvard University and a Bachelor of Economic (Hons) degree from the University of Newcastle.

WENDY HAYHURST

CEO, Community Housing Industry Association

Wendy was appointed in March 2019 as CEO of the Community Housing Industry Association (CHIA), the peak body representing not for profit community housing organisations across Australia.

Previously she led CHIA NSW – the state peak - for four years. Wendy has spent almost her entire career in social and affordable housing – working her way from the front line to a non-executive directorship and senior managerial roles in a wide range of housing provider organisations, regulatory bodies, specialist consultancies and performance benchmarking organisations.

She has in-depth knowledge and experience of the NSW, national and international community housing sector through her work with the NSW Regulator, in shaping and administering the National Regulatory System and her work in the United Kingdom.

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SAVE THE DATE

2023

KAMBRI
CULTURAL
CENTRE, ANU

CANBERRA

NATIONAL LOCAL ROADS
& TRANSPORT CONGRESS

6 - 7 September 2023

RoadsCongress.com.au

Registration Information

Registration form available at nga23.com.au

GENERAL ASSEMBLY REGISTRATION FEES		INCLUSIONS
Registration Fees — Early Bird Payment received by Friday 19 May 2023	$895.00	— Attendance at all General Assembly sessions — Morning tea, lunch and afternoon tea as per the General Assembly program
Registration Fees — Late Payment received after Friday 19 May 2023	$995.00	— One ticket to the Welcome Drinks, Tuesday — General Assembly satchel and materials

VIRTUAL REGISTRATION FEES		INCLUSIONS
Full Virtual Registration	$689.00	— Virtual access to all General Assembly sesions for day(s) selected
Virtual Day Registration (Wednesday or Thursday)	$489.00	— Meeting hub to connect with other virtual attendees

DAY REGISTRATION FEES		INCLUSIONS
Wednesday 14 June 2023	$489.00	— Attendance at all General Assembly sessions on the day of registration
Thursday 15 June 2023	$489.00	— Morning tea, lunch and afternoon tea as per the General Assembly program on that day — General Assembly satchel and materials

TUESDAY REGIONAL FORUM REGISTRATION FEES	
Forum Only Tuesday 13 June 2023	$425.00
NGA Delegate Delegates attending the Regional Forum and the NGA are entitled to this discount	$225.00

ACCOMPANYING PARTNERS REGISTRATION FEES		INCLUSIONS
Accompanying Partners Registration Fee	$280.00	— 1 ticket to the Welcome Reception, Tuesday 13 June — Day tour Wednesday 14 June — Day tour Thursday 15 June

All amounts include GST

Cancellation Policy

All alterations or cancellations to your registration **must be made in writing** and will be acknowledged by email. Notification should be sent to:
E-mail: nga@confco.com.au

STANDARD REGISTRATION TERMS

An administration charge of $110.00 will be made to any participant cancelling before Friday 19 May 2023. Cancellations received after Friday 19 May 2023 will be required to pay full registration fees. However, if you are unable to attend, substitutes are welcome at no additional cost

By submitting your registration you agree to the terms of the cancellation policy.

Substitutions

As with all ALGA events, substitutions are allowed for delegates. Please notify the conference organisers in writing if substitutions are required.

No refund will be available to no shows.

ACCOMMODATION TERMS

All cancellations or amendments must
be made in writing to Conference Co-ordinators and will be acknowledged
by email.

All rooms cancelled 30 day prior to check-in will be charged the full amount unless the room can be resold.

You are required to pay for your full accommodation account and any incidental expenses incurred during your stay when checking in to the hotel.

No refund will be available to no shows.

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General Information

Privacy Disclosure

ALGA collects your personal contact information in its role as a peak body for local government. ALGA may disclose your personal contact information to the sponsors of the event for the purposes of commercial business opportunities.

If you do not consent to ALGA using and disclosing your personal contact information in this way, please tick the appropriate box on the registration form.

Importantly, your name can also be included in the General Assembly List of Participants. You must tick the appropriate box on the registration form if you wish your name to appear in this list.

Photographs

During the General Assembly there will be a contracted photographer taking photographs during the sessions and social functions. If you have your picture taken it is assumed that you are giving consent for ALGA to use the image. Images may be used for print and electronic publications.

Car Parking

Parking for delegates is available underneath the National Convention Centre for a cost of approximately $19.50 per day. Alternatively, voucher public parking is available 300m from the Centre at a cost of approximately $15.70 per day. The voucher machines accept either cash or cards (Visa or MasterCard).

Coach Transfers

Welcome Reception and Exhibition Opening - Tuesday 13 June 2023
National Convention Centre

Coaches will collect delegates from all General Assembly hotels (except Crowne Plaza Canberra) at approximately 4:45pm. The return coaches will depart at 7:00pm.

Daily Shuttles to and from the National Convention Centre

A shuttle service between all General Assembly hotels (except Crowne Plaza Canberra) and the National Convention Centre will operate between 8:00am and 8:30am. Return shuttles will depart the National Convention Centre at 5:30pm.

General Assembly Dinner-Wednesday 14 June 2023
Qt Hotel Canberra

Coaches will collect delegates from all General Assembly hotels (except for QT Hotel and Peppers Gallery) at approximately 6:50pm. A return shuttle service will operate between 10:30pm and 11:45pm.

Payment Procedures

Payment can be made by:

Credit card
MasterCard and Visa

Cheque
Made payable to ALGA

Electronic Funds Transfer
Bank: Commonwealth Bank
Branch: Woden
BSB No: 062905
Account No: 10097760

ALGA ABN
31 008 613 876

Contact Details

Conference Co-ordinators
PO Box 905
Woden ACT 2606
Phone: 02 6292 9000
Email: nga@confco.com.au

All amounts include GST. Invoices are sent once a registration has been completed.

Canberra Weather in June

Winter days in Canberra are characterised by clear sunny skies but the days are cool at around 12-15C and temperatures do drop to 1C on average in the evenings, so be sure to bring a warm jacket.

Mornings can be foggy so keep this in mind when booking flights. It is best to avoid early arrivals or departures in case of delays due to fog.

Social Functions

Welcome Reception and Exhibition Opening

Tuesday 13 June 2023

Venue: National Convention Centre Canberra

The Welcome Reception will be held in the exhibition hall and foyer.

5:00pm - 7:00pm

$50.00 per person for day delegates and guests. No charge for full registered delegates. No charge for registered accompanying partners.

Dress Code: Smart casual

General Assembly Dinner

Wednesday 14 June 2023

Venue: QT Hotel Canberra

The dinner is being held in The Grand Ballroom.

7:00pm - 11:00pm

$175.00 per person

Dress Code: Formal/Cocktail

Numbers to this dinner are limited. Tickets are allocated on a first in basis.

General Assembly Business Sessions

Wednesday 14 June 2023 - Thursday 15 June 2023

Venue: National Convention Centre Canberra

All plenary sessions will be held in the Royal Theatre at the National Convention Centre.

Dress Code: Smart casual

Exhibition

Wednesday 14 June 2023 - Friday 16 June 2023

Venue: National Convention Centre

The exhibition is being held in the Exhibition Hall at the National Convention Centre.

Partner Tours

The partners meet at the National Convention Centre Canberra each morning to join the tour guide for their specialised trip around Canberra.

Gallery & Taste of Braddon Tour
Wednesday 14 June - 10.30am

We will start the morning exploring the Canberra exclusive Portrait23: Identity Exhibition at the Portrait Gallery, with some spare time to view the other open exhibitions within the gallery.

We will then get to enjoy the taste of Braddon tour – Where you will go on a foodie adventure to discover some of the top venues and hidden gems in this hip and popular shopping and foodie precinct. Your guide will share local knowledge with you and provide an insight into Canberra's food scene.

Pialligo Truffles and Wine
Thursday 15 June - 10.00am

Today we get to explore Pialligo, a rural suburb of Canberra. The tour will start with a Truffle hunt, then on to lunch at Rodney's Garden Café. The café location is also home to a beautiful garden and giftware shop and the Pialligo Food Emporium that stocks a large variety of locally owned and hard to come by international food products.

We will then finish the day with a wine tasting at the Mount Majura Winery with a full array of cool climate wines paired with cheeses.

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Accommodation

A by Adina

1 Constitution Avenue, Canberra

A by Adina Canberra is the newest hotel to Canberra which is located on Constitution Avenue only a 5-minute walk from the National Convention Centre.

The hotel combines spacious apartment living with 24-hour reception, room service, service provided by knowledgeable concierges and a well-equipped gym.

A new dining district is also newly constructed in the immediate area.

All rooms have a king bed and the studios offer a twin option of two singles beds.

Studio Rooms: $209 per night
— Single/twin/double

1 Bedroom Apartments: $239 per night
— Single/double

Avenue Hotel

80 Northbourne Avenue, Canberra

The Avenue Hotel is one of the only 5 star options in the Canberra city and offers guests both studio and apartment style rooms. The hotel is a 15-20 minute walk from the Convention Centre.

The apartments have a fully functioning kitchen. Twin option at the hotel consists of two king singles.

Superior King Rooms $285 per night
— Single/twin/double

1 Bedroom Apartments $335 per night
— Single/double

Crowne Plaza

1 Binara Street, Canberra

The Crowne Plaza is adjacent to the Convention Centre and only a short walk from restaurants, bars and the main shopping district.

Twin option at the hotel consists of two double beds.

Superior Room $345 per night
— Single/twin/double

Deluxe Room $390 per night
— Single/twin/double

Mantra on Northbourne

84 Northbourne Avenue, Canberra

Mantra on Northbourne is centrally located within the CBD and approximately a 15-20 minute walk from the National Convention Centre. The hotel features underground parking (for a fee), a 24 hour reception, a heated indoor pool, sauna and a fully-equipped gymnasium.

All apartments offer one king bed, individually controlled air-conditioning, WiFi (for a fee), pay per view movies, mini bar, tea/coffee making facilities, a separate lounge and dining area, kitchen and a fully equipped laundry.

Nesuto Apartments

2 Akuna Street, Canberra

Located in the heart of Canberra's CBD, the Nesuto Apartments is only a five-minute walk from the National Convention Centre. The one-bedroom apartments also offer a separate lounge/dining area.

Twin option at the hotel consists of two single beds. Additional costs will apply if more than 2 guests are within the one room.

Studio Apartment $219 per night
— Single/twin/double

1 Bedroom Apartments $239 per night
— Single/twin/double

Peppers Gallery

15 Edinburgh Avenue, Acton

Located in the New Action Hub, Peppers Gallery Hotel offers boutique accommodation options, complimentary WiFi access, an Italian restaurant, onsite car parking and a 24 hour reception. Walking distance to the Convention Centre is approximately 20 minutes.

Peppers rooms all have unique décor and contain a coffee machine, walk in showers and a large work desk.

Queen Room $249 per night
— Single/double

King Room $269 per night
— Single/double

Qt Hotel

1 London Circuit, Canberra

The Qt Hotel is a modern hotel with boutique style furnishings, central to the city and a 10-minute walk to the National Convention Centre.

Twin option at the hotel consists of two single beds.

Standard Room $229 per night
— Single/twin/double

The Sebel Canberra Civic

197 London Circuit, Canberra

The Sebel Canberra Civic is one of Canberra's newest hotels which opened in June 2019 and is just a 7-minute walk from the National Convention Centre.

This property offers free WiFi throughout the hotel, a fully equipped gym, and an onsite restaurant and bar lounge.

All rooms come with a fully equipped kitchenette with Nespresso machine and dining table. Every bathroom is accessibility friendly with walk in showers.

Superior rooms come with a queen bed, Executives are fitted with king beds.

Superior Room $190 per night
— Single/double

Executive Room $240 per night
— Single/double

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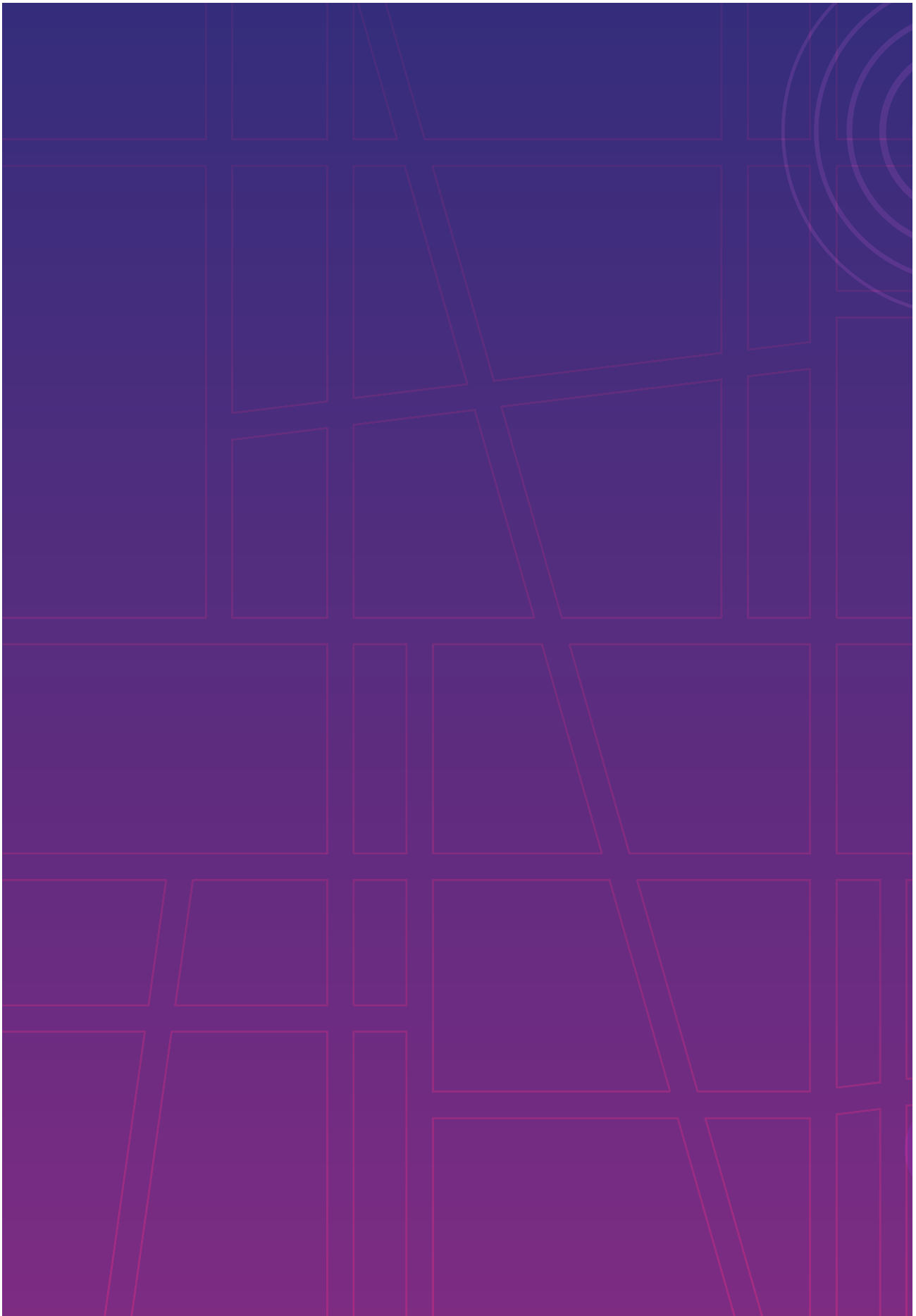
Asset & Environmental Sustainability

11.2   Disaster Waste Management Project

Executive Officer: General Manager Asset and Environmental Sustainability

Item Author: Manager Resources and Sustainability

Attachments:

1.   Scenic Rim Waste Services Resilience Road Map ⇩ 📄

Executive Summary

Waste Services has completed the Disaster Waste Management Project funded by the Australian Government. The Waste Services Resilience Road Map (Road Map) and Disaster Waste Management Plan (DWMP) developed through the project are designed to support the implementation of Council's Waste Management and Resource Recovery Strategy, specifically the strategic outcome of efficient and effective management of operations, through the following objectives:

• Supporting the community to continue functioning in the event of a natural disaster;
• Reducing health and safety risks for community, Council employees and key contractors in managing service interruption and disaster waste;
• Enhancing communication in relation to waste services in disasters;
• Integrating disaster considerations into waste asset planning; and
• Supporting the management of disaster waste in accordance with the waste hierarchy.

The Road Map sets the strategic direction for Council to implement resilience building activities to improve waste management planning, services, and infrastructure, while the DWMP will guide Council to manage disaster waste and service interruption impacts with the current complement of resources in the event of a disaster.

Stakeholder engagement occurred through a range of avenues, this included community consultation on the draft Road Map. Feedback from stakeholders shaped both the Road Map and the DWMP.

Recommendation

That:

1.   Council endorse the Waste Services Resilience Road Map, which aims to enhance Council's ability to maintain the continuity of waste services during a disaster and better manage waste in the aftermath;

2.   Council acknowledge the support and funding received from the Australian Government through the Preparing Australian Communities Program — Local Stream which enabled the development of the Disaster Waste Management Plan and the Waste Services Resilience Road Map; and

3.   Council delegate authority to the Chief Executive Officer to make minor grammatical and formatting changes to the Waste Services Resilience Road Map, if required, after its adoption and prior to publishing on Council's website for public access, noting any such changes will be advised to Councillors prior to publishing.

Previous Council Considerations / Resolutions

At the Ordinary Meeting held on 2 August 2022 (Item 10.3), Council resolved to acknowledge the successful funding of $82,965 for the development of a Disaster Waste Management Plan project through the Preparing Australian Communities — Local Stream, administered by the Department of Industry, Science, Energy and Resources, National Recovery and Resilience Agency.

At the Ordinary Meeting held on 22 June 2021 (Item 10.3), Council resolved to adopt the Waste Management and Resource Recovery Strategy 2021-2026.

Report / Background

The Scenic Rim region is regularly impacted by natural hazards, such as localised flooding and downstream impacts of tropical cyclones, including severe storm events. The Scenic Rim region has also been impacted by bushfires and pandemic and biosecurity events.

One of the impacts resulting from natural disaster events is disruption of essential waste services to the community. In addition, these events can result in the generation of significant quantities of waste, including storm debris, damaged property and infrastructure, animal carcass and response specific waste, such as damaged sandbags. This waste generation further compounds pressure on Council's waste services, resources and subsequent management.

In 2021, Council released the Waste Management and Resource Recovery Strategy (the Strategy), highlighting the commitment to shift towards a circular economy and driving innovation in waste management.

Council's vision is to progress the Scenic Rim region towards zero avoidable waste to landfill, through collaboration and innovation. It is recognised that a key contributor to success on this journey will be the provision of information, services and facilities that support the community to manage waste in accordance with the waste hierarchy, starting with avoidance.

Planning for management of service interruptions, and the volume and nature of waste that can be reasonably expected to be generated as a result of natural disasters, will support Council in providing fit for purpose services to the community in challenging circumstances. Development of a Disaster Waste Management Plan (DWMP) with diversion and reduction in mind will also support progressing Council's vision of zero avoidable waste to landfill.

The Disaster Waste Management Project resulted in the development of the Waste Services Resilience Road Map (Road Map) and Disaster Waste Management Plan, designed to support the implementation of the Strategy, specifically the strategic outcome of efficient and effective management of operations, through the following objectives:

- Supporting the community to continue functioning in the event of a natural disaster;
- Reducing health and safety risks for community, Council employees and key contractors in managing service interruption and disaster waste;
- Enhancing communication in relation to waste services in disasters;
- Integrating disaster considerations into waste asset planning; and
- Supporting the management of disaster waste in accordance with the waste hierarchy.

