



Agenda

Ordinary Meeting

Wednesday, 28 January 2026

Time: **9:00 am**

Location: **Council Chambers**
82 Brisbane Street
BEAUDESERT QLD 4285

Scenic Rim Regional Council
Ordinary Meeting
Wednesday, 28 January 2026
Agenda

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- 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 - 10 December 2025

- 10 Business Arising from Previous Minutes**
Nil

11 Consideration of Business of Meeting**Executive****11.1 Leave of Absence - Cr Jennifer Sanders****Executive Officer:** Chief Executive Officer**Item Author:** Executive and Councillor Support Officer**Attachments:** Nil

Councillor Portfolio / Representation

Not applicable.

Local Government Area Division

This report relates to Division 4.

Executive Summary

Cr Jennifer Sanders has advised the Mayor and Chief Executive Officer that she will be absent from Council and will be unable to attend the Ordinary Meeting to be held on 25 March 2026.

Recommendation

That Council grant Cr Jennifer Sanders leave of absence from the Ordinary Meeting to be held on 25 March 2026.

Previous Council Considerations / Resolutions

Not applicable.

Report / Background

By email dated 9 October 2025, Cr Sanders advised the Mayor and Chief Executive Officer of her absence from the Ordinary Meeting to be held on 25 March 2026.

Budget / Financial Implications

Not applicable.

Strategic Implications

Corporate Plan 2025-2030

Council's Corporate Plan 2025-2030 outlines the organisation's Vision, Mission and Values. Council's Values are Service, Resilience, Respect, Commitment.

Strategic Goal: Not applicable

Guiding Principle: Not applicable

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:

CR8 Ineffective Organisation Governance - Council is a complex organisation delivering a wide range of services via different processes, using different resources and systems. Council's organisational governance, including corporate planning, controls, internal compliance, monitoring and reporting, may not be adequate to ensure quality outcomes and avoid potentially poor consequences.

Risk Summary

Category	Explanation
Governance, Risk & Compliance	Councillor taking reasonable steps to advise Council of a planned leave of absence prior to the Council meeting.
Failure to notify Council of a leave of absence	

Human Rights Implications

No human rights have been impacted by any actions recommended in this report.

Consultation

The Mayor was consulted in the preparation of this report.

Conclusion

It is requested that Council grant Cr Sanders leave of absence from the Ordinary Meeting to be held on 25 March 2026.

Options

Option 1

That Council grant Cr Jennifer Sanders leave of absence from the Ordinary Meeting to be held on 25 March 2026.

Option 2

That Council resolve not to grant Cr Jennifer Sanders leave of absence from the Ordinary Meeting to be held 25 March 2026.

11.2 The Council of Mayors (South East Queensland) Dubai Mission 2025

Executive Officer: Chief Executive Officer

Item Author: Executive Assistant to the Mayor

Attachments:

1. Council of Mayors (South East Queensland) October Mission 2025: Post Mission Report 

Councillor Portfolio / Representation

Not applicable.

Local Government Area Division

This report relates to the whole Scenic Rim region.

Executive Summary

The Council of Mayors (SEQ) (CoMSEQ) arranged an international mission to Dubai during October 2025 as part of the Asia Pacific Cities Summit (APCS) and Mayors' Forum. The Mayor, Cr Tom Sharp, participated in the mission.

The focus of the mission was to inspire regional leaders to draw wisdom from global experiences and transform it into meaningful local action - embracing the spirit of thinking globally, acting regionally, and delivering locally with purpose and vision.

A copy of the Post Mission Report is attached.

Recommendation

That:

1. Council note the Mayor, Cr Tom Sharp, participated in the international mission of the Council of Mayors (South East Queensland) to Dubai during October 2025, and
2. Council accept "The Council of Mayors (South East Queensland) Mission 2025: Post Mission Report", as attached.

Previous Council Considerations / Resolutions

At the Ordinary Meeting held on 27 August 2025 (Item 11.1), Council noted that the Mayor, Cr Tom Sharp, would participate in the Brisbane Business Mission to Dubai and attend the 2025 Asia Pacific Cities Summit and Mayors' Forum in October 2025 and that a report about the mission's outcomes would be provided to Council at a future meeting.

Report / Background

CoMSEQ regularly arranges international missions to facilitate collective advocacy and information gathering by the mayors of its member councils.

The 2025 APCS and Mayors' Forum took place from 27 to 29 October in Expo City Dubai. Leaders, innovators, and businesses shaping the future and business of cities participated in the opportunity to connect, collaborate, and explore the cutting-edge ideas driving urban transformation across the Asia Pacific and beyond.

The APCS had the overall theme of "Collaborate. Inspire. Transform" alongside three sub-themes, which were Centres of Connection, Centres of Solutions and Centres of Resilience.

Budget / Financial Implications

The costs of Cr Sharp's participation in the mission were covered by the annual levy paid by Council to CoMSEQ.

Strategic Implications

Corporate Plan 2025-2030

Council's Corporate Plan 2025-2030 outlines the organisation's Vision, Mission and Values. Council's Values are Service, Resilience, Respect, Commitment.

Strategic Goal: Connected Communities

Guiding Principle: Operational Efficiency

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 Ineffective Advocacy and Partnerships - Achievement of many of Council's strategic goals and priorities relies on partnerships, collaboration and external funding. If this is not successful, it could negatively impact the delivery of Council's major strategic objectives.

Risk Summary

Category	Explanation
Reputation, Community & Civic Leadership Advocacy and networking opportunities	Failure to participate in international and domestic missions arranged by the Council of Mayors (SEQ) poses the risk that Council's interests will not be represented. Such missions provide opportunities for the mayors of the participating local governments to advocate for the interests of their local government areas as well as for the interests of the South East Queensland community as a whole.

Human Rights Implications

No human rights have been impacted by any actions recommended in this report.

Consultation

The Mayor, Cr Tom Sharp, was consulted in the preparation in this report.

Conclusion

The attached "Council of Mayors (South East Queensland) October Mission 2025: Post Mission Report" is provided to Council for information.

Options

Option 1

That:

1. Council note the Mayor, Cr Tom Sharp, participated in the international mission of the Council of Mayors (South East Queensland) to Dubai during October 2025, and
2. Council accept "The Council of Mayors (South East Queensland) Mission 2025: Post Mission Report", as attached.

Option 2

That:

1. Council note the Mayor, Cr Tom Sharp, participated in the international mission of the Council of Mayors (South East Queensland) to Dubai during October 2025;
2. Council note "The Council of Mayors (South East Queensland) October Mission 2025: Post Mission Report" as attached; and
3. Council request that the Mayor provide further information regarding the mission.



OCTOBER MISSION 2025

‘Thinking globally, acting regionally, and delivering locally’

23 -31 OCTOBER 2025 | BNE-DBX

POST-MISSION REPORT

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Disclaimer:

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1. Introduction

1. Introduction

Strategic Rationale

South East Queensland's international engagement centres on creating opportunities that encourage regional leadership to observe, learn and translate from global experience. This ensures actions have a meaningful impact both locally and regionally. The approach embodies the principle of thinking globally, acting regionally, and delivering locally:

- **Global thinking:** observe, learn and experience international best practice, innovation and partnerships to inform regional policy. This global perspective helps identify emerging opportunities and potential challenges that could impact SEQ
- **Regional collaborative action:** while thinking globally, the actions are tailored to the circumstances specific to the needs of the SEQ region. This involves developing policies, programs, and initiatives that leverage international insights to benefit the regional context
- **Local place-based delivery:** ensuring that global engagement translates into local improvements, that ultimately deliver tangible community benefits, implementing initiatives that improve local infrastructure, economy, and overall quality of life

Experience from previous Mayoral lead missions has proven the benefits of international engagement, including positioning the region as a prime global destination for investment and a highly desirable place to live, work, and play, ahead of the Brisbane 2032 Olympic & Paralympic Games. Additionally, this promotes regional unity by fostering a coordinated approach to international engagement, providing unique opportunities to facilitate knowledge transfer through strategic introductions with government and industry leaders. Participation strengthens bilateral relations and enhances shared connections, contributing to sustained regional collaboration, and fostering a forward-thinking and inclusive approach to regional prosperity.

Focus Areas of Mission

The mission investigated how city regions leverage major events to advance their global identity and explore inter-governmental initiatives that promote greater investments while balancing the competing interests from other levels of government. This is critical to respond to the region's growth, secure the benefits of hosting Brisbane 2032 Olympic & Paralympic Games, and to explore opportunities that support tangible funding and policy outcomes for local government, including:

-  **Managing population growth**
Addressing housing affordability, land-use planning and regional growth management
-  **Funding a growing region**
Strengthening local government capacity and fiscal sustainability
-  **Regional connectivity**
Enhancing mobility and smart infrastructure, connecting our activity and growth centres
-  **Sustainability and resilience**
Focusing on waste management, circular economy, and water security

Mission Objectives

Regional representations from across SEQ in this international engagement will support the following outcomes:

- Examine innovative solutions to enhance the region's sustainability and resilience, focusing on waste management, resource recovery and water security (including operational performance of waste-to-energy and management of residual waste).
- Review how local governments are improving regional mass transport outcomes through the adoption of new smart mobility solutions and mass movement of people and goods, including the scheduled introduction of advanced air mobility infrastructure (Joby-Skyport facility at Dubai Airport).
- Engage with global leaders to develop strategic relationships that generate strong social and economic outcomes, including a focus on attracting investment in tourism infrastructure to increase hotel stock across SEQ ahead of 2032.
- Understand Dubai's transformation in creating a world-class tourism destination brand through hosting major international events (including Expo 2020) to develop a compelling global identity, promote trade and investment attraction, and create economic and urban renewal.
- Explore strategic funding and policy outcomes to enhance regional connectivity and digital infrastructure, such as public-private partnerships (PPPs), large-scale master planning approaches to urban growth and transport planning.

Benefits of Participation

- Promotes regional unity and coordinated approach to international engagement - positioning the Brisbane Region (South East Queensland) as a global destination for trade and investment, and place to live, work and visit
- Unique experiences to facilitate international best practise and knowledge transfer through key introductions with government and industry leaders
- Build on shared connections and strengthen bilateral relations

Alignment to Corporate Strategy

Our Mission & Values

To consistently deliver better regional funding, policy and collaborative outcomes for the communities of South East Queensland.

Strategic Pillars



We are the voice of SEQ

Representing the one in seven Australians who call South East Queensland home.



We are thought leaders

Exploring new ways to solve South East Queensland's challenges and maximise its opportunities.



We are partners in SEQ's Future

Forming strategic alliances and delivering tangible outcomes for South East Queensland.

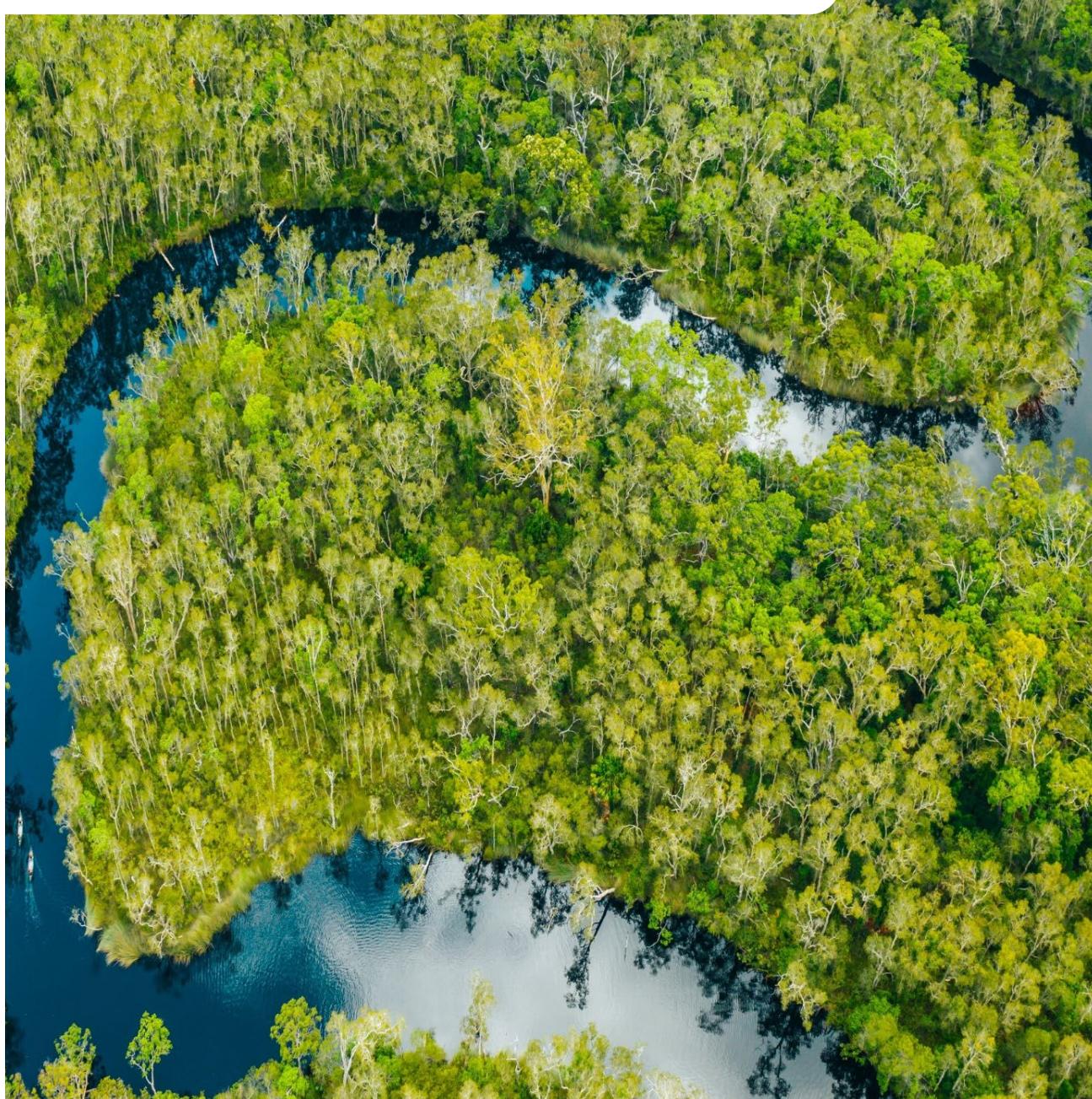


We are innovative, agile and motivated

Adding value for South East Queensland councils and communities.



2. Delegation



2. SEQ Delegation

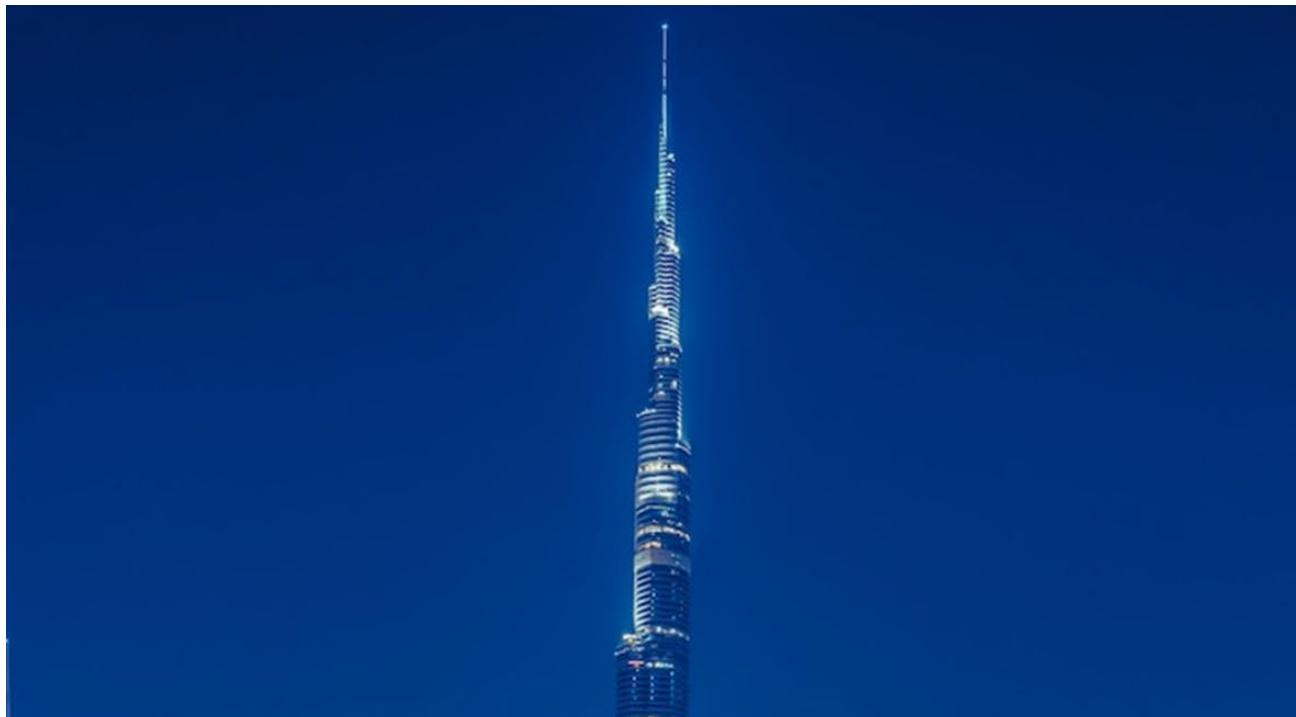
Board of Directors:

Lord Mayor Adrian Schrinner, Brisbane City Council and Chair, Council of Mayors (CoMSEQ)
Mayor Peter Flannery, City of Moreton Bay and Deputy Chair, CoMSEQ
Mayor Tanya Milligan, Lockyer Valley Regional Council and Treasurer, CoMSEQ
Mayor Frank Wilkie, Noosa Council
Mayor Tom Sharp, Scenic Rim Regional Council
Deputy Mayor Scott Bannan, Logan City Council
Deputy Mayor Nicole Jonic, Ipswich City Council

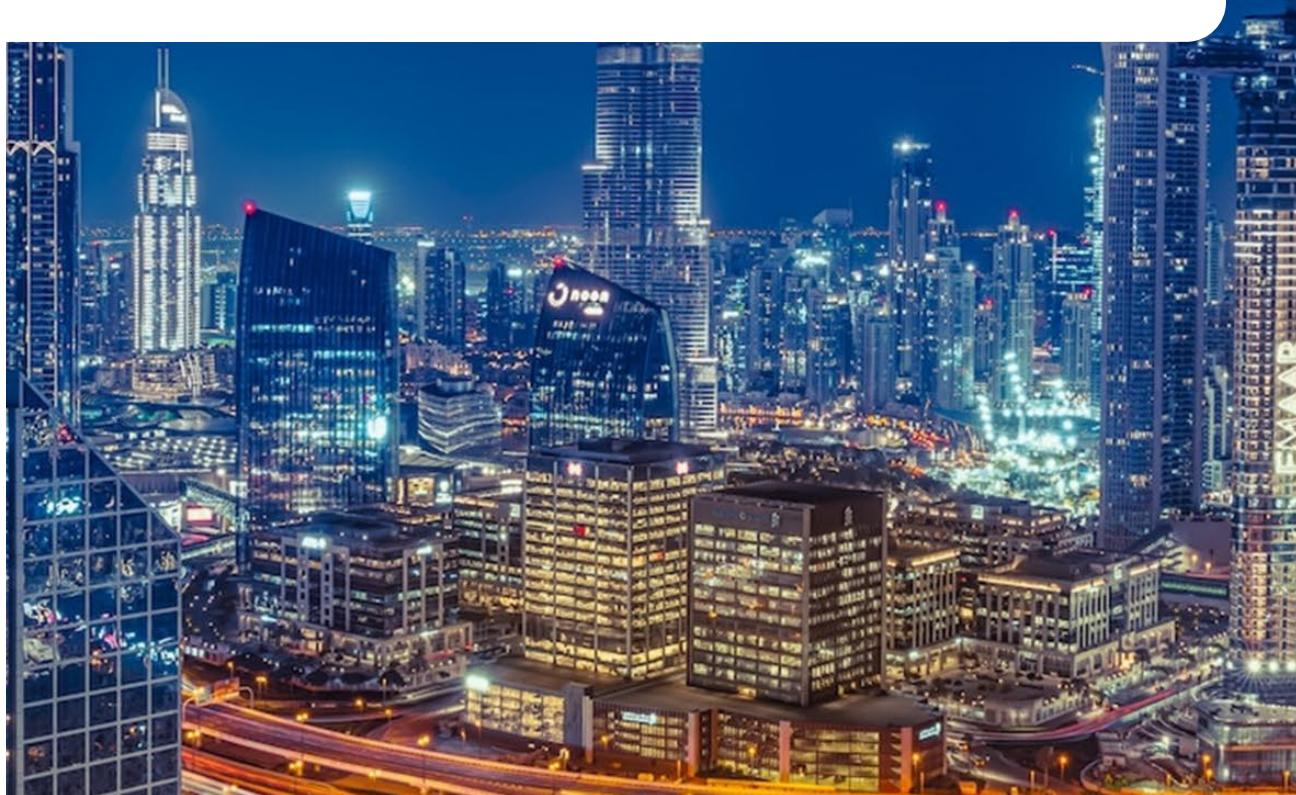
Accompanying Officials:

Scott Smith, Chief Executive Officer, Council of Mayors (SEQ)
Matt Hendry, Deputy Chief Executive Officer, Council of Mayors (SEQ)
Glenn MacRae, Manager - Regional & Economic Partnerships, Council of Mayors (SEQ)
Scott Waters, Chief Executive Officer, City of Moreton Bay
Andrew Davison, Head of Trade and Investment, City of Moreton Bay
Paul Martins, Chief Economic Development Officer, City of Moreton Bay





3. Learnings & Observations



Overview

From the bilateral engagements, briefings, and technical site visits, key observations and outcomes have emerged that may be applied to South East Queensland (SEQ). These findings highlight opportunities for collaboration, infrastructure development, industry development and long-term regional planning. The commonality of shared local government challenges observed was telling, including housing, cost shifting, and the financial sustainability of Local Governments.

Key outcomes

- Examined regional and coordinated approaches to managing growth, housing affordability, sustainability, waste management and resource recovery (including the management of residual waste).
- Investigated how local governments are becoming more financially sustainable and responding to growth through innovative funding approaches such as city deals and public-private partnerships.
- Investigated how city-regions leverage major events to create a compelling global identity, promote trade and investment attraction, delivering economic development and regional development.
- Examined innovative solutions to enhance region's sustainability and resilience, focusing on waste management, and circular economy.
- Engaged with global leaders to develop strategic relationships that will generate strong social and economic outcomes for each city while raising global profile of South East Queensland.





Highlights of the 2025APCS

Over three days, under the patronage of the Crown Prince of Dubai, the 2025 edition of the APCS was hosted for the first time in the Middle East and North Africa region to discuss innovation, sustainability and the future of urban development. 2025APCS delivered tangible value for cities and businesses from around the world, underpinned by high level participation from the public and private sector, strong program delivery on key city and industry priorities and the brokerage of opportunities, partnership and investment pathways at global scale.

- 2,155 delegates
- Representation from 321 cities
- Participation by 169 Mayors and Deputy Mayors
- Participation by 350 City Leaders
- 120 Young Professional delegates (aged 18-30 years)
- 194 speakers and presenters



Learnings and observations from APCS

Participation in the city leadership and urban futures dialogue provided South East Queensland Mayors and Deputy Mayors with clear insights into how leading global city regions are responding to rapid growth, climate risk, economic transition, and rising community expectations. This reinforced the need for city leadership that is strategic, regionally coordinated, and outcome focused. The key learnings can be framed around governance capability, positioning, and delivery across a fast-growing city-region, including:

Funding for growth and infrastructure sustainably - APCS sessions highlighted future success depends on diversified and innovative financing models. Mayors explored how cities are leveraging value capture, institutional capital, and outcome-based funding to deliver infrastructure at scale. Transparent governance, credible pipelines, and measurable impact are essential to securing long-term investment and aligning funding with regional outcomes.

Economic diversification and global positioning - Consistent theme from APCS was the shift from population-led growth to productivity-led development. City identity, branding, and diplomacy are increasingly recognised as strategic economic assets that attract investment, talent, and trade, reinforcing the importance of presenting a coherent city-region narrative. Globally competitive jurisdictions are intentionally building ecosystems that align education, talent, innovation, culture, and industry around shared economic objectives.

Strengthening decision-making through data intelligence - Mayors gained a practical understanding of how local governments are moving beyond data accumulation and toward decision-smart governance. Leading jurisdictions are embedding artificial intelligence, real-time analytics, and integrated data platforms into planning, infrastructure prioritisation, and service delivery. Critically, success depends on strong data governance, ethical frameworks, and community trust, ensuring digital transformation supports equity, resilience, and lived experience.

Delivering liveability and inclusive growth - Quality of life emerged as a core economic and social imperative. City regions are reframing housing, health, mobility, and cultural investment as foundational infrastructure to underpins productivity, inclusion, and resilience. Integrated approaches to urban health, active living, and safety are proving critical in maintaining liveability amid growth and demographic change.

Climate leadership and urban renewal - Mayors gained insight into how cities are operationalising climate adaptation and mitigation through practical urban solutions. Leading approaches integrate decarbonisation of the built environment, nature-positive design, circular economy models, water and a strategic approach to food security. This is increasingly linked to job creation, cost-of-living outcomes, and long-term resilience.

Evolving role of Mayoral leadership - Dialogue reinforced the role of Mayors is now seen as global actors, as well as local civic leaders. City-to-city diplomacy, peer learning, and international partnerships are accelerating innovation and reducing delivery risk. Effective leadership requires not only vision, but institutional capacity to implement, collaborate across jurisdictions, and translate ambition into measurable outcomes.



Learnings and observations from technical visits and business engagements

The technical visits experienced demonstrated that global competitiveness is built deliberately through bold leadership, integrated planning, iconic but functional infrastructure, and a disciplined economic narrative. For SEQ, the key lesson is not to replicate Dubai's scale or style, but to apply its intentionality by aligning vision, investment, and place identity at a genuinely regional level.

Sobha Modular is the off-site construction and advanced manufacturing arm of Sobha Realty, a major Indian real estate and construction group, specialising in high-quality modular building systems. The business represents a deliberate shift away from traditional, labour-intensive, on-site construction toward industrialised, factory-based production of building components, including pre-engineered bathroom pods and advanced façade systems. This model provides a scalable pathway to accelerate the delivery of housing - particularly social and affordable housing, alongside social infrastructure and private development required to support rapid population growth.

Sobha Modular's PODs factory is the largest facility of its kind globally, specialising in the manufacture of luxury, pre-engineered bathroom units and leading the market in production volume for this typology. Commencing operations in 2023, the 450,000 sq. ft. state-of-the-art facility is undergoing significant automation and planned expansion to increase throughput, improve consistency, and respond to growing global demand.

This parallel manufacturing approach, enabled by Modern Methods of Construction (MMC), offers a clear strategic advantage for developers and main contractors, shortening construction timeframes, reducing on-site risk, and improving cost certainty while maintaining Sobha's established quality standards. The factory workforce draws on expertise from construction, advanced manufacturing, automotive, and digital industries, combining traditional craftsmanship with automation, precision engineering, and data-driven production systems to deliver a highly differentiated modular product.



Key Insights

- Highlighted the critical role of advanced manufacturing integration, digitally enabled delivery, and workforce innovation in accelerating housing supply - directly relevant to addressing the current housing crisis.
- Demonstrated how modular construction and industrialised manufacturing materially lift construction productivity while delivering sustainability and regional economic benefits at scale.
- Confirmed Sobha Modular's active assessment of entry into the Australian market, including site evaluation across multiple South East Queensland LGAs.
- Evidence from comparable jurisdictions shows such market entry can generate thousands of skilled jobs and establish modular construction as a high-growth advanced manufacturing sector.
- Underscored the importance of coordinated policy settings, i.e. early engagement of modular partners, planning and regulatory alignment, workforce development pathways, and support for factory-based construction ecosystems.
- Collectively, these levers position modular construction as a strategic regional economic driver capable of improving productivity, sustainability, and housing delivery outcomes across South East Queensland.