The objective of the Road Map is to prioritise actions and develop a plan to increase the capability and resilience of waste management systems over time. Development of the Road Map followed a stepwise approach, which included the following:

- Review of relevant state and local regulatory requirements and policies;
- Development of a disaster risk profile for the region;
- Identification of different resilience building options for Waste Services for Council roles and responsibilities, communication processes, facility and service planning and post-recovery actions; and
- Assessment of all resilience building options, considering environmental, social, public health, community acceptance and physical infrastructure and service requirements.

The resulting Road Map (Attachment 1), is a strategic planning document that presents both short and long-term options and opportunities for Council to build its waste management disaster resilience. Recommendations of the Road Map include:

- Council to consider the implementation of all Resilience Building Options described within the Road Map;
- Council to prioritise the Resilience Building Options that provide excellent value for money or that build significant disaster waste resilience in the short-term;
- Council to develop business cases and/or feasibility studies for longer-term more complex or high capital cost Resilience Building Options; and
- Council to promote, instigate and integrate improved waste management planning, services and infrastructure considerations within the established local/regional Resilience Action Plans and disaster management framework.

The DWMP is an operational planning and process driven document developed to guide Council to manage disaster waste and service interruption impacts with the current compliment of resources in the event of a disaster. The DWMP aligns with the Prevention, Preparedness, Response and Recovery approach used in emergency management and that of the Queensland Strategy for Disaster Resilience 2022-2027, the overarching framework that guides and coordinates the delivery of strategic commitments and actions to improve Queensland's resilience to disasters.

The primary objectives of the DWMP are to:

- Provide a framework Council can utilise in the event of a disaster to coordinate the waste management response following a disaster event;
- Facilitate internal and external resources and services for the safe and efficient removal, processing, recycling and disposal of waste;
- Maximise resource recovery and diversion of disaster waste from landfill thus preserving the life of Bromelton Central Waste Facility;
- Identify and prioritise potential temporary waste management sites to be used in a disaster event; and
- Support Council's Business Continuity Plan.

It outlines key roles and responsibilities, communication processes, provides guidance on specific temporary waste management arrangements, scalable response processes, key actions and decision points, as well as data collection and reporting. The DWMP was specifically prepared in a format that can be continually updated and improved by Council, as actions from the Road Map are implemented.

The DWMP has been distributed to relevant operational staff for use in managing waste and waste services in a disaster.

Budget / Financial Implications

Budget provision of $27,000 was made in the 2022-2023 operational budget for preparation of a disaster waste management plan.

The project was able to expanded with grant funding of $82,965 provided by the Australian Government through the Preparing Australian Communities Program - Local Stream.

Strategic Implications

Operational Plan

Theme: 6. Accessible and Serviced Region

Key Area of Focus: Progression towards 'zero avoidable waste to landfill' as an economically viable operation, through collaboration and innovation

Legal / Statutory Implications

Environmental Protection Act 1994
Waste Reduction and Recycling Act 2011

Risks

Strategic Risks

The following Level 1 and Level 2 (strategic) risks are relevant to the matters considered in this report:

SR43   Inadequate or ineffective planning, delivery and maintenance of infrastructure resulting in risk to public and staff safety and potential financial implications.

SR45   Inadequate, ineffective or unintegrated Disaster Management Framework to enable an appropriate and coordinated response to a significant disaster event.

SR52   Ineffective and/or unrealistic strategic plans which are not appropriately scoped or resourced, resulting in missed opportunities, re-work, failure to deliver objectives and loss of confidence by community.

Risk Assessment

Category	Consequence	Likelihood	Inherent Risk Rating	Treatment of risks	Residual Risk Rating
WH&S & Public Safety Illness or injury due to reduced waste management service levels	4 Major	Possible	High	Implementation of Disaster Waste Management Plan and Waste Services Resilience Road Map	Medium
Infrastructure, Assets & Service Delivery Inability to meet community disaster waste needs	4 Major	Possible	High	Implementation of Disaster Waste Management Plan and Waste Services Resilience Road Map	Medium

Category	Consequence	Likelihood	Inherent Risk Rating	Treatment of risks	Residual Risk Rating
Reputation, Community & Civic Leadership Poor perception of Council due to inability to meet community needs in a disaster	3 Moderate	Possible	Medium	Implementation of Disaster Waste Management Plan and Waste Services Resilience Road Map	Low
Environmental Environmental harm due to poor waste storage and containment in a disaster	4 Major	Possible	High	Implementation of Disaster Waste Management Plan and Waste Services Resilience Road Map	Medium
Business Continuity Inability to provide waste collection services due to access or resourcing issues in a disaster	4 Major	Possible	High	Implementation of Disaster Waste Management Plan and Waste Services Resilience Road Map Business Continuity Plan - Waste Services	Low

Consultation

Consultation with key stakeholders was undertaken for both the Road Map and the DWMP.

Community feedback on the Road Map was sought, with a view to informing how Council can support the community to recover from disasters more effectively, prioritise resilience improvement activities and when they should happen. The focus for feedback was on actions identified in relation to:
- Council's roles and responsibilities;
- Communication processes;
- Facility and service planning, and
- Post recovery actions.

The Road Map was posted on Council's 'Let Talk Scenic Rim' platform between 5 April and 8 May 2023, and the community was invited to complete the online or printed feedback form. There were a total of 155 interactions with the engagement and two responses were received.

The stakeholder engagement report provided as an appendix to the Road Map provides further insight into community consultation outcomes and details the consultation that occurred with internal staff, waste contractors and members of the Scenic Rim Local Disaster Management Group.

A number of staff including management and officer representatives across the following teams were involved in developing and progressing the project — Maintenance and Operations, Resources and Sustainability, Customer, Community and Culture including the Disaster Management Coordinator, Community Development and Marketing and Communications. In addition, Council's waste collection contractor JJs Waste and Recycling participated in the project. Further, the Executive Management Team were briefed on the project progress.

Conclusion

The Disaster Waste Management Project has resulted in a Road Map that identifies a number of short and longer-term options to improve the capability and resilience of Council's waste management systems over time, and a DWMP that provides guidance to Waste Services to manage disaster waste and service interruption impacts with the current compliment of resources in the event of a disaster.

Together, the Road Map and DWMP will support the implementation of the Strategy, specifically the strategic outcome of efficient and effective management of operations, as well as improve Council's resilience and response to future disasters.

This project was completed with funding from the Australian Government through the Preparing Australian Communities Program - Local Stream.

SCENIC RIM
WASTE SERVICES RESILIENCE ROADMAP

Prepared for Scenic Rim Regional Council
1 June 2023 | Project Number: TW22119

SCENIC RIM
REGIONAL COUNCIL

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ACRONYMS

CWF	Central Waste Facility
DES	Department of Environment and Science
DRFA	Disaster Recovery Funding Arrangements (Australian Government)
DRR	Disaster Risk Reduction: The actions taken before a natural hazard event occurs to reduce the impact of such an event and avert disaster.
DWMP	Disaster Waste Management Plan
EA	Environmental Authority
EM-SAP	Emergency Management Sector Adaptation Plan
EP Act	Queensland Environmental Protection Act 1994
ERA	Environmentally Relevant activity
FRG	Functional Recovery Group
LDMG	Local Disaster Management Group
LGA	Local Government Area
NGO	Non-Government Organisation
PPRR	Prevention, Preparedness, Response, and Recovery
QERMF	Queensland Emergency Risk Management Framework
QFES	Queensland Fire and Emergency Services
QRA	Queensland Reconstruction Authority
QSDR	Queensland Strategy for Disaster Resilience 2022-27
Roadmap	Waste Services Resilience Roadmap
SES	State Emergency Services
Council	Scenic Rim Regional Council
TLPI	Temporary Local Planning Instrument
VMS	Variable message sign
WTS	Waste Transfer Station

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FIGURES

APPENDICES

Executive Summary

Queensland is the most disaster impacted state in Australia. Since the inception of the Queensland Reconstruction Authority (QRA) post the 2010-11 floods, Queensland has been impacted by 97 significant natural disasters. Every local government area (LGA) in Queensland has felt the effects of natural disasters on multiple occasions.

Scenic Rim Regional Council (Council) recognises the importance of waste management planning for a disaster, as a swift and efficient waste management response can limit the environmental, public health, social and economic consequences of such an event. Large scale disasters such as fires, floods, severe storms, cyclones, and earthquakes can have a lasting impact on a community. However, forward planning by Council can assist with the restorative process by providing critical community services in difficult times.

The Waste Services Resilience Roadmap (Roadmap) presents short and long-term opportunities for Council to build its disaster resilience from a waste management perspective, now and into the future. The Roadmap sets the strategic direction for Council to implement resilience building activities to improve waste management planning, services, and infrastructure through:

- Council roles and responsibilities;
- Communication processes;
- Facility and service planning; and
- Post-recovery actions.

The Resilience Roadmap provides a suite of Resilience Building Options for Council to consider now and into the future. These options address a variety of areas both structural and non-structural along with the Resilience and Recovery Lines of Priority. These options provide a comprehensive

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strategic approach for Council to build resilience and ensure a swift and efficient waste management response to disasters. In turn, Council will limit the environmental, public health, social and economic consequences of disasters with its region and facilitate a prompt return to normality for its community.

It is therefore recommended that:

• Council consider the implementation of all Resilience Building Options described within the Roadmap;

• Council prioritise the Resilience Building Options that provide excellent value for money or that build significant disaster waste resilience in the short-term;

• Council develop business cases and/or feasibility studies for longer-term more complex or high capital cost Resilience Building Options; and

• Council promote, instigate and integrate improved waste management planning, services and infrastructure considerations within the established local/regional Resilience Action Plans and disaster management framework.

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1. Introduction

Queensland is the most disaster impacted state in Australia and the Queensland Government is committed to strengthening disaster resilience so that communities are better equipped to deal with the increasing prevalence of natural disasters (Queensland Reconstruction Authority, 2022a). Since the inception of the Queensland Reconstruction Authority (QRA) post the 2010-11 floods, Queensland has been impacted by 97 significant natural disasters. Every local government area (LGA) in Queensland has felt the effects of natural disasters on multiple occasions. With the impacts of climate change, these occurrences are likely to become more frequent.

Scenic Rim Regional Council (Council) recognises the importance of a comprehensive approach to disaster waste management - prevention, preparedness, response, and recovery (PPRR), to limit the environmental, public health, social and economic consequences of a disaster. Large scale disasters such as fires, floods, severe storms, cyclones, and earthquakes can have a lasting impact on a community. However, forward planning by Council can support waste service continuity and resource management during and following a disaster, supporting the community and increasing community resilience.

Therefore, Council engaged Talis Consultants to prepare the Waste Services Resilience Roadmap (Roadmap), which presents short and long-term opportunities for Council to build its disaster resilience from a waste management perspective, now and into the future. The Roadmap sets the strategic direction for Council to implement resilience building activities to improve waste management planning, services, and infrastructure. Key disaster management waste-related definitions can be found in **Appendix A**.

During the development of the Roadmap, Talis Consultants engaged with key stakeholders and considered important reference documentation such as the *Queensland Strategy for Disaster Resilience* (2017), and the *2021-22 Queensland Floods State Recovery and Resilience Plan* 22-24 and the *Queensland Emergency Risk Management Framework.*

The Roadmap is a strategic document and is supported by the Disaster Waste Management Plan (DWMP), which provides Council with operational guidance and direction during the response and recovery phases of a disaster to ensure an efficient waste management response.

Supporting information on Queensland's disaster resilience framework, disaster risk and stakeholder consultation activities can be found in **Appendix B, C and D** respectively.

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Waste Services Resilience Roadmap | 9

2. Council Waste Management Services and Infrastructure

2.1 WASTE SERVICES

The Council area encompasses 4,300 square kilometres. As of 2021, Council's waste collection services of general waste (red lid) and mixed recycling (yellow lid) collection were provided to over 14,000 residential and 400 commercial properties. The standard collection utilises mobile garbage bins (or wheelie bins) of 240L capacity.

2.2 EXISTING WASTE INFRASTRUCTURE

Council currently has seven Waste Transfer Stations (WTS), constituting Tamborine Mountain WTS, Canungra WTS, Boonah WTS, Kalbar WTS, Peak Crossing WTS, Rathdowney WTS and Central WTS which is located at the Bromelton Central Waste Facility (CWF), Bromelton. The Bromelton CWF is Council's only operating landfill. These are mapped in the DWMP.

Council operates the CWF, an important asset for resource recovery, landfilling and potential future resource recovery and circular economy precinct facilities. The CWF accepts domestic, commercial, and industrial waste, and under Environmental Authority (EA) EPPR00670913, it is licensed for annual waste disposal of between 100,000 and 200,000 tonnes.

Council's existing waste facilities form an important network of sites to manage disaster waste during the initial response and recovery and their use is preferred over temporary disaster waste storage sites, due to existing operational and environmental controls in place at these sites.

2.3 TEMPORARY DISASTER WASTE STORAGE SITES

Temporary disaster waste storage sites offer short-term stockpiling sites to enable post-disaster waste storage and importantly, sorting, to remove contamination and realise opportunities to increase recovery and reduce waste going to landfill.

Talis has identified and mapped Council -owned land across the LGA as potentially suitable temporary disaster waste storage sites. These sites can be utilised during response and recovery post disaster, in instances where Council's existing waste management facilities become unavailable due to the disaster.

2.4 ALTERNATIVE WASTE DISPOSAL LOCATIONS

Alternative waste disposal locations in nearby LGAs have also been identified and mapped for use in instances where Council cannot accept disaster waste due to licensing, capacity, or access issues. These are shown in the DWMP.

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3. Resilience Building Guiding Principles

Development of the Resilience Building Options presented in this section have been informed by:

- Key state and regional frameworks
- Outcomes from the Resilience Options Workshops held with Council and stakeholders between the 2nd – 3rd November 2022
- Feedback from the Local Disaster Waste Management Group and members of the public

Each Resilience Building Option is categorised into the following focus areas:

- Council's Roles and Responsibilities;
- Communication processes;
- Facility and service planning; and
- Post-Recovery Actions.

3.1 LINES OF RESILIENCE

In Queensland there are five functional lines of priority relating to recovery and resilience. These are:

- Human and social;
- Economic;
- Environment;
- Built; and
- Roads and transport.

"By strengthening the lines of resilience between our people and the social, built, economic and natural environments around us, we'll strengthen resilience in Queensland. (Queensland Government, 2022b)

The Queensland Disaster Resilience Governance Framework highlights the interaction between these priorities and the Queensland Disaster Resilience Governance Framework. This Framework can be found in Appendix B (Figure 1). Table 1 identifies the waste management related aspects of each of these five functional lines of recovery and resilience.
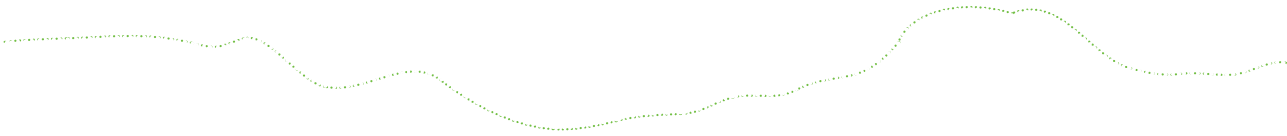
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Table 1: Waste Management Resilience and Recovery Lines of Priority

1. Human and Social	
1.1 Impact assessment	Identify human and social impacts of disaster waste on residents and communities
1.2 Essential services	Ensure waste services meet basic needs
1.3 Community wellbeing	Monitor community wellbeing around waste issues and services
1.4 Community support services and resources	Ensure waste support services are easily accessible and meet the need of community members Identify opportunities to increase disaster resilience through creating additional capacity in volunteer organisations Assist local community groups, non-government organisations and local governments by delivering state-led case coordination
1.5 Information sharing	Ensure the community has access to coordinated, accurate and up-to-date waste information about the event, support services and recovery status, tailored to audience
1.6 Community-led preparedness, recovery, and resilience building	Enable community-led preparedness, recovery and resilience building through access to waste-related education and resources to support service industry business disruption, and continuity plans and arrangements
2. Economic	
2.1 Impact assessment	Identify business and industry waste impacts and issues
2.2 Business and industry support services and resources	Ensure business and industry waste support services and resources are easily accessible and meet the need of community members
2.3 Business and industry resilience	Build business and industry resilience to ensure business and industry continuity
2.4 Land use planning	Support local waste planning through comprehensive consideration of natural disaster planning
3. Environment	
3.1. Impact assessment	Identify environmental waste impacts and issues
3.2. Public health and safety	Ensure public health and safety
3.3. Recreational assets	Restore recreational assets impacted by disaster waste
3.4. Disaster debris	Remove disaster debris from natural and built environments
3.5. Other	Protect, monitor, and restore waterways and the green environment from the impact of disaster waste
4. Built	
4.1. Impact assessment	Identify damage to built assets which will impact on waste service continuity
4.2 Council and community assets	Ensure waste assets are cleaned, repaired, restored and operational
5. Roads and Transport	
5.1 Impact assessment	Identify damage to road and transport assets which have the potential to impact waste service continuity
5.2 Betterment	Support Council to maximise opportunities and funding to reconstruct identified waste reliant transport assets to a more resilient standard

Adapted from State Recovery and Resilience Plan 2022–24

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In addition to the functional lines, the following guiding principles from the *State Recovery and Resilience Plan 2022-24* were also utilised to assist in formulating resilience building options:

- Ensure waste management services are provided to enable clean-up and waste disposal from affected properties and environments, balanced with landfill capacity and waste recovery;

- Rapid removal of debris to reduce psychological impact on affected people; and

- Assess opportunities to reduce potential contamination and pollution in natural areas and waterways.

3.1.1 SWOT Analysis

A Strengths, Weakness, Opportunities and Threats (SWOT) assessment was undertaken on each option which references the Resilience and Recovery Lines of Priority. The SWOT prioritises options which have the potential to mitigate risk and build resilience for the key identified hazard types for Council (Refer to **Appendix C**). Each option also considers the following criteria:

- **Environmental**
  - Minimising waste going to landfill;
  - Minimising greenhouse gas emissions;
  - Minimising environmental impact;

- **Social**
  - Supporting local emergency strategies;
  - Improving waste management services;

- **Other**
  - Public health;
  - Community acceptance; and
  - Physical infrastructure and service requirements.

The following sections detail the different options.

3.2 COUNCIL ROLES AND RESPONSIBILITIES

This section identifies the waste-related resilience options Council may consider regarding its roles and responsibilities as a local government.

3.2.1 Disaster Waste Staffing Plan

The goal of a Disaster Waste Staffing Plan is to ensure continuity of waste operations in the preparation, response and recovery phases of a disaster by providing planned resourcing contingency and flexibility for likely disaster scenarios. Waste operations may be maintained through a combination of essential personnel that work onsite, remote employees that regularly telework or can do so if they are constrained by an emergency and staff that generally work from Council's offices or elsewhere.

The Disaster Waste Staffing Plan should identify roles and responsibilities, staff capacities and capabilities, how many staff are required for certain tasks (including what contingency staff are available), rosters for certain disasters based on staff locations (and the location of the disaster) and skillsets. The Disaster Staffing Plan should also outline how to optimise rostering prior to a disaster to reduce travel time/distances.

Options Summary: Develop a Disaster Waste Staffing Plan to ensure efficiencies and continuity of waste operations during a disaster.

Table 2: SWOT Disaster Waste Staffing Plan

Lines of Recovery and Resilience	
Human and social	1.1, 1.2, 1.4, 1.5
Economic	2.1
Environment	3.1, 3.2
Built	4.1
Roads and Transport	5.1

Strengths	Weakness	Opportunity	Threats
- Ensures waste services are adequately resourced - Low capital costs - Leverages staff abilities - Plans around, flexible working methods and locations	- Testing under varied scenarios required	- Fosters cooperation, builds resilience	- Disaster type/ magnitude impacts effectiveness - Resourcing

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3.2.2 Community Disaster Waste Toolkit

Volunteer organisations and networks support community resilience to natural disasters in the Council area.