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Scale matters for viable Waste-to-Energy Facility (WtE) - Dubai's large-scale WtE facilities demonstrate that modern plants can be successfully integrated into dense urban environments without compromising public health or amenity. Warsan demonstrates that waste-to-energy facilities achieve economic and technical viability at metropolitan scale. Aggregating waste streams across multiple local governments enables bankable projects with global investors and technology partners.

Key Insights

- Warsan is located near residential and commercial areas, illustrating confidence in technology, regulation, and operational transparency.
- Community acceptance is closely linked to design quality, transparency, and regulatory confidence, rather than distance alone.
- WtE supports circular economy objectives by converting residual waste into energy while reducing landfill volumes.
- Facilities operate under stringent emissions standards aligned with EU best practice, using advanced flue gas treatment (scrubbers, fabric filters, continuous emissions monitoring).
- Enclosed waste handling, negative air pressure systems, and acoustic controls minimise impacts on neighbouring communities.
- Continuous monitoring data is reported to regulators, reinforcing trust and social licence.
- The facility significantly reduces landfill dependency, methane emissions, and land take, while providing baseload electricity to the grid.
- WtE can be positioned as urban infrastructure, not remote industrial assets.



Sustainability as Economic Infrastructure - Projects such as *Emirates Bustanica* (vertical farming) and the *Warsan Waste-to-Energy Facility* illustrate how Dubai treats sustainability as core economic infrastructure, positioning it as a driver of growth, resilience, and competitiveness rather than a regulatory obligation. These investments embed environmental performance directly into productivity, supply-chain security, and export capability. Dubai's investment in vertical farming demonstrates how controlled-environment agriculture can overcome land, water, and climate constraints while delivering consistently high-output, low-impact food systems. As a scalable urban model, vertical farming strengthens food security, supports export-quality production, enhances supply-chain resilience, and underpins climate adaptation, particularly in dense, land-constrained, and arid regions.

Bustanica, meaning “your garden” or “orchard” in Arabic, is a landmark achievement in sustainable food production in the UAE. A subsidiary of Emirates Flight Catering, it operates one of the world’s largest indoor vertical farms, producing more than one million kilograms of fresh, pesticide-free leafy greens annually. Located at Dubai World Central near Al Maktoum International Airport, the 330,000-square-foot facility employs advanced hydroponic systems to cultivate crops such as lettuce, spinach, and arugula. Its closed-loop irrigation system uses up to 95 per cent less water than conventional agriculture, eliminates the need for pesticides, herbicides, and fungicides, and avoids soil degradation, nutrient runoff, water contamination, and agricultural waste. As a global exemplar of sustainable urban agriculture, Bustanica demonstrates how circular systems, advanced technology, and strategic infrastructure investment can deliver resilient, high-value food production at scale.

Key Insights

- Strategic co-location with industrial precincts, logistics hubs, airports, or clean-energy infrastructure enhances both economic efficiency and environmental performance.
- Strong alignment with growth sectors, including advanced manufacturing, agri-tech, automation, and innovation-led employment.
- High productivity, with facilities capable of producing multiple tonnes of fresh produce per day and yields many times higher per square metre than traditional agriculture.
- Land-use efficiency, with vertical stacking dramatically reducing land requirements and freeing scarce land for higher-value urban, industrial, or environmental uses.
- Circular resource management, where plant waste is composted or repurposed and precision nutrient dosing eliminates runoff and soil degradation.
- Reduced food miles, with proximity to consumers cutting transport emissions, cold-chain energy use, and reliance on imports.
- System integration potential, including renewable energy, waste-heat recovery, district energy networks, and co-location with waste-to-energy facilities to strengthen circular economy outcomes.



Private capital aggressively pursued and actively mobilised - Dubai actively attracts and partners with private developers (e.g. Azizi Developments) to deliver large-scale outcomes aligned with public goals. A leading private real estate developer based in Dubai, known for delivering residential, commercial, and hospitality projects across the emirate's prime locations, including the second-tallest residential development under construction in Dubai (Burj Azizi). This will have 133 floors of mixed-use development, located 2 kilometres from Burj Khalifa. Established in 2007, the company has built a strong reputation for quality construction, timely delivery, and customer-focused service. Its diverse portfolio includes luxury communities, waterfront properties, and affordable housing, catering to both investors and end-users. Notable projects located in areas such as Al Furjan, Palm Jumeirah, Dubai Healthcare City, and Mohammed Bin Rashid City. With a forward-looking approach, Azizi supports Dubai's vision of becoming a global hub for innovation, lifestyle, and sustainable urban living. Azizi is shifting from primarily local, affordable Dubai housing to large-scale, luxury and landmark projects abroad, targeting markets including Australia, Germany, and the USA.

Key Insights

- Clear signals to global capital about priority sectors and locations
- Confidence in density, height, and mixed-use development
- Long-term relationships with repeat investors

Iconic infrastructure as economic strategy - Dubai approaches landmark projects (e.g. Burj Khalifa, Burj Al Arab, Dubai Frame) as long-term economic infrastructure rather than one-off prestige assets, with iconic assets working when they are:

- Anchors tourism, investment attraction, and global brand recognition for a city region
- Mixed-use and revenue-generating
- Integrated into surrounding precincts

This reinforces for SEQ, the value of region shaping projects that serve multiple policy objectives including tourism, jobs, density, and international profile, rather than fragmented local icons competing with one another.



Tourism infrastructure curated strategically to provide a comprehensive experience - Dubai designs tourism experience as a seamless system: architecture, retail, food, public realm, transport, and storytelling are deliberately integrated. SEQ has strong natural advantages, however this experience highlights opportunities to better plan precinct-level experiences - rather than relying on dispersed attractions. Assets such as the Dubai Fountain, Time Out Market, and Madinat Jumeirah show how:

- Public space is activated both day and night
- Visitors encouraged to stay longer and spend more
- Food, culture, and retail offerings are leveraged as economic multipliers
- Heritage used as an economic asset, not a constraint

Place branding is deliberate and disciplined - Dubai invests heavily in economic narrative and symbolism to reinforce a clear global identity - future-focused, confident, and distinctive. SEQ can apply this lesson by more intentionally linking major projects, events, and precincts to a coherent regional story - particularly around innovation, liveability, and resilience. The Museum of the Future and Dubai Frame illustrate how a single infrastructure asset can:

- Attract knowledge tourism and global attention
- Anchor broader economic positioning

Clear sectoral alignment with industrial strengths across SEQ - The in-market TIQ briefing confirmed strong demand in sectors where SEQ have established or emerging competitive advantage, including:

- Premium food and beverage and agri-tech
- Sports technology and event infrastructure
- Education, skills and training services
- Mining and METS, including decarbonisation solutions
- Healthcare, fintech and digital services
- E-commerce, logistics and professional services

The Gulf is entering a sustained investment super-cycle - Trade and investment between Queensland and the Gulf region are positioned for material growth, driven by long-term national transformation agendas rather than short-term stimulus. Programs such as We the UAE 2031, Saudi Vision 2030, Qatar National Vision 2030 and New Kuwait 2035 are mobilising unprecedented public and private capital into infrastructure, industry diversification, technology, and human capital. This creates durable demand for trusted international partners.

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Government-led strategies are shaping market access - Economic development in the Gulf is highly state-directed, with governments acting as master planners, anchor investors, and first customers. Market entry is therefore relationship-driven and aligned to national priorities. Jurisdictions that can present coordinated, government-endorsed value propositions, rather than fragmented firm-by-firm approaches, are better positioned to secure long-term partnerships.

Global mega-events are accelerating procurement and innovation - The region's role as host of major global events - including Expo 2030, the 2034 FIFA World Cup and the Asian Games - is compressing delivery timeframes and increasing appetite for proven, export-ready solutions. Such events act as catalysts for investment in transport, precinct development, digital infrastructure, sustainability, and visitor economies, opening pathways for Queensland firms to scale quickly.



4. Asia Pacific Cities Summit & Mayors' Forum



Track 1 - Digital transformation and urban futures

This track explored how digital technologies, innovation, and data-driven solutions are transforming cities to address global challenges and shape sustainable, resilient urban futures:

Urban Intelligence - How do cities move from data-rich to decision-smart?

Artificial intelligence is reshaping urban landscapes, using machine learning and data analytics to optimise systems, address challenges, and enhance the delivery of more responsive, inclusive, and sustainable public services. However, the true potential of AI lies not just in the technology itself, but in how we design these systems to learn from people, not just about them, and to respond to genuine human needs. From energy use and mobility to public health and service delivery, data- driven solutions must be rooted in lived experience, equity, and long-term resilience. These efforts must be underpinned by strong data governance and secure, ethical data-sharing frameworks to ensure that technology benefits everyone.

New Energy - How do we power our cities without depleting our planet?

New energy solutions are reshaping the urban landscape, transforming how cities generate, manage, and consume power. Innovations such as next-gen solar technology, smart storage systems, and decentralised energy grids are enhancing efficiency and redefining urban resilience. However, to fully harness these solutions, cities must overcome challenges such as aging infrastructure, regulatory barriers, and financing gaps. As they work to secure equitable access to resources, it's crucial that they also focus on protecting the planet for future generations.

**Mobility - How do we connect urban communities to opportunity quickly, sustainably, and affordably?**

Sustainable and smart mobility is at the core of the cities of tomorrow, driving inclusive, climate-conscious, and efficient urban environments. As populations grow and infrastructure demands increase, cities must rethink mobility, not just as logistics, but as a tool for equity, liveability, and opportunity. By investing in smart, connected, low-emission transport systems and embedding people-centric design, cities can reduce congestion, cut emissions, and create more accessible, seamless journeys. From walkable streets and cycling networks to integrated public transit, the future of mobility must be not only smart but human-led, shaping cities that move with purpose and care.

Education and Talent - How can cities turn learning into a pillar of urban resilience?

Education is the cornerstone of a thriving urban future. Cities must nurture intellectual hubs that fuel creativity, attract talent, spark innovation, and anchor inclusive growth. However, many cities face significant challenges, including unequal access to quality education, skills mismatches, digital divides, and underinvestment in lifelong learning. By addressing these barriers, cities can empower the next generation to lead with purpose and help shape resilient, innovative, and human-centric urban environments. By investing in lifelong learning and ensuring inclusive access, cities can build resilient, future-ready workforces and vibrant communities.

Mission-Driven Ecosystems - How do we transform cities into incubators of impact?

Mission-driven ecosystems are reshaping the role of cities, transforming them from passive backdrops to purpose-driven platforms that align innovation with the world's most urgent challenges. These ecosystems go beyond supporting business. They place cities at the heart of transformative change.

By fostering innovation hubs, knowledge-sharing networks, and strategic partnerships, cities become living incubators that unite institutions, enterprises, and communities to co-create solutions for climate resilience, social inclusion, and long-term sustainability. In a mission-driven city, progress is not accidental. It is intentional, collaborative, and future-focused, turning ambition into large-scale impact.

**Track 2 - City leadership and economic development**

This track focused on the essential elements of city leadership and economic development needed to build sustainable, resilient urban futures

City Funding - How can cities finance the future they want to build?

Sustained finance is essential to the success of cities. From transport networks and housing to healthcare, education, and climate action, sustained investment is the foundation of urban progress. Securing and managing funding effectively is where strong leadership is critical. Cities must embrace transparent financial governance, demonstrate impact, and explore innovative financing models to unlock resources, build investor confidence, and drive equitable development. When finance aligns with purpose, cities are not only equipped to meet immediate needs but are also empowered to shape a resilient, future-ready urban landscape.

City Branding and Identity - Is identity the new infrastructure for globally competitive cities?

A strong city identity is more than just a slogan. It is a strategic asset with significant economic power. A well-defined brand serves as a city's unique value proposition, attracting talent, investment, tourism, and business, while fostering local pride and a sense of belonging. In today's globally competitive landscape, cities must craft compelling narratives that position them as hubs of innovation, creativity, culture, or connectivity. When done effectively, city branding inspires communities around a shared vision, drives economic growth, enhances international visibility, and secures a city's place on the global stage.

Trade and Investment Hubs - How can cities transform into magnet centres for investment in a competitive global economy?

Trade and investment hubs are not just a key to economic vitality, they are a fundamental pillar for urban resilience. As cities face challenges such as rising populations and resource pressures, transforming into dynamic centres of trade and investment is essential for their future success. To become powerful magnets for global investment, cities must position themselves as hubs of opportunity and sustainable innovation. This requires developing strong infrastructure, fostering an entrepreneurial ecosystem, and cultivating strategic international partnerships based on their strengths and opportunities. A city's transformation into an investment hub hinges on its ability to attract global enterprises and create an environment where businesses can thrive. It involves building policies and frameworks that support both local and international enterprises, ensuring access to resources, capital, and talent.

**Planned Urban Expansion - How can cities strategically accommodate growth and maximise long-term benefits?**

Planned urban expansion is crucial for accommodating growing populations while ensuring sustainability and liveability. Mega events, such as international expositions and sports tournaments, act as powerful catalysts for urban transformation, driving short-term economic growth and global visibility. More importantly, they leave lasting legacies, improved infrastructure, enhanced connectivity, and innovative urban solutions, that serve residents long after the event ends. By designing urban expansion around these events, cities can create real legacy, where the benefits of infrastructure and urban design continue to serve both current and future generations, positioning themselves as hubs of culture, innovation, and economic opportunity.

City Diplomacy - How do city-to-city partnerships create real-world impact across borders?

City diplomacy is a powerful force in shaping sustainable urban futures. Through collaboration and exchange, it fosters city-to-city partnerships that drive innovation, facilitate knowledge sharing, and accelerate solutions to urgent global challenges. But the impact extends beyond these solutions. By building strategic international relations, cities strengthen their global influence and unlock significant economic benefits, attracting investment, trade, and talent. City diplomacy transforms local leadership into global opportunity, positioning cities as agile, forward-thinking players on the world stage, while enabling local communities to thrive.

City Leadership and Capacity Building - How can cities build the leadership capacity needed to meet tomorrow's challenges?

City leadership and capacity building are central to effective and sustainable urban governance. As cities face increasingly complex challenges, it is essential to equip mayors, municipal officers, and community leaders with the skills, tools, and insights to lead with confidence and drive change. Leadership is not just about vision, it's about execution too. Cities can build the capabilities needed to mobilise resources, foster collaboration, and turn ambition into actionable results.

**Track 3 - Quality of life**

This track focused on enhancing the quality of life in cities through accessible, sustainable urban development and community-driven initiatives.

Tourism & Visitor Economy - What if tourism helped build better cities for everyone who calls them home?

Today, city tourism goes beyond sightseeing. It's a dynamic expression of a city's identity, culture, legacy, and connectivity. When thoughtfully designed, it integrates sustainability, technology, and local voices to create authentic, memorable experiences. A thriving visitor economy not only drives economic growth but also enriches urban life, revitalises neighbourhoods, supports jobs, and fosters pride among both residents and visitors. The MICE (Meetings, Incentives, Conferences, and Exhibitions) industry plays a key role, driving innovation, global partnerships, and economic growth.

Affordable and Inclusive Housing - How do we reframe housing as a foundation?

Housing is not just a roof over one's head. It is the foundation of thriving, resilient communities. As urban populations grow, cities must prioritise accessible, sustainable housing to ensure that communities remain diverse, cohesive, and strong. By rethinking housing as a cornerstone of urban development, cities can foster inclusivity, stability, and long-term resilience.

Urban Health Systems - What the building blocks of a future-ready urban health system?

Urban health systems are vital to resilient, inclusive cities that prioritise quality of life. Beyond hospitals and clinics, they integrate policy, infrastructure, and community engagement to promote well-being at scale. However, as cities grow, challenges such as unequal access to care, chronic illness, and environmental stress require urgent attention. Introducing integrated urban health systems necessitates cross-sector collaboration, sustained investment, and alignment across fragmented services. By addressing these challenges, cities can create healthier futures where well-being is not just an outcome, but the foundation of everyday life.

Active City Living - How do we design cities where well-being is built into every step?

Active cities are more than just a lifestyle choice, they are the foundation of urban well-being and quality of life. Thoughtful urban design that prioritises cycling lanes, green spaces, and pedestrian-friendly streets fosters healthier, happier, and more connected communities. Beyond the basics, accessible sports facilities, public fitness zones, and inclusive recreational programmes empower residents of all ages to stay active and engaged. When cities invest in movement, they invest in people, creating vibrant, liveable spaces where well-being is not a luxury but a shared daily experience.

Urban Safety and Security - What partnerships are needed to make cities safe for everyone?

Creating safer cities requires equal investment in both infrastructure and trust. Well-designed, well-lit streets, secure public spaces, and reliable transport systems are fundamental, but safety also depends on how cities engage with their communities. Responsible, community-focused policing is essential, as is the smart use of technologies like emergency response tools and data-driven insights that improve efficiency while maintaining public confidence. By balancing physical investments with social infrastructure, cities can create secure, inclusive environments where everyone can thrive.

**Social Value Infrastructure - What makes a city not just liveable, but meaningful?**

Social value infrastructure strengthens communities by fostering inclusion, resilience, and a shared sense of belonging. Cities can achieve this by creating inclusive spaces, both physical and cultural, that reflect the identities of their residents. By investing in urban infrastructure, promoting civic engagement, and embracing community-driven development, cities can transform from places to live into spaces where individuals and communities truly flourish.

Orange Economy and Cultural Investment - How we design cultural ecosystems that cultivate well-being and community pride

The orange economy, encompassing media, design, and heritage, harnesses the power of culture as a dynamic engine of innovation and a catalyst for well-being. When cities position culture as both a driver of prosperity and a guardian of identity, they transform into vibrant, resilient hubs of creativity, well-being, and belonging. In these spaces, people don't just live; they thrive.

Track 4 - Environmental solutions and urban regeneration

This track explored critical environmental solutions and strategies for urban regeneration, with a focus on building sustainable, resilient cities that address the pressing challenges of climate change and resource management.

Urban Heat - How do we cool our cities without heating our planet?

As global temperatures rise and heatwaves become more frequent, the demand for cooling in homes, hospitals, data centres, and transport systems is soaring. Conventional cooling methods risk exacerbating the very crisis they aim to address, placing pressure on energy systems and increasing emissions. To tackle urban heat, we must evolve our approach. This means embracing passive design, district cooling, reflective materials, and AI-driven optimisation. Equally important are nature-based solutions, from planting trees to rethinking construction practices to minimise heat retention. A forward-thinking, integrated approach is essential to creating cooler, more liveable cities in a warming world.

Climate Adaptation and Mitigation - Future-proofing cities

How do we future-proof our cities today by shaping the future rather than simply responding to it? Urban areas account for nearly 70% of global CO₂ emissions, positioning cities at the heart of both climate vulnerability and the solutions we need. To lead in this space, cities must align grassroots energy with policy ambition and strategic commercial collaboration. Community projects, renewable energy adoption, and awareness campaigns drive civic engagement, while carbon-neutral planning, green standards, resilient infrastructure, and public-private partnerships provide the structural foundation. In this way, cities can emerge as global climate leaders, transforming local actions into lasting, transformative impact for a sustainable and equitable future.

**Decarbonising the Built Environment - Building for human and planetary health**

Decarbonising the built environment is one of the most critical and impactful steps cities can take. As buildings and construction represent some of the largest sources of carbon emissions, the sector must be reimaged, from the materials we use to the energy systems we depend on. Transitioning to a low-carbon future requires more than just innovation. It demands deep collaboration between government, industry, and communities to align design, policy, and investment with long-term sustainability and resilience.

Nature-Positive Cities - What if cities and nature grew stronger together?

In nature-positive cities, urban development no longer conflicts with the environment, it becomes a partner to it. Rather than merely minimising harm, nature-positive design actively restores and regenerates ecosystems, placing nature at the heart of urban life. From protecting biodiversity and expanding green spaces to embracing nature-based solutions for flooding and heat, leveraging natural ecosystems fosters cities that are not only more resilient and sustainable but also places where communities live in harmony with the natural world.

Blue Economy - How coastal economies flourish while regenerating ecosystems that sustain them

Over 60% of global cities are coastal, yet many city strategies stop at the shoreline. For these cities, the blue economy offers a transformative opportunity to redefine their future, by regenerating the oceans, rivers, and coastal ecosystems that sustain them. Rather than viewing these resources as merely exploitable, coastal cities can leverage the blue economy to drive urban innovation, enhance resilience, and create inclusive prosperity. The blue economy is a multi-trillion-dollar opportunity for cities, spanning sectors like sustainable tourism, marine renewable energy, aquaculture, and ocean tech. By embracing renewable marine energy, sustainable fisheries, and blue carbon, cities can unlock new avenues for climate resilience, job creation, and sustainable growth. This approach not only fuels urban economies but ensures that the health of our oceans and ecosystems remains central to the cities of tomorrow.

**Urban Water and Food Security - From scarcity to sustainability; how do cities build resilient systems?**

In an era of rapid urbanisation, food and water security have become both defining challenges and critical opportunities for city leaders. Ensuring equitable, reliable, and sustainable access to these essential resources requires more than short-term solutions. It demands integrated planning and adaptive infrastructure that can address climate pressure, demographic shifts, and growing inequality. To become future-ready, cities must invest in systems that are efficient, inclusive, and resilient. From climate-smart agriculture and optimised food supply chains to smarter water management and sustainable food preservation, the path forward lies in innovation grounded in equity. This approach secures not just survival, but an inclusive and flourishing urban future for all.

Zero Waste and Resource Circularity - How do we scale resource circularity from pilot projects to citywide impact?

Zero waste is not just a sustainability goal, it represents a fundamental shift in mindset, advocating for the elimination of waste through smarter resource use, responsible consumption, and a focus on reuse, recycling, and composting. When paired with resource circularity, which ensures materials stay in continuous use, it redefines the way cities grow and thrive. From circular supply chains and sustainable procurement to waste-to-energy technologies and urban composting innovations, forward-thinking cities have the opportunity to scale these solutions and show that a low-waste, high-impact future is not only possible, but achievable.

APCS Exhibition Hall

The City Hall Programme was a dedicated programme held within the Exhibition Hall at APCS, offering a dynamic platform for cities, government agencies, and development and private sector partners to highlight their key achievements, strategic initiatives, and upcoming opportunities. Strategically located in a high-traffic area, the City Hall Stage is designed to foster engagement between public sector leaders and potential private sector partners. The program aims to provide a platform to showcase cities' success stories, investable projects, stimulate direct dialogue, encourage collaboration, and drive commercial outcomes through structured presentations and public announcements over the course of the three-day summit.

Brisbane Pavilion

As part of the Exhibition, the Council of Mayors is a pod sponsor of the Brisbane Pavilion (illustrated below), which can be used for Mayors and staff promoting the regional proposition and hosting informal meetings. Other participating sponsors include Bureau Proberts, Articulous Communications, KPMG and The University of Queensland.



Event Host & Partners:

Dubai Municipality - Established in 1954 by His Highness Sheikh Rashid Al Maktoum, Dubai Municipality is the emirate's oldest government entity. It plays a vital role in enhancing quality of life for residents, visitors, and businesses. With 14 functional areas, 150+ services, and 800+ daily operations managed across 2 sectors, 4 agencies, and 37 departments, it oversees urban development, public spaces, food safety, and environmental conservation. Dubai Municipality's goal remains unwavering: to make Dubai more beautiful, sustainable, pioneering, and liveable, every day.

Dubai's Roads and Transport Authority (RTA) is responsible for developing and managing the emirate's transport and road infrastructure. RTA's mission is to provide seamless and safe travel with innovative, sustainable mobility solutions and services to make every journey in Dubai a world-class experience. With Dubai's rapid growth, RTA plays a key role in delivering an advanced, integrated transport system that ensures safe, smooth, and efficient mobility within Dubai and to other emirates and neighbouring countries. This involves building and maintaining infrastructure, overseeing vehicle registration and licensing, and implementing global best practices and new technologies.

Emicool - Emirates District Cooling LLC (Emicool) is a leading district cooling service provider in the UAE with 30% market share. With 355,000 tonnes of refrigeration (TR) capacity, it serves more than 30,000 happy customers.



Major Partners:

Dubai Chambers - as the umbrella organisation of Dubai Chamber of Commerce, Dubai International Chamber, and Dubai Chamber of Digital Economy, Dubai Chambers empowers the local business community, builds and reinforces international partnerships, and accelerates the growth of the digital economy to cement the emirate's position as a leading global hub for business, trade, and investments.

Gratiya Advisory is a multidisciplinary firm founded by seasoned practitioners, delivering transformative initiatives across the global south. Leveraging deep expertise and a global network, it empowers governments, institutions and businesses to redefine what's possible and include the whole world in their success stories.

Future OS - Beginning as the team behind the award-winning immersive digital experiences for Expo 2020 in Dubai, Future OS delivers cutting-edge solutions that span scalable video surveillance, unified building management, AI-enabled data insights, 3D volumetric transformations, and streamlined asset and facility reporting.

Technical visits

TOURISM INFRASTRUCTURE

Time Out Markets - a dynamic food and cultural destination that bring together the city's best culinary, entertainment, and lifestyle experiences under one roof. Inspired by the global Time Out brand, these markets curate a selection of renowned local and international chefs, artisanal food vendors, and trending restaurants, allowing visitors to sample a wide variety of dishes in a vibrant, communal setting. Each market emphasises high-quality, authentic cuisine, from traditional Middle Eastern flavours to global street food, often highlighting award-winning and innovative culinary concepts. Beyond food, Time Out Markets in Dubai often incorporate lifestyle elements such as live music, art installations, workshops, and boutique retail stalls, creating a social and cultural hub rather than just a dining space. Locations are carefully chosen in high-traffic, iconic areas of Dubai, making them accessible to tourists and residents alike. The markets aim to reflect Dubai's cosmopolitan spirit, offering a space where food, culture, and community converge. For visitors, Time Out Markets provide an immersive, convenient way to explore the city's culinary scene without needing to travel across multiple neighbourhoods. They are particularly appealing to those interested in sampling the latest food trends, experiencing local culture, and enjoying a lively, social atmosphere.

Dubai Fountain - set on the 30-acre Burj Lake at the base of the Burj Khalifa, this site is the world's largest choreographed fountain system. Spanning over 275 metres, it features powerful water jets that shoot up to 150 metres high, dancing in sync with music and lights. Designed by the creators of the Fountains of Bellagio in Las Vegas, it combines classical, contemporary, and Arabic tunes with over 6,600 lights and 25 coloured projectors. Since its debut in 2009, the fountain has become one of Dubai's most popular attractions, offering daily shows that captivate millions of visitors with its spectacle. Just outside the Dubai Mall is a large artificial lake which has inbuilt a complex system of extremely powerful fountains that shoot up water 10's of metres into the sky in a synchronous and programmed manner, creating a mesmerising 'dance' of water that is in sync with the music that is played outside. Shows commence at approximately 18:00 and runs every 30 minutes.

Burj Khalifa – widely known as the tallest building in the world and a global icon. Truly a feat of engineering, the building represents the conceptual heart and soul of the city of Dubai. At 828m tall, this magnificent structure is located next to Dubai Mall and has drawn visitors from all over the world since opening in 2010. Standing over 2,700 feet and 163 floors high, this record-breaking skyscraper in downtown Dubai is the tallest structure in the world. Burj Khalifa has several open-air viewing decks and swanky lounges which offer splendid views of the UAE and the Persian Gulf. The highest lounge is located at level 154, and there is even a hotel at levels 38 and 39. Designed by Skidmore, Owings & Merrill architects, this mixed-used development atop Dubai Mall is inspired by the Great Mosque of Samarra in Iraq.