It is recommended that Council develops a Community Disaster Waste Toolkit to provide specific
waste-related information for relevant volunteers, which highlights key Council disaster waste procedures, methods of communication and tailored overview of Council's waste services disaster resilience Roadmap.

Council should promote and advocate for the importance of source separation of disaster waste materials by the community and the potential benefits this offers in unnecessarily burdening the Bromelton CWF.

It is envisaged that the Toolkit is utilised by volunteers to support the Waste Services Team either before, during or following a disaster event.

Options Summary: Develop a Community Disaster Waste Toolkit.

Table 3: SWOT Community Disaster Waste Toolkit

Lines of Recovery and Resilience			
Human and social	1.1, 1.2, 1.4, 1.5, 1.6		
Economic	2.2, 2.3		
Environment	3.1, 3.2		
Strengths	**Weakness**	**Opportunity**	**Threats**
- Community support services and resources - Ensure community access to coordinated, accurate and up-to-date waste information - Community-led preparedness, recovery, and resilience building - Low cost - Extend existing programs - Build disaster capacity, resilience, and community skillsets - Demonstrate Council best practice	- Maintenance of currency - May be unreliable	- Increase disaster resilience through creating additional capacity in volunteer organisations - Cooperation of local community and businesses - Build business and industry disaster resilience	- Lack of community support - Relies on externally established network - Volunteers not trained

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3.2.3 Community Disaster Waste Toolkit Training

It is important that volunteers know exactly how to implement the Disaster Waste Toolkit. It is recommended that the Waste Services Team engage in training programs which incorporate:

- Promotion of the training and engagement with residents to join;
- Providing an overview of waste operations;
- Providing an overview of disasters and the risks associated with each;
- How volunteers may contribute during a disaster;
- What's required of the volunteers to assist and support the Waste Services Team;
- Documenting local relevant volunteer skillsets;
- Identifying waste champions within the community;
- Periodic updates to training as the Toolkit is updated.

Options Summary: Develop a Community Disaster Waste Toolkit training program and deliver on a periodic basis to maintain relevancy and training.

Table 4: SWOT Community Disaster Waste Training

Lines of Recovery and Resilience			
Human and social:	1.1, 1.2, 1.4, 1.5		
Economic:	2.2, 2.3		
Environment:	3.1, 3.2		
Strengths	**Weakness**	**Opportunity**	**Threats**
- Community access to coordinated, accurate, up-to-date waste information - Build disaster capacity, resilience, and community skillsets - Maximise source separation - Demonstrate Council best practice	- Maintenance of currency	- Increase disaster resilience through creating additional capacity in volunteer organisations - Cooperation of local community and businesses - Community engagement	- Lack of community support - Relies on externally established network

3.2.4 Community Disaster Waste Preparedness Program

It is recommended that Council develop and implement an annual Community Disaster Waste Preparedness Program which identifies key waste messaging, procedures, and lines of communication before, during and post a disaster.

Promotional messaging and media should accompany the program each year. Some key initiatives for inclusion within the program may include:

- Utilising the volunteer networks and waste champions/ambassadors to support and assist during community events;
- A timetable for the Waste Services Team to attend community events to promote disaster waste preparedness (among other general waste related services);

- Targeted messaging for tourists/new locals who may require more waste education when they visit/move to the area;
- Seasonal promotion of hazard and waste reduction, for example spring clean-up campaigns;
- Offer and promote free disposal to support hazard reduction and clean-up activities on a seasonal basis;
- Promote, advertise, and educate the broader community the importance of preparedness and planning from a waste perspective;
- Utilise variable message sign (VMS) boards/ signs for further localised targeted engagement relating to waste management, hazard reduction or relevant community initiatives; and
- Promote the program and inform the community via the Council website.

Options Summary: Develop a Community Disaster Waste Preparedness Program.

Table 5: SWOT Community Disaster Waste Preparedness Program

Lines of Recovery and Resilience			
Human and social	1.1, 1.2, 1.4, 1.5, 1.6		
Economic	2.2, 2.3		
Environment	3.1, 3.2		
Strengths	**Weakness**	**Opportunity**	**Threats**
- Community access to relevant timely information - Low cost - Community disaster education - Build capacity, resilience, and skillsets across residents, business, and industry - Demonstrates Council best practice	- Labour intensive	- Community-led preparedness, recovery, and resilience building - Increase disaster resilience through creating additional capacity in volunteer organisations - Cooperation of local community and businesses - Build community engagement - Maximise source separation - Improve public health and safety	- Lack of community support

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3.2.5 Seasonal Hazard and Waste Reduction Messaging

A range of agencies have an important role in sharing seasonal risk information and it is important to share such information both across Council and with the Waste Services Team. Clear expectations and lines of communication between such agencies and Council is vital in disaster and resilience planning.

Seasonal hazard and reduction messaging must then be filtered through to the community.

Council can both plan to manage hazard reduction material at its waste facilities and promote seasonal disposal days, for example, to encourage residents to dispose of excess waste items and organics that are potentially prone to disaster impact.

Options Summary: Create clear communication channels with disaster-related agencies and the community to promote seasonal hazard and waste reduction.

Table 6: SWOT Seasonal Hazard and Waste Reduction Messaging

Lines of Recovery and Resilience	
Human and social	1.1, 1.2, 1.4, 1.5, 1.6
Economic	2.2, 2.3
Environment	3.2, 3.4
Built	4.2

Strengths	Weakness	Opportunity	Threats
- Build trust in Council as authoritative source - Support Council and community assets - Reduce greenhouse gas emissions via diversion of organics from landfill - Low capital and ongoing costs - Ensure community has access to coordinated, accurate and up-to-date waste information - Business and industry resilience	- Council must provide timely, accurate information	- Disaster waste information conduit between agencies and the community - Regular liaison with volunteer waste initiatives - Community-led preparedness, recovery, and resilience building - Business and industry resilience - Supports public health and safety	- Council messaging does not align with agencies

3.2.6 Hazardous Waste Management

Disasters have the potential to create hazardous wastes, which can pose a risk to human health and require specialised identification, handling, transport and disposal. These wastes may also require the use of PPE when handling.

Key to the safe management of hazardous waste, from its initial identification through to disposal, is an integrated and co-ordinated approach between the different agencies involved. For example, impact assessments that identify hazardous waste should be sent to the Council Waste Services team so that they are made aware of the need and can make the necessary arrangements for safe removal, transport and disposal of the hazardous waste.

Options Summary: Promote and participate in a co-ordinated approach between those agencies responsible for the management of hazardous waste.

Table 7: SWOT Hazardous Waste Management

Lines of Recovery and Resilience	
Human and social	1.1, 1.2, 1.3, 1.5,
Economic	2.1, 2.2
Environment	3.1, 3.2, 3.3, 3.4
Built	4.1, 4.2

Strengths	Weakness	Opportunity	Threats
- Support local waste planning via comprehensive consideration of natural disaster planning - Identify environmental waste impacts and issues and public health and safety. - Protect, monitor, and restore waterways and the green environment from the impact of disaster waste - Enable impact assessment across all lines of recovery and resilience - Ensure waste services meet basic needs	- Complex multi-agency, contractor and/ or internal Council departments involved - Management and handling of hazardous waste may require specialist additional services	- Supports public health and safety - Builds collaboration - Disaster waste information conduit between agencies and the community	- Waste issues are not addressed promptly - Integration not successfully implemented - Information and lessons learned not successfully applied

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3.2.7 Disaster Equipment and Services Register

It is important that Council has access to local suppliers of equipment and services quickly

during a disaster response and recovery. This allows for waste to be managed and transported more efficiently. However, consideration needs to be given to the impact that procuring these services and equipment has on other agencies and regions, particularly when supplies and markets are constrained.

It is therefore proposed that Council create a localised equipment/services register which identifies locally based community members, services, and resources to assist in a disaster and explore opportunities to embed disaster clauses in contracts with existing contractors and suppliers. The register and addition of contract clauses could include small scale (farm) equipment through to larger local commercial/industrial operations.

Consideration should be extended to equipment which supports resource recovery, including screens, crushers, and mulchers.

Council must consider liability, including adequate insurance coverage for larger companies, equipment operation constrained to owners or staff, waivers, and other appropriate tools.

The Disaster Equipment and Services Register, in tandem with the addition of contract clauses to existing contracts, will support, complement and gap-fill any formal arrangement Council already has in place for disaster response and recovery with an emphasis on prompt local assistance and two-way communication.

This approach will offer unique opportunities for Council to collaborate, consult, and communicate with a range of local businesses and the farming community, as well as sharing and securing the needed capacity in the event of a disaster. It makes sense to establish linkages, where possible, to specific volunteer groups and that Council supervises and reports outcomes within its capacity post-disaster and that the register is reviewed for currency biannually.

Options Summary: Develop and maintain a localised Disaster Equipment and Services Register to support waste services.

Table 8: SWOT Disaster Equipment and Services Register

Lines of Recovery and Resilience	
Human and social	1.1, 1.2, 1.4, 1.5, 1.6
Economic	2.2, 2.3
Environment	3.2, 3.4
Built	4.2

Strengths	Weakness	Opportunity	Threats
- Increase and understand Council infrastructure capacity - Enhance council assets and values community assets - Remove disaster debris from natural and built environments	- Time to establish - Communicating understanding that owners operate locally to their residence - May be unreliable	- Builds resilience and community skillsets - Community-led preparedness, recovery, and resilience building - Build engagement across residents. business and industry - Supports public health and safety	- Equipment malfunction - Liability for equipment damage

3.2.8 Disaster Waste Preferred Supplier Panels

It is recommended that Council's procurement regime be framed to encompass a Disaster Waste Preferred Supplier Panel to ensure appropriate delegation, provide vetted essential services to improve Council's waste recovery and logistics capacity during and post disaster.

Such a process needs to encourage activity to ensure the best prices, speed of purchasing services or resources and security of supply. Procurement methodology should ensure transparency, broad outline of scope of works, accurate records and realistic contracts and agreements. The Preferred Supplier Panel will supplement the resource requirements that Council may require beyond its normal operational capabilities, such as hazardous materials specialists.

Council can consider joint funding with neighbouring councils for establishment of a regional disaster waste preferred supplier panel. Such a panel would specify and elaborate on resource and service categories, initiate data mining, and conduct required risk assessments and broader stakeholder consultation.

Options Summary: Develop a Disaster Waste Preferred Supplier Panel in collaboration with relevant stakeholders. Identify suitable additional resources to supplement Council's capability including hazardous materials specialists.

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Table 9: SWOT Disaster Waste Preferred Supplier Panel

Lines of Recovery and Resilience	
Human and social	1.1, 1.2, 1.4, 1.5, 1.6
Economic	2.2, 2.3
Environment:	3.2, 3.4
Built	4.2

Strengths	Weakness	Opportunity	Threats
- Community, business and industry support services and resources - Community-led preparedness, recovery, and resilience building - Removes disaster debris from natural and built environments - Increases Council infrastructure capacity	- Time to establish - Developing and maintaining communication - Cost of use	- Cooperation of local community and businesses - Build community engagement - Builds business and industry resilience and increased community skillsets	- Equipment malfunction - Liability for equipment damage

3.2.9 Represent Waste within Disaster Committees

Queensland councils play an integral role within Local Disaster Management Groups (LDMGs) and there exists a broad range of local and regional disaster-related government groups. It is recommended that the Waste Services Team are represented at these groups to exchange information, remain up to date on important developments and to effectively collaborate within the emergency management framework.

Options Summary: Implement waste representation on local and regional committees.

Table 10: SWOT Represent Waste within Disaster Committees

Lines of Recovery and Resilience			
Human and social	1.1, 1.2, 1.4, 1.5, 1.6		
Economic	2.3		
Environment	3.1, 3.2, 3.5		
Built	4.2		
Roads and Transport	5.1		
Strengths	**Weakness**	**Opportunity**	**Threats**
- Ensure Council waste issues and concerns are heard - Enhance Council disaster awareness - Identify damage to roads and transport assets which will impact on waste service continuity - Ensure community access to coordinated, accurate and up-to-date waste information - Identify environmental waste impacts and issues - Solutions forum - Low capital costs	- Time considerations	- Build collaborative platforms - Disaster waste information conduit between agencies and the community	- Council does not successfully apply information and lessons learned - Concerns are not heard

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3.2.10 Strengthen Waste Priorities in Disaster and Resilience Plans

The Queensland Reconstruction Authority is collaborating with all South-East Queensland councils in the development of local Resilience Action Plans. It is recommended that Council identifies specific waste priorities for the local Resilience Action Plan. For example, the *Human and social line of recovery* area could include assurances that the community has access to coordinated, accurate and up-to-date information about a disasters impact on waste support services and waste recovery status, tailored to audience.

The *Local Recovery Plan,* for example, could incorporate further waste-related actions, objectives, and success measures to formalise and bring to the fore, the role of waste management and to align this prominence more closely with other Queensland councils' recovery plans.

Under the *Scenic Rim Bushfire Management Sub Plan* (V.2, February 2022), Council is identified as having an important support role in combating the risks posed by a bushfire within the Scenic Rim region. The *Sub Plan* outlines the policies, procedures and activities that contribute to prevention, preparedness, response, and recovery actions associated with reducing the likelihood of a bushfire occurring. It is suggested that Council collaborate in the review of this *Plan* to prioritise the role of better disaster waste management more clearly.

The *2021-22 Southern Queensland Floods State Recovery and Resilience Plan 2022-24* documents local activities, regional recovery and resilience priorities, and state and Commonwealth government initiatives and funding, to provide a single coherent pathway to recovery. It is recommended that Council collaborates with neighbouring councils on the inclusion of more comprehensive waste-related recovery and resilience priorities under these lines of recovery in these regional plans.

Options Summary: Collaborate with relevant disaster agencies and neighbouring councils to incorporate stronger waste-related objectives, actions and success measures within disaster and resilience plans.

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Table 11: SWOT Strengthen Waste Priorities in Disaster and Resilience Plans

Lines of Recovery and Resilience	
Human and social	1.1, 1.2
Economic	2.1, 2.3, 2.4
Environment	3.1, 3.4, 3.5
Built	4.1, 4.2
Roads and Transport	4.1, 4.2

Strengths	Weakness	Opportunity	Threats
- Support local waste planning via comprehensive consideration of natural disaster planning - Identify environmental waste impacts and issues and public health and safety. - Protect, monitor, and restore waterways and the green environment from the impact of disaster waste - Enable impact assessment across all lines of recovery and resilience - Ensure waste services meet basic needs - Ensure Council waste issues and concerns are heard - solutions forum - Low economic costs - Identify human, business, and industry impacts re disaster waste	- Time taken in meetings and to prepare plans and reports	- Build collaboration platforms - Disaster waste information conduit between agencies and the community - Build business and industry resilience to ensure business and industry continuity - Design in resource recovery opportunities - Betterment funding opportunities	- Waste issues are not heard - Information and lessons learned not successfully applied

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3.2.11 Agency Disaster Waste Preparedness Workshops

Disaster waste workshops and scenario exercises conducted with stakeholders across multiple agencies are seen as effective in improving community awareness.

It is recommended that Council support discussion-based exercises within appropriate disaster groups to discuss roles in multiple 'disaster waste scenarios'. The Council Waste Services Team might also consider collaborating within Council to investigate the Queensland Disaster Management Training Framework Exercise Support Network which has been developed to provide disaster management stakeholders with the support and guidance to share, plan, implement and evaluate their program of exercises. This approach can create a strong understanding across both local and regional disaster groups about roles and responsibilities and how entities can work together to manage disaster waste.

Options Summary: Conduct disaster waste workshops and scenario exercises with relevant agencies and stakeholders.

Table 12: SWOT Agency Disaster Waste Preparedness Workshops

Lines of Recovery and Resilience	
Human and social:	1.1, 1.2, 1.4
Economic	2.1, 2.4
Environment	3.1, 3.4
Built	4.1, 4.2
Roads and Transport	4.1

Strengths	Weakness	Opportunity	Threats
- Identify human, business/industry/ built, environmental and roads/transport impacts of disaster waste and supports impact assessment across these priority lines - Ensure waste services meet basic needs - Support local waste planning through comprehensive consideration of natural disaster planning - Assist local community groups, NGOs and Council by delivering state-led scenario coordination - Low economic costs	- Time demands - Preparation and implementation	- Collaboration platforms and solutions forums - Information conduit between agencies and the community - Best practice - Highly trained staff	- Ensuring relevance - Inability to apply lessons learned

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3.3 COMMUNICATION PROCESSES

The notification and dissemination of information and warnings are the automatic responsibility of disaster management agencies and relevant functional lead agencies.

Local governments are responsible for monitoring these messages to ensure situational awareness and for the management, operation and continuance of local public information, warning and community awareness activities, local warning systems, and communication channels before, during and after a disaster, in line with existing local government processes for local warning systems. These should be monitored for continuous improvement post the disaster event (Queensland Government, 2022c).

This section identifies the approaches that can be considered to bolster Council's waste related communications resilience.

3.3.1 Communication Mediums

Ensuring that communication prior to, during and following a disaster are maintained is critical to a successful response and recovery. Communications are important, both internally for Council, along with other agencies, stakeholders, and the community.

In most instances, telecommunications and internet will remain and can be utilised in a disaster. In these circumstances, it's important to utilise the most secure approach internally, while utilising a broad array of media to communicate with the community (radio, television, social media, text message, Council website/dashboard, local networks, face to face).

However, often telecommunications, power, and internet may be disrupted or are non-existent in certain parts of the region.

During scenarios where the communications are disrupted, it is important that the Waste Services Team has alternative options available, such as satellite phones, walkie talkies and two-way radios. These devices will provide additional contingency to the team during an event and allow for waste related services and operations to continue effectively and efficiently.

It is imperative for the Waste Services Team to collaborate broadly with Council on existing communication strategies and actions currently proposed or underway with primary emergency services such as the Police and State Emergency Services (SES) and civil emergency responder groups (SRRC, 2019).

Options Summary: Collaborate with stakeholders to identify a range of suitable communication mediums and establish a network of diverse spare communications equipment.

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Table 13: SWOT Communication Mediums

Lines of Recovery and Resilience	
Human and social:	1.1, 1.2, 1.3, 1.4, 1.5
Economic	2.1, 2.2, 2.4
Environment	3.1, 3.4, 3.5
Built	4.1
Roads and Transport	5.1

Strengths	Weakness	Opportunity	Threats
- Ensure Council access to coordinated, accurate and up-to-date information - Facilitate service continuation - Ensure waste services continue to meet basic needs - Inform data to continue to monitor community wellbeing around waste issues and services	- Potential capital and training costs depending on technology	- Information conduit between Council staff, agencies, and the community - Outsourcing technologies, hiring agreements	- Competing technologies and lack of agreement - Ineffective technologies

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3.3.2 Disaster Waste Message Database

It is important during a disaster that the messaging is clear and concise. The messaging must have one source of truth and not be contradicted by other sources.

It is recommended that Council develop a database of approved waste related messages that can be appropriately tailored to suit a specific disaster and timed to apply prior to, during or following the event. The database will allow the Waste Services Team and Council Communications Team to quickly reference the type of message and wording required for that disaster during that stage of the event, to ensure a quick, consistent release of information.

Options Summary: Develop a disaster waste message database.

Table 14: SWOT Disaster Waste Message Database

Lines of Recovery and Resilience	
Human and social:	1.1, 1.2, 1.3, 1.4, 1.5
Economic	2.1, 2.2, 2.4
Environment	3.1, 3.4, 3.5
Built	4.1
Roads and Transport	5.1

Strengths	Weakness	Opportunity	Threats
- Ensure readily deployed, coordinated Council branded disaster waste information tailored to community, business, and industry - Facilitate service continuation - Waste services continue to meet basic needs - Low capital and operating costs	- Monitoring required to ensure messaging accuracy and applicability	- Information conduit between Council and the community, business, and industry - Design in resource recovery opportunities	- Outdated or factually wrong messaging - Messaging not applicable to situation or delivery platform

3.3.3 Real-Time Data

Real-time data is data which is passed instantly between the source and the consuming application and made available for use as soon as it is generated. Real-time satellite disaster imaging and mapping increasingly drives agency decision making and response. Such data is important to facilitate quick decision making during or following a disaster. However, while response agencies are increasingly equipped to capture and assess real-time data, they may not immediately provide this information to agencies, councils or their waste teams.

It is recommended that the Waste Services Team collaborate within Council and with relevant agencies to explore an improved means of integrating with stakeholder's existing data platforms so data can be accessed and analysed closer to real-time.

Recently, drones have been used for thermal imagery, landslip typography, imagery analysis, waste debris and moisture calculation following a disaster. This enables immediate disaster response and complements other satellite and similar technologies. Remote data capture using drones can provide essential real-time data to:

- Determine disaster waste volumes and waste types;
- Locate damaged infrastructure which will impact on waste service delivery;
- Prioritise locations for waste collections; and
- Determine potential diversion opportunities and destination locations including temporary sites.

The Waste Services Team could consider collaborating with local combat agencies to secure real-time data to enhance disaster waste responses. Additionally, Council should investigate drone services as a key data planning initiative for disaster waste preparedness.

Options Summary: Collaborating with agencies to secure real-time data. Investigate drone services to build data capture resilience.

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Table 15: SWOT Real-Time Data

Lines of Recovery and Resilience	
Human and social:	1.1, 1.5
Economic	
Environment	3.1, 3.2
Built	4.1
Roads and Transport	5.1, 5.2

Strengths	Weakness	Opportunity	Threats
- Reduce decision making time - Accurate information - Facilitate service continuation and that waste services continue to meet basic needs - Identify human, environmental, built, and roads/transport impacts of disaster waste - Council and community access to coordinated, accurate and up-to-date waste information about the event, support services and recovery status - Support public health and safety	- Capital and maintenance costs where purchasing equipment	- Information source supporting conduit between Council, agencies and the community - Information source to support *Betterment* funding and opportunities	- Equipment or service delay if outsourcing - Dysfunctional equipment

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3.3.4 Integrate Waste Services into Disaster Dashboard

Council's Disaster Dashboard is a source of information for disasters within the region. It is understood the Dashboard is well utilised within the community. It is recommended that the Waste Services Team include updates to waste related services, infrastructure, and messaging through the Dashboard where possible in advance of, during and after a disaster.

This may include utilising the map tool to present which waste facilities are open or closed, where the temporary sites are located and what types of material can be accepted at each. It may also provide the means to facilitate staged material acceptance at a facility showing on the map which members of the community can (or cannot) drop-off waste/recycling and at what times to prevent mass queuing.

Options Summary: Integrate waste services information into Council's Disaster Dashboard.

Table 16: SWOT Integrate Waste Services into Disaster Dashboard

Lines of Recovery and Resilience	
Human and social	1.1, 1.3, 1.6
Economic	2.3
Environment	3.1, 3.2
Built	4.1
Roads and Transport	5.1, 5.2

Strengths	Weakness	Opportunity	Threats
- Community access to coordinated, accurate current event information, support services and recovery status - Support public health and safety - Existing technology - Low cost - Waste services continue to meet basic needs - Identify human, environmental, built, and roads/transport impacts of disaster waste	- Ensuring message coordination - Updates are required regularly (time requirements)	- Information source supporting conduit between Council, agencies and the community - Enable community-led preparedness, recovery and resilience building through access to waste-related resources to support service continuity	- Ensuring one source of truth - Delays in uploading information or dashboard malfunction

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3.4 FACILITY AND SERVICE PLANNING

The facility and service planning section provides an outline of the resilience building options for service continuity planning and facility planning regarding suitable sites which may accept waste and/or recyclable material during or following a disaster.

3.4.1 Disaster Waste Procedures and Forms

It is recommended that Council develop an internal database/toolkit to document procedures for operating waste facilities during and post disaster and update forms, as relevant, to capture the necessary data and information. It is important that Council be able to understand its disaster waste data, characteristics, and volumes. Consideration should therefore be given to:

• Creation of a Disaster Transaction Capture Process that suits each facility's process:

  • Disaster waste tally sheets;

• Establishment of document flows, audit trails and data entry to ensure optimal data capture;

• Disaster specific data sets – the data sets required for disaster response to ensure that it meets both weighed and non-weighed scenario's and is suitable to both existing and temporary disposal facilities;

• Data capture that is designed to maximise waste stream separation with the goal of minimising greenhouse gas emissions, waste going to landfill and environmental impact; and

• Disaster data and transactional reporting setup to ensure reconciliation with levy requirements and funding arrangements.

Regardless of network availability, computerised data capture is recommended wherever possible to facilitate streamlined data uploading to Council waste databases and reduce the necessity for repeated data entry.

Options Summary: Prepare disaster waste procedures and forms for use at facilities/sites.

Table 17: SWOT Facilities Procedures and Forms

Lines of Recovery and Resilience			
Human and social	1.2, 1.4, 1.5		
Economic	2.2, 2.3		
Environment	3.2		
Strengths	**Weakness**	**Opportunity**	**Threats**
- Support accurate, timely waste data and information recording - Support levy reporting requirements - Support grant funding requirements - Understand waste types created, accepted and managed by Council - Unimpacted by power or comms outages - Low cost	- Conversion time from manual to electronic records	- Maximise and evidence resource recovery - Demonstrate Council improved waste management practice during disasters - Support landfill diversion	- Incorrect or poor data entry - Forms damaged or lost (no back-up)

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3.4.2 Temporary Site Improvement Plans

It is recommended Temporary Site Improvement Plans be developed for five of the identified temporary waste storage locations (Section 2.3). Such plans will outline any necessary site improvements, upgrades, and key actions to be undertaken in the preparation, use, and remediation of such sites during and post disaster. Key planning and operational considerations for such plans include:

- Refining waste characteristics for acceptance, storage and transfer;
- Environmental constraints;
- Site design;
- Site preparation and infrastructure requirements including hardstands, mobile transfer stations and mobile storage receptacles (bins/hook lifts etc); and
- Operational plans and procedures.

In addition, if the identified temporary waste storage locations are not on Council controlled land, then a land use agreement should be established with the land manager.

Communication of the plans should be undertaken with relevant stakeholders at both a local and regional level, and with the community to ensure social licence associated with utilising such sites is achieved.

The Temporary Site Improvement Plans should be reviewed regularly and importantly, post disaster lessons management should identify concerns such as environmental, social, and access issues and actions required to maximise future use of these sites.

Options Summary: Develop and review Temporary Site Improvement Plans which outline site improvements and enable access to ensure such sites are fit for purpose and can be rapidly made available.

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Table 18: SWOT: Temporary Site Improvement Plans

Lines of Recovery and Resilience	
Human and social	1.4
Economic	2.4
Environment	3.1, 3.5
Built	4.2

Strengths	Weakness	Opportunity	Threats
- Upgrade temporary sites to be fit for purpose - Protect, monitor, and restore the environment from the impact of disaster waste - Support local waste planning through comprehensive consideration of natural disaster planning - Identify environmental waste impacts and issues - Ensure waste assets are cleaned, repaired, restored and operational	- Facilities and operations need to balance costs whilst maximising environmental protection - Temporary site may not be used	- Increased environmental protection and resilience - Build-in resource recovery opportunities - Ensure service continuity - Demonstrate Council better waste management practice during disasters	- Plans don't adequately address specifics required for each site

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3.4.3 Land Use Agreements for Temporary Disaster Waste Storage Sites

Where temporary disaster waste storage sites are located on land that is not controlled by Council, a land use agreement between Council and the landowner and/or manage should be prepared. Such an agreement would specify the terms of use and any other requirements. This provides a clear framework for how and what can take place on the land, access to the land, managing the operations and clean-up during and following the disaster and addressing costs, including opportunity costs associated with temporary use of the land.

Options Summary: Establish land use agreements as required for temporary disaster waste storage sites on land that is not under Council control.

Table 19: SWOT Land Use Agreements

Lines of Recovery and Resilience	
Human and social	1.4, 1.6
Economic	2.4
Environment	3.4
Built	4.2

Strengths	Weakness	Opportunity	Threats
- Framework for private land use - Increase and understand infrastructure capacity - Enhance assets and value community assets - Remove disaster debris from natural and built environments	- Time to establish - Communicating understanding to owners - May be unreliable	- Builds resilience within the community - Community-led recovery - Engagement with community - Supports public health and safety	- Liability for land damage/impact

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3.4.4 Facility Lighting

It is recommended that Council establish waste facility operational and traffic lighting at the CWF and selected WTSs to support longer or continuous operating hours for waste acceptance and stockpiling, where required, during disaster recovery. Council may consider mobile and/or solar lighting for swept path use with the advantage being ability to deploy such to targeted WTSs designated to support disaster locations.

Such lighting will enable operations in instances driven by necessary changes in productivity, work activities and site layout modifications which may be necessary to process waste post disaster. Well-designed lighting will support a safe working environment for staff, multiple contractors, and other commercial services or agencies outside of standard facility operations.

Such approach would need to be supported by a temporary change to the facility's EA to accommodate an extension of operating hours.

Options Summary: Establish operational and traffic lighting at the Bromelton CWF and selected WTSs.

Table 20: SWOT Facility Lighting

Lines of Recovery and Resilience	
Human and social	1.2, 1.4
Economic	2.2
Environment	3.2
Built	4.2

Strengths	Weakness	Opportunity	Threats
- Ensure waste assets are operational for extended periods to provide additional capacity - Ensure waste service continuity - Ensure public health and safety - Increase Council infrastructure capacity	- Capital costs for sites lacking power	- Increased opportunities for resource recovery - Demonstrate Council better waste management practice during disasters	- Delays in approval - Vandalism

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3.4.5 Mobile Disaster Waste Infrastructure

It is recommended that Council consider the use of mobile disaster waste transfer infrastructure, which offers flexibility and redundancy in managing disaster waste.

Several companies offer fully hinged rear door access to various sized larger bins, from 20 to 60 cubic metres in size, for example. These could potentially be deployed with smaller easy access mobile bins (e.g. 6.5 cubic metre) which enable waste separation, easy inspection, bunding, and optional covers. Integral to this approach, Council would need to investigate vehicle options to transport the bins, including front lift trucks, skip bin trucks or hook lift trucks. In addition, it is likely that a front-end loader or a skid steer may be required to fill the larger sized bins that do not contain hinged door access.

Once a fleet of bins and vehicles able to collect and transport them is established, Council can utilise this flexible and mobile infrastructure/equipment across any number of disaster locations when necessary, in addition to use during normal daily operations.

Options Summary: Identify mobile disaster waste infrastructure/equipment to add to Council infrastructure capacity for disaster management.

Table 21: SWOT Mobile Disaster Waste Infrastructure

Lines of Recovery and Resilience	
Human and social	1.2,
Economic	2.2, 2.3
Environment	3.2, 3.4
Built	4.2

Strengths	Weakness	Opportunity	Threats
- Increase Council infrastructure capacity - Council owned infrastructure can be mobilized to highest need locations - Enhance council assets - Ensure waste service continuity and support services are easily accessible, and meet the need of community, business, and industry - Remove disaster debris from natural and built environments - Ensure public health and safety	- Capital costs	- Increased opportunities for resource recovery - Infrastructure redundancy and opportunities to target assets to prioritised Council locations - Demonstrate Council better waste management practice during disaster	- Disaster affected routes constrain assets relocation - Reliance on third party asset transport - Resourcing

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3.4.6 Route Access Decision Framework

Council is aware that in recent disasters, key waste collection routes have been impacted due to road damage caused by such factors as landslips or flooding, particularly in the vicinity of Bromelton, Coulson, Boonah, and Rathdowney. Such access issues and delays in road repairs have, in instances, resulted in long-term constraints to delivering waste services to areas such as Tambourine Mountain.

It is recommended the Council establish a framework for making decisions on waste service routing which can be applied during the disaster response and recovery phases. A decision tree routing protocol,

for example, for route selection process from source to destination is a simple yet highly effective classification and prediction tool used for decision making. This type of flowchart structure creates a simplified representation of decision-making, allowing different stakeholders to better understand the decisions around a routing decision, enabling clearer communication with waste collection contractors and the community.

Council should consider stakeholder constraints and contractual obligations with waste collection contractors in the design of such a framework.

Options Summary: Establish a framework for making decisions on waste service routing which can be applied during disaster recovery phase in collaboration with relevant stakeholders.

Table 22: SWOT Route Access Decision Framework

Lines of Recovery and Resilience	
Human and social	1.2, 1.4
Economic	2.1, 2.2
Environment	3.1, 3.2
Built	4.2
Roads and Transport	5.1

Strengths	Weakness	Opportunity	Threats
- Ensure waste services meet basic needs - Ensure waste support services are easily accessible - Ensure business and industry waste support services are easily accessible - Ensure waste assets are operational - Ensure public health and safety - Low cost	- Monitoring required to ensure routes and messaging remain accurate - Requires strong collaboration with waste collection provider	- Increased collaboration with a range of stakeholders - Demonstrate Council improved waste management practice during disasters - Information conduit between Council and the community, business, and industry	- Wrong decisions costly and divisive - Routes not applicable to situation or information not effectively delivered

3.4.7 Temporary Collection Fleet Depots

Discussions held within the Resilience Options Workshops indicated that in recent disasters key waste collection and transport routes were impacted, resulting in collection vehicles being unable to service typical collection areas or access the depot at the Bromelton CWF.

Subsequently, Council -owned sites at Boonah and Canungra have been identified by Council as potential temporary disaster waste collection fleet depot locations, where collection vehicles can be housed temporarily. It is recommended that these sites be assessed, using different disaster scenarios, for their suitability as temporary backup depots for waste collection vehicle parking. Such investigation should include assessment of the resilience and suitability of access and surfaces (hardstand/gravel/sealed) to support such locations.

This option will assist Council in maximising the efficiency and continuity of waste services during and post disaster, improve redundancy for service timetabling and aid in informing the community on interim waste service measures.

Options Summary: Assess the suitability of Temporary Collection Fleet Depots.

Table 23: SWOT Temporary Collection Fleet Depots

Lines of Recovery and Resilience			
Human and social:	1.1,		
Economic	2.1, 2.2, 2.3, 2.4		
Environment	3.1, 3.2, 3.4		
Built	4.1		
Roads and Transport	5.1		
Strengths	**Weakness**	**Opportunity**	**Threats**
- Facilitate service continuation - Waste services continue to meet basic needs - Ensure business and industry waste support services and resources are easily accessible	- Lacking supporting infrastructure for maintenance or refuelling	- Build business resilience to ensure continuity - Support local waste planning through comprehensive consideration of natural disaster planning	- Incorrect route assessments or disaster characteristics impact site

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3.4.8 Alternative Waste Disposal Sites

In recent disasters, several sites in neighbouring LGAs were earmarked as approved sites for Council to use as alternative disaster waste locations (Section 2.4). These are mapped in the DWMP and Technical Appendix.

It is recommended that Council liaise with DES, private operators, relevant agencies, and surrounding councils to understand and plan regarding the constraints and opportunities for future use of these sites as alternative disaster waste disposal sites.

Options Summary: Understand the constraints and opportunities for future use of identified alternative waste disposal sites.

Table 24: SWOT Alternative Waste Disposal Sites

Lines of Recovery and Resilience	
Human and social	1.1, 1.2,
Economic	2.1, 2.2
Environment	3.1, 3.2
Built	4.1, 4.2
Roads and transport	5.1

Strengths	Weakness	Opportunity	Threats
- Protect Council infrastructure - Ensure public health and safety - Ensure designated waste facilities are operational - Reduce Council liabilities/risks	- Potential delays in decision making by external agencies to access sites - Increased collection distances, times - Increased congestion in other locales	- Increased collaborative opportunities for resource recovery - Saving void space at Bromelton CWF	- Reliance on DES to determine locations and constraints - Additional fees/costs

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3.5 POST-RECOVERY ACTIONS

Following a disaster, it is suggested that further resilience-building actions are undertaken to improve performance and outcomes in preparation for future disasters. This can be achieved through learning from each disaster event to ensure continued improvement.

3.5.1 Lessons Management

Lessons management includes the collection, analysis, sharing and applying of learning experiences from events, exercises, programs, and reviews. Lessons management has matured across the disaster management sector as a valuable methodology to reduce the risk of mistakes reoccurring during similar events and increase the chance that successes are repeated in future events.

It is important to capture lessons learned within the shorter-term following a disaster, while experiences are fresh. It is also suggested that Council liaise with emergency management agencies within the region to incorporate waste experiences into lessons management to enable those groups to share such waste perspectives and response approaches to managing disaster waste more broadly.

Effective lessons management has the potential to operate and positively impact across all lines of response, recovery and resilience. Council will benefit from applying lessons management to capture waste issues and experiences from staff, relevant disaster agencies, NGO's, business, industry, and the community and developing this into a key recovery pathway following future disasters. Increasingly, it also offers opportunities for First Nations peoples' unique experiences of trauma to be addressed and First Nations culture, knowledge, traditions, and connection to country to be incorporated into disaster waste PPRR.

Options Summary: Develop a Disaster Waste Lessons Management Module.

Table 25: SWOT Lessons Management

Lines of Recovery and Resilience	
Human and social:	1.1, 1.2, 1.4, 1.5, 1.6
Economic	2.1, 2.2, 2.3, 2.4
Environment	3.1, 3.2, 3.3, 3.4
Built	4.1, 4.2
Roads and Transport	5.1, 5.2

Strengths	Weakness	Opportunity	Threats
- Upskilling and establishing new processes to build resilience - Information sharing - Skills recognition - Support local waste planning through comprehensive consideration of natural disaster planning - Identify human, business/ industry/built, environmental and roads/transport impacts of disaster waste and supports impact assessment across these priority lines - Ensure emergency waste services meet basic needs	- Time to implement and develop	- Collaboration platforms and solutions forums - Further enhance effective emergency communication - Information conduit between Council and agencies - Promotion to community - Inform on debris removal, protecting waterways and the green environment and restoring recreational assets impacted by disaster waste	- Parties fail to collaborate effectively - Inability to apply lessons learned - Cost to apply lessons learned

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3.5.2 Upskilling and Succession Planning

Both staff upskilling and succession planning aim to retain continuous skills and knowledge within the workforce. Like *Lessons Management* these management tools are vital in retaining disaster-related skills and knowledge within the Waste Services Team.

Experienced staff may offer considerable knowledge regarding waste and/or disaster events which needs to retained and shared in a planned fashion. It is recommended that a risk analysis be undertaken to identify disaster management knowledge and skills and gaps in both these within the Waste Services Team. Consideration should be given to waste operational procedures, infrastructure characteristics, waste related documentation, unusual/abnormal aspects of position requirements, technical expertise, knowledge of risk, communications, liaison, or participation in disaster-related committees and decision-making.

Training and evaluation methodologies will need to be implemented to support this option.

Options Summary: Undertaking upskilling and succession planning to capture and utilise existing experience and knowledge.