New Dubai - Vision & Innovation

Museum of the Future

One of Dubai's most striking landmarks. The museum showcases innovation, sustainability, and visionary design, representing Dubai's ambition to be a hub of future knowledge and creativity. The Museum embodies Dubai's commitment to innovation and storytelling. SEQ can take inspiration from how a single cultural asset can define a city's identity and attract knowledge tourism.

Burj Al Arab and Madinat Jumeirah

Symbolising Dubai's commitment to creating landmarks that redefine global hospitality, the iconic Burj Al Arab is marketed as the world's first 7-star hotel, highlighting how architecture and service standards can elevate a city's global reputation. Madinat Jumeirah is an Arabian mini-city in Dubai, comprising of hotels, ornate souks and beachfront hotspots. For SEQ, it illustrates how authentic design and curated retail experiences can elevate cultural tourism, extend visitor stays, and strengthen a destination's unique identity.

Palm Jumeirah & The View Palm

A globally recognised engineering achievement, this man-made island showcases how large-scale coastal projects can become destinations in themselves. Drive through the world-famous Palm Jumeirah, a stunning example of Dubai's modern engineering. Experience a short monorail ride offering panoramic views of the island and stop at Atlantis the Palm. Created by leading master-developer Nakheel, a member of Dubai Holding, Palm Jumeirah is one of the world's largest man-made islands, and a vibrant, ever-growing residential, tourism, and leisure destination. In 2015, the island was voted as one of the world's 'must-see architectural wonders' by leading travel website Expedia. This visit illustrates how large-scale coastal developments can transform into global tourism icons. For SEQ, it demonstrates the tourism and branding potential of bold, iconic waterfront developments.

Old Dubai - Heritage & Tradition

Al Fahidi Historical Neighbourhood

Step back in time through the narrow lanes of one of Dubai's oldest heritage districts. Featuring restored wind-tower houses, museums, art galleries, and cultural centres, Al Fahidi offers a glimpse into life before the oil era. For SEQ, it showcases how heritage conservation and adaptive reuse can strengthen cultural tourism, foster community identity, and balance modern growth with the preservation of local stories.

Dubai Creek & Deira Souks

To experience the historic heart of the city, travel in a traditional Abra (wooden boat) across the Dubai Creek. Discover the bustling Spice and Gold Souks, where trade has flourished for decades. Learn how these markets continue to shape Dubai's authentic cultural identity. A reminder of the enduring value of heritage and culture in shaping authentic visitor experiences. SEQ could draw parallels with leveraging Indigenous culture, history, and traditional markets for tourism appeal.

Dubai Frame

Conclude the visit at the Dubai Frame, an architectural landmark offering panoramic views that symbolically connect the city's old and new districts. The structure serves as a powerful storytelling device - literally framing Dubai's transformation while honouring its heritage. For SEQ, it highlights the value of iconic landmarks in shaping regional identity, connecting past and present, and reinforcing a city's global image.

EMIRATES VERTICAL FARM - BUSTANICA

Bustanica' meaning "your garden" or "orchard" in Arabic - is a landmark achievement for the UAE in sustainable food production. A subsidiary of Emirates Flight Catering (EKFC), Bustanica operates one of the world's largest indoor vertical farms, producing more than one million kilograms of fresh, pesticide-free leafy greens every year. Located near Al Maktoum International Airport at Dubai World Central, the 330,000-square-foot facility harnesses advanced hydroponic technology to cultivate crops such as lettuce, spinach, and arugula. Its closed-loop irrigation system uses 95% less water than traditional agriculture, eliminates the need for pesticides, herbicides, or fungicides, and prevents soil degradation, water contamination, and agricultural waste. As a global leader in sustainable urban agriculture, Bustanica exemplifies innovation in circular waste systems and resilient food production models - demonstrating how technology can meet the rising demand for secure and sustainable nutrition in the 21st century.

WASTE-TO-ENERGY

Warsan WtE facility – one of the world's largest waste-to-energy plants converting waste to power, was officially opened in 2023. The facility's completion supports Dubai's goal of reducing landfill dependence and transitioning to renewable energy within the next decade. This \$1.1 billion facility is one of the largest of its kind globally, processing 5,666 tonnes of waste daily, converting it into clean energy sufficient to power 135,000 homes. Developed through a pioneering public-private partnership led by BESIX and Hitachi Zosen Inova, the plant integrates advanced engineering and environmental standards.

ADVANCED MANUFACTURING

Sobha Modular

The off-site manufacturing wing of Sobha Realty, stands at the forefront of modern construction by embracing cutting-edge modularization techniques. The company envisions industrial construction that seamlessly brings a transition from traditional construction to modern methods, linking sustainability and other matured cross industry best practices. Currently, Sobha Modular operates two state-of-the-art manufacturing divisions - Facades and Pods - with strategic plans to establish several additional backward-integrated manufacturing units. Sobha Modular's relentless pursuit of innovation, combined with a strong focus on further automation and expansion, underscores its commitment to enhancing quality and efficiency at every stage of construction. This commitment is supported by robust growth, as the company continues to set new industry benchmarks, driving the future of construction with precision and a legacy of excellence

PROPERTY DEVELOPMENT

AZIZI Developments

A leading private real estate developer based in Dubai, known for delivering residential, commercial, and hospitality projects across the emirate's prime locations, including the second-tallest residential development under construction in Dubai (Burj Azizi). This will have 133 floors of mixed-use development, located 2 kilometres from Burj Khalifa. Established in 2007, the company has built a strong reputation for quality construction, timely delivery, and customer-focused service. Its diverse portfolio includes luxury communities, waterfront properties, and affordable housing, catering to both investors and end-users. Notable projects are located in areas such as Al Furjan, Palm Jumeirah, Dubai Healthcare City, and Mohammed Bin Rashid City. With a forward-looking approach, Azizi supports Dubai's vision of becoming a global hub for innovation, lifestyle, and sustainable urban living. Azizi is shifting from primarily local, affordable Dubai housing to large-scale, luxury and landmark projects abroad, targeting markets including Australia, Germany, and the USA.



5. Appendices



Dubai today

Once a small fishing village in the Arabian Gulf, Dubai shares the spotlight with some of the most cosmopolitan cities in the world. One of the seven emirates that make up the United Arab Emirates, the city is home to more than 200 nationalities and offers an unforgettable experience to all visitors. Whether it is by the banks of the Creek, or at the top of Burj Khalifa, the world's tallest building, Dubai lives and breathes a sense of possibility and innovation. And with an unparalleled coastline, beautiful desert and magnificent cityscapes, memories are just waiting to be made here.

Before oil was discovered in Dubai in the late 1960s, the city's main trade was pearl diving. In the early 20th century, there were around 300 dhows working from Dubai Creek, employing more than 7,000 men. By 1917, this included almost the entire male population of Dubai. Archaeological finds such as spearheads have revealed there were humans in the area that is now Dubai over 100,000 years ago. Discover more ancient history at the fascinating Saruq Al-Hadid Museum. The city's oldest building is Al Fahidi Fort, whose construction dates back to 1787.

Dubai is one of seven emirates that comprise the United Arab Emirates (UAE). The other six emirates are Abu Dhabi, Ajman, Fujairah, Ras Al Khaimah, Sharjah and Umm Al Quwain. Specifically, Dubai is positioned on the northern coastline of the UAE, facing the Arabian Gulf. It is bordered by Abu Dhabi to the south, Sharjah to the northeast and the Sultanate of Oman to the southeast. Dubai is easy to reach from Africa, Asia and Europe – and within an eight-hour flight for two-thirds of the world's population – which has helped to turn the city into a global hub and a popular holiday destination.

Cities are catalysts for investment, community wellbeing and the productive exchange of ideas, and we are embracing innovative solutions to make cities more liveable, efficient, and resilient. In this way, Expo City Dubai is playing an essential role in the advancement of future cities in the region and far beyond. Home to more than 200 nationalities, Dubai is a city that thrives on movement - of people, of ideas, of opportunity. A global centre of gravity that, since its very founding, has served as a bridge between cultures and a nexus connecting cities and continents.

- 0% Personal Income Tax
- 9% Corporate Tax
- #5 globally in the Brand Finance Global City Index 2024, for city brand strength
- #3 globally in Global Tourism Rankings 2024 with 17.15 million tourists in 2023
- #1 globally for international overnight visitors in 2024, with 18.72 million
- #1 globally for attracting greenfield Foreign Direct Investment projects
- #1 globally for world's busiest airport for international passenger traffic, handling over 92 million passengers annually as of 2024
- home to the world's first fully functional 3D-printed building. Built in less than a month and inaugurated in 2016, The Office of the Future measures 250sqm and includes innovative working spaces, meeting rooms, a lounge and a cafe.

Dubai Tomorrow

The UAE's post-oil economic shift requires the mega projects of Dubai to pursue economic diversification in all sectors. These development projects stimulate investment in real estate and tourism and technology thus generating fresh employment options throughout different sectors. Economic stability with long-term growth depends on having a diverse range of markets.

The Dubai 2040 Urban Master Plan is a long-term strategy to guide the city's sustainable development over the next two decades. It aims to balance growth with quality of life, positioning Dubai as a global hub for innovation, business, and tourism. The plan focuses on creating vibrant, inclusive, and green communities with 60% of the city's area reserved for nature reserves and rural land. It emphasises compact, transit-oriented urban centres, efficient infrastructure, and affordable housing. By strengthening connectivity and sustainability, Dubai 2040 seeks to support a population of 5.8 million by 2040 while enhancing liveability, wellbeing, and economic competitiveness.

By 2040, Dubai will welcome close to one million people every day - residents, workers, and visitors. As Dubai grows, so does its vision for a more sustainable urban future. Today, we ask: how do we design not just for scale, but for well-being and resilience? This is why constantly seeking and scaling urban solutions, to ensure that people and nature can thrive, and that the systems that support us - mobility, housing, public space, tourism, culture - are future-ready, inclusive, and regenerative. As Dubai grows, so does its vision for a more sustainable urban future:

- Nearly one million people will visit Dubai every day by 2040
- 640k (2019) 720k (2030) 964k (2024)
- Dubai's population forecast to increase by almost 75 % within 20-years
- 3.3m (2019)
- 4.6m (2030)
- 5.8m (2040)

The New Centre of Dubai's Future

Expo City Dubai (ECD) is the pioneering legacy of Expo 2020 Dubai, the unforgettable event that welcomed 192 nations and more than 24 million visitors. Expo City Dubai also hosted the United Nations 28th Conference of Parties (COP28) in 2023, a landmark event that secured the historic UAE Consensus. Today, Expo City is a key component of the Dubai 2040 Master Plan, which places the city as the new centre of Dubai's future. A unique multipurpose district close to Dubai's new Al Maktoum International Airport, Jebel Ali Port and Dubai Exhibition Centre, Expo City offers ultra-modern commercial, residential, entertainment and educational facilities, and is a hub for the testing and application of impactful and scalable urban innovations. With a focus on social, environmental and economic sustainability, Expo City Dubai connects businesses, governments, organisations, residents and visitors to global opportunities, propelling human progress and driving a more equitable, sustainable future for all.

Dubai in numbers

	SOUTH EAST QLD	DUBAI
Local governing authorities	12	1 x federal – emirate - municipal structure
Average temperature (October)	26 degrees celsius	36 degrees celsius
Hours of sunshine (annual)	3,000	4,000
Local population	4,016,559 (2023)	3,863,600 (2024)
Area	35,248 km ²	4,110 km ²
Local density	108 / km ²	940.8 / km ²
International airports	4	2
Air passengers (annual)	21,497,154 (BNE Jan – Nov 24) 6,270,675 (OOO Jan – Dec 24)	90,000,000 with over 6,500 flights weekly operated by over 140 airlines to more than 270 places around the world.
Universities	12	60+ higher education institutions
QS best student city ranking	40th (UQ - 2025)	Ranked in QS Best Student Cities
International students	143,158 (Dec 24)	14,700
Ancestry (Top 5)	English (38.2%), Australian (32.2%) Irish (11.2%), Scottish (10.4%), German (5.9%)	Emirati nationals (minority) Indian, Pakistani, Bangladeshi, Filipino, British/other expatriates.
Foreign-born population	26% (2021)	88.5% (2025)
Languages	English (official) Mandarin, Vietnamese, Punjabi	Arabic (official) English widely used; Hindi, Urdu, Bengali, Tagalog, Tamil, Malayalam
Unemployment	4.2%	0.5%
Gross Regional Product	\$334 billion (AUD)	\$227 billion (AUD)
Key regional clusters	Agribusiness, Advanced Manufacturing, Life Sciences, International Education, Transport and Communications, Creative Industries, Tourism	Logistics & trade, Aviation, Finance & Fintech, Real Estate, Tourism & Hospitality, Technology & Startups (27 free zones: Internet City, Media City, Silicon Oasis, etc.).
Jurisdiction	Local governments in Australia are created by state/territory legislation. State/territory legislation prescribes election process (including composition of councils and method of election) and the powers of local governments to make and enforce local laws.	Dubai is one of seven emirates in the United Arab Emirates. The emirate is governed under a federal-emirate-municipal structure, led by the Ruler of Dubai and the Dubai Executive Council. Unlike Australia's system of multiple local councils, powers are centralised at the emirate level, with no independent municipalities that can override emirate authority.
Powers / responsibility	<p>State governments prescribe the powers local councils may exercise. Usually, councils have responsibility for:</p> <ul style="list-style-type: none"> • local roads, footpaths, cycleways, street signage and lighting • waste management including rubbish collection and recycling • parking • recreational facilities such as parks, sports fields and swimming pools and cultural facilities, including libraries, art galleries and museums • sewerage • town planning • building approvals and inspections • land and coast care programs • regulation of the keeping of domestic animals 	<p>Government responsibilities in Dubai are exercised by emirate-level authorities under the direction of the Ruler and Executive Council. These responsibilities include:</p> <ul style="list-style-type: none"> • urban planning and development (Dubai Municipality, Dubai Land Department) • transport infrastructure, public transit, and traffic regulation (RTA) • waste management, sanitation, and environmental protection • housing, land registration, and real estate regulation • licensing, permits, and building approvals • public health, safety, and consumer protection • management of parks, recreation, and cultural facilities • regulation of utilities, sustainability, and environmental programs

Resources

- Brisbane Region investment proposition (2025) [COMSEQ_Final_Brochure_Oct25-Web.pdf](#)

Location Maps

Greater Dubai



Expo City Dubai (ECD)





11.3 Notice of Motion by Cr Jennifer Sanders re Item 11.8 Extension of Road Network - Grahams Dip Road, Ordinary Meeting held on 10 December 2025

Executive Officer: Chief Executive Officer

Item Author: Governance Officer

Attachments: Nil

Councillor Portfolio / Representation

Not applicable.

Local Government Area Division

This report relates to Division 3.

Executive Summary

The Chief Executive Officer has received a written Notice of Motion from Cr Jennifer Sanders, advising of her intention to propose a motion regarding Council's resolution from the Ordinary Meeting held on 10 December 2025, in relation to Item 11.8, Extension of Road Network - Grahams Dip Road.

Recommendation

That Council consider Cr Jennifer Sanders' proposed motion, as follows:

That:

1. *Council repeal the resolution of Council in Item 11.8 'Extension of Road Network - Grahams Dip Road', from the Ordinary Meeting held on 10 December 2025, specifically:*

'That:

1. *Council complete an assessment of Grahams Dip Road, Biddaddaba, in the 2025-2026 financial year to determine the works required and associated costs to upgrade the road to a 5D standard;*
2. *Council provide funding in its 2026-2027 budget to upgrade the entire length of Graham's Dip Road (approximately 1,000m) to a 5D standard and on completion of these works, this additional section of Class 5d Rural Access road will be added to Council's Road Asset Register;*
3. *Council will provide funding in future budgets for the ongoing maintenance of Grahams Dip Road; and*
4. *Council will make application to Department of Transport and Main Roads to determine requirements regarding any intersection/treatments to Beaudesert-Nerang Road and complete these works as part of the road upgrade.;* and

2. *The assessment of Grahams Dip Road, Biddaddaba be referred to Council officers for evaluation in line with Council's Road Network Policy, and for the preparation of an accurate cost estimate to be considered during the 2026-2027 budget development."*

Previous Council Considerations / Resolutions

At the Ordinary Meeting held on 10 December 2025, it was resolved that:

1. Council complete an assessment of Grahams Dip Road, Biddaddaba, in the 2025-2026 financial year to determine the works required and associated costs to upgrade the road to a 5D standard;
2. Council provide funding in its 2026-2027 budget to upgrade the entire length of Graham's Dip Road (approximately 1,000m) to a 5D standard and on completion of these works, this additional section of Class 5d Rural Access road will be added to Council's Road Asset Register;
3. Council will provide funding in future budgets for the ongoing maintenance of Grahams Dip Road; and
4. Council will make application to Department of Transport and Main Roads to determine requirements regarding any intersection/treatments to Beaudesert-Nerang Road and complete these works as part of the road upgrade.

Report / Background

On 12 January 2026, Cr Jennifer Sanders provided the Chief Executive Officer, Councillors and Directors with written notice via email, of her intention to propose a motion to repeal Council's resolution from the Ordinary Meeting held on 10 December 2025, in relation to Item 11.8, Extension of Road Network - Grahams Dip Road, as follows:

"That:

1. *Council repeal the resolution of Council in Item 11.8 'Extension of Road Network - Grahams Dip Road', from the Ordinary Meeting held on 10 December 2025, specifically:*

'That:

1. *Council complete an assessment of Grahams Dip Road, Biddaddaba, in the 2025-2026 financial year to determine the works required and associated costs to upgrade the road to a 5D standard;*
2. *Council provide funding in its 2026-2027 budget to upgrade the entire length of Graham's Dip Road (approximately 1,000m) to a 5D standard and on completion of these works, this additional section of Class 5d Rural Access road will be added to Council's Road Asset Register;*
3. *Council will provide funding in future budgets for the ongoing maintenance of Grahams Dip Road; and*
4. *Council will make application to Department of Transport and Main Roads to determine requirements regarding any intersection/treatments to Beaudesert-Nerang Road and complete these works as part of the road upgrade.'; and*

2. *The assessment of Grahams Dip Road, Biddaddaba be referred to Council officers for evaluation in line with Council's Road Network Policy, and for the preparation of an accurate cost estimate to be considered during the 2026-2027 budget development."*

In support of Cr Sanders' proposed motion, the following reasons were provided:

- "1. *The resolution did not adequately determine the full cost implications of the proposed works, meaning Council cannot commit funding responsibly without a comprehensive budget review process.*
2. *Committing funds to the upgrade of Graham's Dip Road in the 2026-2027 budget and in future budgets, prior to the annual budget review and final adoption of Council's 2026-2027 budget, is contrary to Council's established financial management principles.*
3. *The resolution is inconsistent with clause 1 of Council's Road Network Policy".*

Cr Sanders has complied with the requirements of section 262 of the *Local Government Regulation 2012* by providing notice of her intention to propose a motion to repeal Council's resolution, at least five days before the meeting at which the proposal is to be made.

Budget / Financial Implications

Not applicable.

Strategic Implications

Corporate Plan 2025-2030

Council's Corporate Plan 2025-2030 outlines the organisation's Vision, Mission and Values. Council's Values are Service, Resilience, Respect, Commitment.

Strategic Goal: Not applicable

Guiding Principle: United Team

Legal / Statutory Implications

Section 262 of the *Local Government Regulation 2012* provides:

"Repeal or amendment of resolutions

A resolution of a local government may be repealed or amended only if notice of intention to propose the repeal or amendment is given to each councillor at least 5 days before the meeting at which the proposal is to be made."

Risks

Strategic Risks

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

CR8 Ineffective Organisation Governance - Council is a complex organisation delivering a wide range of services via different processes, using different resources and systems. Council's organisational governance, including corporate planning, controls, internal compliance, monitoring and reporting, may not be adequate to ensure quality outcomes and avoid potentially poor consequences.

Risk Summary

Category	Explanation
Governance, Risk & Compliance Lack of open and transparent communication.	Due consideration of requests from Elected Members relating to the proposal of motions at Ordinary Meetings provides for open and transparent communication.

Human Rights Implications

No human rights have been impacted by any actions recommended in this report.

Consultation

Cr Jennifer Sanders
Chief Executive Officer

Conclusion

Council is requested to consider Cr Jennifer Sanders' proposed motion to repeal Council's resolution from the Ordinary Meeting held on 10 December 2025, in relation to Item 11.8.

OptionsOption 1

That Council consider Cr Jennifer Sanders' proposed motion, as follows:

That:

1. *Council repeal the resolution of Council in Item 11.8 'Extension of Road Network - Grahams Dip Road', from the Ordinary Meeting held on 10 December 2025, specifically:*

'That:

1. *Council complete an assessment of Grahams Dip Road, Biddaddaba, in the 2025-2026 financial year to determine the works required and associated costs to upgrade the road to a 5D standard;*
2. *Council provide funding in its 2026-2027 budget to upgrade the entire length of Graham's Dip Road (approximately 1,000m) to a 5D standard and on completion of these works, this additional section of Class 5d Rural Access road will be added to Council's Road Asset Register;*
3. *Council will provide funding in future budgets for the ongoing maintenance of Grahams Dip Road; and*
4. *Council will make application to Department of Transport and Main Roads to determine requirements regarding any intersection/treatments to Beaudesert-Nerang Road and complete these works as part of the road upgrade.'; and*

2. *The assessment of Grahams Dip Road, Biddaddaba be referred to Council officers for evaluation in line with Council's Road Network Policy, and for the preparation of an accurate cost estimate to be considered during the 2026-2027 budget development."*

Option 2

That Council consider Cr Jennifer Sanders' proposed motion to repeal Council's resolution from the Ordinary Meeting held on 10 December 2025, in relation to Item 11.8, and determine an alternative course of action.

Option 3

That Council not give consideration to Cr Jennifer Sanders' proposed motion to repeal Council's resolution from the Ordinary Meeting held on 10 December 2025, in relation to Item 11.8, by allowing the motion to lapse for want of a seconder.

11.4 Notice of Motions by Cr Stephen Moriarty re Item 7.1 Appointment of Deputy Mayor, Post Election Meeting held on 5 April 2024

Executive Officer: Chief Executive Officer

Item Author: Governance Officer

Attachments:

1. Legal advice - King & Company Solicitors dated 22 January 2026 - Confidential

Councillor Portfolio / Representation

Not applicable.

Local Government Area Division

This report relates to the whole Scenic Rim region.

Executive Summary

The Chief Executive Officer has received written Notice of Motions from Cr Stephen Moriarty, advising of his intention to propose motions regarding Council's resolution from the Post Election Meeting held on 5 April 2024, in relation to Item 7.1 Appointment of Deputy Mayor.

Recommendation

That:

1. Council refer to and consider the legal advice from King & Company, received and provided as confidential Attachment 1 to this report;
2. Council consider Cr Stephen Moriarty's proposed motions, as follows:

"That Council, pursuant to section 262 of the Local Government Regulation 2012, amend resolution 7.1 (Appointment of Deputy Mayor), which resolution appears on page 7 of the Post Election Meeting Minutes of 5 April 2024, by way of deleting paragraph 2."

and

"That Council, pursuant to subsection (3) of section 165 of Local Government Act 2009, declares that the office of Deputy Mayor is vacant."

3. If Cr Stephen Moriarty's motion to "declare that the office of Deputy Mayor is vacant" is carried, Council must consider Cr Moriarty's further proposed motion, as follows:

"That Council, pursuant to subsection (5) of 165 of Local Government Act 2009, appoints another Deputy Mayor from its councillors."

Previous Council Considerations / Resolutions

At the Post Election Meeting held on 5 April 2024 (Item 7.1), Council resolved that:

- "1. *Council appoint Cr Duncan McInnes as Deputy Mayor; and*
- 2. Council endorse the duration of the appointment of Deputy Mayor for a four year term."*

Report / Background

On 12 January 2026, Cr Moriarty provided the Chief Executive Officer, Councillors and relevant officers with written notice via email, of his intention to propose a motion "*that the office of deputy mayor be declared vacant at the Ordinary Meeting of the Scenic Rim Regional Council on the 28th of January, 2026*". Cr Moriarty advised that the purpose of the motion "*is to allow councillors the opportunity to discuss and consider a change of deputy mayor at the midpoint of the current term of council*", and he requested that an appropriate motion be added to the Ordinary Meeting Agenda.

On 15 January 2026, the Chief Executive Officer emailed Cr Moriarty, Councillors and relevant officers, attaching written legal advice that had been sought in relation to the Councillor's notice of his intention to propose a motion. The Chief Executive Officer requested that Cr Moriarty provide the wording of his proposed motion, for inclusion in the Ordinary Meeting Agenda.

On 19 January 2026, Cr Moriarty emailed the Chief Executive Officer and Councillors, and provided the wording of his proposed motions, as follows:

"That Council, pursuant to section 262 of the Local Government Regulation 2012, amend resolution 7.1 (Appointment of Deputy Mayor), which resolution appears on page 7 of the Post Election Meeting Minutes of 5 April 2024, by way of deleting paragraph 2."

"That:

1. *Council, pursuant to subsection (3) of section 165 of Local Government Act 2009, declares that the office of Deputy Mayor is vacant; and*
2. *Council, pursuant to subsection (5) of 165 of Local Government Act 2009, appoints another Deputy Mayor from its councillors."*

Cr Moriarty has complied with the requirements of section 262 of the *Local Government Regulation 2012* by providing notice of his intention to propose a motion to amend Council's resolution, at least five days before the meeting at which the proposal is to be made.

Budget / Financial Implications

Not applicable.

Strategic Implications

Corporate Plan 2025-2030

Council's Corporate Plan 2025-2030 outlines the organisation's Vision, Mission and Values. Council's Values are Service, Resilience, Respect, Commitment.

Strategic Goal: Not applicable

Guiding Principle: United Team

Legal / Statutory Implications

Section 165 of the *Local Government Act 2009* provides:

"165 Acting mayor

- (1) *The deputy mayor acts for the mayor during -*
 - (a) *the absence or temporary incapacity of the mayor; or*
 - (b) *a vacancy in the office of mayor.*
- (2) *If -*
 - (a) *the office of mayor is vacant and the deputy mayor is prevented, by absence or temporary incapacity, from acting as the mayor; or*
 - (b) *the mayor and deputy mayor are both prevented, by absence or temporary incapacity, from performing the role of mayor; or*
 - (c) *the offices of both the mayor and deputy mayor are vacant; the local government may, by resolution, appoint an acting mayor from its councillors.*
- (3) *A local government may, by resolution, declare that the office of deputy mayor is vacant.*
- (4) *The resolution may be passed only if notice of the resolution has been given to the councillors at least 14 days before the meeting.*
- (5) *If a local government declares that the office of deputy mayor is vacant, it must immediately appoint another deputy mayor from its councillors."*

Section 262 of the *Local Government Regulation 2012* provides:

"Repeal or amendment of resolutions

A resolution of a local government may be repealed or amended only if notice of intention to propose the repeal or amendment is given to each councillor at least 5 days before the meeting at which the proposal is to be made."

Risks

Strategic Risks

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

CR8 Ineffective Organisation Governance - Council is a complex organisation delivering a wide range of services via different processes, using different resources and systems. Council's organisational governance, including corporate planning, controls, internal compliance, monitoring and reporting, may not be adequate to ensure quality outcomes and avoid potentially poor consequences.

Risk Summary

Category	Explanation
Governance, Risk & Compliance Lack of open and transparent communication.	Due consideration of requests from Elected Members relating to the proposal of motions at Ordinary Meetings provides for open and transparent communication.

Human Rights Implications

No human rights have been impacted by any actions recommended in this report.

Consultation

King & Company Solicitors
Chief Executive Officer
Director Corporate and Community Services
Governance and Risk Officer

Conclusion

Council is requested to consider the legal advice received from King & Company, and Cr Moriarty's proposed motions.

Options

Option 1

That:

1. Council refer to and consider the legal advice from King & Company, received and provided as confidential Attachment 1 to this report;
2. Council consider Cr Stephen Moriarty's proposed motions, as follows:

"That Council, pursuant to section 262 of the Local Government Regulation 2012, amend resolution 7.1 (Appointment of Deputy Mayor), which resolution appears on page 7 of the Post Election Meeting Minutes of 5 April 2024, by way of deleting paragraph 2."

and

"That Council, pursuant to subsection (3) of section 165 of Local Government Act 2009, declares that the office of Deputy Mayor is vacant."

3. If Cr Stephen Moriarty's motion to *"declare that the office of Deputy Mayor is vacant"* is carried, Council must consider Cr Moriarty's further proposed motion, as follows:

"That Council, pursuant to subsection (5) of 165 of Local Government Act 2009, appoints another Deputy Mayor from its councillors."

Option 2

That Council not give consideration to Cr Stephen Moriarty's proposed motion to amend Council's resolution from the Post Election Meeting held on 5 April 2024, in relation to Item 7.1 Appointment of Deputy Mayor, by allowing the motion to lapse for want of a seconder.

Option 3

That Council not give consideration to Cr Stephen Moriarty's proposed motion to declare that the office of Deputy Mayor is vacant, by allowing the motion to lapse for want of a seconder.

11.5 Notice of Motion by Cr Amanda Hay re Gold Coast City Council's resolution dated 2 December 2025 in relation to a proposal for a cableway to Tamborine Mountain

Executive Officer: Chief Executive Officer

Item Author: Governance Officer

Attachments: Nil

Councillor Portfolio / Representation

Not applicable.

Local Government Area Division

This report relates to Division 1.

Executive Summary

The Chief Executive Officer has received a written Notice of Motion from Cr Amanda Hay, advising of her intention to propose a motion regarding Gold Coast City Council's resolution from the Ordinary Meeting held on 2 December 2025, in relation to a proposal for a cableway to Tamborine Mountain.

Recommendation

That Council consider Cr Amanda Hay's proposed motion, as follows:

"That the CEO write a letter to the Council of the City of Gold Coast requesting information on its resolution of 2 December 2025 'That Council utilises the existing 2025-26 funding allocation to undertake the necessary work to identify a proposed route and determine the level of community and First Nations support for a cableway either; a b 3 connecting to Springbrook; or connecting to Mt Tamborine.' especially in regard to the potential volume of tourists and the impact that they are likely to have on the character of Tamborine Mountain and the requirements for additional infrastructure on the Mountain."

Previous Council Considerations / Resolutions

Not applicable.

Report / Background

On 20 January 2026, Cr Amanda Hay provided the Chief Executive Officer and Councillors with written notice via email, of her intention to propose a motion as follows:

"That the CEO write a letter to the Council of the City of Gold Coast requesting information on its resolution of 2 December 2025 'That Council utilises the existing 2025-26 funding allocation to undertake the necessary work to identify a proposed route and determine the level of community and First Nations support for a cableway either; a b 3 connecting to Springbrook; or connecting to Mt Tamborine.' especially in regard to the potential volume of tourists and the impact that they are likely to have on the character of Tamborine Mountain and the requirements for additional infrastructure on the Mountain."

Cr Hay noted the intent of her motion is *"To ascertain the potential budgetary implications for SRRC in the event that GCCC determines that Tamborine Mountain is a more viable option as an end destination than Springbrook".*

Budget / Financial Implications

Not applicable.

Strategic Implications

Corporate Plan 2025-2030

Council's Corporate Plan 2025-2030 outlines the organisation's Vision, Mission and Values. Council's Values are Service, Resilience, Respect, Commitment.

Strategic Goal: Not applicable

Guiding Principle: United Team

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:

CR8 Ineffective Organisation Governance - Council is a complex organisation delivering a wide range of services via different processes, using different resources and systems. Council's organisational governance, including corporate planning, controls, internal compliance, monitoring and reporting, may not be adequate to ensure quality outcomes and avoid potentially poor consequences.

Risk Summary

Category	Explanation
Governance, Risk & Compliance Lack of open and transparent communication.	Due consideration of requests from Elected Members relating to the proposal of motions at Ordinary Meetings provides for open and transparent communication.

Human Rights Implications

No human rights have been impacted by any actions recommended in this report.

Consultation

Not applicable.

Conclusion

Council is requested to consider Cr Amanda Hay's proposed motion that the Chief Executive Officer write a letter to the Council of the City of Gold Coast requesting information on its resolution of 2 December 2025 relating to the proposal for a cableway to Tamborine Mountain.

OptionsOption 1

That Council consider Cr Amanda Hay's proposed motion, as follows:

"That the CEO write a letter to the Council of the City of Gold Coast requesting information on its resolution of 2 December 2025 'That Council utilises the existing 2025-26 funding allocation to undertake the necessary work to identify a proposed route and determine the level of community and First Nations support for a cableway either; a b 3 connecting to Springbrook; or connecting to Mt Tamborine.' especially in regard to the potential volume of tourists and the impact that they are likely to have on the character of Tamborine Mountain and the requirements for additional infrastructure on the Mountain."

Option 2

That Council consider Cr Amanda Hay's proposed motion that the Chief Executive Officer write a letter to the Council of the City of Gold Coast requesting information on its resolution of 2 December 2025 relating to the proposal for a cableway to Tamborine Mountain, and determine an alternative course of action.

Option 3

That Council not give consideration to Cr Amanda Hay's proposed motion that the Chief Executive Officer write a letter to the Council of the City of Gold Coast requesting information on its resolution of 2 December 2025 relating to the proposal for a cableway to Tamborine Mountain, by allowing the motion to lapse for want of a seconder.

Planning, Development and Environment

11.6 2025-2026 Regional Events Sponsorship Program - Application for 2026 Scenic Rim Clydesdale Spectacular

Executive Officer: Director Planning, Development and Environment

Item Author: Manager Economic Development and Tourism

Attachments: Nil

Councillor Portfolio / Representation

Tourism and Regional Events - Cr Jennifer Sanders

Local Government Area Division

This report relates to Division 4.

Executive Summary

This report presents an application from Boonah Progress Inc. requesting support facilitated through Council's 2025-2026 Regional Events Sponsorship Program.

The requested support totals \$30,240, comprising of both cash and in-kind sponsorship, to assist with event management and delivery of the 2026 Scenic Rim Clydesdale Spectacular, being held 13-14 June 2026 at the Beaudesert Showgrounds.

Recommendation

That Council approve a Category 2 event sponsorship of \$25,000 for the 2026 Scenic Rim Clydesdale Spectacular, in accordance with the Regional Events Sponsorship Council Policy and Corporate Procedure, as follows:

- (a) a cash amount of \$14,760;
- (b) in-kind support of \$5,240 towards the provision of waste bins (by Council); and
- (c) in-kind support to the value of \$5,000 of marketing and public relation services.

Previous Council Considerations / Resolutions

At the Ordinary Meeting held on 26 March 2025 (Item 11.8), Council supported the request of \$25,000 combined cash and in-kind contribution for the 2025 Scenic Rim Clydesdale Spectacular facilitated through the 2024-2025 Regional Events Program.

Report / Background

The Scenic Rim Clydesdale Spectacular (Clydesdale Spectacular), formerly held in Boonah annually, was born from a desire by local breeders to pay respect to the history and heritage of the Clydesdale horse. The breeders approached the Boonah Show Society and a sub-committee of the Society was formed in 2012, which managed the event up until 2024.

For more than a decade, this boutique event has attracted competitors, participants and spectators from across the country and overseas. Not only does it feature Clydesdales, but rare trades demonstrations of all forms that focus around “the heavy horse”, harness makers, blacksmiths, wheelwrights and driving displays.

The 2025 event achieved the following outcomes:

- Attracted 9,566 primary purpose visitors from outside of the region over two days (up from 7,713 in 2024);
- Contributed approximately \$2.5 million to the local economy (up from \$2.2 million in 2024);
- Attracted 76% of its visitors from outside of the Scenic Rim (slightly down from 81% 2024);
- Resulted in 9,276 visitor nights in the region (up from 8,794 in 2024); and
- Subsequently, resulted in 11,855 visitor nights throughout Queensland derived from this event (up from 11,284 in 2024).

A more comprehensive overview of event outcomes gathered through independent research company IER and commissioned by Tourism and Events Queensland is available in Attachment 1.

History of Council's support - 2022 to 2025

In 2022, Council supported the request for a \$10,000 cash contribution for the 2022 Clydesdale Spectacular facilitated through the 2021-2022 Regional Events Program.

In 2023, this increased to a combined cash and in-kind support of \$20,000 through the 2022-2023 Regional Events Program. This was based on increased attendance and economic projections following an economic benefit analysis utilising predicted visitors numbers and overnight stays as outlined in the Clydesdale Spectacular Strategic Business Plan. However, this return on investment was not fully realised given the significant and ongoing cost of living impacts on the wider event and tourism industry. Instead, while visitation increased slightly, overnight stay dropped dramatically as visitors reduced both their time staying in region and across Queensland.

The Boonah Show Society then applied for an increased investment of \$25,000 for the 2024 event, however the assessment panel were united in their recommendation of partial funding of \$20,000 (combined cash and in-kind) consistent with the level of support provided by Council in 2023. The key objective of the Regional Events Program is to generate economic return largely through overnight stay. Given the event's overnight stay had declined in 2023 and there were no strategies outlined to grow overnight stay, the assessors did not support an increased investment from Council.

In 2025, Council provided an increased investment of \$25,000 (combined cash and in-kind), with the in-kind provision of marketing and public relations services (to the value of \$5,000). Due to the event's move to Beaudesert, the need was felt for marketing and public relations services to manage the communication. The move resulted in an increase in both overnight visitation and total visitor expenditure.

2026 Request for Support

Moving forward, the Clydesdale Spectacular will be delivered by local not-for-profit entity, Boonah Progress Inc. Council has been advised of the event organiser's entity change and also their decision to remain at the Beaudesert Showgrounds in 2026. This same advice has been provided to Tourism and Events Queensland, as the event currently receives significant funding from the Queensland Destination Events Program. It is understood, that while the entity has changed, the organising committee largely remains the same.

Council has received an application from Boonah Progress Inc. for support for the 2026 event from the 2025-2026 Regional Events Sponsorship Program.

The requested support from Council totals \$30,240 (combined cash and in-kind) sponsorship to assist with event management and delivery of the 2026 Clydesdale Spectacular, being held 13-14 June 2026, and is comprised of the following:

- a cash amount of \$25,000 + GST; and
- in-kind support of \$5,240 towards the provision of waste bins (by Council).

A panel assessment was undertaken by Council as required under the Regional Events Sponsorship procedure. The application was reviewed along with an economic impact report provided by independent research company IER (see Attachment 1).

Following panel assessment, application assessors were united in their recommendation of sponsorship of \$25,000 (combined cash and in-kind) with some conditions. The panel recommended a reduced cash funding of \$14,760 and the continued in-kind provision of marketing and public relations services (to the value of \$5,000), as provided by Council in 2023 and 2024. They felt the need for marketing and public relations services, to manage the communication around the event's move to Beaudesert, could be critical to the success of the 2026 event. The panel's final recommendation was as follows:

- a cash amount of \$14,760 + GST;
- in-kind support of \$5,240 towards the provision of waste bins (by Council);
- in-kind support to the value of \$5,000 of marketing and public relations services via Kath Rose and Associates, who are engaged by Council on a monthly retainer for destination marketing and event public relations.

The panel's rationale for this reduced level of sponsorship is related to the decreased out-of-region visitation from 2024 to 2025. The move to Beaudesert saw local attendance increase, however out-of-region visitation and the Net Promoter Score both declined in 2025. The event does deliver significant benefits for the community, local businesses and tourism, however with out-of-region visitation decreasing, the panel recommends funding consistent with the level of support provided by Council in 2025.

Budget / Financial Implications

The Regional Events Sponsorship Program (which is a rolling program) supports destination-driven events in the Scenic Rim that attract visitors to the region and provide an economic return to the Scenic Rim region, largely through overnight stay.

The 2025-2026 Regional Events Sponsorship Program has \$80,000 allocated in the adopted operational budget, of which \$21,000 has been awarded to date.

With the remaining balance of \$59,000 there is sufficient budget to support the sponsorship application submitted by Boonah Progress Inc. which includes a cash amount of \$14,760 in-kind support of \$5,240 for the provision of bins, and \$5,000 in-kind marketing and public relations support to be delivered by Kath Rose and Associates.

It also leaves a sponsorship balance available for events that are in the process of applying or may apply before 30 June 2026.

Strategic Implications

Corporate Plan 2025-2030

Council's Corporate Plan 2025-2030 outlines the organisation's Vision, Mission and Values. Council's Values are Service, Resilience, Respect, Commitment.

Strategic Goal: Economic Development

Guiding Principle: Strategic Local Partnerships

Legal / Statutory Implications

Boonah Progress Inc. will be required to enter into a Regional Events Sponsorship agreement with Council and utilise the sponsorship as outlined in the agreement, along with providing the appropriate acquittal documentation at the completion of the event.

Risks

Strategic Risks

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

SR53 Economic Development - Economic growth and employment opportunities are created through promoting and developing the region's competitive strengths. Council has a key role in supporting and enabling that growth.

Risk Summary

Category	Explanation
Reputation, Community & Civic Leadership Council sponsored events do not meet community and attendee expectation	The recent move of the event to Beaudesert Showgrounds may result in negative publicity for the event. By association, this may impact Council and Tourism Events Queensland. Marketing and public relations services form part of the in-kind sponsorship commitment from Council to assist event organisers to manage event communications.
Financial/Economic Council sponsored events do not achieve ticket sales projections	While cost of living pressures remain and the venue move may present some disruption, the Clydesdale Spectacular is a well-established event and holds a strong appeal within its target market.

Human Rights Implications

No human rights have been impacted by any actions recommended in this report.

Consultation

Since late 2024 the Clydesdale Spectacular Committee has consulted with both Council and Tourism and Events Queensland in relation to the proposed move to the Beaudesert Showgrounds and associated impacts.

The event will require involvement from a number of Council's business units within Planning, Development and Environment, and Infrastructure Services. Similarly to the 2025 consultation process, business units such as Economic Development and Tourism, Environmental Health, and the Road Corridor Unit will play a role in ensuring the new venue meets all regulatory requirements. Compliance with Queensland Transport and Main Roads, Office of Liquor and Gaming Regulation as well as Queensland Police Service and Queensland Ambulance Service, will be essential to ensuring a smooth and safe event execution.

Conclusion

Events such as the Clydesdale Spectacular cement the Scenic Rim's reputation as a region known for its vibrant tourism offerings and genuine visitor experiences, and represent an important platform to showcase the region's capability and viability to host events of varied size, scope and scale.

The economic return to the region from the 2025 Clydesdale Spectacular was just over \$2.5 million. Council's proposed 2026 support offers an excellent projected return on investment for the region of \$102 for every \$1 invested by Council.

It will therefore be recommended that Council continue to support the 2026 Scenic Rim Clydesdale Spectacular through the 2025-2026 Regional Events Sponsorship Program.

Options

Option 1

That Council approve a Category 2 event sponsorship of \$25,000 for the 2026 Scenic Rim Clydesdale Spectacular, in accordance with the Regional Events Sponsorship Council Policy and Corporate Procedure, as follows:

- (a) a cash amount of \$14,760;
- (b) in-kind support of \$5,240 towards the provision of waste bins (by Council); and
- (c) in-kind support to the value of \$5,000 of marketing and public relation services.

Option 2

That Council not approve an event sponsorship for the 2026 Scenic Rim Clydesdale Spectacular.

11.7 Scenic Rim 2025-2026 Environmental Grants Program

Executive Officer: Director Planning, Development and Environment

Item Author: Principal Specialist Biodiversity and Climate Change

Attachments:

1. Environmental Community Grants 2025 Assessment [!\[\]\(e0bb5317e8fb301b4c2c4beb1a068c00_img.jpg\)](#)
2. Environmental Community Grants Guideline Factsheet [!\[\]\(dea435ce5cd4d158f091f90b85ada9a4_img.jpg\)](#)

Councillor Portfolio / Representation

Parks and Biodiversity - Cr Amanda Hay

Local Government Area Division

This report relates to the whole Scenic Rim region.

Executive Summary

This report advises Council of the applications made to Council's 2025-2026FY Community Environmental Grants Program and outlines the recommended distribution of grant funding.

Recommendation

That:

1. Council approve the allocations for Community Environmental Grants in the amount of \$80,194.96 for five projects under the Community Environmental Grants Program for 2025-2026, as outlined in the following table:

Item	Applicant	Project	Amount
CEG25/05	Tamborine Mountain Landcare Inc.	Tamborine Mountain Corridors Regeneration project	\$23,000.00
CEG25/10	Thunderbird Rewilding Inc.	Tamborine Mountain Glades - Lantana Control	\$2,113.96
CEG25/04	Watergum Community Inc.	Kooralbyn Koala surveys	\$17,100.00
CEG25/03	Beechmont District Landcare Association Inc.	Scenic Rim Regional Council / Landcare Reserves Ecological Restoration and Remediation	\$17,981.00
CEG25/11	Biddaddaba Creek Action Group Inc.	Continuation of clearing of infestation/weeds from Lowes Bridge to Armstrong Road Bridge	\$20,000.00
Total Recommended			\$80,194.96

2. Council provide relevant feedback and advice to the unsuccessful grant applicants to continue to build capability in the delivery of community environmental projects.

Previous Council Considerations / Resolutions

At the Council briefing session held on 4 December 2025, the report was to progress to ordinary meeting for endorsement.

Report / Background

The Scenic Rim boasts a unique natural environment and is committed to proactively working to preserve and enhance it in partnership with the community. Working together to care for the environment is a significant theme in the Scenic Rim Regional Council Biodiversity Strategy.

Following the 2024-2025 Community Environmental Grants Program (the program) close-out, a review was undertaken. As a result, the 2025-2026 Community Environmental Grants Program are targeted towards relevant not-for profit and non-government community groups/organisations only, removing the eligibility of individual landholders. The program aims to encourage and assist community involvement to preserve the Scenic Rim's environment for the benefit of the whole region.

The objectives of this program are to:

- Support community groups, Landcare groups, Non-Government organisations, not-for-profit organisation, businesses with philanthropic programs, and schools to enhance, protect and restore the natural environment of the Scenic Rim region.
- Encourage and foster environmental ownership and behaviour change amongst the community.
- Increase community awareness and understanding of environmental values.
- Support conservation strategies currently undertaken by Council in delivering for the Scenic Rim Biodiversity Strategy.

Summary 2025-2026 financial year

Council budgeted \$80,000.00 to be made available to the community through the 2025-2026 financial year program.

Council invited applications from community groups and their members to make application for environmental projects through the Community Environmental Grants Program via direct emailing, and promotion through council channels, media and social media platforms.

The program was opened for a period of five weeks from 18 August to 21 September, with digital applications made available through the Smarty Grants portal as well as paper based applications.

Information sessions were provided to assist with any grant related enquiries through the Community Development team as part of their workshop information sessions. Additionally, site visits and individual consultation with Senior Biodiversity Officer from the Environmental Planning and Biodiversity team conducted with a number of the applicants upon request.

Council received a total of seven applications for a variety of projects, including weed management in Council bushland and private lands, collaboration of creek restoration projects, and drone Koala surveying projects. During the assessment period, four additional applications were started but did not submit their application.

Applications were assessed against set criteria detailed in the Community Environmental Grant Program Guidelines (see Attachment 2). The level of funding sought from the community totalling \$90,544.80 exceeded Council's 2025-2026FY budget. Two of the seven applications were not eligible due to solely private land, therefore the total funding request amount for the remaining five eligible applications was \$78,194.96. The assessment panel (comprising Sport and Recreation Officer, Biodiversity Officer Community Partnerships, Biodiversity Officer Land Sustainability) has sought to ensure the provision of funds is as equitable as possible.

A successful applicant requested to receive partial funding as a component of their application for accommodation that was deemed not an eligible activity.

Tamborine Mountain Landcare would have liked to apply for more funding similar to previous successful funding through the Environmental Grants program. As the total proposed funding did not reach the allocated budget amount of \$80,000 the assessment panel proposed increasing the funding of Tamborine Mountain Landcare Inc as they ranked the highest and exceeded the in kind contribution of increasing the allocated amount from \$20,000 to \$23,000.

Of the seven applications received, Council's assessment panel recommends that:

- four applications receive full funding;
- one application receive partial funding;
- two applications are unsuccessful due to their ineligibility

Details of assessments, including unsuccessful applications, are provided in Attachment 1 as part of the panel's assessment. Successful applicant agreements will include project objectives, in-kind details and reporting details relating to their individual application.

The acquittal process for community environmental grants includes standard documentation (invoices, reports and photographs) as well as site visits and communication from the Environmental Planning and Biodiversity team.

Budget / Financial Implications

\$80,194.96 has been allocated in the 2025-2026 FY adopted budget for the Community Environmental Grants Program.

Strategic Implications

Corporate Plan 2025-2030

Council's Corporate Plan 2025-2030 outlines the organisation's Vision, Mission and Values. Council's Values are Service, Resilience, Respect, Commitment.

Strategic Goal: Environment and Waste

Guiding Principle: Strategic Local Partnerships

Legal / Statutory Implications

Section 194 *Local Government Regulation 2012*, Grants to community organisations.

"A local government may give a grant to a community organisation only.

a) if the local government is satisfied

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

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

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

Risks

Strategic Risks

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

SR53 Economic Development - Economic growth and employment opportunities are created through promoting and developing the region's competitive strengths. Council has a key role in supporting and enabling that growth.

Risk Summary

Category	Explanation
Reputation, Community & Civic Leadership Negative perception from unsuccessful applicants	Community Environmental Grants Program has a suitable framework including forming part of the Grants Policy, transparent grant assessment and feedback process and formal reporting of final outcomes to Council.
Financial/Economic Misappropriation of grant funds	Acquittal reports required for all grants and process for non-compliance in place.
Environmental Environmental outcomes not achieved	Detailed assessment process to align with environmental outcomes with Acquittal reports required for all grants ensuring outcomes were achieved.

Human Rights Implications

No human rights have been impacted by any actions recommended in this report.

Consultation

The applications were assessed by a grant panel of Council officers from Environmental Planning and Biodiversity and Operations Services teams. Proposed funding allocations have been overseen by the Senior Biodiversity Officer and reviewed by the Principal Specialist Biodiversity and Climate Change.

Conclusion

The provision of the Community Environmental Grants Program enables Council to effectively increase the capacity of the community to undertake conservation projects to help tackle the ecological and biodiversity issues facing the region. Funding available to community groups improves support for groups and empowers them to fulfil environmental projects throughout the Scenic Rim.

OptionsOption 1

That:

1. Council approve the allocations for Community Environmental Grants in the amount of \$80,194.96 for five projects under the Community Environmental Grants Program for 2025-2026, as outlined in the following table:

Item	Applicant	Project	Amount
CEG25/05	Tamborine Mountain Landcare Inc.	Tamborine Mountain Corridors Regeneration project	\$23,000.00
CEG25/10	Thunderbird Rewilding Inc.	Tamborine Mountain Glades - Lantana Control	\$2,113.96
CEG25/04	Watergum Community Inc.	Kooralbyn Koala surveys	\$17,100.00
CEG25/03	Beechmont District Landcare Association Inc.	Scenic Rim Regional Council / Landcare Reserves Ecological Restoration and Remediation	\$17,981.00
CEG25/11	Biddaddaba Creek Action Group Inc.	Continuation of clearing of infestation/weeds from Lowes Bridge to Armstrong Road Bridge	\$20,000.00
Total Recommended			\$80,194.96

2. Council provide relevant feedback and advice to the unsuccessful grant applicants to continue to build capability in the delivery of community environmental projects.

Option 2

That Council not approve the allocations for Community Environmental Grants under the Community Environmental Grants Program for 2025-2026.