Table 26: SWOT Upskilling and succession planning

Lines of Recovery and Resilience			
Human and social	1.3, 1.4, 1.5, 1.6		
Economic	2.1		
Environment	3.2		
Built	4.1		
Roads and Transport	5.1		
Strengths	**Weakness**	**Opportunity**	**Threats**
- Waste services continuity - Efficient services are delivered by properly skilled/trained staff - Ensure waste services meet basic needs - Low capital costs	- Time required to identify skillsets and train staff	- Build cohesiveness, capacity, and known skillsets - Foster cooperation, builds resilience	- Disaster type/magnitude impacts effectiveness - Resourcing and staff turnover

4. Implementation Priorities

The Waste Services Resilience Roadmap presents short and long-term options and opportunities for Council to build its waste management disaster resilience. The functional priority lines of recovery and resilience have been mapped to the Resilience Roadmap options (Section 0) to demonstrate the comprehensive nature of the proposed options against the state's resilience framework.

This holistic approach requires a multi-pronged implementation plan to prioritise and address disaster resilience across each recovery line.

Recommended short-term and long-term priorities for each Resilience Building Option are outlined in Table 27, Table 28, Table 29 and Table 30.

In summary, short-term priorities are characterised by ease, speed of implementation, low costs, and ability to be primarily managed inhouse. Longer-term priorities are characterised by comparably increased implementation times, higher costs, complex planning requirements and potentially lengthier collaborative requirements. Council will decide which Resilience Building Options are implemented first or in parallel based on available resources, funding, value for money and level of community support.

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Table 27: Implementation Priorities: Council Roles and Responsibilities

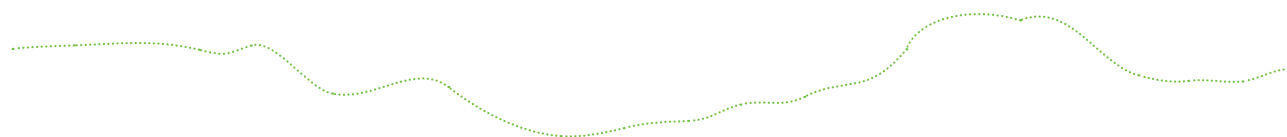| Council Roles and Responsibilities		
Short-Term Priorities	**Comments**	
3.2.1	*Disaster Staffing Plan*	Negligible costs Primarily inhouse development
3.2.2	*Community Disaster Waste Toolkit*	Building on existing local volunteer structures and Council contacts High profile – essential early step to build community engagement and resilience
3.2.3	*Community Disaster Waste Toolkit Training*	Low cost Building on existing local volunteer structures and Council contacts Essential early step to build community engagement and resilience
3.2.5	*Seasonal Hazard and Waste Reduction Messaging*	Negligible costs High profile Springboards and extends Council existing communications
3.2.6	*Hazardous Waste Management*	Negligible costs Time taken to collaborate with agencies to integrate effective hazardous waste management into response
3.2.7	*Disaster Equipment and Services Register*	Low cost Council engagement with business and industry achievable in short-term using existing communication channels
3.2.9	*Represent Waste Within Disaster Committees*	Negligible costs Springboard off established meetings and agendas
Longer-Term Priorities		
3.2.4	*Community Disaster Waste Preparedness Program*	Time taken to engage broader community and develop resources
3.2.8	*Disaster Preferred Supplier Panel*	Time taken to build regional collaboration, MOUs and legal aspects
3.2.10	*Strengthen Waste Priorities in Disaster and Resilience Plans*	Time taken to develop interagency collaboration and plan development. Must align with plan revision periods
NOTE: *Local plans may be addressed in short-term at negligible cost*		
3.2.11	*Agency Disaster Waste Preparedness Workshops*	Time taken to develop interagency collaboration and agreement on Workshop characteristics

Table 28: Implementation Priorities: Communication Processes

Communication Processes		
Short-Term Priorities	**Comments**	
3.3.2	*Disaster Waste Message Database*	• Negligible costs and relatively ease of implementation into existing communication methodologies • Primarily inhouse collaboration with Communications team and limited agency feedback required
3.3.4	*Integrate Waste Services into Disaster Dashboard*	• Low cost • Existing Council technology framework • Primarily inhouse message development
Longer-Term Priorities		
3.3.1	*Communication Mediums*	• Capital costs medium dependent on technologies • Time taken to agree, test and train on technologies
3.3.3	*Real-Time data*	• Time taken to collaborate with agencies • Time taken to plan data integration into Council communications framework • Potential costs and planning where Council hires or purchase technology

Table 29: Implementation Priorities: Facility and Service Planning

Facility and Service Planning		
Short-Term Priorities	**Comments**	
3.4.1	*Disaster Waste Procedures and Forms*	• Negligible costs • Springboards off and streamlines existing waste data fields and structures and current facilities operating procedures • Primarily inhouse
3.4.2	*Temporary Site Improvement Plans*	• Low cost as plan only • Inhouse - Council environmental and operational knowledge
3.4.4	*Facility Lighting*	• Negligible costs for CWH and ease of implementation • Ease of implementation
NOTE: Consideration must be given to sites without power		
3.4.6	*Route Access Decision Framework*	• Negligible costs if inhouse

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3.4.8	*Alternative Waste Disposal Sites*	• Negligible costs • Short timeframe where sites allocated by DES • Where collaboration between private operators, relevant agencies, and councils required can be via MOUs or similar simplified agreements
Longer-Term Priorities		
3.4.3	*Land Use Agreements for Temporary Disaster Waste Storage Sites*	• Negligible costs • Primarily inhouse
3.4.5	*Mobile Disaster Waste Infrastructure*	• Mid-range capital costs if Council purchasing
3.4.7	*Temporary Collection Fleet Depots*	• Time taken to plan and approve locations • Mid-range costs to set up

Table 30: Implementation Priorities: Post Recovery Actions

Post-Recovery Actions		
Short-Term Priorities	**Comments**	
3.5.1	*Lessons Management*	• Negligible costs • Primarily inhouse • Ease of implementation
3.5.2	*Upskilling and Succession Planning*	• Negligible costs • Primarily inhouse • Ease of implementation

The Roadmap should be updated on a regular basis as Resilience Building Options are successfully implemented. This will ensure that continued resilience building occurs within Council. It is proposed that this review occurs every two years.

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5. Recommendations

The Resilience Roadmap provides a suite of Resilience Building Options for Council to consider now and into the future. These options address a variety of areas both structural and non-structural along with the Resilience and Recovery Lines of Priority. These options provide a comprehensive strategic approach for Council to build resilience and ensure a swift and efficient waste management response to disasters. In turn, Council will limit the environmental, public health, social and economic consequences of disasters with its region and facilitate a prompt return to normality for its community.

It is therefore recommended that:

• Council consider the implementation of all Resilience Building Options described within the Roadmap;

• Council prioritise the Resilience Building Options that provide excellent value for money or that build significant disaster waste resilience in the short-term;

• Council develop business cases and/or feasibility studies for longer-term more complex or high capital cost Resilience Building Options; and

• Council promote, instigate and integrate improved waste management planning, services and infrastructure considerations within the established local/regional Resilience Action Plans and disaster management framework.

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APPENDIX A

KEY DISASTER MANAGEMENT WASTE-RELATED DEFINITIONS

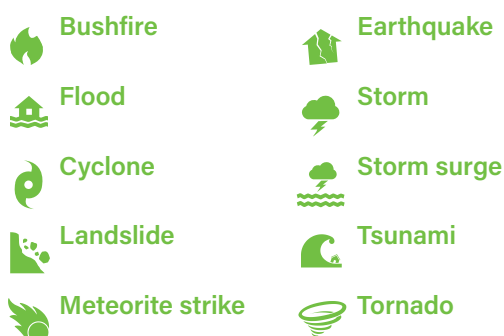| Terminology	Definition
Disaster	**Disaster Management Act 2003**
Serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the State and other entities to help the community recover from the disruption	
	DRFA
One or a combination of the following rapid onset events: ▪ Bushfire; earthquake; flood; storm; cyclone; storm surge; landslide; tsunami; meteorite strike, or tornado	
Disaster Declaration	**Disaster Management Act 2003**
Sections 64 - 73 give the legislative authority for declaring a disaster situation, notice of declaration, duration, extension and ending the disaster situation. A disaster situation will normally only be declared by the DDC, Minister for Fire and Emergency Services or Premier when it is necessary to exercise those additional powers to prevent or minimise loss of human life, illness or injury to humans, property loss or damage, or damage to the environment. It is not necessary to declare a disaster situation to activate the disaster management arrangements or to obtain financial assistance through established disaster relief schemes.	
Disaster Management	**Disaster Management Act 2003**
Arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster	
Disaster Operations	**Queensland Disaster Management Act S4.A**
Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event support	
Disaster Response	**Disaster Management Act 2003**
The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.	
Disaster Response Capability for Local Government	**Disaster Management Act 2003 s.80**
The ability to provide equipment and a suitable number of persons, using the resources available, to effectively manage or help another entity to manage an emergency situation or a disaster in the local government area.	
Event	**Disaster Management Act 2003**

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1. a. A cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening;
   b. An explosion or fire, a chemical, fuel or oil spill, or a gas leak;
   c. an infestation, plague or epidemic;
   d. A failure of, or disruption to, an essential service or infrastructure;
   e. An attack against the State;
   f. Another event similar to an event mentioned in paragraphs (a) to (e).
2. An event may be natural or caused by human acts or omissions

Exempt Waste	Waste Reduction and Recycling and Other Legislation Amendment Regulation 2022
"Disaster Management and Serious Local Event Waste". Waste caused by a natural disaster is exempt from the levy.	
Includes wastes generated as a result of a disaster (e.g., flooding or bushfire) or a serious local event. These exemptions are issued following the Queensland Government declaring a disaster situation or a local government notifying the department of serious local event. https://www.qld.gov.au/environment/management/waste/recovery/disposal-levy/about/exempt#:~:text=Disaster%20management%20and%20serious%20local%20event%20waste%20Exempt,government%20notifying%20the%20department%20of%20serious%20local%20event	

Waste Facility	Qld Government
A facility for the recycling, reprocessing, treatment, storage, incineration, conversion to energy, sorting, consolidation or disposal (including by disposal to landfill) of waste. https://www.qld.gov.au/environment/management/waste/recovery/disposal-levy/operators/information#:~:text=A%20waste%20facility%20is%20a%20facility%20for%20the,disposal%20%28including%20by%20disposal%20to%20landfill%29%20of%20waste	

Waste material	Recycling and Waste Reduction Act 2020
Any thing (including a substance or mixture of substances) that is: a. Discarded, rejected, or left over from an industrial, commercial, domestic, or other activity; or b. Surplus to or a byproduct of an industrial, commercial, domestic, or other activity; or c. Prescribed by the rules See also *Environmental Protection Act 1994 s.13*	

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APPENDIX B

DISASTER RESILIENCE FRAMEWORK

The Queensland *Disaster Management Act 2003 s. 13* defines disaster as a serious disruption in a community, caused by the impact of an event, which requires a significant coordinated response by the State and other entities to help the community recover from the disruption. A natural disaster is defined in the Australian Government's *Disaster Recovery Funding Arrangements (DRFA) as One or a combination of the following rapid onset events:*

Bushfire   **Earthquake**

Flood   **Storm**

Cyclone   **Storm surge**

Landslide   **Tsunami**

Meteorite strike   **Tornado**

(Australian Government, 2018)

Queensland's approach to disaster resilience is locally led, regionally coordinated and state supported.

"Stronger, safer and more resilient Queensland communities" Queensland Strategy for Disaster Resilience 2022-27. Pg. 41

The Queensland Strategy for Disaster Resilience 2022-27 (QSDR) (Queensland Reconstruction Authority, 2022b) is the overarching framework (Figure 1) to guide and coordinate the delivery of strategic commitments and actions to improve Queensland's resilience to disasters and aligns with international, national, and state disaster risk reduction and sustainable development strategies, frameworks, and legislation. It provides a key overview of local government responsibilities along with a suggested framework to consider the measures and activities to increase resilience. QSDR objectives are:

- Understand risk – applying data to strengthen risk reduction understanding, culture, and education to help Queensland communities become more resilient to future disasters;
- Work together – increase the role of state-led coordination of resilience outcomes by enhancing cooperation and working across silos to implement whole-of-government activities;
- Seek new opportunities – leverage regional, local and community knowledge to enhance capability to drive best practice in building resilience; and
- Continuous improvement – clearer, more direct connection of funding to risk-based need.

QSDR aims to maximise local coordination to improve disaster response and recovery and emphasises community-informed resilience investment and greater interagency coordination, so communities are best prepared to tackle and recover from natural disasters.

Via a multidisciplinary approach, QSDR aims to strengthen and reinforce the five lines that contribute to systems-based resilience and their potential for future planning. These lines are:

- Human and social;
- Roads and transport;
- Economic;
- Built; and
- Environment.

Under the *Disaster Management Act 2003*, local governments are responsible for disaster planning and operations within their area, with support provided from the district, state and national levels as requested.

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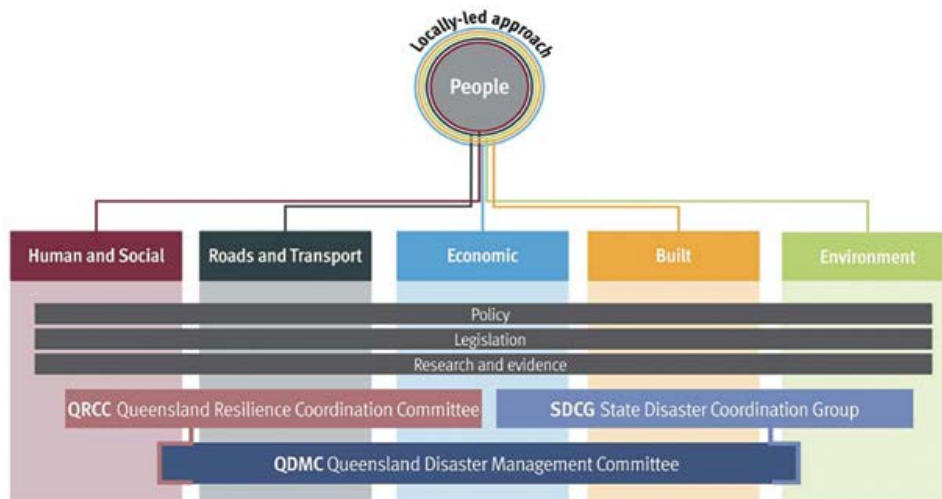
Figure 1: Queensland Disaster Resilience Governance Framework
Queensland Strategy for Disaster Resilience 2022– 2027

Each Queensland region has a locally led and regionally coordinated blueprint to increase state-wide disaster resilience, which is aligned with potential investment pathways to sustain effort by all stakeholders.

Queensland Reconstruction Authority (QRA) is the lead agency for coordinating QSDR. It administers resilience funding programs and grants and is responsible for the *Queensland Recovery Plan,* which links resilience building with recovery activities. QRA collaborates on the development of regional resilience plans including the *2021-22 Southern Queensland Floods State Recovery and Resilience Plan 2022-24* (Queensland Reconstruction Authority, 2022c) together with all South-East Queensland councils in the development of local Resilience Action Plans.

QRA is also responsible for event-specific state recovery plans. These plans are developed in conjunction with Functional Recovery Groups which support the delivery of recovery efforts to impacted communities across the five lines of recovery and resilience. (Figure 1).

The *2021-22 Queensland Floods State Recovery and Resilience Plan_22-24* outlines the key environmental resilience responsibilities for local government, including the following waste-related functions:

- Ensure waste management services are provided to enable clean-up and waste disposal from affected properties and environments, balanced with landfill capacity and waste recovery;
- Rapid removal of debris to reduce psychological impact on affected people (soft skips);
- Assess opportunities to reduce potential contamination and pollution in natural areas and waterways; and
- Remove flood debris from natural environments and restore public and private infrastructure.

The *Queensland Recovery Plan*, (*Queensland State Disaster Management* sub plan) provides guidance in linking resilience building with recovery activities to enhance recovery outcomes for disaster-impacted communities.

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Environmental Protection

EXTEND FACILITIES ENVIRONMENTAL AUTHORITY CONDITIONS

An environmental authority (EA) is required to undertake an environmentally relevant activity (ERA).

The sorting and storing of waste generated by or because of a disaster situation, during the period of, and in the declared area for the disaster situation is not a prescribed ERA (EP Regulation S.2.12c). Further, storing or sorting waste generated by or because of impacts caused by a severe weather event within a declared disaster area, will not constitute the ERA of a resource recovery and transfer facility operation and will not require an environmental authority.

Temporary Emissions Licence (TEL)

A Temporary Emissions Licence (TEL) is a permit under the Queensland *Environmental Protection Act 1994 (EP Act)*, issued by DES, that temporarily relaxes or modifies specified conditions of an environmental authority to allow the release of a contaminant into the environment in response to a disaster, for example, a waste transfer station releasing contaminants associated with the acceptance of greater volumes than its EA and/or for extended periods outside of their normal operating hours as part of disaster recovery or allowing an operation to release contaminants 24-hours a day to aid reconstruction of disaster damaged infrastructure (DES, 2022).

Should a disaster event be likely to warrant it, Council should be prepared to apply for a TEL for its key licensed waste sites as early as possible during a disaster event. Whilst it is considered unlikely that a TEL should apply for longer than 3 months, it does offer Council the opportunity to extend waste storage and operating hours beyond the scope imposed by its EAs.

Transitional Environmental Program (TEP)

A TEP is a specific program which, when complied with, achieves compliance with the *EP Act* for the activity to which the TEP relates, by doing one or more of the following:

- Reducing environmental harm caused by the activity;
- Detailing the transition of the activity to an environmental standard;
- Detailing the transition of the activity to comply with a condition (including a standard environmental condition) of an EA or a development condition.

TEPs are a useful tool to use when it is known what needs to be done to achieve a solution to an environmental problem, for example, environmental impact at a licensed facility arising from a disaster and the solution is likely to take a long period of time. As such, a TEP is not considered appropriate where an emergency exists (Department of Environment and Science, 2021).

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APPENDIX C

DISASTER RISK

Framework

Successful disaster risk management lies in clearly identifying and understanding the level of exposure and vulnerability of a community and its assets to hazards. The Queensland Emergency Risk Management Framework (QERMF) is the state's endorsed risk assessment methodology to prioritise, mitigate and manage risk. The QERMF Risk Assessment Tool is an ArcGIS Online geospatial information platform which has been used by some Queensland councils in collaboration with Queensland Fire and Emergency Services (QFES) to identify elements (people, systems, networks, and assets), their relevance to each hazard type and development of a risk model.

Such an approach could incorporate waste-related elements and would be useful for Council to consider.

The QERMF recommends that a full risk assessment or a review of existing risk assessments should form part of annual disaster management planning and reviews. It is important that Council regularly reviews its disaster waste risk profile, considering recent disaster events and within the context of planned and implemented changes in land use within the region.

Hazard Prioritisation

A hazard can be defined as an event or situation that has the potential to cause harm. Hazard prioritisation is an important aspect in climate-change-related disaster risk reduction. Disaster risk assessments generally address risk over a period of less than five years, however as climate change alters normal weather patterns, the risk posed by each hazard to a given area will change. Similarly, the likelihood of a given hazard is likely to substantially change over time.
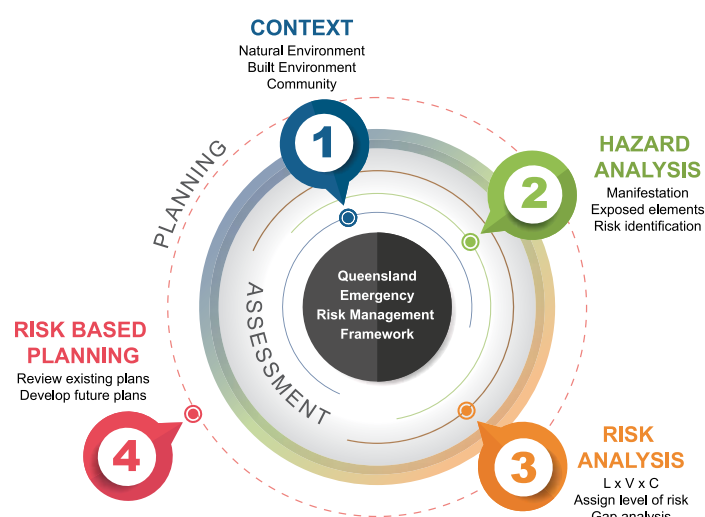
Figure 2: QERMF Assessment Elements in Risk-Based Planning

Adapted from Queensland Government, 2018

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Thus, risk mitigation should be prioritised according to the ability to achieve desired results for shorter-term risk reduction while also considering the effects that these mitigation strategies will have on disaster risk over the long term.