Number	Applicant	Individual Assessment										Panel Consensus	Amount Recommended after Assessment Panel Justification from Smartygrants
		Application Number	Scores		Rank	Amount applied	Amount Assessed						
1	Tamborine Mountain Landcare	CEG255	18	1	\$	20,000.00	\$	20,000.00	<p>The application meets the guidelines of the grant through ongoing maintenance of SRRC natural asset reserves on Tamborine Mountain. The work outlined in the application is for regular contractor management of invasive weeds. The application states that there are threatened species found within the proposed work sites and that this work helps protect the threatened species. Daily rate quotes are provided but it isn't clear where or how the overall amount of \$20,000 will be allocated. The application states that the work is allocated monthly to 3 contractors. There are limited maps or pictures of before or after work completed by TML or past SRRC funded works within the application. The offer of in-kind is strong in this application with monthly volunteer working bees and direct funding from TML offered for this application. This is volunteer produced money being used directly to maintain SRRC natural assets. Should TML not be in existence or funded the maintenance of these SRRC would fall fully on to SSRC shoulders.</p> <p>Succinct and clear response to criteria. Dependable organisation that continues to produce great environmental outcomes. Strong in-kind with consistent management, monitoring, volunteer work and cash through bookshop profits. Great pics or working bee and regenerated areas, good signage.</p> <p>This project clearly sits within the guidelines in that the corridors regeneration project aims to continue to protect and enhance native vegetation and wildlife habitat. TM Landcare have been committed to environmental projects for over 20 years with wonderful results. This group of volunteers and contractors consistently provide evidence of the great work they have been doing and continue to do. The application is well written and clearly demonstrates the environmental benefits this will have for the scenic rim. Fully supported!</p>				
			18			\$	20,000.00						
			17			\$	20,000.00						
			53			\$	23,000.00						
2	Tamborine Glades	CEG2510	11	2	\$	2,113.96	\$	1,056.98	<p>The project demonstrates commitment to regeneration by removal of lantana and planting native species. This will improve the environment for native animals and demonstrates good biosecurity however will require ongoing management.. The application does not provide sufficient detail to demonstrate how much maintenance will be required and plan to be provided to ensure maximum benefit therefore only part funding (50%) has been recommended.</p> <p>Excellent writing and description. Nicely prepared separate project doc with benefits and more detail on maintenance. Great pics of weed infestation and identified threatened (including GGS) and other species. Convincing in-kind contribution - have partnership between staff and volunteer group. More detailed rundown of maintenance management in separate project doc. \$1,959.70 excluding pruner, garden gloves and trowel - not sure if these are eligible.</p> <p>This is a very worthy application. The applicant has addressed the main objective of enhancing native vegetation and wildlife directly as well as displaying a significant public benefit with the following: * Removal of invasive weeds. * Reduction of fire risk. * Improve soil structure to reduce erosion. * Improve water quality. * Revegetation of native flora. * Monitoring for native fauna response to improved habitat. * Targeting threatened species habitat (greater glider). * Community engagement. The applicant is a well-known local tourist business. I note that the project will include volunteers which would count for in-kind. The applicant states that weed ID workshops will be held. This seems to be in-kind and will benefit the community and local biosecurity. The supporting documentation is well written. The applicant doesn't provide an ongoing maintenance regime for the project area. But the application is requesting funding for equipment and herbicide and stating that volunteers are undertaking the bush regeneration work. Considering the vast array of benefits stated by the applicants, the likely volunteer in-kind and the small amount of money applied for I support full funding for this application.</p>				
			17			\$	2,113.96						
			17			\$	2,113.96						
			45			\$	2,113.96						
3	Watergum- Kooralbyn	CEG254	11	11	3	\$	18,100.00	\$	17,100.00	<p>This application does inadvertently protect and enhance native vegetation and wildlife habitat. Rather than an on the physical habitat improvement action, this is a data gathering project. The applicant will share the results and data of the survey to SRRC and the public. It is unsure of what other actions will arise from this project as it's very likely that koalas are known to be in this area already and this would quantify how many and where at the time of the survey.</p> <p>*A report will be completed in the conclusion of this project which will be valuable for SRRC.</p> <p>*Is there any in-kind in this application? Most of the in-kind offered seems to be the costs that have already been paid for by watergum and are not that relevant to being in-kind for this application.</p> <p>*The costs per unit and quantity are not clear on how they are calculated.</p> <p>*It is debatable whether costs of accommodation are required considering it is approximately 1.5 hours' drive from Watergum HQ to Kooralbyn.</p> <p>*I would rank this project lower than the transformer weed control applications.</p> <p>*After the panel discussion, we agreed that \$1,000 should be declined which is travel and accommodation costs</p>			
			14	14		\$	17,100.00						
			18	18		\$	17,100.00						
			43			\$	17,100.00						
4	Beechmont Landcare	CEG253	11	18	3	\$	17,981.00	\$	17,981.00	<p>The excel spreadsheet includes calculations from historical data. A quote for the contractors and materials would be more appropriate for this amount of money. In-kind has been outlined as preparatory work however it does lack detail in hours and details of work. The project itself is supported as the application outlines the project that aims to continue restoration and remediation in areas of the reserves which have not been planted around Back Creek. The work will benefit weed control, improve habitat for flora and fauna and will be a positive environmental and biosecurity outcome. UPDATE 30/10/25 assessor reviewed excel spreadsheet and discussed with panel previous work and proven ability to complete work. Excel spreadsheet indicates work will be done on 4 reserves over 27 days, which demonstrates good in-kind contribution and maintenance outcomes.</p> <p>The application satisfies the guidelines for the grant through managing invasive weeds, planting local native flora, connecting wildlife corridors and enhancing erosion protection. The work is being applied work is to be carried out in SRRC reserves therefore investing into Council's natural assets. Having a local Landcare group as a custodian over the local SRRC reserves is a valuable commodity. The excel spreadsheet details the days required in each reserve well in addition to some historical work. But at least two hourly rate quotes are required to substantiate the contractor hours calculations and the application itself. This application lacks pictures of each proposed work site. Most importantly maps have not been provided of the work areas within the nominated reserves. The offer of in-kind is limited to preparatory work has been outlined for this application. I assume this to be a minimal in-kind offering. The applicant has offered that the Beechmont Landcare volunteers will carry out ongoing maintenance of the grant application area once the contractor work has been completed. Once the required missing information is provided, I believe that the benefits to the environment and the community are sizeable and that this application should be supported in full.</p>			
			16			\$	17,981.00						

Number	Application Number	Individual Assessment Scores		Rank	Amount applied	Amount Assessed	Panel Consensus	Amount Recommended after	Assessment Panel Justification from Smartygrants
		16	43						
Biddaddaba Action Group									
5	CEG2511	17	5	\$ 20,000.00	\$ 20,000.00				Applicant has included a quote for \$495.00 and requesting \$20,000. It is unclear what the \$19,505 is required for as this has not been itemised in the application - aside from 'maintenance'. Application lacks detail of what and how much maintenance will be required to manage targeted weeds. The project itself is supported as the application clearly outlines the environmental and biosecurity benefits - restoration in a heavily infested creek system to improve the area for natural regeneration, creek health targeting platypus habitat and corridor enhancement. If the applicant can provide more details for the request of \$20,000, I would be happy to support more than \$495.00. UPDATE 30/10/25 Assessor has been advised site visit, photos and emails demonstrate good in-kind and ongoing maintenance plans. Amount recommended has been increased to full amount given updated information, further detail and evidence of previous work.
11				\$ 16,452.00					This application lacks detail on many key components. It looks as if the applicant has taken minimal time and effort to put together the application. Cats claw is an important transformer weed to kill regardless of any other factors, so the benefits of this application are obvious. It seems that SRRC has funded this applicant before for this project and likely accepted similarly thinly constructed applications.* The Project document seems quite old. Circa 2018? There are no updated details.* Highlighted map is hard to read and understand. The project area is to be between two bridges. It is unclear as to where this location is.* Who owns the property/is?* No pictures have been provided of the weed infestation or project site* They should not remove weed trees if there is no immediate replacement. Erosion issues.* Are there plans to revegetate if weed trees are removed?* Limited information on ongoing maintenance and follow up. But because this is Cats Claw this is details isn't as important as other weed species.* No offer of in-kind. Only a sentence commenting on landholder maintenance.* There is a daily quote for contractor work but no plan or details on how many days and zones are to be treated with the amount applied for. In conclusion, I think that the environmental and community benefits of the application are positive. Due to the availability of grant money available and quality of other grant applications I would reduce this grant to \$16,452. I would ask for more information on the missing details as per the above and for a council officer to visit the site with the applicant/s to confirm the legitimacy of the details.
14				\$ 20,000.00					Property owners and TM Landcare - encouraging that eDNA monitoring at four locations. Long-term project - Year 1, Year 2, etc. what are they? "\$7k received from SRRC for 2018/19, \$3.5k will be used for ongoing works in this target area". Management doc is confusing. Lack of detail - is this simply maximising contractor payment opportunity and they will do the rest? If so, fair enough.
42				\$ 20,000.00					Reference to SRRC 2018/19 funding and other estimates. Was this acquitted?
Intermediate TOTAL									
				\$ 78,194.96					
6	Canungra SS	CEG256	ineligible	\$ 7,000.00					previous Environmental Grant (Env21/003) funds did not get spent on approved items - email sent that the \$768.40 to spend on 1 area outlined in their CEG grant to start the project and send in invoice and work to acquit Env21/003 and apply next year with continued project
7	Carolyn Smith	CEG257	ineligible	\$ 5,349.84					private land therefore no eligible
TOTAL									
				\$ 90,544.80	\$ 80,194.96				
Assessment Panel									
									Biodiversity Officer Community Partnerships
									Biodiversity Officer Land Sustainability
									Sport and Recreation Officer

FACT SHEET

Community Environmental Grants Program Guidelines

July 2025

What is the Community Environmental Grants program?

Scenic Rim Regional Council is committed to working in partnership with community groups to protect and enhance its unique natural environment.

The Community Environmental Grants Program is an annual Council initiative provided in accordance with the *Local Government Act 2009*.

The program seeks to assist community groups to complete environmental projects which aim to protect and enhance native vegetation and wildlife habitat. Note: concurrent projects are encouraged.

Who is Eligible to apply?

Community and Landcare Groups - groups should preferably be incorporated or sponsored by an incorporated organisation. Projects can be on any land tenure, where a strong public benefit can be demonstrated.

Non-Government Organisations, Not-for-Profit Organisations - organisations need to display a significant public benefit from the project.

Businesses with philanthropic programs - businesses need to display a significant public benefit from the project and provide a minimum of dollar-for-dollar financial contribution.

Pre-Schools, Primary Schools, or Secondary Schools - schools must be located within the Local Government area. Applications must be endorsed by the Principal or Deputy Principal.

What funding is available

Total funding available is \$80,000 for projects up to a maximum of \$20,000 per group annually. Note: all GST components of your projects will not be funded except for Landcare Groups which are exempt when work will be carried out on Council land.

Examples of projects eligible for funding

Improvement to the environment through habitat enhancement and creation:

- Restore and enhance local and/or regional environmental corridors;
- Management of Restricted Invasive Plants (priority to weed species of local and national significance are preferred), including the purchase of herbicide, weed suppression matting, equipment hire and/or labour costs;
- The purchase of planting material such as mulch, soil, fertiliser, regeneration/seed matting, planting aids and plant guards;
- Costs for contractors to support restoration and conservation activities;
- Soil conservation works, sediment and erosion control including the purchase of erosion control matting, sediment fencing, log jam constructions, equipment hire, labour costs or fencing of waterways to prevent stock access;
- Establish off-stream watering points for stock, including the purchase of fixed infrastructure such as pumps, pipe, troughs, equipment hire and labour costs.

Restoration of habitat for significant and vulnerable species and /or environmental values.

- Create/restore habitat through revegetation and/or weed control;
- Nestbox purchase and arborist installation;



- Management of a threatened process to protect threatened species;
- Purchase of fauna cameras relating to specific fauna species recovery project.
- Management of introduced Invasive Animal (pests) species, including traps and lures.
- Fencing to protect significant vegetation and/or exclude pest animals, including purchase of wire, strainer posts, steel pickets, gates, equipment hire and labour costs. Note: wildlife friendly fencing will only be awarded.
- Restocking of native fish to waterways.

Long term sustainable outcomes for the environment and community

- Fire management activities including the preparation of a fire management plan, labour costs for a planned burn or fire break maintenance and equipment hire.

Improved community connection to the environment with stronger environmental awareness.

- Environmental awareness campaigns & events.

Landowners permission

Applicants must provide evidence of the landowner's consent to undertake any proposed project related activities. Clear details on how the landholder will continue restoration works after the project has occurred. For example: in-kind contribution of labour and/or resources.

Examples of projects not eligible for funding

- Activities and costs that are associated with a previous project or monies spent.
- Activities that are required by law or fall within normal landholder responsibilities such as boundary fencing.
- Purchase of non-fixed, portable equipment such as tools and machinery.
- Depreciation of assets.
- Good and Services Tax associated with the project.
- Construction or maintenance of dams.
- Purchase, hire or leasing of computer hardware, software or vehicles.
- Day to day operating costs to deliver the project (e.g. rent, electricity, telephone, cleaning etc).
- Consumables (e.g. fuel, oil, batteries etc).
- Incidental expenses and personal items.
- Long-term, ongoing or routine maintenance costs.
- Insurance costs.

- Salaries or wages.
- Works that contravene any local, state or Commonwealth legislation or policy.

Note: grants do not support the purchase of assets (except fixed assets such as fencing, fauna cameras, traps and watering points as detailed above). Ineligible assets include mowers, brush-cutters, whipper-snippers, power tools, hand tools etc. However, grants will support funding towards the hiring of such equipment.

When can I apply?

Applications are open each year in August to apply annually.

Key dates and a link to the online application form is available on Council's website:

www.scenicrim.qld.gov.au/community-grants

How do I apply?

Must be lodged via Council's online grants platform, SmartyGrants. If you do not have a computer or access to the internet, please visit one of the Scenic Rim Libraries to use a computer or to access free internet.

Your completed application must be lodged before the close of business on the advertised closing dates. Late applications will not be accepted.

Assessment

Applications will be scored against an Assessment Matrix. An assessment panel will review all applications and provide a formal recommendation to Council for final approval. Applicants must neither canvass nor lobby Councillors/ Council employees about their funding applications during the application and assessment process.

Other matters to consider when making application

Applications will be evaluated on merit against eligibility, assessment criteria, and availability of funds. Although an application may meet the eligibility requirements and assessment criteria, grants are highly competitive. Approval will depend on available funds, the quality of applications, community need and environmental benefit. Therefore, applicants may be fully, partially or not funded.

When will I be notified of the outcome of my application?

Please note the grant assessment and approval process can take up to two months from when the funding round closes, so this needs to be factored into your project planning. Following Council's formal decision and endorsement. It is anticipated that funds and projects will be finalised by the end of each year.

Agreement Conditions there are a number of conditions agreed upon when accepting a grant and partnership with Council. Conditions may include funding amounts, timeframes in achieving project milestones and reporting requirements.

Goods and Services Tax all grant payments are paid exclusive of GST regardless of the tax status of the applicant or organisation (except for Landcare Groups operating within the Scenic Rim region when on Council land). If the applicant is being auspiced, the payment will be made to the auspicing organisation.

Acknowledgement All successful projects will be acknowledged by the Council. You may be asked to assist with media releases regarding your project.

Acquittal / final report submission following the successful completion of your project within 12 months, applicants must complete a final project report submission form and email to mail@scenicrim.qld.gov.au or upload via the SmartyGrants platform. The report is to include achievements, expenditure, project outcomes and any additional relevant information (e.g. photos (after project), receipts etc).

Note: a final report must be submitted prior to applying for any future grants.

Non-compliance with conditions if misuse of funds is determined, grant funding may need to be returned to Council and future applications not accepted.

Privacy statement

Scenic Rim Regional Council is collecting your personal information in order to process your request. The information will only be accessed by Scenic Rim Regional Council for Council business related activities. Your information is handled in accordance with the *Information Privacy Act 2009* and will not be given to any other person or agency unless you have given permission or we are required by law.

More information

For more information relating to the Community Environmental Grants program, contact council on 07 5540 5111 or alternately email mail@scenicrim.qld.gov.au.

Scenic Rim Regional Council is committed to working in partnership with the community to protect and enhance its unique natural environment.

The Community Environmental Grants Program Grants is an annual Council initiative provided in accordance with the *Local Government Act 2009*.

The program seeks to assist groups to complete environmental projects which aim to protect and enhance native vegetation and wildlife habitat. Note: concurrent projects are encouraged.

11.8 Council Policy - Environmental Charge Policy

Executive Officer: Director Planning, Development and Environment

Item Author: Coordinator Environmental Planning and Biodiversity

Attachments:

1. Draft Council Policy - Environmental Charge Policy 

Councillor Portfolio / Representation

Parks and Biodiversity - Cr Amanda Hay

Local Government Area Division

This report relates to the whole Scenic Rim region.

Executive Summary

Council adopted the Environmental Charge for the 2025-2026 financial year. An Environmental Charge Policy is required to direct Council in the use of the charge. This report provides an outline of the expenditure progress of the revenue from the Environmental Charge up to the period ending October 2025.

Recommendation

That:

1. Council adopt the Council Policy - Environmental Charge Policy; and
2. Council endorse the Council Policy - Environmental Charge Policy be finalised through the governance process to be included with Council's standard policies and uploaded to Council's systems and website.

Previous Council Considerations / Resolutions

At the Special Meeting held on 9 July 2025, Council endorsed the Environmental Charge through the 2025-2026 budget process.

Report / Background

Council adopted the Environmental Charge for the 2025-2026 financial year. This separate charge of \$50 per rateable property is to be used to implement programs that have a benefit to the natural environment and community. Through the Environmental Charge, Council and the community can work together specifically to protect the long-term health and values of our natural assets of the region.

The revenue from the Environmental Charge will be used to contribute to aims of relevant Council strategies and plans. As separate charges are guided by the *Local Government Act* and *Regulation*, the below guiding principles will be within the policy.

- Projects, programs and initiatives align with Council's Biodiversity Strategy or other relevant environmental strategy or plan.
- Projects, programs and initiatives are adaptive and responsive to current and emerging environmental and community issues.
- Decision-making is accountable and transparent and demonstrates principles of good governance.

Through the annual budget review and approval process, the Environmental Charge rate and funds will be reviewed, and updated accordingly. Additionally, the Environmental Charge funded core programs will be reviewed and reported on through this process. This process will include business cases, summary of expenses and aspects funded in core programs and the outcomes achieved.

Therefore, a policy is required to direct Council in the use of the Environmental Charge.

The draft Environmental Charge Policy is presented for adoption (Attachment 1). The policy provides the framework for the delivery of a portion of business as usual (BAU) for the Environmental Planning and Biodiversity team, including where additional funds above BAU have been allocated. The table below provides updates on the current state of the core programs where Environmental Charge funds have been spent.

Up until the end of October 2025, \$434,504 has been expended.

The current state of core programs funded by the Environmental Charge as of October 2025.

Core area	Budgeted Separate Charge 2025 - 2026	Expenditure to October	Aspects Delivered	Aspects Planned or underway
Flying-fox Mitigation	\$154,821	\$71,314	<ul style="list-style-type: none"> • Canungra roost vegetation modification. • Rathdowney roost vegetation modification. • Re-evaluation and planning of Rathdowney roost due to changes. • Hillview roost vegetation modification. • Monitoring of roosts across region. • Restoring section of Beaudesert roost where roost is to be maintained. • Community liaison • Qld flying-fox network attendance. 	<ul style="list-style-type: none"> • Canungra educational sign. • Canungra roost vegetation modification. • Targeted vegetation modification at Rathdowney roost. • Ibis nest management at Beaudesert roost. • Develop community education campaign for next season. • Continue Community liaison and Qld flying-fox network attendance.

Core area	Budgeted Separate Charge 2025 - 2026	Expenditure to October	Aspects Delivered	Aspects Planned or underway
				<ul style="list-style-type: none"> • Meet with Rathdowney impacted community • Finalise framework for resident assistance program.
Fire Mitigation	\$262,349	\$61,998	<ul style="list-style-type: none"> • Complete fire trail maintenance and increased in scheduling of approximately 30km of tracks • Widening and repair of priority trails. • Review scheduling and new trail identification • Attendance to Fire Area Management Working Group 	<ul style="list-style-type: none"> • Purchase of rapid response equipment for post disaster work. • Identify and plan for ecological and asset protection burns in partnership with fire and emergency services. • Kooralbyn community fire preparedness workshop. • Backing onto Bushland Fire Preparedness Community Workshop <ul style="list-style-type: none"> ○ Predator scat analysis • Targeted flora surveys • Continued attendance to Fire Area Management Working Group.
Environmental Community Grants	\$80,000	\$80,194.96 (pending endorsement)	<ul style="list-style-type: none"> • Allocation of funds to endorsed environmental projects to community groups 	<ul style="list-style-type: none"> • Assist and assess community groups in delivery and acquittal of funded grant projects

Core area	Budgeted Separate Charge 2025 - 2026	Expenditure to October	Aspects Delivered	Aspects Planned or underway
One Million Trees	\$93,000	\$48,606	<ul style="list-style-type: none"> Over 6,414 native plants provided to 59 eligible customers Promote the program Assist customers in selecting native plants to plant Record and report 	<ul style="list-style-type: none"> Continue to assess applications and help eligible applicants of One Million Trees program to provide native plants for planting across the region.
Conservation Partnerships	\$161,600	\$31,013	<ul style="list-style-type: none"> Extension services to registered Land for Wildlife and Voluntary Conservation Agreement members including registering 9 new properties Events held or assisted in: <ul style="list-style-type: none"> National Tree Day Keep Calm, Grow Trees National Environmental Science Program (NESP) interviews 7 field days Lantana control workshop Partnership projects <ul style="list-style-type: none"> Platypus eDNA surveys Targeted koala surveys Nature Refuge applications Wildlife Preservation Society of Qld threatened brush-tailed rock-wallaby monitoring 	<ul style="list-style-type: none"> Continue to deliver extension services to Land for Wildlife members and register new eligible properties. Deliver Conservation Works Support Program to support direct and strategic conservation operational works on strategic Participate in community groups and partners events, workshops, meetings and research Continue to create and distribute educational material and facilitate targeted workshops and field days

Core area	Budgeted Separate Charge 2025 - 2026	Expenditure to October	Aspects Delivered	Aspects Planned or underway
			<ul style="list-style-type: none"> ○ Threatened glossy black-cockatoo nest box install ● Support to groups incl <ul style="list-style-type: none"> ○ Biddaddaba Action Group ○ Tamborine Mountain Landcare ○ Kooralbyn Action Group ○ Beaudesert Landcare ○ Land for Wildlife SEQ ● Education material via Facebook, workshop presentations, field days ● Developing Conservation Works Support Program 	
Natural Area Management	\$303,452	\$141,378	<ul style="list-style-type: none"> ● Facilitate sites and training to Community trainees under a managed MoU ● Manage delivery of on ground works for the DRFA grant funds to value of over \$550,000 ● Treat approx. 40% of local roads for priority weeds ● Respond to damaged or dangerous trees in bushland areas as required 	<ul style="list-style-type: none"> ● Continue to partner with Community to support trainee program and deliver outcomes in Council reserves ● Investigate opportunities to partner with Palen Creek Correctional Centre for conservation works on Council reserves ● Finalise delivery of the DRFA operational works ● Complete two rounds of priority weed control on local roads

Core area	Budgeted Separate Charge 2025 - 2026	Expenditure to October	Aspects Delivered	Aspects Planned or underway
			<ul style="list-style-type: none"> • Targeted and strategic treatment of priority weeds including lantana, giant rats tail grass, green cestrum and mother of millions. • Obtained the Department of Main Roads contract to treat priority weeds on Main Roads in the region • Partner with Scenic Rim River Improvement Trust to begin to deliver approximately 8km of cats claw creeper weed control along targeted waterways • Install and replace park assets such as bollards, slide rails, signs as required across Council reserves • Monitor and treat fire ant nests in council reserves in the suppression zone 	<ul style="list-style-type: none"> • Deliver the Department of Main Roads contract to treat priority weeds on Main Roads twice • Partner with Scenic Rim River Improvement Trust to complete the delivery of approximately 8km of cats claw creeper weed control along targeted waterways • Continue targeted weed control and vegetation management in Council bushland and reserve areas • Continue to monitor and treat fire ant nests in council reserves in the suppression zone

Budget / Financial Implications

Policy- Nil

Environmental Charge - \$50 per rateable property, estimated at \$1,050,000 revenue for the 2025-2026 financial year.

Strategic Implications

Corporate Plan 2025-2030

Council's Corporate Plan 2025-2030 outlines the organisation's Vision, Mission and Values. Council's Values are Service, Resilience, Respect, Commitment.

Strategic Goal: Environment and Waste

Guiding Principle: Financial Sustainability

Legal / Statutory Implications

The head of power for a separate charge comes from Section 94 of the *Local Government Act 2009* and Section 103 of the *Local Government Regulation 2012*, which gives Council the ability to impose a separate charge on all rateable land in the region. As a result, Council can only use funds raised via this separate charge for the specific purpose identified, being for environmental purposes.

Through the annual budget review and approval process, the Environmental Charge rate and funds will be reviewed and updated accordingly.

Risks

Strategic Risks

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

CR1 Financial Sustainability - Council may be unable to maintain its financial and infrastructure capital over the long term.

CR4 Environmental Standards Compliance - Council currently has a range of compliance obligations to meet environmental standards, with potentially significant consequences for non-compliance. Council may face challenges in meeting future standards on reducing carbon emissions.

Risk Summary

Category	Explanation
Governance, Risk & Compliance	An Environment Separate Charge Policy will provide high level direction for the management of the revenue received from the separate charge
Council has no clear direction for use of the Environment Separate Charge	

Human Rights Implications

No human rights have been impacted by any actions recommended in this report.

Consultation

Executive Team
Coordinator Governance
Coordinator Financial Management

Conclusion

To ensure compliance with the *Local Government Act* and ensure guiding principles and outcomes can be achieved, an Environmental Charge Policy will provide direction for Council to manage the charge and deliver the core programs.

Options

Option 1

That:

1. Council adopt the Council Policy - Environmental Charge Policy; and
2. Council endorse the Council Policy - Environmental Charge Policy be finalised through the governance process to be included with Council's standard policies and uploaded to Council's systems and website.

Option 2

That Council not adopt the Council Policy - Environmental Charge Policy, and request amendments be made for consideration at a future Ordinary Meeting as outlined below: [insert amendments].

POLICY



Environmental Charge Policy

Policy Reference Number	HR02.XXXXXX	Adoption Date	28/01/2026
Portfolio	Regional Development, Health and Biodiversity	Next Review Date	31/01/2029
Business Unit	Environmental Planning and Biodiversity	Document ID	Click to enter text.

Purpose / Objective

This policy establishes Council's position for the allocation and management of revenue raised through the Environmental Charge and the implementation of the Environmental Charge programs.

Scope

This policy applies to all projects, programs, activities and incentives and any other expenses funded, wholly or partly, by the Environmental Charge revenue, delivered through the Environmental Planning and Biodiversity operational budget.

Council will review the amount of the Environmental Charge each year as part of the annual budget process.

Policy Statement

Council is committed to preserving and enhancing the Scenic Rim region's unique natural and rural landscapes in partnership with the community.

Council's *Biodiversity Strategy* provides the strategic direction to deliver Council's commitment.

The strategy includes key natural environment outcomes which the Environmental Charge contributes to achieving. These include:

- Recognition, conservation and enhancement of the region's unique environment and natural resources, including its biodiversity.
- Building resilience towards a changing climate and weather patterns.
- Develop mechanisms to protect and enhance biodiversity within the Scenic Rim Regional Council Planning Scheme.
- Integrate environmental considerations and sustainability principles including the precautionary principle into key corporate governance frameworks and decision-making processes.
- Develop a regional corridor network to provide core habitat and key linkages.
- Enhance and protect significant landscapes, ecosystems, flora and fauna.
- Maintain and improve the planning and management framework for Council's natural areas (bushland) reserve system to focus resources where they deliver the greatest benefit.
- Provide programs and support in enhancing the environment.

- Maintain relationships and develop partnerships with key stakeholders such as Government agencies, non-government organisation (NGO's), catchment and community groups within the region.
- Partner and collaborate with individuals and groups.
- Develop a knowledge hub of regional and local environmental information that shares Council's knowledge and data about biodiversity with community and industry.
- Educate, innovate and lead in environmental awareness.
- Ensure biodiversity management and investment are monitored and reviewed.

Guiding Principles

The Environmental Charge is to be used to implement projects, programs and initiatives (Environmental Charge Programs) that have a benefit to the natural environment and community.

To achieve this purpose, the below principles have been established to guide expenditure of the Environmental Charge and ensure compliance with the *Local Government Act 2009* and the *Local Government Regulation 2012*:

- Projects, programs and initiatives align with Council's Biodiversity Strategy or other relevant environmental strategy or plan.
- Projects, programs and initiatives are adaptive and responsive to current and emerging environmental and community issues.
- Decision-making is accountable and transparent and demonstrates principles of good governance.

Environmental Charge Revenue

- The annual Environmental Charge rate per rateable property is reviewed and determined as part of council's annual budget process and revenue statement. This process may include business cases, summary of expenses and aspects funded in core programs and the outcomes achieved.
- All revenue collected from the Environmental Charge is allocated to the Environmental Planning and Biodiversity operational budget to deliver identified core programs.
- All revenue collected including any revenue raised through approved Environmental Charge business activities is held and accounted for separately from Council's general revenue, to be used solely for Environmental Charge programs, projects and initiatives.
- Environmental Charge revenue, including restricted cash should not be available at any time for expenditure as general revenue.
- Anticipated underspends from Environmental Charge Programs can be used to support other Environmental Charge Programs during the financial year. These budget amendments are reflected in the budget review processes.
- Any unallocated and unspent funds at the end of the financial year are returned to the Environmental Charge budget account.
- Environmental Charge funds can be used in the development of new Environmental Charge Programs.

Environmental Charge Programs

The Environmental Charge will fund core programs, projects, initiatives and incentives that deliver strategic outcomes that protect and enhance the natural environment and benefit the community. This includes identified programs associated with the Environmental Planning and Biodiversity operational budget.

Environmental Charge core programs will be reviewed every three to five years and evaluated for

improvements annually for council to consider and adopt during budget preparations.

Environmental Charge revenue is allocated and managed across the Environmental Planning and Biodiversity operational budget. However, the following core programs are identified as priorities for additional funding above business as usual.

Conservation Partnerships

Environmental Charge funds will provide incentives or support to eligible landholders and community groups to help ensure significant environmental values are identified, enhanced, managed and protected through fostering community stewardship and partnerships.

To achieve conservation stewardship and partnerships across the region, the Environmental Charge may be utilised to:

- Support to eligible landholders through strategic invasive plant and animal management, revegetation, land use improvements and threatened species monitoring and research.
- Fund development of property management plans for significant properties.
- Provide upskilling and education opportunities for eligible landholders in land restoration techniques and species identification.
- Fund environmental events and awareness material.
- Provide Environmental Grants for community groups.