The *2021/22 State Disaster Risk Report* prioritises the following four hazard risk types for both the Scenic Rim (Table 31) and south-east Queensland:

- Riverine flooding;
- Severe thunderstorm;
- Bushfire; and
- Heatwave.

Key hazards for Council are ranked in Table 31. These align closely with regional and state priority hazard rankings.

Hazard Likelihood Prioritisation Scenic Rim
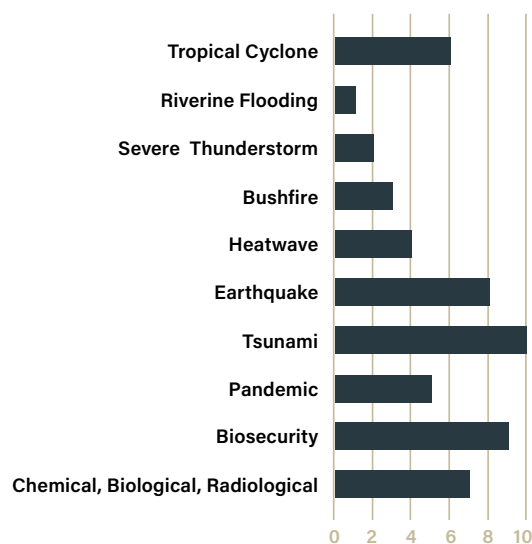
2021/22 State Disaster Risk Report (QFES, 2021)

The *Emergency Management Sector Adaptation Plan* (EM-SAP) addresses the risks posed by climate change and emphasises that adaption should address:

- A comprehensive approach to disaster management - prevention, preparedness, response, and recovery (PPRR);
- A systems approach, ensuring that it is responsive to local conditions and the needs of the entire community; and
- Both acute major events and continuous incremental change.

(Department of Infrastructure, Local Government and Planning, 2017)

Thus, there are opportunities both for the waste team and more broadly for Council to ensure that infrastructure planning and development assessments directly, indirectly, and cumulatively address the potential for an increase in the severity of hazards and the potential for damage, particularly for riverine flooding, severe thunderstorm, and bushfire.

Council Disaster Risk Profile

Following discussions with Council to inform the Roadmap, an assessment of Council's disaster waste risk profile was undertaken by investigating the specific types of disasters occurring in the region and identification of possible impact areas for each type of disaster event. The risk profile draws on:

- Existing business continuity plans and information for waste collection and facilities;
- Records of historic disaster events, waste generated and waste service interruption;
- Topographic mapping, flood mapping and road network mapping; and
- Climate predictions to forecast likely future impacts of disaster events.

The disaster risk profile examines the waste profile associated with specific hazards events, and service and facility vulnerability.

A disaster waste Risk Profile has been developed to complement the Resilience Roadmap. This outlines the types of disaster events and the waste composition/profile likely to occur within the region, using a set of constraints maps as reference.

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Potential temporary disaster waste storage sites have been identified (Section 2.3) and are included in the DWMP and Technical Appendix.

Structral and Non-structural Disaster Risk Tools

The Resilience Roadmap considers both structural and non-structural disaster risk mitigation tools which may realistically be implemented by Council and which, in combination, offer to balance out the costs, level of simplicity and duration of implementation.

Structural disaster management or mitigation tools have physical entity and may include engineered solutions such as redesigned waste infrastructure, temporary or mobile waste storage facilities, physical barriers, or technology to reduce the impact of disasters or to achieve hazard resistance and resilience in structures or systems. These are often characterised by relatively high capital costs and may require longer term-research, planning and delivery timeframes.

Queensland is a leader in building resilience in its communities through betterment programs to rebuild damaged essential public assets to a more disaster resilient standard (Queensland Reconstruction Authority, 2022b). The Resilience Roadmap explores possibilities for Council to pursue these opportunities.

Non-structural disaster risk reduction tools typically employ social solutions and may include knowledge, practice, or agreement to reduce disaster risks and impacts, through planning, policies, public awareness raising, training and education.

Opportunities

Whilst Council to date, has been typically reactive when responding and recovering to a disaster, the Roadmap will facilitate Council to take a more proactive role in reducing risk, building resilience and preparing and responding to the potential impacts of disasters on its waste management services and infrastructure.In addition, reducing the risk and impact of waste on the environment is a key Council priority (Scenic Rim Regional Council, 2021). This aligns with the *Queensland Waste Strategy 2019* top strategic priority, along with Council's *Waste Management and Resource Recovery Strategy 2021-26,* which also prioritises the following:

- Reliable data - important to underpin strategic decision making, the importance of accurate data on separated waste streams and different source locations and the recording waste data in standardised formats;
- Efficient and effective management of operations;
- Use of technology to improve waste services;
- Community education and the importance of increasing knowledge of waste reduction by residents and businesses;
- Resource recovery - maximising recovery of resources at transfer stations, maximising source separation and segregation of recoverable waste and minimising contamination in mixed kerbside recycling, discouraging disposal to landfill and prioritising the recovery of problem waste streams and organics; and
- Strategic enabling of infrastructure.

Resilience building options addressed in the Roadmap align with and extend upon these identified priorities to offer opportunities and methodologies for Council to reduce disaster risk, build resilience and continue to strive for better practice waste management prior to, during and post disaster.

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APPENDIX D

STAKEHOLDER CONSULTATION
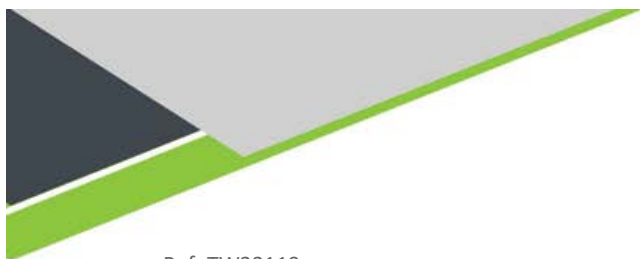
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Ref: TW22119
Rev: 2.0

Memorandum

Consultation Report - Resilience Roadmap and Disaster Waste Management Plan

Scenic Rim Regional Council

To:	**Emma Thomson**	
	Coordinator Waste Services	
CC:	N/A	
From:	Lyndell Coates	
Date:	1 June 2023	

To assist Scenic Rim Regional Council (SRRC) build resilience to improve waste management planning, services, and infrastructure, as well as to provide guidance to Waste Services when managing disaster waste, Talis Consultants (Talis) were engaged to develop a Waste Services Resilience Roadmap and Disaster Waste Management Plan. As part of this process, stakeholder consultations were carried out with the community and subject matter experts.

This report provides details on these consultations.

1   Community Consultation on the Waste Services Resilience Roadmap

1.1   Purpose

Solicit community feedback on the Waste Services Resilience Roadmap to inform how SRRC can support the community to recover from disasters more effectively, prioritise resilience improvement activities, and when they should happen.

1.2   Method

- The draft Waste Services Resilience Roadmap, Summary and Fact Sheet were posted on the Let's Talk Scenic Rim platform.
- The consultation was promoted through social media, direct emails, Council's website and a media alert issued.
- The community was asked to read the documents and then answer a series of questions.
- The focus for feedback was on actions identified in relation to:

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Memorandum
Consultation Report - Resilience Roadmap and Disaster Waste Management Plan
Scenic Rim Regional Council

- o Council's roles and responsibilities.
- o Communication processes.
- o Facility and service planning, and
- o Post recovery actions.
- Feedback, via a survey, could be submitted online or in paper format. Paper copies of the form were made available at face-to-face community consultation sessions that were occurring in the same time period for Council's budget.
- The consultation period was from April 5th and May 8th, 2023.

1.3   Activity

Metrics from the online activity were recorded. The following graph and tables provide an overview of key activities and associated metrics and results from the online community consultation.

Participants were categorised as either Engaged, Informed or Aware.

1.3.1   Visitors

This section provides a breakdown of the results regarding the number of visitors to the Waste Services Resilience Roadmap section of the platform during the consultation.

Diagram1-1 provides an overview of the visitor traffic on the Waste Services Resilience Roadmap section of the platform during over the course of the consultation period, while Table 1-1 provides some highlights of the online activity.

Diagram 1-1: Total Visitors across consultation period
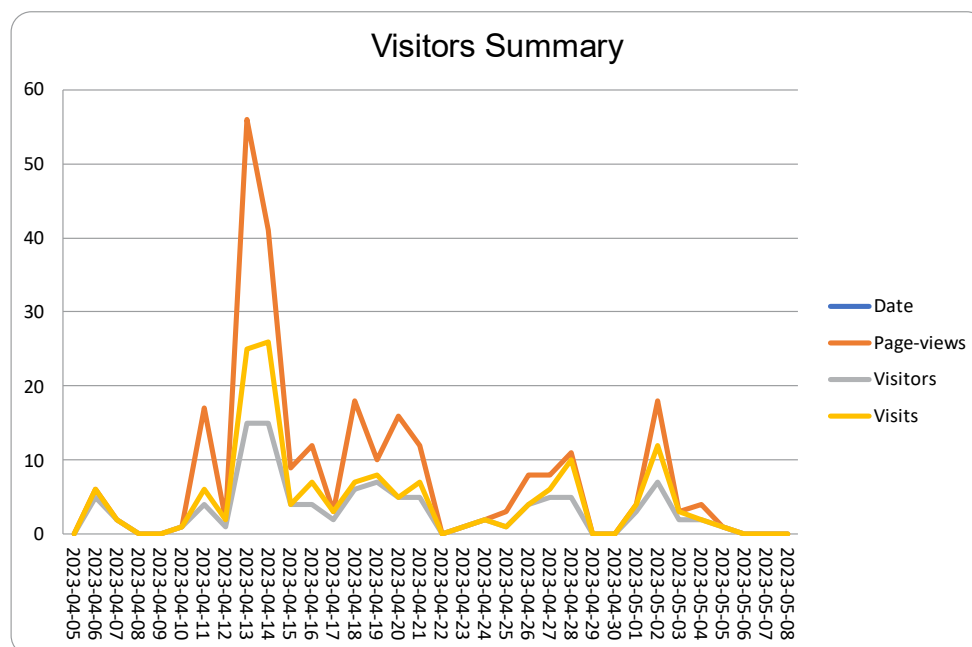
Memorandum
Consultation Report - Resilience Roadmap and Disaster Waste Management Plan
Scenic Rim Regional Council

Table 1-1: Highlights from the online community consultation

Highlights	
Total Visits	155
New Registrations	1
Document Downloads	99

1.3.2   Engagement

Table 1-2 outlines the number of engaged participants who completed the online survey.

Table 1-2: Engaged participants and actions

ENGAGED PARTICIPANTS	2		
Engaged Actions Performed	**Registered**	**Unverified**	**Anonymous**
Participated in Surveys	2	0	0

However, it can be seen from the Table 1-3 that there were 52 informed participants that visited the Waste Services Resilience Roadmap section of the platform, with 21 visiting multiple project pages.

Table 1-3: Informed participants and actions

INFORMED PARTICIPANTS	52
Informed Actions Performed	**Participants**
Downloaded a document	51
Visited the Key Dates page	2
Visited Multiple Project Pages	21
Contributed to a tool (engaged)	2

Table 1-4 shows a total of 85 participants were aware of the online survey and visited at least one page.

Table 1-4: Aware participants and actions

AWARE PARTICIPANTS	85
Aware Actions Performed	**Participants**
Visited at least one Page	85

Memorandum
Consultation Report - Resilience Roadmap and Disaster Waste Management Plan
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1.3.3   Engagement Tools

The following section provides an overview of the metrics from the online consultation based on the type of engagement tools utilised.

Table 1-5 shows the number of visitors who accessed the Waste Services Resilience Roadmap Feedback Form.

Table 1-5: Engagement Tools

Engagement Tool Name	Visitors	Contributors		
		Registered	**Unverified**	**Anonymous**
Waste Services Resilience Roadmap Feedback Form	9	2	0	0

It can be seen from Table 1-5 that nine (9) visitors accessed the online survey, with a total of two (2) complete responses being submitted from the community.

Table 1-6 provides the results from the widgets utilised to promote and engage with the online survey.

Table 1-6: Widget Tools

Engagement Tool Name	Visitors	Downloads / Views
SRRC DRAFT Waste Services Resilience Roadmap	44	80
Summary - Waste Services Resilience Roadmap	6	9
Fact Sheet - Waste Services Resilience Roadmap	6	8
Hardcopy Feedback Form for Waste Services Resilience Roadmap	2	2
Key Date	2	2

The information in Table 1-6 shows that there were 80 downloads/views of the DRAFT Waste Services Resilience Roadmap.

1.4   Survey Questions

The following questions were included in the survey:

1. Are you currently involved with disaster management in our region?
2. Have you read the Draft Waste Services Resilience Roadmap?
3. Do you think the Roadmap will assist the region to recover more quickly from natural disasters and reduce disaster waste ending up in landfill?

4. Please identify your top three (3) priorities to improve how disaster waste is managed for the first category: Council's Roles and Responsibilities:

   a. A disaster waste resourcing plan

   b. A disaster preparedness program

   c. Seasonal hazard and waste reduction

5. Please identify your top three (3) priorities to improve how disaster waste is managed for the second category: Communication Process:

   a. A communications database for waste services disruptions

   b. Collaborating with external agencies to secure real-time data

   c. Including waste services information on Council's Disaster Dashboard

6. Please identify your top three (3) priorities to improve how disaster waste is managed for the third and final category: Facility and Service Planning:

   a. More mobile waste-related fleet

   b. A framework around alternative waste service routes

   c. Understanding alternative disposal sites constraints and opportunities

7. Do you have additional ideas for action that could be included in the Roadmap?

8. Do you have any further feedback you would like to share on the Roadmap?

1.5   Feedback

Both survey responses received were from ratepaying males who live in Scenic Rim, and neither is involved with disaster management in SRRC. One had read the Draft Roadmap, while the other had read the Fact Sheet.

Seasonal hazard and waste reduction, including waste services information on Council's Disaster Dashboard and more mobile waste-related fleet were seen as a top priorities by both respondents, while a disaster waste resourcing plan, a disaster preparedness program, a communications database for waste service disruptions, collaborating with external agencies to secure real-time data, a framework around alternative waste service routes and understanding alternative disposal sites constraints and opportunities were also identified as top priorities.

Kerbside collection of green waste was cited as an action that could be included in the Roadmap.

1.6   Conclusion

As can be seen from all the results, the community consultation on the Waste Services Resilience Roadmap that was posted on the Let's Talk Scenic Rim platform received a total of 155 visits, with 99 documents being viewed/downloaded. There were nine (9) visits to the feedback form, with two (2) online responses received. Paper copies of the feedback form were taken but none were submitted back to Council.

Given that more than 150 visits were made to the consultation page and only two (2) responses were received from the community, the overall conclusion can be drawn that the community does not have significant concerns with the Waste Services Resilience Roadmap.

Memorandum
Consultation Report - Resilience Roadmap and Disaster Waste Management Plan
Scenic Rim Regional Council

2 Subject Matter Expert Consultation on the Waste Services Resilience Roadmap and Disaster Waste Management Plan

2.1 Purpose

Solicit feedback on the Waste Services Resilience Roadmap and the Disaster Waste Management Plan (DWMP) from subject matter experts.

2.2 Method

- An initial presentation was conducted with the Scenic Rim Local Disaster Management Group (LDMG) to promote the development of the Waste Services Resilience Roadmap and DWMP and to highlight the project timing and opportunities to provide input and feedback.
- An initial workshop was conducted with SRRC staff and its collection contractor facilitating the opportunity to provide input to assist with the preparation of the DWMP and Roadmap. Key focus areas of the workshop included:
  - Roles and responsibilities;
  - Staffing arrangements;
  - Communication processes;
  - Actions taken before an event;
  - Facility planning; and
  - Recovery actions, such as temporary waste storage and alternative waste recovery and disposal.
- The draft Waste Services Resilience Roadmap and draft DWMP were circulated to relevant SRRC staff, collection contractor and the Scenic Rim LDMG via email.
- Each were invited to provide their feedback across the following periods:
  - Scenic Rim LDMG: 6 April to 12 May 2023; and
  - SRRC staff and collection contractor: 6 April to 21 April.
- A presentation on the project was given to members of the Scenic Rim LDMG on May 5th, 2023. The focus of the presentation was on the Roadmap and how greater integration of waste management planning with the LDMG stakeholders can greatly improve disaster waste response, recovery and clean-up allowing the community to return to normality as soon as possible.

2.3 Activity

- Multiple SRRC staff provided feedback on the draft Roadmap and draft DWMP across several different internal departments.
- One formal submission from the Red Cross was received.

2.4 Feedback

All of the feedback received was considered during the finalisation of the Roadmap and the DWMP. Feedback was categorised into two main categories namely; strategic planning and operational.

The following provides a summary of the key feedback received.

Memorandum
Consultation Report - Resilience Roadmap and Disaster Waste Management Plan
Scenic Rim Regional Council

2.4.1   Strategic Planning

- The documents were noted as being comprehensive and sound approaches to support disaster waste management and will contribute to healthy and safe environments for the community and emergency services staff and volunteers.

- Roles and accountabilities were identified well within the broader emergency services and disaster planning frameworks.

- The documents adequately address the logistics of disaster waste education, decision-making and disposal and account for the environmental, community and volunteer impacts and actions.

- Taking a more generic approach to the inclusion of community volunteers was suggested.

2.4.2   Operational

- Recognised the importance of informing volunteers of safe waste handling measures.

- Having registers of contractors and individuals able to assist in disasters is a key item that was seen as having the potential to cause impacts in other regions when supplies/markets are constrained. One suggestion to address this was to embed emergency clauses in contracts with suppliers.

- A panel of registered suppliers for equipment was seen as valuable.

2.5   Conclusion

The feedback on the draft Roadmap and the draft DWMP from subject matter experts provided valuable internal and external context and advice necessary to complete and finalise the Roadmap and the DWMP.