Natural Areas Management

The Environmental Charge will ensure long term conservation outcomes can be achieved across the regions reserve and local road network. Outcomes will enhance aesthetics and use for the community, identify, improve and conserve habitat for significant and threatened species and manage priority invasive plants and pest animals.

Funding may include:

- Vegetation management (native and non-native) in bushland and reserve areas.
- Invasive species control in Council reserves and priority roadsides to contribute to meeting Council's General Biosecurity Obligation (GBO) and a community benefit.
- Bushland restoration and protection through plantings, erosion, track and access improvements, signage and monitoring in Council reserves.
- Supporting community groups in on-ground conservation efforts in relevant Council managed areas, including upskilling in land restoration techniques.

Flying-fox Landholder Support Program

Targeted support can be provided and expanded to the residents most impacted by flying-fox roosts.

Support program funded by the Environmental Charge may include:

- Create the program support framework.
- Vegetation modification.
- Direct support, such as vegetation modification, water tank filters, canopy mounted sprinklers, car covers, roof/solar panel cleaning, buffer planting.
- Create additional roost management plans and deliver recommendations.
- Education campaigns and awareness material.
- Alternative roost identification and creation for high impact roosts.

Fire and Storm Mitigation Program

Through the Environmental Charge the fire and storm mitigation program will build resilience across the reserve network against natural disaster. Ensuring a network of trails are adequate and maintained, high risk reserves are managed to reduce fire risk and a skilled team can undertake rapid response to repairs following an event. Funding can include:

- Review the current asset protection trail network, identify and recommend new trails to gradually create and maintain or close (if required).
- Improve the maintenance schedule on all current and new trails.
- Vegetation management.
- Ensure an emergency budget for repairs and rapid response following a disaster event is available.
- Create and schedule an ecological burn program.
- Upskill officers and acquire relevant Council equipment and resources enabling improved maintenance and response.

Roles, Responsibilities and Review

Council will review and endorse the Environment Separate Charge rate, Policy and Environmental Charge Programs as part of the annual budget process to ensure compliance with legislation.

The Environmental Planning and Biodiversity unit will evaluate annually and review every three to five years the Environmental Charge Programs. This will include preparing policy revisions, consider new funding proposals/reductions and renew and manage programs as a result of any evaluation or review.

Council officers implement the Environmental Charge programs and will report on achievements and expenditure as required.

Definitions

Council: Scenic Rim Regional Council.

Core program: Projects, initiatives and incentives that deliver strategic outcomes that protect and enhance the natural environment and benefit the community which are identified as priorities within Environmental Planning and Biodiversity (264).

General Biosecurity Obligation: Is a requirement under the *Biosecurity Act 2014* for everyone to manage biosecurity risks and threats under their control in a reasonable and practical manner to prevent, eliminate or minimise the biosecurity risk posed

Landholder: Owner or manager of private land.

Linkages: Broad tracts of vegetated, cleared and partly cleared land, extending across the Scenic Rim region around Growth Development Areas that can help consolidate or connect core habitat across private and/or public land.

Property Management Plan: Document describing the property's environmental values for enhancement and conservation, including priority invasive plants and animals and how the property can be managed.

Separate Charge: a charge decided by a local government that is equal on all rateable land in its area

Related Legislation and Documents

LEGISLATION

Legislation	Jurisdiction
<i>Environment Protection and Biodiversity Conservation Act 1999</i>	Federal Government
<i>Biosecurity Act 2014</i>	
<i>Land Title Act 1994</i>	
<i>Local Government Act 2009</i>	
<i>Nature Conservation Act 1992</i>	State Government
<i>Nature Conservation (Wildlife) Regulation 2006</i>	
<i>Planning Act 2016</i>	
<i>Vegetation Management Act 1999</i>	

RELATED POLICIES AND DELEGATIONS

- Scenic Rim Corporate Plan
- Scenic Rim Regional Council Biodiversity Strategy
- Scenic Rim Biosecurity Plan
- Scenic Rim Flying-fox Management Strategy
- Scenic Rim Climate Change Road Map
- Scenic Rim Climate Change Action Plan
- Scenic Rim Canungra Lions Park Flying-fox Roost Management Plan
- Scenic Rim Beaudesert Lions Bicentennial Park Flying-fox Roost Management Plan
- Scenic Rim Rathdowney Flying-fox Roost Management Plan
- Scenic Rim Community Grants Policy

SUPPORTING DOCUMENTS

Approval and Review Details

Approval and Review	Details
Original Approval Authority and Date	28 January 2026
Amendment Authority and Date	
Notes	Council Ordinary Meeting

Approved By:

SCENIC RIM REGIONAL COUNCIL

Adopted 28/01/2026 (Please insert Committee details below in Version details)

Version Information

Version No	Date	Key Changes
1	28/01/2026	New Policy
2		

Corporate and Community Services**11.9 Audit and Risk Committee Meeting held on 20 November 2025****Executive Officer:** Director Corporate and Community Services**Item Author:** Internal Auditor**Attachments:**

1. Report to Council - Audit and Risk Committee Meeting - 20 November 2025 

Councillor Portfolio / Representation

Audit and Risk Committee - Cr Amanda Hay

Local Government Area Division

This report relates to the whole Scenic Rim region.

Executive Summary

The Audit and Risk Committee (ARC) meets regularly in accordance with the established Annual Meeting Planner. In accordance with 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 20 November 2025.

Recommendation

That Council note the Report to Council on the Audit and Risk Committee Meeting held on 20 November 2025.

Previous Council Considerations / Resolutions

Not applicable.

The Report to Council of each ARC meeting is considered independently of any previous Report to Council.

Report / Background

The ARC operates in accordance with the Audit and Risk Committee Terms of Reference. The Terms of Reference outline 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 recommendations. 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 20 November 2025 is provided as Attachment 1.

Budget / Financial Implications

There are no budget implications associated with this report.

Strategic Implications

Corporate Plan 2025-2030

Council's Corporate Plan 2025-2030 outlines the organisation's Vision, Mission and Values. Council's Values are Service, Resilience, Respect, Commitment.

Strategic Goal: Not applicable

Guiding Principle: Financial Sustainability

Legal / Statutory Implications

Section 221 of the *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:

CR8 Ineffective Organisation Governance - Council is a complex organisation delivering a wide range of services via different processes, using different resources and systems. Council's organisational governance, including corporate planning, controls, internal compliance, monitoring and reporting, may not be adequate to ensure quality outcomes and avoid potentially poor consequences.

Risk Summary

Category	Explanation
Governance, Risk & Compliance If this report is not presented to Council, there will be non-compliance with the relevant regulations.	The Report to Council is presented to Council as soon as practicable in accordance with the relevant requirements in the Local Government 2012. If this report was not presented, or was not accepted on the basis of errors or inaccuracies, Council would be non-compliant until it was presented and accepted. There are no specific penalties identified for non-compliance; however, all employees are required to act in accordance with the legislation or face potential disciplinary consequences.

Human Rights Implications

No human rights have been impacted by any actions recommended in this report.

The ARC maintains a degree of confidentiality that is suited to the purpose of the meeting, which includes, at times, commercially sensitive or personal content of the reports and the concurrent discussions. The right to "Take Part in Public Life" is somewhat limited by the meetings not being open to the public, however, appropriate information is made public, including this Report to Council of the ARC meeting. It is not considered that any human rights are unduly impacted by the approach to operation of the ARC.

Consultation

All relevant stakeholders were present at the meeting.

The reports of the ARC Meetings have 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 ARC's recommendations from the meeting held on 20 November 2025.

Options

Option 1

That Council note the Report to Council on the Audit and Risk Committee Meeting held on 20 November 2025.

Option 2

That Council request further information or an amendment to the Report to Council on the Audit and Risk Committee Meeting held on 20 November 2025.

Option 3

That Council not note the Report to Council of the Audit and Risk Committee Meeting held on 20 November 2025 at this time and provide feedback regarding changes that would then enable the report to be acceptable.

REPORT TO COUNCIL



Audit and Risk Committee Meeting

Date	Thursday, 20 November 2025	commencing at 10:00 am
Chair	Stephen Coates	
Committee Members in Attendance	Melissa Jacobs, External Member Cr Amanda Hay Cr Jennifer Sanders	
Apologies	Nil	
Other Attendees	Representatives of External Audit The Chief Executive Officer, members of the Executive Team and other staff	

Matters reviewed at the Audit and Risk Committee (ARC) Meeting, summary of discussion and the Committee's recommendations are addressed in the remainder of this report.

5.1 Audit and Risk Committee Report to Council of Previous Meetings

Executive Summary:

For the information of the Audit and Risk Committee, this report provides the Report to Council of the Audit and Risk Committee Meeting for the meetings on 20 November 2025.

Summary of Discussion:

There was no discussion, with the reports noted.

Recommendation:

That the Audit and Risk Committee note the Report to Council and minutes of the Audit and Risk Committee meetings held on 20 November 2025.

5.2 Audit and Risk Committee Action List Status

Executive Summary:

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

Summary of Discussion:

The progress on the actions was noted and actions that could be recorded as completed were confirmed. It was requested that the Internal Auditor distribute the draft terms of reference for upcoming reviews when they are ready prior to the next meeting.

Recommendation:

That the Audit and Risk Committee note this update on the status of actions requested by the Committee.

5.3 Audit and Risk Committee Terms of Reference and Planner Review and Update

Executive Summary:

The ARC operates in accordance with the Audit and Risk Committee Policy and related Terms of Reference. To help ensure the responsibilities in these documents are addressed, the ARC has established a plan for what is to be covered in each meeting. These documents are periodically reviewed.

Summary of Discussion:

The Internal Auditor introduced the report adding that since it was written an assessment has also been completed against the guidance for audit committee recently published by the Queensland Audit Office (QAO). It was confirmed that no changes are needed at this time to the policy or terms of reference.

Options around reporting on organisation risks and risk management were discussed with agreement to a minor change to the proposed approach. It was also agreed that Organisation Culture should continue to be addressed in a separate annual report.

Recommendation:

1. Confirm that no changes are required to the current Audit and Risk Committee Policy and Audit and Risk Committee Terms of Reference; and
2. Endorse the identified changes to the Audit and Risk Committee Annual Meeting Planner, as discussed.

5.4 Procurement Improvement and Transformation Project - Three Month Progress Update

Executive Summary:

This report provides an update on the ongoing work to improve procurement and contract management.

Summary of Discussion:

The Coordinator Procurement and Contract Management presented key highlights from the report including the progress on training sessions, documentation updates, probity training and planned community communication.

The Chair asked when the changes would start to take effect. This will occur from the beginning of 2026. It was requested that internal audit plan a review activity in approximately 12 months to assess progress.

The ARC members supported the Director's plan to make the training mandatory.

Recommendation:

The Audit and Risk Committee note the actions and endorse the focussed approach.

5.5 Draft Ex-Gratia Payments Policy

Executive Summary:

In response to recommendations from the QAO, Council has developed a first draft of a policy regarding ex-gratia payments. These are payments that are not directly enabled by legislation or other legal or contractual requirements but are made where they are in the best interest of the organisation and the community.

Summary of Discussion:

All ARC members had questions and feedback on the draft policy. The first questions from the External Member and Cr Hay were on the proposed delegation amounts and the reasoning for those. The Chair queried the complexity of the policy with different rules for different types of payments, with the Internal Auditor explaining that this is trying to balance the controls with the different levels of risk for different types of payments. Feedback was provided that it should be made clear in the policy what the disclosure process will be, including that the ARC should receive reporting to help ensure accountability.

Recommendation:

That the Audit and Risk Committee provide feedback on the draft Ex-Gratia Payments Policy.

6.1 Audit and Risk Committee Annual Work Plan Status

Executive Summary:

For each meeting there is a summary provided of the agenda items and an acquittal against the ARC Annual Meeting Planner.

Summary of Discussion:

The Internal Auditor advised that there was only one planned report that wasn't included in the agenda. This was noted without further discussion.

Recommendation:

That the Audit and Risk Committee note the information on the status of agenda items.

6.2 Governance Update

Executive Summary:

The update provided high level comments on various governance matters under the following headings: Fraud, Corruption and Conduct Update, Whistleblower Hotline, Risk Management Update, Complaints Management Update and Governance Priorities.

Summary of Discussion:

The Chair asked for more information on the status of the items listed under the Fraud and Corruption heading. The Coordinator Governance provided more details on their status.

Clarification was provided that the increase in complaints continued the trend of steady but significant increases that were shown graphically in the reporting in the previous meeting. The CEO provided additional commentary from his discussions with the CEOs at other Councils. There are a number of factors contributing to this with some beyond Council's control. This Governance team continues to operate with a

position vacant and is struggling to keep up with the complaints and the other mandatory activities of the team. There was then further discussion on resources, the use of consultants to support the team and what trends have been seen. The ARC asked for continued reporting on this issue.

The Chair also noted the minutes of the Risk Reference Group and the continued efforts there.

Recommendation:

The Audit and Risk Committee note the information in the Governance update.

6.3 Fraud and Corruption Risk Management

Executive Summary:

On an annual basis Council completes a thorough review of the fraud and corruption risk register and then presents that for discussion at the ARC.

Summary of Discussion:

The Internal Auditor explained that this was as a joint effort between internal audit and governance with a number of updates made through consultation with the Risk Reference Group and the management team. The Chair and other ARC members asked for further detail and queried potential additional risks including:

- Fraud risks when Council provides grants;
- Cash handling risks;
- Fraud risks with rates subsidies and concessions;
- Timesheet fraud; and
- Risk of corruption in planning decisions.

Recommendation:

That the Audit and Risk Committee note Council's update on Fraud and Corruption Risk Management.

6.4 Controls Assurance

Executive Summary:

The ARC Meeting Planner includes an annual item for management to provide high level assurance regarding Council's overall control environment. The current approach to this focuses on updates of a self-assessment against a controls checklist provided by the QAO.

Summary of Discussion:

Cr Hay enquired about the assessment against the QAO controls checklist and why the average maturity levels have not met the desired maturity levels. The Internal Auditor advised that although some controls are meeting their target levels, there are some weaknesses in all of the grouped categories. There are planned actions to strengthen controls that have been captured in a more detailed version of the assessment that wasn't included in the papers for the ARC.

Recommendation:

That the Audit and Risk Committee note the updated assessment against the Queensland Audit Office Controls Assessment.

6.5 Capital Works Program Update

Executive Summary:

The report provided the final Capital Expenditure Report for 2024-25 and the more recent quarterly report from September 2025. This is to provide the ARC with information on the outcomes of the capital program for the prior year and enable discussion of the planned program for the current year.

Summary of Discussion:

The Director Infrastructure Services introduced the report. He explained how the carry over amounts had changed between the June and September reports, in particular that a review on capacity and timing had been conducted and the revised figures in September better reflect expectations. Grant funding of projects was another key consideration with the program designed to manage those risks.

The Chair and ARC members queried a number of specific projects to understand the reported figures and the project status.

The approach to managing risks associated with wet weather were discussed in detail with broader reference to other risk areas and risk management. It was agreed that in future reporting more information would be provided on the baseline assumptions and the risks and treatments for specific projects.

Recommendation:

That the Audit and Risk Committee note this report on the Capital Works Program.

6.6 CEO Update

Executive Summary:

This is a regular report that provides a verbal update from the CEO on current issues or challenges, emerging risks and other key accomplishments, changes or events for Council.

Summary of Discussion:

The CEO spoke about the following topics with some questions and discussions amongst ARC members:

- Certified Agreement status;
- Workplace safety risks and some initiatives;
- Council won a state tourism award;
- Progress on disaster recovery and community perceptions;
- Recruitment of key management positions; and
- Risks associated with a specific sporting group.

Recommendation:

That the Audit and Risk Committee note the update provided by the CEO.

6.7 HR Update

Executive Summary:

This is a regular report that provides updates on a number of organisational risks regarding HR.

Summary of Discussion:

The Acting Manager People and Culture (MPC) attended to present the report.

The ARC noted that this report also provided an update on organisation culture, which was also discussed in an earlier item. The Chair commented that the report addressed the items they often ask about and had no further questions.

Recommendation:

That the Audit and Risk Committee note the HR Update.

6.8 Work Health and Safety Update

Executive Summary:

This report is provided annually to provide information on key statistics and other outcomes from the prior year, results of the management review and any other assurance activities and the plans for improvements in the coming year.

Summary of Discussion:

The Acting Manager People and Culture (MPC) and the Coordinator Work Health and Safety (CWHS) attended to present the report.

Cr Hay asked about what is being done to better manage risks with planned and preventative maintenance. The CWHS spoke about the progress that has been made and the additional actions that are planned or underway.

Cr Hay also asked about the progress on installation of the fob readers in vehicles. There was then further discussion on what this has enabled and the next steps to realise additional improvements.

The External Member noted that there are updates in progress to the National Heavy Vehicle legislation that will have implications for Council. The CWHS noted this legislation has been a focus already and he is monitoring the changes to determine what else Council will need to do.

Recommendation:

That the Audit and Risk Committee note and provide feedback on any of the attached reports or commentary within this report to support the continuous improvement and management of Work Health and Safety risks for the organisation.

6.9 External Audit Update

Executive Summary:

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

Summary of Discussion:

The Contract Auditors spoke to this report. They indicated that the Final Management Report is almost unchanged from the version discussed in the last meeting. However, they had taken on board the comments in the previous ARC meeting and the rating of the finding on the AI policy had been changed from a 'deficiency' to an 'other matter'. Highlights from the briefing paper were also provided.

Recommendation:

That the Audit and Risk Committee note the External Audit Update.

6.10 External Audit Feedback

Executive Summary:

Following the external audit each year it is considered good practice for the ARC to reflect on the external audit process and outcomes and provide any feedback where appropriate.

Summary of Discussion:

The Internal Auditor clarified the intended process and how this relates to the more formal feedback process conducted by the QAO.

The Chair asked if there had been any changes to accounting standards or accounting policies? It was confirmed that there were no changes in the last financial year. On that basis, the Chair confirmed that he had marked all of the prompt questions as being handled appropriately with no feedback to provide.

Cr Sanders commented that the reports provided were great and had no other concerns.

Recommendation:

That the Audit and Risk Committee provide feedback on the External Audit process.

6.11 Finance Update

Executive Summary:

This regular report provided an update on Council's financial results, the current budget position and any key activities for financial management.

Summary of Discussion:

The Director Corporate and Community Services (DCCS) introduced the report noting that although Council's financial position is shown as improving in the attached statements there remains a structural deficit issue that needs further work.

Cr Hay commented on the risk with outstanding rates with Kooralbyn resort. The CEO stated that although it may take some time, Council will be able to recover the rates as the properties are sold or transfer ownership.

Recommendation:

That the Audit and Risk Committee note and acknowledge the Finance update.

6.12 Asset Management Plans Update

Executive Summary:

The ARC is periodically provided with an update on Council's asset management activities and the status of the asset management plans.

Summary of Discussion:

The Director Infrastructure Services introduced the report noting that in addition to the information provided it has been recognised that Council needs to do some work to better define roles and responsibilities for asset management and who occupies those roles for particular groups of assets.

The Chair noted this and requested that the various documents be presented to the ARC as they are finalised.

Recommendation:

That the Audit and Risk Committee note this update on the progress to review and refresh the Asset Management Plans.

6.13 Internal Audit Update

Executive Summary:

This report outlines the status of the Annual Internal Audit Plan and other activities of Internal Audit. The report from continuous assurance testing of credit card transactions was also attached.

Summary of Discussion:

The Internal Auditor introduced the report with some brief comments on the status noting there had been discussion on this with the ARC members in the planned closed session prior to the meeting. The report on testing of credit card transactions was then introduced with additional background of the history of testing and recommendations in this area. The External Member agreed that it will be important to repeat this every 6 months and determine if the control changes currently in progress are effective.

The External Member then commented on the current status of the internal audit plan and asked for assurance that the work is progressing on the reviews that are a priority. The Internal Auditor explained further the current status and circumstances for some reviews agreeing that there may be some topics that aren't progressed this financial year. The Chair stated he would discuss with the CEO offline the options to get more audits completed.

Recommendation:

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

6.14 Internal Audit Self-Assessment

Executive Summary:

This report presents the results of the annual self-assessment of the internal audit function against the professional standards published by the Institute of Internal Auditors (IIA). Draft changes to the Internal Audit Policy and Internal Audit Charter were also presented.

Summary of Discussion:

The Chair asked when we would be ready and then conduct an external validation of the audit function against the standards. The Internal Auditor indicated that in 12 months the currently identified gaps should be addressed to the extent they can be. So, engaging an external reviewer could be put forward in the budget for next financial year. The Chair supported that approach and encouraged work on as many of the gaps as possible prior to that review.

Discussion then covered the changing expectations in the new IIA standards particularly around the management of the function itself and the introduction of the Topical Requirements.

Recommendation:

That the Audit and Risk Committee:

1. Receive the results of the annual Internal Audit Self-Assessment noting the gaps, and
2. Endorse the draft updates to the Internal Audit Policy and Internal Audit Procedure and Charter.

6.15 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 noted positively the progress with the 14 completed items. However, there remains a long list of open items and some of them are very old. It is beholden on management to determine how they can deliver on the improvements, or take them off the list as something that isn't going to happen and accept that risk. The Chair asked that Internal Audit facilitate a process to review these with the Directors and document the approach for each and which could be removed.

The Chair also asked that a report be included to focus on the high risk items that are overdue, and that these should also be considered in the Director's updates on their risks.

Recommendation:

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

6.16 Organisation Performance and Management Reporting

Executive Summary:

Following the end of each financial year, once the reporting cycle has been completed, the ARC receives a report on organisation performance and the overall approach to management reporting.

Summary of Discussion:

The Chair noted the useful information in the report and said that the most important question arising is, how does management use the reporting for early warning of things going off track? The A/Executive Manager People and Performance answered that the quarterly operational plan reports are reviewed by the Executive Team in their meeting before it progresses to Council and enquiries are made where needed on the status of items. The CEO added that there must be a reference to the Corporate Plan in every Council report to ensure ongoing focus on that.

Recommendation:

That the Audit and Risk Committee note the arrangements which are in place for organisational performance and management reporting and the issues and opportunities for improvement outlined in the report.

6.17 Cyber Security Update

Executive Summary:

The ARC receives an annual update on activities to help mitigate Council's cyber security risks.

Summary of Discussion:

The Manager Information Services and Technology (MIST) attended to present this report. Highlights from the report were provided first including:

- Cyber awareness training
- Microsoft cloud security assessment
- Cyber Security partner, and
- Penetration testing.

The External Member requested visibility in a future meeting on the recommendations from the cloud security assessment and the status of implementation of those.

The Chair asked about the planned scope and approach with the cyber security partner. The MIST explained that this would be broadly scoped with the first step to develop a strategy and then progress specific areas of improvement such as the Essential Eight.

The External Member asked whether Council has any unsupported legacy systems with the MIST providing assurance that Council does not.

Recommendation:

It is recommended that the Audit and Risk Committee note the information in the report.

6.18 Information and Communication Technology Strategic Plan Update

Executive Summary:

In response to a request from the ARC this report provided an overview of the current status of implementation of the ICT Strategic Plan.

Summary of Discussion:

The MIST elaborated on what has occurred to improve IT governance with the recent establishment of the ICT Steering Committee.

The objectives and approach to the Technology One upgrade project were then explained. The first stage is to move the financials, enterprise budgeting and supply chain functions. Work is continuing to upskill our staff and to engage an external partner to help facilitate this process. Subsequent stages will include the enterprise asset management function and project lifecycle management. Scoping and initial planning is underway for these stages now.

The MIST also drew the ARC's attention to the tables in the report which listed the completed actions and the in progress actions. This includes a number of actions that once completed will address open audit actions.

The External Member noted the volume of work that has been done and in particular it is great that the ICT Steering Committee is established. It was requested that in future meetings the ARC could get visibility of the minutes of those meetings and see how that group is developing.

The Director Corporate and Community Services emphasised the importance of the work on processes within the project and using what Technology One provides to efficiently introduce improvements that will address some of the organisations current deficiencies. There continues to be a focus on maintaining the relationships with Technology One to get the best from them and achieve the best possible outcomes from the project.

It was agreed that there will be regular reporting to the ARC on the progress of the project.

Recommendation:

That the Audit and Risk Committee note the Information and Communication Technology Strategic Plan update.

7 Other Business

The meeting was closed with no discussion of other business.

8 Committee Members' Business

Prior to the main meeting a planned closed session occurred with the Internal Auditor and then a separate discussion with the External Auditors.

For this meeting there was no Committee Members' Business or other discussion in the main meeting.

11.10 Unaudited Monthly Financial Report for December 2025

Executive Officer: Director Corporate and Community Services

Item Author: Coordinator Financial Management

Attachments:

1. Unaudited Monthly Financial Report for December 2025 [!\[\]\(17ce7f92c2822d00d43cd5623e780c7c_img.jpg\) PDF](#)
2. Notes to the Unaudited Monthly Financial Report for December 2025 [!\[\]\(66a645b84eac8a4c85174aa3d60ece4e_img.jpg\) PDF](#)

Councillor Portfolio / Representation

Not applicable.

Local Government Area Division

This report relates to the whole Scenic Rim region.

Executive Summary

This report seeks Council's endorsement of the Unaudited Monthly Financial Report for December 2025.

Recommendation

That Council receive the Unaudited Monthly Financial Report for December 2025.

Previous Council Considerations / Resolutions

Not applicable.

Report / Background

The Unaudited Monthly Financial Report provides information on Council's actual to budget performance. The graphical representation of key performance indicators provides key summary financial information.

The December reporting figures will be used as the basis for completing the Budget Review Two, which is due to be presented to the Ordinary Meeting to be held on 25 February 2026.

Budget / Financial Implications

The budget/financial implications are reflected within Attachment 1.

Strategic Implications

Corporate Plan 2025-2030

Council's Corporate Plan 2025-2030 outlines the organisation's Vision, Mission and Values. Council's Values are Service, Resilience, Respect, Commitment.

Strategic Goal: Not applicable

Guiding Principle: Financial Sustainability

Legal / Statutory Implications

Section 204 of the *Local Government Regulation 2012* requires the Chief Executive Officer to present a financial report to Council on a monthly basis.

Risks

Strategic Risks

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

CR1 Financial Sustainability - Council may be unable to maintain its financial and infrastructure capital over the long term.

Risk Summary

Category	Explanation
Financial/Economic Inaccurate or untimely management reporting	Actual performance is reported against budget on a monthly basis to the Executive Team and Council.
Financial/Economic Failure to develop and implement procedures to manage cash and investments	A monthly investment report is provided to the Executive Team and Council that reports actual performance against investment limits. The Statement of Cashflows also provides oversight to the cash balances and movements.
Financial/Economic Failure to manage outstanding debtors	A monthly debtors report is provided to the Executive Team and Council including a chart showing total outstanding debtors and debtors greater than 90 days overdue.

Human Rights Implications

No human rights have been impacted by any actions recommended in this report.

Consultation

The Executive Team and Managers have reviewed the actual to budget performance for their relevant directorates.

Conclusion

The Unaudited Monthly Financial Report provides information on the actual to budget position at financial statement level.