Notes

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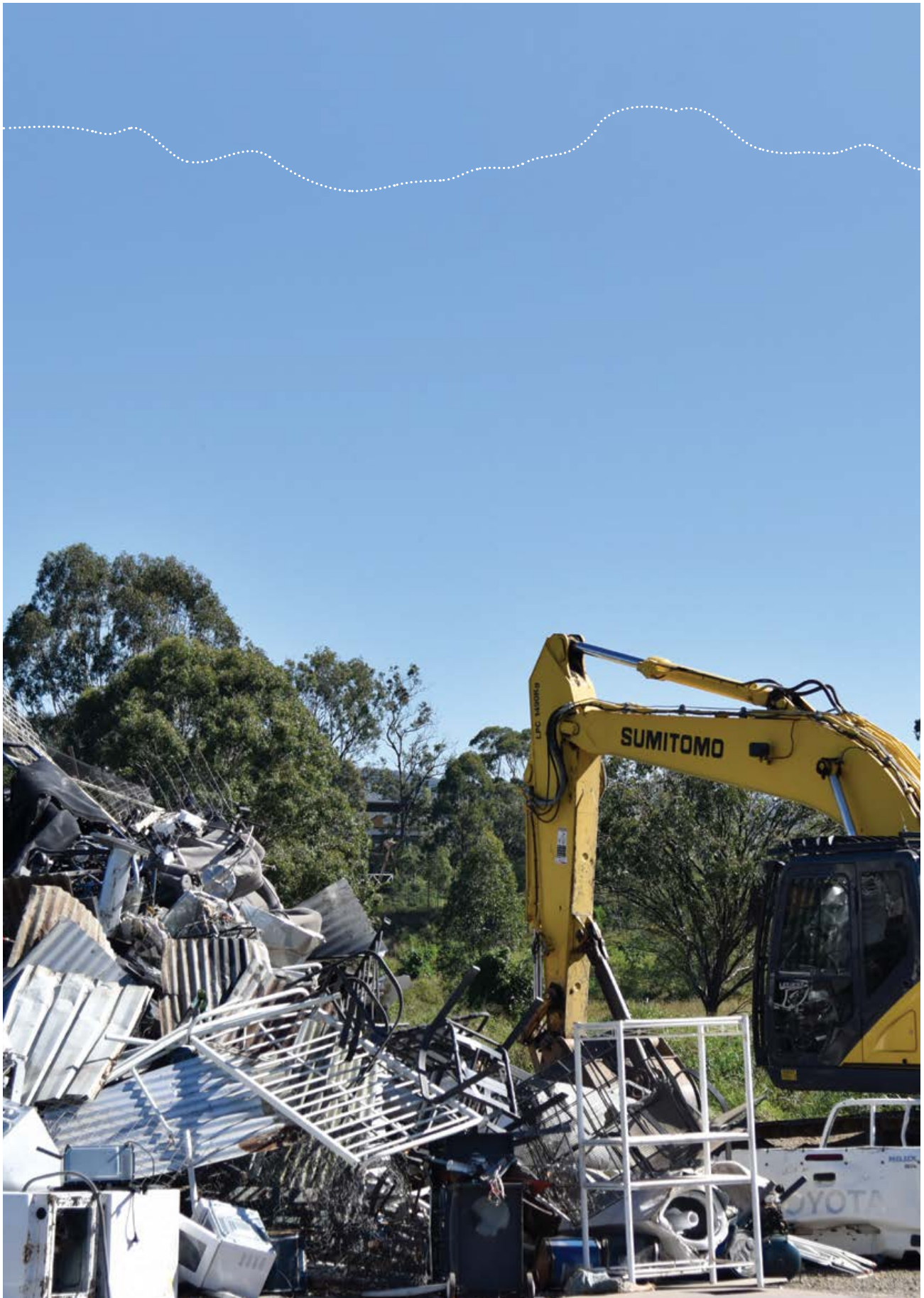
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SCENIC RIM
REGIONAL COUNCIL

Council Sustainability

11.3   Inappropriate Conduct Matter C-23-00048

Executive Officer: General Manager Council Sustainability

Item Author: Principal Specialist Governance and Assurance

Attachments:

1.   Investigation Report and Attachments - Inappropriate Conduct Matter C-23-00048 - Confidential
2.   Outcome letter from external agency - Confidential
3.   Disciplinary Action Guideline - Inappropriate Conduct ⇩ 📄

Executive Summary

On 13 February 2023, the Office of the Independent Assessor (OIA) referred a complaint against former Councillor, Derek Swanborough, to Council to investigate, pursuant to section 150W(1)(b) of the *Local Government Act 2009*, advising of its reasonable suspicion that the complaint, if proven, involves inappropriate conduct.

Council engaged an external investigator to conduct the investigation under Council's Investigation Policy. The investigator has completed the investigation and provided a report with findings and recommendations.

Council is required to determine if the former Councillor has engaged in inappropriate conduct and, if so, the order to be imposed.

Recommendation

That Council determine if former Councillor, Derek Swanborough, has engaged in inappropriate conduct and, if so, the order or orders to be made.

Previous Council Considerations / Resolutions

At the Ordinary Meeting held on 11 October 2022, Item 11.2, "Inappropriate Conduct Matter C/20/00919 and C/20/00870 [Closed s.254J(3)(f)]", Council resolved:

> That:
> 1.   In accordance with the *Local Government Act 2009*, section 150AG, Council finds that Councillor Swanborough has engaged in inappropriate conduct; and
> 2.   In accordance with the *Local Government Act 2009*, section 150AH, the following orders are imposed:
>   a)   That the Councillor makes a public admission that the Councillor has engaged in inappropriate conduct;
>   b)   That such an admission must include, but not limited to, a statement that is to be read at the next available Ordinary Meeting acknowledging that the Councillor behaved inappropriately, ~~causing harm to third parties~~; *[wording subsequently deleted by amendment to resolution at the Ordinary Meeting held on 8 November 2022]*
>   c)   That a reprimand be recorded against the councillor for the conduct;

---

d)   That if the councillor engages in the same type of conduct again it will be treated as misconduct; and

e)   That Councillor Swanborough reimburse the local government for 30% of the costs of the investigation arising from this councillor's inappropriate conduct.

At the Ordinary Meeting held on 11 October 2022, Item 11.3, "Inappropriate Conduct Matter C/21/00218 [Closed s.254J(3)(f)]", Council resolved:

That:

1.   In accordance with the *Local Government Act 2009*, section 150AG, Council finds that Councillor Swanborough has engaged in inappropriate conduct; and

2.   In accordance with the *Local Government Act 2009*, section 150AH, the following orders are imposed:

a)   That the Councillor makes a public admission that the Councillor has engaged in inappropriate conduct;

b)   That such an admission must include, but not limited to, a statement that is to be read at the next available Ordinary Meeting acknowledging that the Councillor behaved inappropriately, ~~causing harm to third parties~~; *[wording subsequently deleted by amendment to resolution at the Ordinary Meeting held on 8 November 2022]*

c)   That a reprimand be recorded against the councillor for the conduct;

d)   That if the councillor engages in the same type of conduct again it will be treated as misconduct; and

e)   That Councillor Swanborough reimburse the local government for 30% of the costs of the investigation arising from this councillor's inappropriate conduct.

At the Ordinary Meeting held on 7 December 2021, Item 11.1, "Inappropriate Conduct Matter C/20/00809" [Closed s.254J(3)(f and i)]", Council resolved:

That:

1.   Council acknowledge the Investigation Report dated 29 November 2021;

2.   In relation to allegation 1 that Cr Swanborough "*made inappropriate comments to Mayor Christensen in a meeting between them on or about 22 April 2020*", Council decide that Cr Swanborough has not engaged in inappropriate conduct;

3.   In relation to allegation 2 that Cr Swanborough *"repeatedly failed to adequately prepare for workshops, briefings and meetings"*, Council decide that Cr Swanborough has occasionally failed to adequately prepare for workshops, briefings and meetings and has engaged in inappropriate conduct;

4.   In relation to allegation 3 that Cr Swanborough "*repeatedly failed to engage with presentations or background introduction of issues, instead working on emails*", Council decide that Cr Swanborough has occasionally failed to engage with presentations or background introduction of issues, instead working on emails and has engaged in inappropriate conduct;

5.   In relation to allegation 4 that Cr Swanborough "*repeatedly and deliberately misrepresented Mayor Christensen's comments and made derogatory assertions about his competence*", Council decide that Cr Swanborough has occasionally misrepresented Mayor Christensen's comments and has engaged in inappropriate conduct;

6.   In accordance with the *Local Government Act 2009*, section 150AH, Council impose the following orders on Cr Swanborough:

a)   that Cr Swanborough must attend training on Code of Conduct for Councillors in Queensland being held on Tuesday, 14 December 2021; and

b)   that Cr Swanborough must make a public admission at the next Ordinary Meeting being held on 18 January 2022, that he has engaged in inappropriate conduct on allegations 2, 3 and 4; and

7.   In accordance with clause 22.6.3 of the Scenic Rim Regional Council Standing Orders Procedure CM03.01PR.01, Council maintain confidentiality over the contents of this report, including the investigation report and attachments, and due to privacy obligations, the report not be released.

Report / Background

On 13 February 2023, the OIA referred an inappropriate conduct matter to Council to investigate. The OIA had assessed an allegation that Derek Swanborough, who was a Councillor at the time, had been using his private email account to conduct Council business. The use of private email accounts to conduct Council business is a contravention of the Code of Conduct for Councillors.

Council subsequently engaged Ray Burton Consulting to conduct an investigation pursuant to Council's Investigation Policy. The investigation was conducted and an investigation report was provided to Council. The investigation report is attached as a confidential document.

The matter was initially scheduled for determination at the Ordinary Meeting held on 23 May 2023. However, prior to the meeting, the Chief Executive Officer was advised of circumstances which necessitated the withdrawal of the matter from that meeting. The matter was then placed on hold until the issues relating to the delay have been resolved. On 25 July 2023, the Chief Executive Officer was advised that those issues have subsequently been resolved. Confidential documentation regarding the delay is attached for reference.

Council is now required to determine whether or not former Councillor, Derek Swanborough, has engaged in inappropriate conduct, and if so, any order to be made regarding disciplinary action.

Disciplinary Action

Section 150AH of the *Local Government Act 2009* provides a range of disciplinary orders that can be made upon a finding of inappropriate conduct. A guideline on disciplinary orders has been provided by the Office of the Independent Assessor and is attached to this report. For matters determined against former Councillors, only some of the disciplinary options are available from the range listed.

The following list, pursuant to section 150AH(2) of the LGA contains the available disciplinary options when dealing with former Councillors.
- An order that no action be taken against the Councillor; or
- One or more of the following orders:
  o   an order that the councillor make a public admission that the councillor has engaged in inappropriate conduct
  o   an order reprimanding the councillor for the conduct
  o   an order that the councillor reimburse the local government for all or some of the costs arising from the councillor's inappropriate conduct

Budget / Financial Implications

The total cost of the investigation by Ray Burton Consulting was $4,950.

Strategic Implications

Operational Plan

Theme: 3. Open and Responsive Government

Key Area of Focus: Ongoing integrity of Council's practice and processes

Legal / Statutory Implications

The *Local Government Act 2009* and Council's Investigation Policy must be followed when determining inappropriate conduct matters.

Risks

Strategic Risks

The following Level 1 and Level 2 (strategic) risks are relevant to the matters considered in this report:

SR46   Inadequate or lack of Governance (including procurement) Framework (systems, policies, procedures, delegations and controls) in place to ensure compliance by Council's Councillors and Officers with all relevant State and Federal legislation and regulations.

Risk Assessment

Category	Consequence	Likelihood	Inherent Risk Rating	Treatment of risks	Residual Risk Rating
Governance, Risk & Compliance Failure to comply with regulatory obligations	3 Moderate	Almost certain	High	Governance to provide appropriate advice to ensure decisions are made in accordance with the Local Government Act 2009 and the Investigation Policy.	Low
Reputation, Community & Civic Leadership Perception of failing to adequately deal with Councillor conduct issues.	3 Moderate	Almost certain	High	Governance to provide appropriate advice to ensure decisions are made in accordance with the Local Government Act 2009 and the Investigation Policy.	Low

Consultation

Office of the Independent Assessor
Ray Burton Consulting

Conclusion

An independent investigator has provided an investigation report regarding allegations that former Councillor, Derek Swanborough, engaged in inappropriate conduct. The allegations relate to using a private email account to conduct Council business. Council is provided with a copy of the investigation report and must decide whether or not the former Councillor has engaged in inappropriate conduct and any penalty to be imposed.

From:	"Dee Crotty" <dee.c@scenicrim.qld.gov.au>
Sent:	Tue, 15 Jun 2021 12:15:32 +1000
To:	"SRRC@connect.t1cloud.com" <SRRC@connect.t1cloud.com>
Subject:	Correspondence from the Office of the Independent Assessor
Attachments:	Letter - Chief Executive Officer.pdf, Inappropriate Conduct Disciplinary Action

Guideline - updated.pdf

#ECMBODY
#QAP ALL STAFF DEFAULT
#NOREG
#SILENT

From: Independent Assessor <IndependentAssessor@oia.qld.gov.au>
Sent: Tuesday, 15 June 2021 10:52 AM
To: Independent Assessor <IndependentAssessor@oia.qld.gov.au>
Subject: Correspondence from the Office of the Independent Assessor

[CAUTION: EXTERNAL MAIL]

Good morning Chief Executive Officer

Please find attached correspondence from the Office of the Independent Assessor.

Regards

Debbie Hasted
Executive Assistant
Office of the Independent Assessor
Level 13, 53 Albert Street Brisbane QLD 4000
p: 3334 2601   e. Debbie.Hasted@oia.qld.gov.au

Document Set ID: 11286314
Version: 1, Version Date: 15/06/2021

Document Set ID: 11286314
Version: 1, Version Date: 15/06/2021

Office of the **Independent Assessor**

15 June 2021

Dear Chief Executive Officer

In September 2020, the Office of the Independent Assessor (OIA) provided Queensland councils with a decision-making matrix for inappropriate conduct orders.

It was developed in consultation with the interim Logan City Council as a guide to assist councils when deciding on the disciplinary action to be taken against a councillor who was found to have engaged in inappropriate conduct.

Taking into account the costs of external investigators that have been reported by councils the OIA has reissued this matrix by adjusting recommendations about potential orders which are a percentage of the investigation cost.

The matrix, as attached, no longer recommends a specific percentage of costs, but instead indicates where these orders may be appropriate.

The revision aims to ensure that cost orders are not disproportionate to the conduct.

I trust this updated resource will be of assistance.

Yours sincerely

Kathleen Florian
Independent Assessor
Office of the Independent Assessor

Office of the Independent Assessor
PO Box 15031
City East Qld 4002

Queensland
Government

Document Set ID: 11286314
Version: 1, Version Date: 15/06/2021

Inappropriate conduct: disciplinary action guideline

This guideline is provided to assist Queensland councils to make consistent decisions about the appropriate disciplinary action to be taken against a councillor who is found to have engaged in inappropriate conduct.

What is inappropriate conduct?

According to section 150K of the *Local Government Act 2009* (LGA), inappropriate conduct occurs when a councillor:
- breaches a behavioural standard (Code of Conduct for Councillors in Queensland)
- breaches a council policy, procedure, or resolution
- contravenes an order to leave a council meeting and stay away from the place at which it is being held
- is subject to unsuitable meeting conduct orders on three occasions within a one-year period.

Below are some examples of conduct which may constitute inappropriate conduct:
- a councillor publicly makes derogatory comments about staff
- a councillor purports to speak to the media on behalf of council when not properly authorised under a council policy
- a councillor fails to comply with an order made by the chairperson of a meeting to leave and stay away from the meeting place.

Decision

Section 150AG of the LGA provides that where an allegation of inappropriate conduct has been referred by the Office of the Independent Assessor (OIA) to council for investigation, the local government must decide:

1. whether or not the councillor has engaged in inappropriate conduct, *and*
2. what action the local government will take under s150AH of the LGA to discipline the councillor if the councillor has been found to have engaged in inappropriate conduct.

Types of orders

Section 150AH of the LGA provides a list of the types of orders that the local government may make where it has found that a councillor has engaged in inappropriate conduct:

- An order that no action be taken against the councillor
- An order that the councillor make a public admission that the councillor has engaged in inappropriate conduct
- An order reprimanding the councillor for the conduct
- *An order that the councillor attend training or counselling addressing the councillor's conduct including at the councillor's expense**
- *An order that the councillor be excluded from a stated local government meeting**

- *An order that the councillor is removed or must resign from a position representing the local government other than the office of councillor**
- *An order that if the councillor engages in the same type of conduct again, it will be treated as misconduct**
- An order that the councillor reimburse the local government for all or some of the costs arising from the councillor's inappropriate conduct.

*Section 150AH(2) of the LGA provides that council may not make the orders in *italics* in relation to a person who is no longer a councillor.

Factors that may be taken into account

Section 150AG(2) of the LGA provides that in deciding what action to take, the local government may consider:

- Any previous inappropriate conduct of the councillor
- Any allegation made in the investigation that was admitted
- Any allegation made in the investigation that was not challenged
- Any allegation made in the investigation that the local government is reasonably satisfied is true

The Independent Assessor advises that a local government may also consider:

- Whether the conduct was accidental, reckless, or deliberate
- The impact of the conduct (financial and reputational) on council or others
- Whether the councillor has demonstrated insight into their conduct
- Whether the councillor cooperated with the investigation or not
- The councillor's level of experience in local government
- Whether the councillor has had the benefit of relevant training or not

Guidance on appropriate disciplinary action

It is open to council to decide which order/s in section 150AH of the LGA /are suitable when a councillor is found to have engaged in inappropriate conduct. **The particular circumstances of a case must always be taken into consideration.**

As a guide, it is suggested that it may be appropriate for the local government to consider making an order or combination of orders depending on whether a councillor has been found to have engaged in inappropriate conduct for the first time, or for a second, or third time.

Section 150L of the LGA provides that conduct is misconduct if the conduct is part of a course of conduct leading the local government to take action under s150AG to discipline the councillor for inappropriate conduct on three occasions within a period of one year.

The table on the following page may assist councils to decide what disciplinary action is suitable in various circumstances.

Order	First instance engaging in inappropriate conduct	Second instance engaging in inappropriate conduct	Third instance engaging in inappropriate conduct
No action be taken against the councillor	✓		
The councillor makes a public admission that the councillor has engaged in inappropriate conduct	✓*	✓*	✓*
A reprimand be recorded against the councillor for the conduct	✓#	✓#	✓#
The councillor attends training or counselling addressing the councillor's conduct	✓#	✓#	✓#
The councillor be excluded from a stated local government meeting		✓	✓
The councillor is removed or must resign from a position representing the local government, other than the office of councillor			✓
If the councillor engages in the same type of conduct again, it will be treated as misconduct	✓^	✓	
The councillor reimburses the local government for some of the costs arising from the councillor's inappropriate conduct**		✓	✓

*May be appropriate where there is heightened or particular public interest in the type of conduct or the subject matter relating to the conduct

May be particularly appropriate where the conduct involves bullying or harassment or making inappropriate comments about another person

^ For more serious and deliberate inappropriate conduct by an experienced councillor

** Costs arising from the councillor's inappropriate conduct includes investigative costs, legal costs, and support costs.

11.4   Audit and Risk Committee Meeting 1 June 2023

Executive Officer: General Manager Council Sustainability

Item Author: Principal Specialist Internal Audit and Improvement

Attachments:

1.   Report to Council - Audit and Risk Committee 1 June 2023 ⇩ 📄

Executive Summary

The Audit and Risk Committee (ARC) meets regularly in accordance with the established Annual Meeting Planner. As per the *Local Government Regulation 2012,* there is a requirement for the Chief Executive Officer (CEO) to provide a report to Council following each ARC meeting. This report provides the report to Council of the ARC Meeting held on 1 June 2023.

Recommendation

That Council note the report provided on the Audit and Risk Committee Meeting held on 1 June 2023.

Previous Council Considerations / Resolutions

At the Ordinary Meeting held on 9 May 2023 (Item 10.1), Council resolved "*That Council note the report provided on the Audit and Risk Committee Meeting held on 2 March 2023*".

Report / Background

The ARC operates in accordance with the Audit and Risk Committee Terms of Reference. The Terms of Reference outlines the key objectives of the ARC along with details on membership, meeting processes, and detailed responsibilities. The Audit and Risk Committee Annual Meeting Planner outlines the intended agenda topics for each meeting to help ensure that the ARC addresses its objectives and responsibilities.

The ARC has been established to support good governance of Council, and provide advice to Council on the matters within its responsibilities. The ARC is not a decision-making body. Any recommendation by the ARC that requires a decision will be presented separately to an Ordinary Meeting for consideration and resolution.

The Report to Council contains an executive summary of each matter considered by the ARC, a summary of the discussion on the matter and the ARC Recommendation. This structure is intended to comprehensively address the legislative requirements and should provide sufficient assurance to the community on the effective operation of the ARC. The Report to Council of the ARC Meeting held on 1 June 2023 is provided as Attachment 1.

Budget / Financial Implications

There are no budget implications associated with this report.

Strategic Implications

Operational Plan

Theme: 3. Open and Responsive Government

Key Area of Focus: Ongoing integrity of Council's practice and processes

Legal / Statutory Implications

Section 221 of *Local Government Regulation 2012* requires a report to Council after each meeting of the audit committee. Specifically:

(1)(c) as soon as practicable after a meeting of the committee, give the local government a written report about the matters reviewed at the meeting and the committee's recommendations about the matters.

(4)   The chief executive officer must present the report mentioned in subsection (1)(c) at the next meeting of the local government.

Risks

Strategic Risks

The following Level 1 and Level 2 (strategic) risks are relevant to the matters considered in this report:

SR46 Inadequate or lack of Governance (including procurement) Framework (systems, policies, procedures, delegations and controls) in place to ensure compliance by Council's Councillors and Officers with all relevant State and Federal legislation and regulations.

Risk Assessment

Category	Consequence	Likelihood	Inherent Risk Rating	Treatment of risks	Residual Risk Rating
Governance, Risk & Compliance If this report is not presented to Council, there will be non-compliance with the Regulations.	2 Minor	Unlikely	Low	Present the required report to Council.	Low

Consultation

All relevant stakeholders were present at the meeting.

The report of the ARC Meeting has been confirmed as acceptable by the ARC Chair.

Conclusion

This report is provided in accordance with the requirements of Section 221 of the *Local Government Regulation 2012.*

The ARC meeting agendas are established based on an agreed Annual Meeting Planner, which provides assurance and coverage of all items required for review by the ARC. This report provides information on the matters reviewed, a summary of the discussion and the Committee's recommendations from the ARC Meeting held on 1 June 2023.

REPORT TO COUNCIL

SCENIC RIM

REGIONAL COUNCIL

Audit and Risk Committee Meeting

Date	Thursday, 1 June 2023	commencing at 9:30 am
Chair	Stephen Coates	
Committee Members in Attendance	Melissa Jacobs, External Member Mayor Greg Christensen Cr Jeff McConnell, Deputy Mayor	
Apologies	Nil	
Other Attendees	Cr Amanda Hay attended as an observer Representatives of External Audit The Governance Advisor The Chief Executive Officer, members of the Executive Team and other staff	

Matters reviewed at the Meeting, summary of discussion and the Committee's recommendations:

5.1   Action List Status Update

Executive Summary:

The report provided an update on the status of actions requested by the Committee.

Summary of Discussion:

The Chair noted he was comfortable on the updated actions.

The External Member noted that on some actions the original context isn't readily determined and asked if more detail could be included.

Recommendation:

The Audit and Risk Committee noted the update on the status of actions requested by the Committee and suggested including a brief description of the topic in the table.

5.2   External Procurement Review Update

Executive Summary:

Council has continued work to address the external procurement review and other audit findings. This report provides an update on progress since the previous meeting.

Summary of Discussion:

The General Manager Council Sustainability explained the progress including commencement of the Coordinator Procurement, an initial draft of an overall improvement plan and progress on the policy.

The External Member asked for clarity on the nature of the original review and questioned the progress achieved and the dates in this update. It was agreed that the Audit and Risk Committee (ARC) members would be sent the original report along with a disposition table of the recommendations with comments on current risks and controls.

Recommendation:

The Audit and Risk Committee noted, for information, the update on the External Procurement Review and requested that officers send out the harmonisation of all outstanding actions table in the next month, out of session.

6.1   Audit and Risk Committee Annual Work Plan

Executive Summary:

The report presents an acquittal of the items planned for the meeting in the Audit and Risk Committee Annual Meeting Planner against the items included in the Agenda.

Summary of Discussion:

The Mayor noted that it is good to keep track of the planned reports.

Recommendation:

The Audit and Risk Committee noted the information on the status of Agenda items.

6.2   Draft Audit and Risk Committee Annual Report 2022-2023

Executive Summary:

Each year the ARC produces an annual report to be presented to Council. The initial draft with comments on potential updates is presented for discussion.

Summary of Discussion:

The External Member commented that in relation to components having been met or addressed, from the Committee's perspective, it would be useful to break that down to 'partially addressed', 'fully addressed' or 'not addressed', etc. The Chair agreed noting that there are a number of areas where the committee remains concerned regarding current state.

The draft updates were generally supported, while noting that the section regarding the financial statements will need further consideration.

Recommendation:

The Audit and Risk Committee:

1. Provided feedback on the overall approach to the Audit and Risk Committee Annual Report for 2022-2023 and
2. Noted the report will be finalised between the Chair and Principal Specialist Internal Audit and Improvement in the next month and circulated to all members for viewing.

6.3   Audit and Risk Committee Self-Assessment

Executive Summary:

This report outlines a potential approach for the ARC to conduct a self-assessment process.

Summary of Discussion:

The Chair led discussion by noting some approaches to this with other audit committees that he is involved with. The detailed questionnaire approach can be a significant amount of work. A self-assessment can be conducted in any way the members would like while still meeting better practice guidelines. The score the questionnaire generates is something to consider, but there is more value in the comments and suggestions.

The Mayor commented that self-assessment at the end of the meeting when things are current can be more effective, which can then be balanced by the more structured assessment on a lower frequency, perhaps every two to three years. Individual self-reflection and assessment can help to identify professional development needs. The other members supported these comments.

Recommendation:

The Audit and Risk Committee provided feedback and endorsed the approach to the Audit and Risk Committee Self-Assessment:

1. For years ending in an even number; and
2. By including in the agenda for each meeting an item for recording feedback on the meeting; and
3. For Members to conduct self-reflection on their own performance and identify any development opportunities..

6.4   Risk Management Framework

Executive Summary:

Although risk management and specific risks are regularly discussed by the ARC it is considered appropriate to present Council's overall risk management framework and registers for awareness and discussion.

Summary of Discussion:

The External Member queried the value in receiving the framework documents, that may not have changed. It was suggested that for future years it would be more valuable to receive assurances on the progress on the policies and practices being embedded and the flagging of changes in the management of practices within the organisation.

The Mayor agreed and extended this to suggest also receiving information on where particular risks have changed and the organisations confidence in responding to those changing risks.

Recommendation:

The Audit and Risk Committee received the report on Council's Risk Management Framework and requested information regarding the embedding of the framework within Council and clarity around changing risks as and when they occur for future reports.

6.5 Policy Register Update

Executive Summary:

This report provides an update to the ARC on the status of policies, procedures and guidelines in Council's Register.

Summary of Discussion:

The Chair expressed significant concern with the current status; that the existing framework or approach is not working. The current level of accountability was questioned, with the officer noting that regular reporting commenced recently should ensure appropriate executive scrutiny.

The Mayor suggested more attention be given to rationalising documents where possible and finding the balance between policies, procedures and processes.

The Chief Executive Officer (CEO) noted that one of the issues is that Council will also be under an obligation to review a suite of documents post the local government election in March 2024. He advised he will be holding discussions with Governance, and a report will be brought back to the next ARC meeting with an alternative way forward, using resources from another part of the organisation

Recommendation:

The Audit and Risk Committee:

1. Noted, with significant concern, the Policy Register update;
2. Encouraged rationalisation of policies, where possible;
3. Closer management by the Executive Team; and
4. For Council to seek alternate approaches, where able.

6.6 Controls Assurance

Executive Summary:

The report outlines four options that have been considered as ways to strengthen Council's approach to controls assurance.

Summary of Discussion:

Officers presented a brief overview including that a recent meeting with the CEO had confirmed Option 3, use of the QAO checklist, as the current approach to be adopted.

The Chair asked the QAO Representative to explain more on what their checklist contains. It was stated that it is a baseline to start with; more of a self-assessment for Council to consider where it is in the journey and identifying areas for improvement. The External Audit Representative commented that the checklist is essentially an audit work paper that essentially highlights key control objectives.

The Chair outlined his preferences amongst the options. It was agreed that for the next Committee Meeting, Council will undertake Option 3 (control assessment), and then present an A4 page on Option 4 (ie an informal update), to make it easier for Council to alert the ARC what is working and where there may be problems.

Recommendation:

The Audit and Risk Committee provided feedback on the proposed approach and agreed to proceed with option 3, to be reported back at the next Committee meeting and a process for option 4 to be reported back at the same time.

6.7   Governance Update

Executive Summary:

The update provides high level comments under the following headings: Serious Complaints, Fraud and Corruption Matters, Risk Reference Group, Strategic Risk Register Review, Loss or Damage of Council Facilities and Annual Governance Plan Update.

Summary of Discussion:

The External Member requested more detail on the Department of Environment and Science matter. The Mayor commented that the Councillors have been kept informed on this matter. It was agreed to address this in the closed session with the CEO at the end of the meeting.

The Chair queried the progress on some items within the Governance Annual Planner. It was suggested to include in the future an additional column showing the actual status against the plan.

Recommendation:

That the Audit and Risk Committee note the information contained in the Governance update report.

6.8   Governance Advisor - Written Advice on Tamborine Mountain Library Outdoor Area

Executive Summary:

The purpose of this report is to provide the Audit and Risk Committee with information regarding written advice received from the appointed Governance Advisor upon his review of the outdoor area project for the Tamborine Mountain Library.

Summary of Discussion:

Mayor Christensen noted the concern is whether Council is being provided proper advice and ensuring Council is properly discharging it's decision making authority.

The Chief Executive Officer noted Council has reflected on where there is room for improvement and the lessons to be learned, adding it ties into the broader review of project management and capital works delivery by Internal Audit.

The Chair noted his concerns are in relation to the process and queried what has been done to rectify the governance aspects. The CEO confirmed there will be an education process across the organisation to highlight a centralised system of procurement and updates to Councillors. The Chair commented that this is important, but also expressed the view that those responsible need to take accountability, instead of drawing in a second line function such as Governance implementing overarching frameworks.

The Governance Advisor was asked if he had any further comments. He responded that the report speaks for itself and that it is important to recall the context as explained in the original letter, essentially that it is advice and that it is up to the CEO and Council to consider.

Recommendation:

That:
1. The Audit and Risk Committee receive this report on the Written Advice from the Governance Advisor on Tamborine Mountain Library Outdoor Area;
2. The Chief Executive Officer take observations provided and seek to improve processes where he sees fit; and
3. A report be brought back to the Committee's next meeting, if possible.

6.9   External Audit Update

Executive Summary:

At each meeting the Queensland Audit Office and the contracted audit providers (Bentleys) present on the status of the external audit and other relevant reports and activities.

Summary of Discussion:

The External Audit Representative stated that the audit is behind schedule because the asset valuations were not received on time. The Interim Report contains one new matter regarding the risk that the current backup regime may not be adequate.

Recommendation:

That the Audit and Risk Committee note for information the External Audit update.

6.10 Council Monthly Financial Report for April 2023

Executive Summary:

The report provided the Financial Performance and Position Progress Report April 2023.

Summary of Discussion:

The Chair noted when reporting each month on financials it is difficult to know whether Council is ahead or behind, and queried how well Council is tracking. The General Manager Council Sustainability referred to page 161 of the Agenda, which contains charts comparing actual and budget expenditure for operating and capital expenditure, noting there is a phasing of the capital works program under 'Capital expenditure'. The Chair noted it is a concern for the Committee and further feedback would be provided offline.

The Chair queried the risk of non-delivery on the projects given the capital program is behind and whether there are any risks to safety in the community in relation to these projects. The General Manager Asset and Environmental Sustainability noted that work within the flood program is to address safety risks which are managed in the interim through message boards and other signage.

Recommendation:

That the Audit and Risk Committee note, for information, the Council Monthly Financial Report for April 2023.

6.11 2022-2023 March Budget Review

Executive Summary:

This report provided the most recent budget review and update, specifically the Financial Performance and Position March Review Budget 2022-2023 approved by Council in May 2023 is attached. A brief summary of the changes is also provided.

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Summary of Discussion:

There was a brief discussion recognising that this was a largely routine update.

Recommendation:

That the Audit and Risk Committee note, for information, the report Financial Performance and Position March Review Budget 2022-2023.

6.12 Proforma Shell Financial Statements for the year ended 30 June 2023

Executive Summary:

In accordance with the external audit timetable, Council provided the draft Proforma Financial Statements to Bentleys by 30 April 2023. These statements are also provided here to the ARC for their review and feedback.

Summary of Discussion:

The Chair noted the relatively minor changes to the statements compared to the previous year summarised in the report. The External Audit Representative was asked if they have completed their review subsequent to the papers being finalised. It was confirmed that this has been completed with only minor points of feedback provided.

Recommendation:

That the Audit and Risk Committee endorse the Proforma Financial Statements for the Year Ended 30 June 2023.

6.13 Self-Assessment of Financial Statement Preparation Maturity

Executive Summary:

The Queensland Audit Office has published a Financial Statement Preparation Maturity Self-Assessment Tool. It is recommended that Councils complete this assessment on an annual basis. This report presents the latest iteration of that assessment.

Summary of Discussion:

The Chair noted that this is a standard part of the process each year.

The External Audit Representative noted that they will review the self-assessment as part of their process and provide feedback. They observed that the recurring timing issues and the outstanding audit actions have an impact on the level of maturity.

Recommendation:

That the Audit and Risk Committee note the information in relation to Council's self-assessment of Financial Statement Preparation Maturity.

6.14   2023 Land and Buildings at Valuation Asset Classes Revaluation - Progress Report

Executive Summary:

A key activity each year in preparing the financial statements is the revaluation of assets, with the classes examined on a rolling basis. For 2022-2023 there are two asset classes being revalued: Land and Buildings at Valuation.

Summary of Discussion:

The Chair noted that the valuations are late against the timetable and an increase in value is anticipated.

The General Manager Council Sustainability explained that after the papers were issued there were further queries and it was determined that the reason for the uplift in value was due to a change in market valuations, particularly for land, and not due to changes in accounting standards as stated in the papers.

Recommendation:

That the Audit and Risk Committee note this progress report on the 2023 Land and Buildings at Valuation Asset Classes Revaluation.

6.15 Annual Internal Audit Plan 2023-2024

Executive Summary:

Each year a process is completed to develop an update Internal Audit Plan for the next financial year. This report presents the draft of that updated plan for feedback and discussion.

Summary of Discussion:

The External Member queried the description of the planned review of Work Health and Safety noting it wasn't clear what the review would be focused on. The Internal Auditor explained that the review is trying to not overlap a recent external review while still addressing a need to examine a key risk and have internal audit oversight. It was agreed to assess that further and update the description.

The Chair outlined his uncertainty on how well the plan is hitting the priority risk areas. These proposed topics are normal good areas to cover, but are they the review areas that will have the greatest impact at this time? The Internal Auditor explained further on the reasoning and approach for some reviews. It was also observed that it is important for management to have assessed their own controls and used guides and standards that are out there to improve to the extent they can themselves. The Mayor commented on the connection between this and the other work to strengthen the approach to controls assurance.

It was agreed that another round of consultation should be conducted with the Executive with a focus on their risk concerns to further develop this draft into a solid plan for the year ahead.

Recommendation:

The Audit and Risk Committee provided feedback on the draft Internal Audit Plan 2023-2024 to be presented for endorsement at the Audit and Risk Committee Meeting in August 2023.

6.16 Internal Audit Update

Executive Summary:

This report outlines the status of the Annual Internal Audit Plan and other activities of Internal Audit. This report also includes the final reports for the review of Payment Card Data Security and for the review of the Human Resources and Payroll Project.

Summary of Discussion:

The Committee discussed the information presented on how the Internal Auditor is tracking against the plan for the year, noting that it is valuable to understand where the time goes.

The Chair queried who has oversight over the Payment Card Industry Data Security Standards, noting Council has some weaknesses so how is the risk being managed. The Internal Auditor advised that the General Manager Council Sustainability has provided the responses and has ownership of the issues as that position has oversight to the teams that operate the processes. The IT Manager raised the concerns that led to this review, so they are supportive, but the decisions on what changes to make lie with the business areas.

Recommendation:

That the Audit and Risk Committee note and acknowledge the Internal Audit update raising any concerns.

6.17 Internal Audit Reports - Project Management and Capital Works

Executive Summary:

Two reviews have recently been completed where there is some connection between the findings and recommendations meaning they are being presented for consideration together. The reviews have raised some high risk findings and have led to significant commitments from management in response.

Summary of Discussion:

The Chair noted that the report findings reflect some of the other conversations that have occurred in the meeting around the budget position and delivery of the capital program. The reports are self-explanatory and didn't prompt any further questions.

The CEO commented that the management responses are tailored to respond to each recommendation, they put forward an alternative approach where needed and to avoid repetitive high level comments. This should help ensure specific actions are now taken. Further to the actions in the reports Council will consider options for a software system to support these functions.

Recommendation:

That the Audit and Risk Committee receive the reports on Capital Works Program Management and the Project Management Health Check and recommend that the reports be presented directly to the Councillors to help ensure they understand the risks identified and the responses from management.

6.18 Continuous Assurance Update

Executive Summary:

This report provided an update on the Continuous Assurance testing being performed covering the period January to December 2022.

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Summary of Discussion:

The Internal Auditor added to the written report by explaining how the recently delivered Internal Audit Awareness Training will assist with the organisation understanding the continuous assurance process. This should ensure that the queries that need to be put to staff can be done now without undue levels of stress regarding the questions.

The Chair noted that the risks identified are classic red flags for fraud and that it is important to follow through and examine these carefully and the ARC is looking forward to the results.

Recommendation:

That the Audit and Risk Committee receive this update on the progress of continuous assurance testing.

6.19 Implementation of Audit Recommendations

Executive Summary:

The ARC receives a report at each full meeting on the status of all agreed audit recommendations.

Summary of Discussion:

The Chair acknowledged the number of actions that have been closed since last meeting, and proposed the detailed review of the list be continued at a future Committee Meeting.

Recommendation:

That the Audit and Risk Committee note the update on the implementation of audit recommendations and provide feedback as appropriate.

6.20   Compliance Report

Executive Summary:

This report provides an update on Council's overall approach to managing legal compliance.

Summary of Discussion:

The Chair queried the timing of developing a Compliance Management Framework and delivering training while recognising the importance of getting to the implementation and not spending too much time on the framework itself. The Principal Specialist agreed with this sentiment commenting that a plan has been drafted aiming at the end of the year.

Melissa acknowledged the resource challenges for the team and offered the advice to, in the interim, focus on quick wins that will provide value, rather than focussing on developing the entire framework.

Recommendation:

That the Audit and Risk Committee receive this report on Council's plan to develop a Compliance Management Framework.

7 Other Business

Queensland Government Cyber Security Unit

The Chief Executive Officer and Oliver advised of a phishing exercise undertaken in collaboration with the Queensland Government Cyber Security Unit.

8 Committee Members' Business

Value of the Audit and Risk Committee at this meeting

The Chair facilitated a brief exercise asking all meeting participants to consider and comment on the value delivered by the Committee at this meeting. A variety of responses were provided including:

- Having a Councillor here as an additional observer;
- The discussion and inputs regarding controls assurance;
- That the approach isn't finger pointing, but keeps a focus on continuous improvement;
- Appreciated the discussion on the priorities for risk and internal audit; and
- The report from the Governance Advisor was valuable with good discussion on that.

Self-Assessment

The Chair called for comments or suggestions for improvements:

- The papers were good and the pack was at the limit of the Committee's ability to consider, approximately 5 minutes per paper.
- A good balance, relying on the papers being read; staying at the right level.

Closed Session

A closed session with the Chief Executive Officer was conducted at the conclusion of the Committee Meeting.

12   Confidential Matters

Nil