Options

Option 1

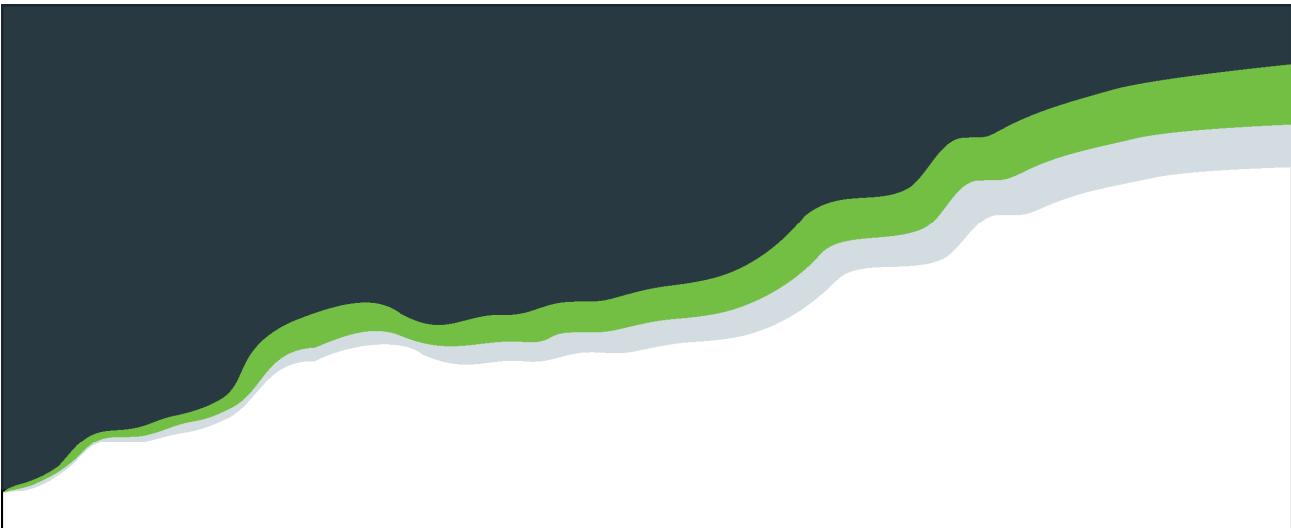
That Council receive the Unaudited Monthly Financial Report for December 2025.

Option 2

That Council request further information or an amendment to Unaudited Monthly Financial Report for December 2025.

Option 3

That Council not accept the Unaudited Monthly Financial Report for December 2025.



UNAUDITED MONTHLY FINANCIAL REPORT DECEMBER 2025



Executive Summary

Summary of the Unaudited Monthly Financial Report for December 2025:

The actual Net Operating Surplus/(Deficit) to the end of December was \$0.286 million (compared to a budget for the same period of \$0.693 million).

Net operating surplus / (deficit): **\$0.407 million lower than budgeted expectations**

- Operating revenue \$0.881 million lower than budgeted expectations.
- Operating expenditure \$0.474 million lower than budgeted expectations.

Operating revenue: **\$0.881 million 1.6% lower than budgeted expectations**

- Grants and subsidies are \$1.671 million 29.0% lower than budgeted expectations due to timing of various grant receipts, mainly the Resilient Rivers Grant and Fluvial Geomorphology Training.
- Recoverable works revenues are \$0.398 million 16.5% higher than budgeted expectations
- Other revenues is \$0.265 million 10.9% higher than budgeted expectations due to unbudgeted insurance receipts, workers compensation refunds, and legal fee recoveries.

Operating expenditure: **\$0.474 million 0.9% lower than budgeted expectations**

- Employee Expenses is \$0.202 million 0.9% lower than anticipated due to bulk of 5.0% EB increase not being paid to date.
- Employee expenses allocated to capital is \$0.846 million 23% less than forecast with the variance principally in the areas of Resources and Sustainability and Design and Survey due largely to vacancies.
- Materials and services are \$0.215 million 1.0% lower than forecast due largely to underspends on grant funded expenditure (mainly resilient rivers) offset by overspends on Road Maintenance and Waste Disposal.
- Depreciation is \$0.903 million 6.6% lower than forecast due largely to a budget allowance for new and upgraded assets and a change in depreciation methodology for unsealed road pavements.

Capital expenditure: \$25.795 million 46.9% lower than budgeted expectations

- Capital Expenditure below expectations due to a review of the phasing of the annual budget required. This shall be undertaken during the December Budget Review.
- Refer to Note 5 (Page 7 of 11) for more detail.

Capital revenue: **\$0.649 million 2.1% lower than budgeted expectations**

- Largely due to receipts for disaster events.
- Refer to Note 7 (Page 8 of 11) for more detail.

Statement of financial position

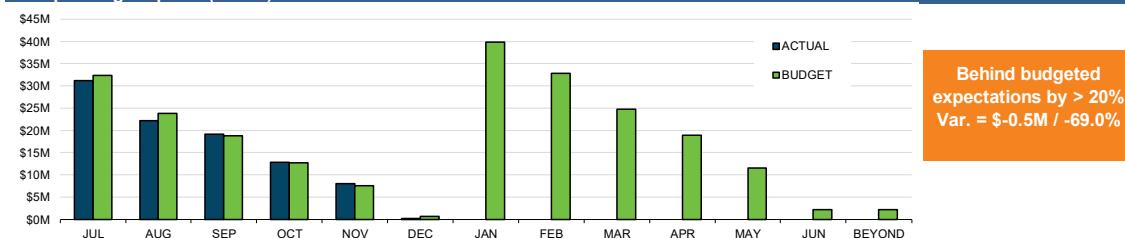
- Cash is \$18.637 million higher than budgeted expectations largely due to capital expenditure tracking behind budget.

Financial performance and position

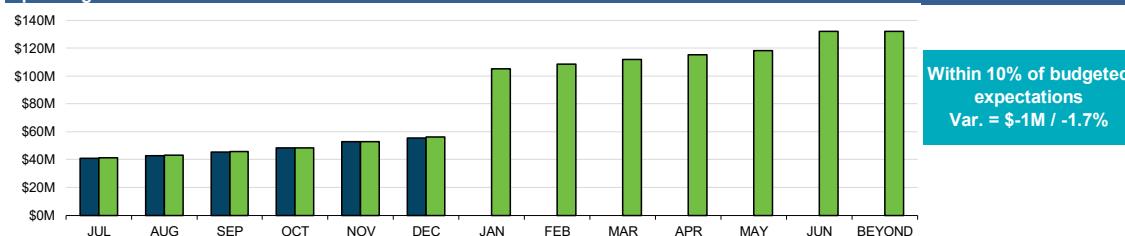


1. KEY PERFORMANCE INDICATORS

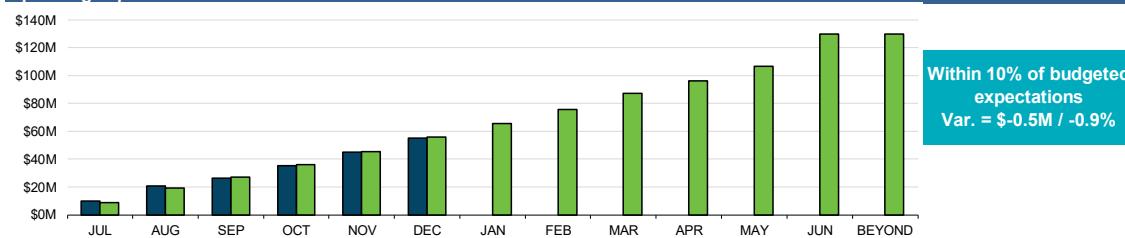
Net operating surplus / (deficit)



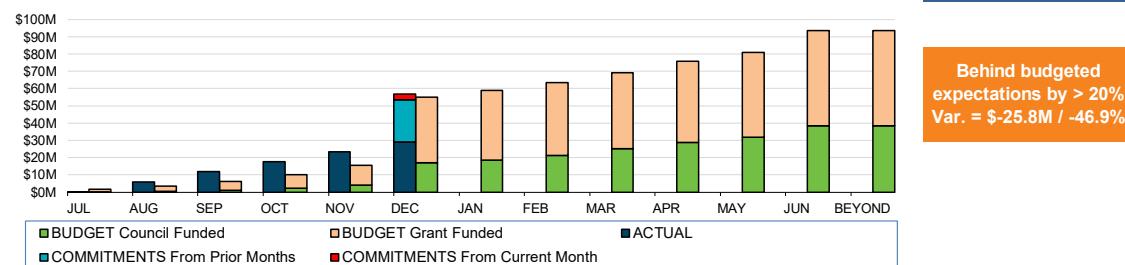
Operating revenue



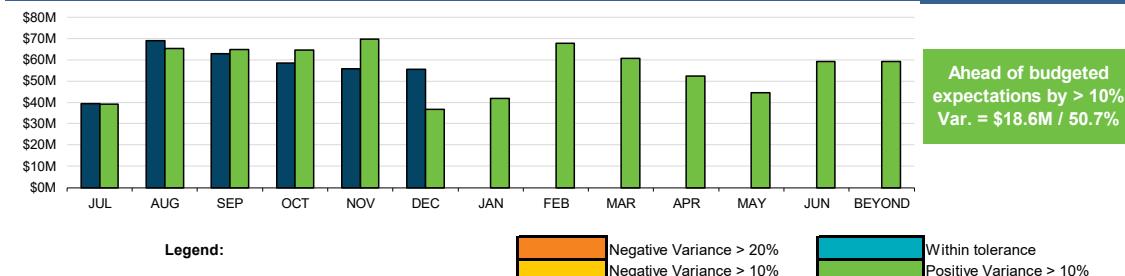
Operating expenditure



Capital expenditure



Cash



Financial performance and position



2. STATEMENT OF COMPREHENSIVE INCOME

STATEMENT OF COMPREHENSIVE INCOME

For the Period Ending 31-Dec-2025

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000
Operating revenue					
Rates and utility charges	\$79,515	\$79,515	\$39,610	\$39,569	(\$41)
Discounts and pensioner remissions	(\$2,255)	(\$2,255)	(\$1,123)	(\$1,109)	\$14
Fees and charges	\$10,592	\$10,592	\$5,341	\$5,385	\$45
Interest received	\$4,158	\$3,758	\$1,978	\$2,088	\$110
Recoverable works	\$5,964	\$5,964	\$2,413	\$2,810	\$398
Grants, subsidies, contributions and donations	\$9,001	\$26,057	\$5,760	\$4,089	(\$1,671)
Share of profit from associates	\$2,759	\$2,759	\$0	\$0	\$0
Other revenues	\$5,727	\$5,727	\$2,437	\$2,702	\$265
Total Operating revenue	\$115,461	\$132,118	\$56,416	\$55,534	(\$881)
Operating expenditure					
Employee expenses	\$50,829	\$49,447	\$23,168	\$22,966	\$202
Employee expenses allocated to capital	(\$7,677)	(\$7,507)	(\$3,683)	(\$2,837)	(\$846)
Net operating employee expenses	\$43,152	\$41,940	\$19,485	\$20,129	(\$644)
Materials and services	\$46,227	\$59,552	\$21,908	\$21,693	\$215
Finance costs	\$1,131	\$1,131	\$565	\$565	\$0
Depreciation	\$27,305	\$27,305	\$13,765	\$12,862	\$903
Total Operating expenditure	\$117,815	\$129,928	\$55,723	\$55,248	\$474
NET OPERATING SURPLUS / (DEFICIT)	(\$2,353)	\$2,190	\$693	\$286	(\$407)
Capital revenue					
Capital grants and subsidies	\$4,540	\$69,575	\$28,931	\$28,726	(\$205)
Infrastructure charges	\$2,586	\$2,586	\$1,293	\$850	(\$443)
Total capital revenue	\$7,126	\$72,161	\$30,224	\$29,575	(\$649)
NET SURPLUS / (DEFICIT)	\$4,772	\$74,351	\$30,917	\$29,861	(\$1,056)

Financial performance and position



3. STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION

As at 31-Dec-2025

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000
Current assets					
Cash and Investments	\$33,346	\$59,283	\$36,768	\$55,405	\$18,637
Receivables	\$12,100	\$12,100	\$11,449	\$8,127	(\$3,322)
Inventories	\$900	\$900	\$900	\$1,152	\$252
Other Current Assets	\$1,000	\$2,100	\$0	\$0	\$0
Total current assets	\$47,346	\$74,383	\$49,117	\$64,684	\$15,567
Non-current assets					
Receivables	\$14,676	\$14,676	\$14,676	\$14,676	\$0
Other Financial Assets	\$43,450	\$39,479	\$38,023	\$38,023	\$0
Property, Plant and Equipment and Intangibles	\$1,300,867	\$1,453,551	\$1,408,141	\$1,387,089	(\$21,052)
Total non-current assets	\$1,358,993	\$1,507,706	\$1,460,840	\$1,439,788	(\$21,052)
TOTAL ASSETS	\$1,406,339	\$1,582,089	\$1,509,956	\$1,504,472	(\$5,484)
Current liability					
Trade and Other Payables	\$11,000	\$11,000	\$5,000	\$513	\$4,487
Borrowings	\$2,524	\$2,524	\$0	\$0	\$0
Provisions	\$10,400	\$10,400	\$12,865	\$12,705	\$160
Other Current Liabilities	\$1,395	\$1,395	\$30	\$500	(\$470)
Total current liability	\$25,319	\$25,319	\$17,895	\$13,718	(\$4,177)
Non-current liability					
Borrowings	\$34,338	\$34,333	\$38,090	\$38,097	(\$7)
Provisions	\$4,219	\$4,219	\$3,417	\$3,417	\$0
Other Non-Current Liabilities	\$0	\$0	\$1,395	\$1,395	\$0
Total non-current liability	\$38,557	\$38,552	\$42,902	\$42,910	\$8
TOTAL LIABILITIES	\$63,876	\$63,871	\$60,797	\$56,628	(\$4,169)
NET ASSETS	\$1,342,463	\$1,518,218	\$1,449,160	\$1,447,844	(\$1,316)

Financial performance and position



4. STATEMENT OF CASH FLOWS - December

For the Period Ending 31-Dec-2025

	Annual Original Budget \$'000	Annual Revised Budget \$'000	YTD Revised Budget \$'000	YTD Actuals \$'000	YTD Variance \$'000
Cash flows from operating activities					
Receipts from Customers	98,036	113,850	63,665	53,785	9,881
Payments to Suppliers and Employees	-89,604	-106,648	-44,672	-45,845	1,173
	8,433	7,202	18,994	7,940	11,054
Receipts:					
Interest Received	4,158	3,758	1,978	2,015	-36
Operating Grants, Subsidies, Contributions and Donations	9,001	26,057	5,760	4,089	1,671
Payments:					
Interest Expense	-906	-906	-453	-460	7
Net Cash Inflow / (Outflow) from Operating Activities	20,686	36,111	26,279	13,583	12,697
Cash flows from investing activities					
Receipts:					
Proceeds from Sale of Property, Plant & Equipment	7,762	13,650	8,385	4,299	4,087
Dividend Received from Associate	1,303	1,303	0	0	0
Capital Grants, Subsidies, Contributions and Donations	7,126	61,443	19,506	29,802	-10,296
Payments:					
Payments for Property, Plant & Equipment	-29,091	-100,381	-65,792	-40,675	-25,118
Net Cash Inflow / (Outflow) from Investing Activities	-12,900	-23,985	-37,901	-6,574	-31,327
Cash flows from financing activities					
Receipts:					
Proceeds from Borrowings	0	0	0	0	0
Payments:					
Repayment of Borrowings	-2,466	-2,465	-1,233	-1,225	-7
Net Cash Flow inflow / (Outflow) from Financing Activities	-2,466	-2,465	-1,233	-1,225	-7
Net Increase/(Decrease) in Cash	5,320	9,661	-12,854	5,783	-18,637
plus: Cash & Cash Equivalents - beginning of year	28,026	49,622	49,622	49,621	1
Cash & Cash Equivalents - end of the year	33,346	59,283	36,768	55,404	-18,636

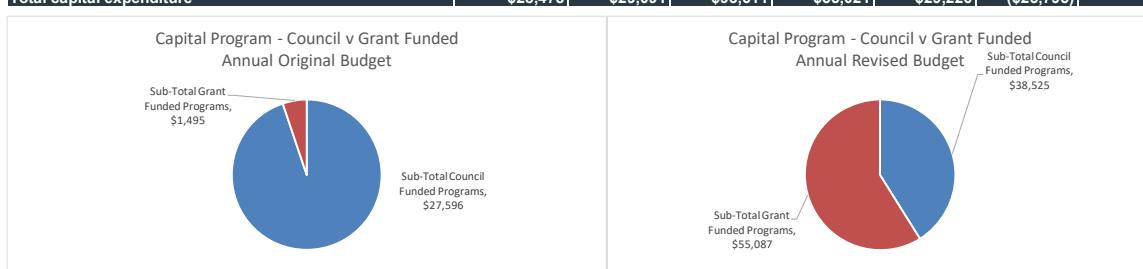
Financial performance and position



5. CAPITAL EXPENDITURE

For the Period Ending 31-Dec-2025

	Annual Commitments \$000	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000	Beyond June 2026 Revised Budget \$000
Library Services	\$156	\$364	\$374	\$135	\$110	(\$25)	\$0
Cultural Services	\$62	\$54	\$169	\$115	\$44	(\$71)	\$0
Facilities Maintenance	\$1,138	\$2,827	\$5,495	\$1,270	\$444	(\$827)	\$0
Parks	\$59	\$207	\$1,022	\$909	\$87	(\$822)	\$0
Waste Services	\$0	\$0	\$0	\$0	\$8	\$8	\$0
Waste Landfill - Central	\$0	\$30	\$30	\$0	\$0	\$0	\$0
Commercial and Property Services	\$34	\$0	\$850	\$850	\$73	(\$777)	\$0
Design and Survey	\$0	\$0	\$438	\$438	\$34	(\$404)	\$0
Waste Transfer Stations	\$0	\$900	\$900	\$0	\$0	\$0	\$0
Project Delivery	\$886	\$500	\$1,200	\$722	\$170	(\$552)	\$0
Asset Management	\$4	\$0	\$89	\$89	\$87	(\$1)	\$0
Road Maintenance	\$0	\$665	\$966	\$307	\$11	(\$296)	\$0
Capital Works	\$1,239	\$6,563	\$5,322	\$2,836	\$1,928	(\$908)	\$0
Structures and Drainage	\$180	\$4,229	\$5,038	\$991	\$876	(\$115)	\$0
Fleet Management	\$1,420	\$4,663	\$5,913	\$2,213	\$830	(\$1,383)	\$0
Waste Operations	\$2,125	\$792	\$4,499	\$3,804	\$1,334	(\$2,470)	\$0
Reseals	\$729	\$5,802	\$6,220	\$2,325	\$1,220	(\$1,105)	\$0
Sub-Total Council Funded Programs	\$8,031	\$27,596	\$38,525	\$17,004	\$7,257	(\$9,747)	\$0
Grant Funded Programs							
Manager Infrastructure Recovery	\$52	\$0	\$1,546	\$1,546	\$279	(\$1,267)	\$0
Declared Event - November 2021	\$0	\$0	\$0	\$0	\$1	\$1	\$0
REPA - SEQ Rainfall and Flooding, 22-28 Feb 2022	\$5,073	\$0	\$7,361	\$4,361	\$3,137	(\$1,224)	\$0
REPA - 13 May 2022 Heavy Rainfall Event	\$24	\$0	\$2,574	\$2,574	\$933	(\$1,642)	\$0
QRA Community and Recreational Assets Rec and Res Progra	\$2,408	\$0	\$3,904	\$3,904	\$135	(\$3,769)	\$0
Declared Event - Sth Qld Severe Storms 24 Dec 23 to 3 Jan 24	\$357	\$0	\$7,077	\$4,977	\$2,610	(\$2,367)	\$0
Declared Event - Tropical Cyclone Kirrily 25 Jan - 26 Feb 24	\$1,793	\$0	\$8,078	\$7,478	\$6,839	(\$640)	\$0
Declared Event-Scenic Rim Storms and Rainfall, 10 Nov 2024	\$424	\$0	\$700	\$100	(\$8)	(\$108)	\$0
Declared Event-Tropical Cyclone Alfred, 1-16 March 25	\$3,206	\$0	\$3,072	\$572	\$174	(\$398)	\$0
Grant Funded-Australian Cricket Infrastructure Fund	\$0	\$0	\$40	\$40	\$41	\$1	\$0
Grant Funded-Beaudesert Town Centre Redevelopment	\$91	\$0	\$0	\$0	\$69	\$69	\$0
Grant Funded-Bridge Renewal Program	\$3,532	\$0	\$5,237	\$3,111	\$2,008	(\$1,103)	\$0
Grant Funded-Black Spot Program	\$110	\$1,495	\$1,962	\$1,120	\$102	(\$1,018)	\$0
Grant Funded-Emergency Response Fund	\$1,111	\$0	\$3,351	\$2,809	\$2,242	(\$567)	\$0
Grant Funded-Growing Regions Program	\$28	\$0	\$0	\$0	\$33	\$33	\$0
Grant Funded-Heritage Disaster Recovery Grant Program	\$0	\$0	\$2	\$2	\$0	(\$2)	\$0
Grant Funded-Heavy Vehicle Safety productivity Program	\$796	\$0	\$3,000	\$3,000	\$288	(\$2,712)	\$0
Grant Funded-Local Govt Grants and Subsidies Program	\$340	\$0	\$33	\$33	\$354	\$321	\$0
Grant Funded-Local Roads and Community Infrastrucutre Prog	\$322	\$0	\$1,152	\$891	\$478	(\$413)	\$0
Grant Funded-Minor Infrastructure and Inclusive Facilities F	\$70	\$0	\$357	\$357	\$219	(\$138)	\$0
Grant Funded-Play Our Way program	\$0	\$0	\$700	\$0	\$0	\$0	\$0
Grant Funded-Qld Bushfires Local Economic Recovery (LER) F	\$315	\$0	\$16	\$16	\$0	(\$16)	\$0
Grant Funded-Secure Communities Partnership Progam (SCP)	\$0	\$0	\$301	\$0	\$0	\$0	\$0
Grant Funded-SEQ Community Stimulus Program 2021-2024	\$46	\$0	\$0	\$0	\$1	\$1	\$0
Grant Funded-SEQ Community Stimulus Program 2024-2027	\$351	\$0	\$3,864	\$1,124	\$2,026	\$902	\$0
SEQ Liveability Fund CDLF0009	\$0	\$0	\$758	\$0	\$9	\$9	\$0
Sub-Total Grant Funded Programs	\$20,446	\$1,495	\$55,087	\$38,017	\$21,969	(\$16,048)	\$0
Total capital expenditure	\$28,478	\$29,091	\$93,611	\$55,021	\$29,226	(\$25,795)	\$0



Financial performance and position



6. PROCEEDS FROM ASSET SALES

For the Period Ending 31-Dec-2025

	Annual	Annual	YTD	YTD	YTD	Beyond
	Original Budget \$000	Revised Budget \$000	Revised Budget \$000	Actual \$000	Variance \$000	June 2023 Revised Budget \$000
Commercial and Property Services	\$6,650	\$10,605	\$6,405	\$4,158	(\$2,247)	\$0
Fleet Management	\$1,112	\$3,045	\$1,981	\$105	(\$1,875)	\$0
Total proceeds from asset sales	\$7,762	\$13,650	\$8,385	\$4,263	(\$4,122)	\$0

7. CAPITAL REVENUE - CAPITAL GRANTS, SUBSIDIES, CONTRIBUTIONS AND DONATIONS

For the Period Ending 31-Dec-2025

	Annual	Annual	YTD	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Revised Budget \$000	Actual \$000	Variance \$000
621003 - State Library Grant	\$205	\$205	\$51	\$101	\$49
621005 - Transport Infrastructure Development Scheme (TIDS)	\$744	\$744	\$0	\$32	\$32
621006 - Roads to Recovery	\$1,416	\$2,505	\$0	\$711	\$711
621032 - Grant-Blackspot Funding	\$1,495	\$850	\$0	\$0	\$0
621038 - Bridge Renewal Program	\$250	\$3,749	\$0	\$0	\$0
621044 - Building Our Regions	\$0	\$200	\$0	\$0	\$0
621049 - Local Roads and Community Infrastructure Program Funding	\$0	\$2,421	\$1,089	\$0	(\$1,089)
621055 - Heavy Vehicle Safety and Productivity Program (HVSP)	\$0	\$1,908	\$0	\$0	\$0
621059 - DRFA - REPA Southern Qld Severe Weather, 20-31 March 2021	\$0	\$4,122	\$4,122	\$4,122	\$0
621061 - DRFA - REPA Subsidy November 2021	\$0	\$664	\$664	\$610	(\$54)
621063 - DRFA - REPA SEQ Rainfall and Flooding, 22-28 February 2022	\$0	\$17,948	\$7,743	\$6,445	(\$1,298)
621064 - DRFA - REPA Southern Qld Flooding Event, 6-20 May 2022	\$0	\$6,000	\$5,000	\$954	(\$4,046)
621065 - LGGSP-Safety Upgrades on Tarome Road	\$0	\$129	\$0	\$129	\$129
621071 - ERF-Emergency Response Fund	\$0	\$2,193	\$0	\$0	\$0
621072 - CRARRP-Community and Recreational Asset Recovery and Resilience	\$0	\$3,606	\$0	\$0	\$0
621075 - DRFA - REPA Sth Qld Severe Storms 24 Dec 23 to 3 Jan 24	\$0	\$6,302	\$2,072	\$1,410	(\$663)
621076 - Minor Infrastructure and Inclusive Facilities Funding MIIFF	\$0	\$125	\$0	\$125	\$125
621078 - QRA FWIN Projects & Technical Resource for Non-Bureau assets	\$0	\$138	\$0	\$0	\$0
621079 - SEQ Liveability Fund - City Deal allocation CDLF0009	\$0	\$928	\$0	\$0	\$0
621081 - DRFA - REPA - Tropical Cyclone Kirrily 25 Jan 24 to 26 Feb24	\$0	\$7,700	\$5,366	\$4,225	(\$1,142)
621082 - Grant-2024-2027 SEQ Community Stimulus Program	\$0	\$1,713	\$0	\$0	\$0
621083 - DRFA - REPA - Nov 2024 Storms and Rainfall	\$0	\$700	\$0	\$1,427	\$1,427
621084 - Grant-Play Our Way Program	\$0	\$398	\$0	\$0	\$0
621085 - DRFA - REPA - Tropical Cyclone Alfred, 1-16 March 2025	\$0	\$3,472	\$3,044	\$8,210	\$5,166
621086 - SEQ City Deal Public Art	\$430	\$430	\$0	\$0	\$0
621087 - DRFA - RPM Sth Qld Severe Storms 24 Dec 23 to 3 Jan 24	\$0	\$0	\$0	\$40	\$40
621088 - CCTV Central Business District of Beaudesert	\$0	\$81	\$0	\$57	\$57
621089 - CCTV Central Business District of Canungra	\$0	\$69	\$0	\$49	\$49
621090 - LRRG Local Recov and Res Grant Upgrade to Community Shelters	\$0	\$0	\$0	\$300	\$300
621098 - Capital Grants AASB1058 Accrual Adjustment	\$0	(\$221)	(\$221)	(\$221)	\$0
621101 - Infrastructure Charges	\$2,586	\$2,586	\$1,293	\$850	(\$443)
621104 - Contributions Tied to Specific Projects	\$0	\$495	\$0	\$0	\$0
Total Capital Revenue - Capital Grants, Subsidies, Contributions And Donations	\$7,126	\$72,161	\$30,224	\$29,575	(\$649)



Financial performance and position

8. INVESTMENTS

INVESTMENTS

As at 31-Dec-2025

INVESTMENTS HELD BY COUNCIL

Financial Institution	Type	Principal \$'000	Interest Rate	Maturity Date	Days to Maturity	S&P Short Term Rating
Queensland Treasury Corporation	On Call	\$51,813,881	4.14%	31/12/2025	0	A1+
Bendigo & Adelaide Bank - Canungra	Term Deposit	\$1,000,000	4.35%	1/06/2026	152	A2
Bendigo & Adelaide Bank - Kalbar	Term Deposit	\$1,000,000	4.15%	9/02/2026	40	A2
Bendigo & Adelaide Bank - Beaudesert	Term Deposit	\$1,000,000	4.15%	29/04/2026	119	A2
Suncorp Metway Limited-Corporate	Term Deposit	\$5,000,000	4.32%	4/05/2026	124	A1
Total investments		\$59,813,881				
Cash in bank accounts	On Call	\$1,225,272	3.60%	31/12/2025	0	A1+
Total cash		\$1,225,272				
TOTAL CASH AND INVESTMENTS		\$61,039,153	Varies from Statement of Financial Position due to cash in Trust and reconciling items.			

INVESTMENT INTEREST RATE PERFORMANCE

Weighted Average Interest Rate

4.15%

Target Interest Rate (RBA cash rate)

3.60%

Investment Policy Adhered to?

Yes

ESTIMATE OF RESTRICTED CASH

EXTERNAL RESTRICTIONS

	\$'000
Loan draw down but not yet expended	\$5,082
Operating grant funding received but not yet expended	\$975
Capital grant funding received but not yet expended	\$6,756
Domestic waste levy refund received in advance	\$1,395
Infrastructure charges received in prior years not expended	\$13,139
Cash held in trust account	\$5,410
Total estimated restricted cash	\$32,758

Financial performance and position



9. ADDITIONAL INFORMATION COUNCIL EXPENDITURE BY LOCATION



HARDSHIP APPLICATIONS

	Financial	Drought	Bushfires	Flood
2024-2025 Applications Approved	3	0	0	0
2025-2026 Current Month				
Applications Sent (excludes direct download from website)	4	0	0	0
Applications Received	2	0	0	0
Applications Approved	0	0	0	0
Applications Currently Under Review	0	0	0	0
Applications Ineligible / Withdrawn	4	0	0	0

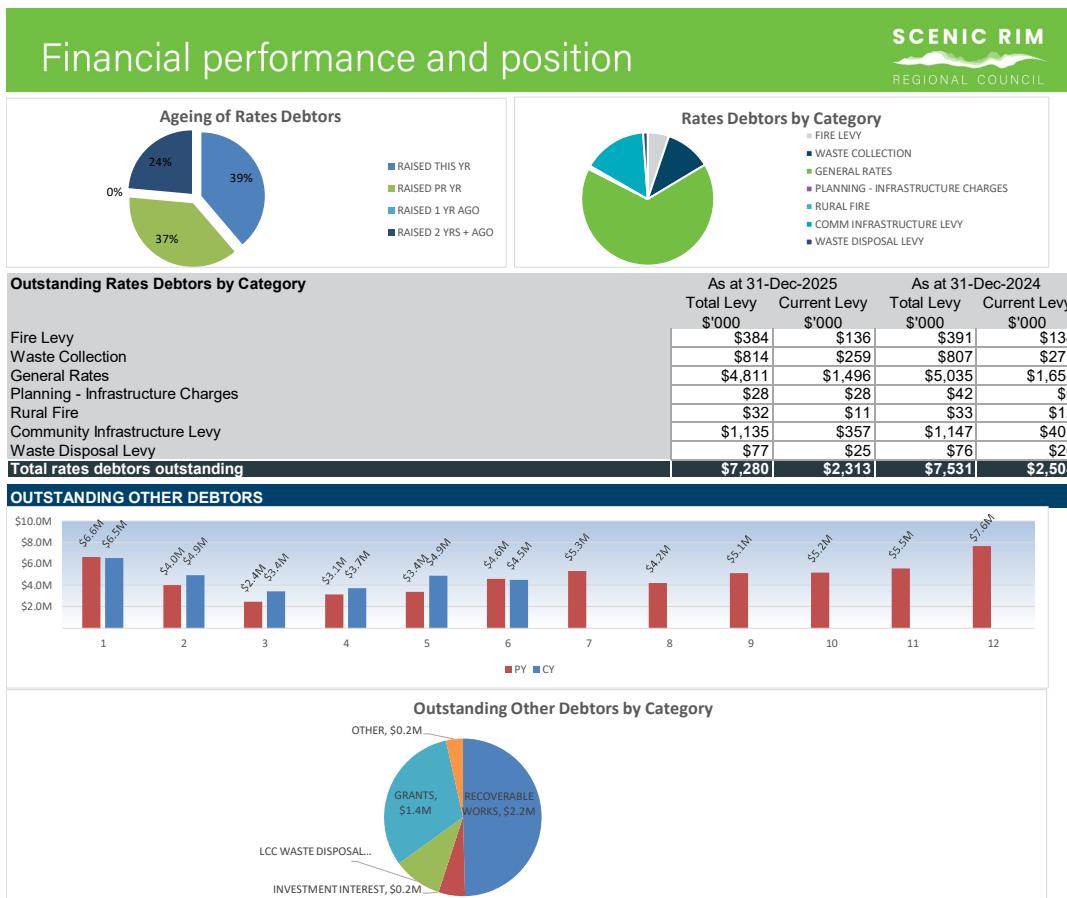
10. DEBTORS

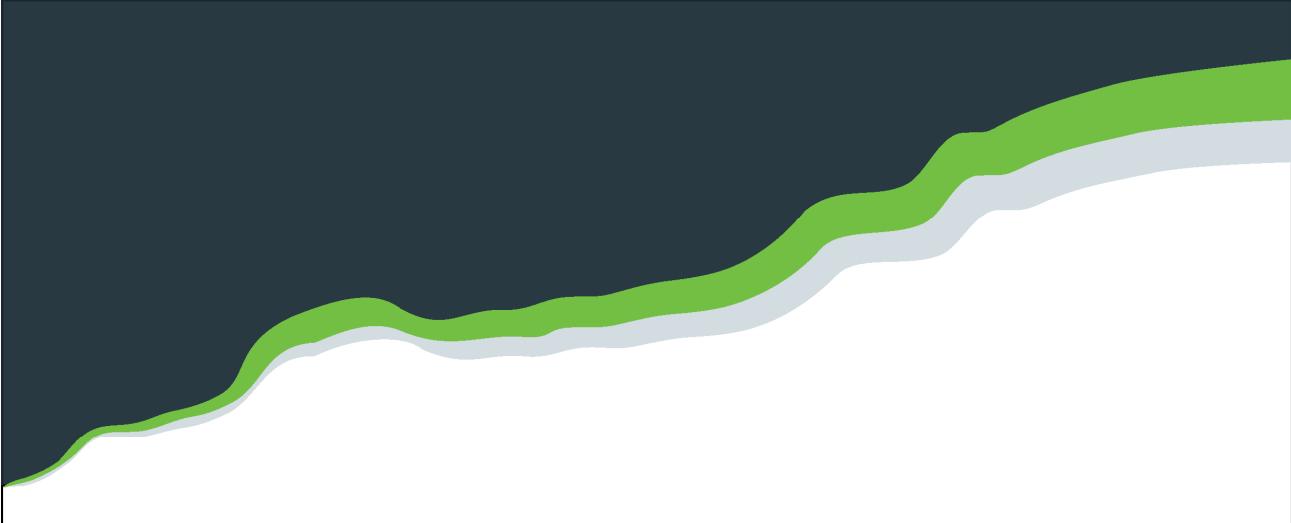
OUTSTANDING RATES DEBTORS



Rolling 12 Month Average Outstanding Rates Balances







UNAUDITED MONTHLY FINANCIAL REPORT DECEMBER 2025



Executive Summary

Summary of the Unaudited Monthly Financial Report for December 2025:

The actual Net Operating Surplus/(Deficit) to the end of December was \$0.286 million (compared to a budget for the same period of \$0.693 million).

Net operating surplus / (deficit): **\$0.407 million lower than budgeted expectations**

- Operating revenue \$0.881 million lower than budgeted expectations.
- Operating expenditure \$0.474 million lower than budgeted expectations.

Operating revenue: **\$0.881 million 1.6% lower than budgeted expectations**

- Grants and subsidies are \$1.671 million 29.0% lower than budgeted expectations due to timing of various grant receipts, mainly the Resilient Rivers Grant and Fluvial Geomorphology Training.
- Recoverable works revenues are \$0.398 million 16.5% higher than budgeted expectations
- Other revenues is \$0.265 million 10.9% higher than budgeted expectations due to unbudgeted insurance receipts, workers compensation refunds, and legal fee recoveries.

Operating expenditure: **\$0.474 million 0.9% lower than budgeted expectations**

- Employee Expenses is \$0.202 million 0.9% lower than anticipated.
- Employee expenses allocated to capital is \$0.846 million 23% less than forecast with the variance principally in the areas of Resources and Sustainability and Design and Survey due largely to vacancies.
- Materials and services are \$0.215 million 1.0% lower than forecast due largely to underspends on grant funded expenditure (mainly resilient rivers) offset by overspends on Road Maintenance and Waste Disposal.
- Depreciation is \$0.903 million 6.6% lower than forecast due largely to a budget allowance for new and upgraded assets and a change in depreciation methodology for unsealed road pavements.

Capital expenditure: \$25.795 million lower than budgeted expectations

- Capital Expenditure below expectations due to a review of the phasing of the annual budget required. This shall be undertaken during the December Budget Review.
- Refer to Note 5 (Page 7 of 11) for more detail.

Capital revenue: **\$0.649 million lower than budgeted expectations**

- Largely due to receipts for disaster events.
- Refer to Note 7 (Page 8 of 11) for more detail.

Statement of financial position

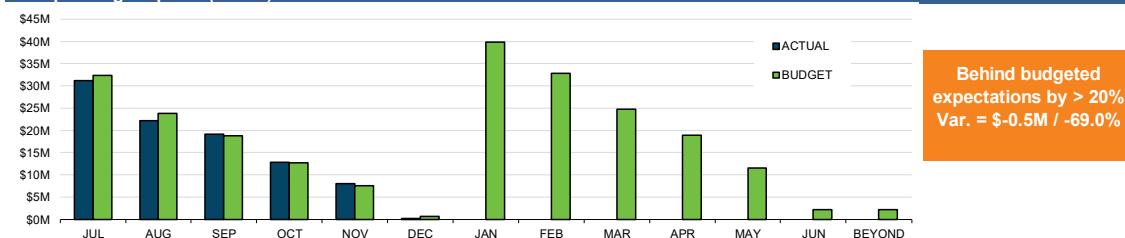
- Cash is \$18.637 million higher than budgeted expectations largely due to capital expenditure tracking behind budget.

Financial performance and position

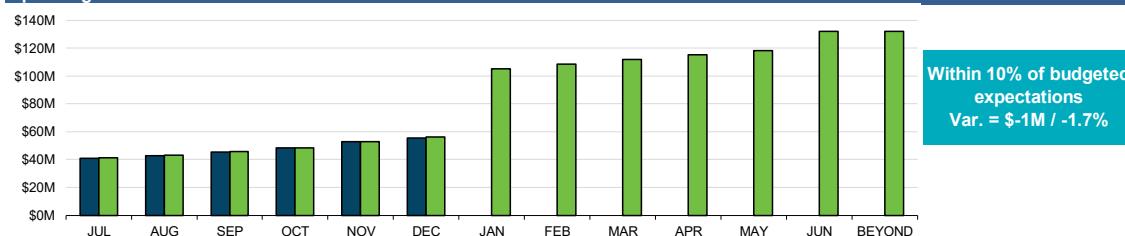


1. KEY PERFORMANCE INDICATORS

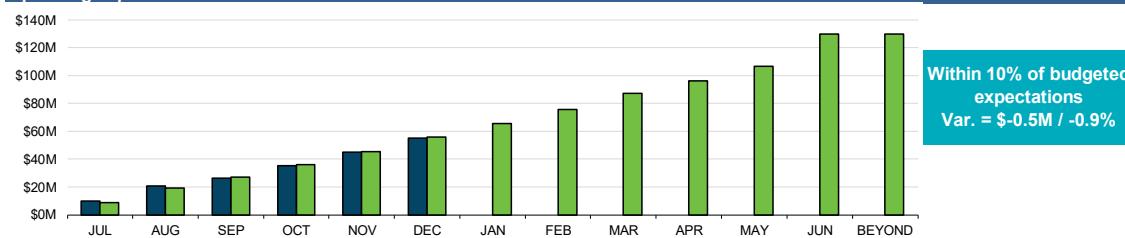
Net operating surplus / (deficit)



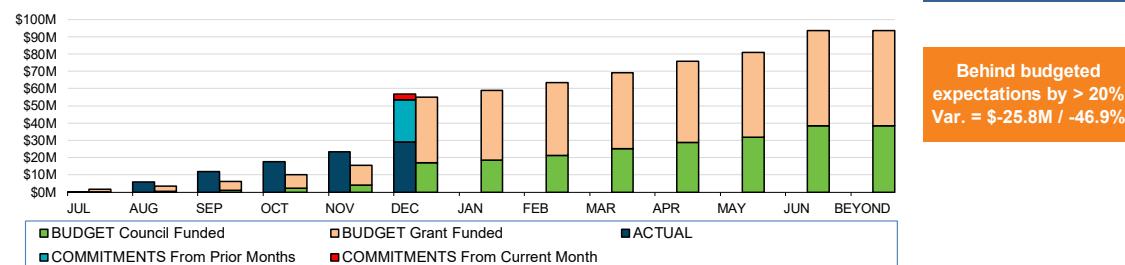
Operating revenue



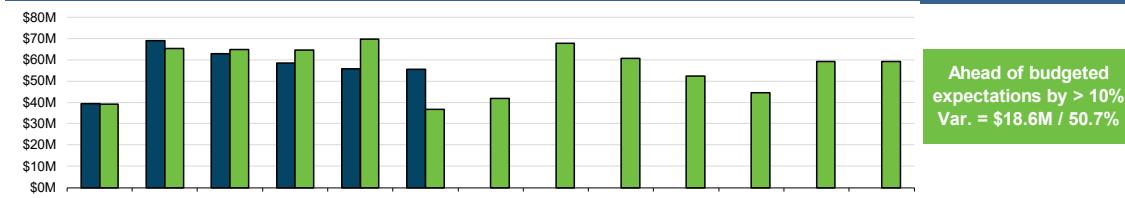
Operating expenditure



Capital expenditure



Cash



Legend:



Financial performance and position



2. STATEMENT OF COMPREHENSIVE INCOME

STATEMENT OF COMPREHENSIVE INCOME

For the Period Ending 31-Dec-2025

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000
Operating revenue					
Rates and utility charges	\$79,515	\$79,515	\$39,610	\$39,569	(\$41)
Discounts and pensioner remissions	(\$2,255)	(\$2,255)	(\$1,123)	(\$1,109)	\$14
Fees and charges	\$10,592	\$10,592	\$5,341	\$5,385	\$45
Interest received	\$4,158	\$3,758	\$1,978	\$2,088	\$110
Recoverable works	\$5,964	\$5,964	\$2,413	\$2,810	\$398
Grants, subsidies, contributions and donations	\$9,001	\$26,057	\$5,760	\$4,089	(\$1,671)
Share of profit from associates	\$2,759	\$2,759	\$0	\$0	\$0
Other revenues	\$5,727	\$5,727	\$2,437	\$2,702	\$265
Total Operating revenue	\$115,461	\$132,118	\$56,416	\$55,534	(\$881)
Operating expenditure					
Employee expenses	\$50,829	\$49,447	\$23,168	\$22,966	\$202
Employee expenses allocated to capital	(\$7,677)	(\$7,507)	(\$3,683)	(\$2,837)	(\$846)
Net operating employee expenses	\$43,152	\$41,940	\$19,485	\$20,129	(\$644)
Materials and services	\$46,227	\$59,552	\$21,908	\$21,693	\$215
Finance costs	\$1,131	\$1,131	\$565	\$565	\$0
Depreciation	\$27,305	\$27,305	\$13,765	\$12,862	\$903
Total Operating expenditure	\$117,815	\$129,928	\$55,723	\$55,248	\$474
NET OPERATING SURPLUS / (DEFICIT)	(\$2,353)	\$2,190	\$693	\$286	(\$407)
Capital revenue					
Capital grants and subsidies	\$4,540	\$69,575	\$28,931	\$28,726	(\$205)
Infrastructure charges	\$2,586	\$2,586	\$1,293	\$850	(\$443)
Total capital revenue	\$7,126	\$72,161	\$30,224	\$29,575	(\$649)
NET SURPLUS / (DEFICIT)	\$4,772	\$74,351	\$30,917	\$29,861	(\$1,056)

Financial performance and position



3. STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION

As at 31-Dec-2025

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000
Current assets					
Cash and Investments	\$33,346	\$59,283	\$36,768	\$55,405	\$18,637
Receivables	\$12,100	\$12,100	\$11,449	\$8,127	(\$3,322)
Inventories	\$900	\$900	\$900	\$1,152	\$252
Other Current Assets	\$1,000	\$2,100	\$0	\$0	\$0
Total current assets	\$47,346	\$74,383	\$49,117	\$64,684	\$15,567
Non-current assets					
Receivables	\$14,676	\$14,676	\$14,676	\$14,676	\$0
Other Financial Assets	\$43,450	\$39,479	\$38,023	\$38,023	\$0
Property, Plant and Equipment and Intangibles	\$1,300,867	\$1,453,551	\$1,408,141	\$1,387,089	(\$21,052)
Total non-current assets	\$1,358,993	\$1,507,706	\$1,460,840	\$1,439,788	(\$21,052)
TOTAL ASSETS	\$1,406,339	\$1,582,089	\$1,509,956	\$1,504,472	(\$5,484)
Current liability					
Trade and Other Payables	\$11,000	\$11,000	\$5,000	\$513	\$4,487
Borrowings	\$2,524	\$2,524	\$0	\$0	\$0
Provisions	\$10,400	\$10,400	\$12,865	\$12,705	\$160
Other Current Liabilities	\$1,395	\$1,395	\$30	\$500	(\$470)
Total current liability	\$25,319	\$25,319	\$17,895	\$13,718	(\$4,177)
Non-current liability					
Borrowings	\$34,338	\$34,333	\$38,090	\$38,097	(\$7)
Provisions	\$4,219	\$4,219	\$3,417	\$3,417	\$0
Other Non-Current Liabilities	\$0	\$0	\$1,395	\$1,395	\$0
Total non-current liability	\$38,557	\$38,552	\$42,902	\$42,910	\$8
TOTAL LIABILITIES	\$63,876	\$63,871	\$60,797	\$56,628	(\$4,169)
NET ASSETS	\$1,342,463	\$1,518,218	\$1,449,160	\$1,447,844	(\$1,316)

Financial performance and position



4. STATEMENT OF CASH FLOWS - December

For the Period Ending 31-Dec-2025

	Annual Original Budget \$'000	Annual Revised Budget \$'000	YTD Revised Budget \$'000	YTD Actuals \$'000	YTD Variance \$'000
Cash flows from operating activities					
Receipts from Customers	98,036	113,850	63,665	53,785	9,881
Payments to Suppliers and Employees	-89,604	-106,648	-44,672	-45,845	1,173
	8,433	7,202	18,994	7,940	11,054
Receipts:					
Interest Received	4,158	3,758	1,978	2,015	-36
Operating Grants, Subsidies, Contributions and Donations	9,001	26,057	5,760	4,089	1,671
Payments:					
Interest Expense	-906	-906	-453	-460	7
Net Cash Inflow / (Outflow) from Operating Activities	20,686	36,111	26,279	13,583	12,697
Cash flows from investing activities					
Receipts:					
Proceeds from Sale of Property, Plant & Equipment	7,762	13,650	8,385	4,299	4,087
Dividend Received from Associate	1,303	1,303	0	0	0
Capital Grants, Subsidies, Contributions and Donations	7,126	61,443	19,506	29,802	-10,296
Payments:					
Payments for Property, Plant & Equipment	-29,091	-100,381	-65,792	-40,675	-25,118
Net Cash Inflow / (Outflow) from Investing Activities	-12,900	-23,985	-37,901	-6,574	-31,327
Cash flows from financing activities					
Receipts:					
Proceeds from Borrowings	0	0	0	0	0
Payments:					
Repayment of Borrowings	-2,466	-2,465	-1,233	-1,225	-7
Net Cash Flow inflow / (Outflow) from Financing Activities	-2,466	-2,465	-1,233	-1,225	-7
Net Increase/(Decrease) in Cash	5,320	9,661	-12,854	5,783	-18,637
plus: Cash & Cash Equivalents - beginning of year	28,026	49,622	49,622	49,621	1
Cash & Cash Equivalents - end of the year	33,346	59,283	36,768	55,404	-18,636

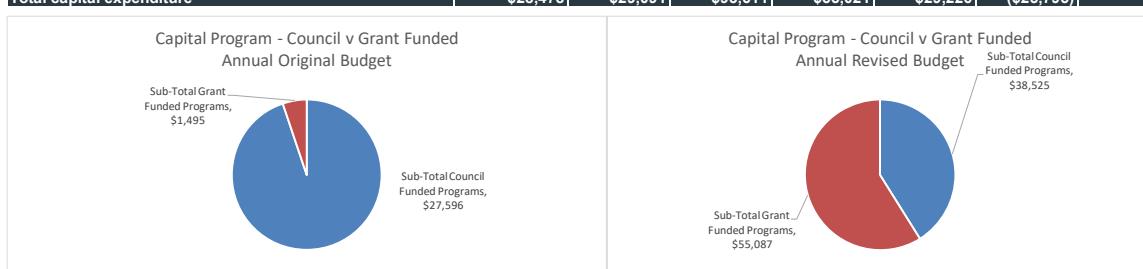
Financial performance and position



5. CAPITAL EXPENDITURE

For the Period Ending 31-Dec-2025

	Annual Commitments \$000	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000	Beyond June 2026 Revised Budget \$000
Library Services	\$156	\$364	\$374	\$135	\$110	(\$25)	\$0
Cultural Services	\$62	\$54	\$169	\$115	\$44	(\$71)	\$0
Facilities Maintenance	\$1,138	\$2,827	\$5,495	\$1,270	\$444	(\$827)	\$0
Parks	\$59	\$207	\$1,022	\$909	\$87	(\$822)	\$0
Waste Services	\$0	\$0	\$0	\$0	\$8	\$8	\$0
Waste Landfill - Central	\$0	\$30	\$30	\$0	\$0	\$0	\$0
Commercial and Property Services	\$34	\$0	\$850	\$850	\$73	(\$777)	\$0
Design and Survey	\$0	\$0	\$438	\$438	\$34	(\$404)	\$0
Waste Transfer Stations	\$0	\$900	\$900	\$0	\$0	\$0	\$0
Project Delivery	\$886	\$500	\$1,200	\$722	\$170	(\$552)	\$0
Asset Management	\$4	\$0	\$89	\$89	\$87	(\$1)	\$0
Road Maintenance	\$0	\$665	\$966	\$307	\$11	(\$296)	\$0
Capital Works	\$1,239	\$6,563	\$5,322	\$2,836	\$1,928	(\$908)	\$0
Structures and Drainage	\$180	\$4,229	\$5,038	\$991	\$876	(\$115)	\$0
Fleet Management	\$1,420	\$4,663	\$5,913	\$2,213	\$830	(\$1,383)	\$0
Waste Operations	\$2,125	\$792	\$4,499	\$3,804	\$1,334	(\$2,470)	\$0
Reseals	\$729	\$5,802	\$6,220	\$2,325	\$1,220	(\$1,105)	\$0
Sub-Total Council Funded Programs	\$8,031	\$27,596	\$38,525	\$17,004	\$7,257	(\$9,747)	\$0
Grant Funded Programs							
Manager Infrastructure Recovery	\$52	\$0	\$1,546	\$1,546	\$279	(\$1,267)	\$0
Declared Event - November 2021	\$0	\$0	\$0	\$0	\$1	\$1	\$0
REPA - SEQ Rainfall and Flooding, 22-28 Feb 2022	\$5,073	\$0	\$7,361	\$4,361	\$3,137	(\$1,224)	\$0
REPA - 13 May 2022 Heavy Rainfall Event	\$24	\$0	\$2,574	\$2,574	\$933	(\$1,642)	\$0
QRA Community and Recreational Assets Rec and Res Progra	\$2,408	\$0	\$3,904	\$3,904	\$135	(\$3,769)	\$0
Declared Event - Sth Qld Severe Storms 24 Dec 23 to 3 Jan 24	\$357	\$0	\$7,077	\$4,977	\$2,610	(\$2,367)	\$0
Declared Event - Tropical Cyclone Kirrily 25 Jan - 26 Feb 24	\$1,793	\$0	\$8,078	\$7,478	\$6,839	(\$640)	\$0
Declared Event-Scenic Rim Storms and Rainfall, 10 Nov 2024	\$424	\$0	\$700	\$100	(\$8)	(\$108)	\$0
Declared Event-Tropical Cyclone Alfred, 1-16 March 25	\$3,206	\$0	\$3,072	\$572	\$174	(\$398)	\$0
Grant Funded-Australian Cricket Infrastructure Fund	\$0	\$0	\$40	\$40	\$41	\$1	\$0
Grant Funded-Beaudesert Town Centre Redevelopment	\$91	\$0	\$0	\$0	\$69	\$69	\$0
Grant Funded-Bridge Renewal Program	\$3,532	\$0	\$5,237	\$3,111	\$2,008	(\$1,103)	\$0
Grant Funded-Black Spot Program	\$110	\$1,495	\$1,962	\$1,120	\$102	(\$1,018)	\$0
Grant Funded-Emergency Response Fund	\$1,111	\$0	\$3,351	\$2,809	\$2,242	(\$567)	\$0
Grant Funded-Growing Regions Program	\$28	\$0	\$0	\$0	\$33	\$33	\$0
Grant Funded-Heritage Disaster Recovery Grant Program	\$0	\$0	\$2	\$2	\$0	(\$2)	\$0
Grant Funded-Heavy Vehicle Safety productivity Program	\$796	\$0	\$3,000	\$3,000	\$288	(\$2,712)	\$0
Grant Funded-Local Govt Grants and Subsidies Program	\$340	\$0	\$33	\$33	\$354	\$321	\$0
Grant Funded-Local Roads and Community Infrastrucutre Prog	\$322	\$0	\$1,152	\$891	\$478	(\$413)	\$0
Grant Funded-Minor Infrastructure and Inclusive Facilities F	\$70	\$0	\$357	\$357	\$219	(\$138)	\$0
Grant Funded-Play Our Way program	\$0	\$0	\$700	\$0	\$0	\$0	\$0
Grant Funded-Qld Bushfires Local Economic Recovery (LER) F	\$315	\$0	\$16	\$16	\$0	(\$16)	\$0
Grant Funded-Secure Communities Partnership Progam (SCP)	\$0	\$0	\$301	\$0	\$0	\$0	\$0
Grant Funded-SEQ Community Stimulus Program 2021-2024	\$46	\$0	\$0	\$0	\$1	\$1	\$0
Grant Funded-SEQ Community Stimulus Program 2024-2027	\$351	\$0	\$3,864	\$1,124	\$2,026	\$902	\$0
SEQ Liveability Fund CDLF0009	\$0	\$0	\$758	\$0	\$9	\$9	\$0
Sub-Total Grant Funded Programs	\$20,446	\$1,495	\$55,087	\$38,017	\$21,969	(\$16,048)	\$0
Total capital expenditure	\$28,478	\$29,091	\$93,611	\$55,021	\$29,226	(\$25,795)	\$0



Financial performance and position



6. PROCEEDS FROM ASSET SALES

For the Period Ending 31-Dec-2025

	Annual	Annual	YTD	YTD	YTD	Beyond
	Original Budget \$000	Revised Budget \$000	Revised Budget \$000	Actual \$000	Variance \$000	June 2023 Revised Budget \$000
Commercial and Property Services	\$6,650	\$10,605	\$6,405	\$4,158	(\$2,247)	\$0
Fleet Management	\$1,112	\$3,045	\$1,981	\$105	(\$1,875)	\$0
Total proceeds from asset sales	\$7,762	\$13,650	\$8,385	\$4,263	(\$4,122)	\$0

7. CAPITAL REVENUE - CAPITAL GRANTS, SUBSIDIES, CONTRIBUTIONS AND DONATIONS

For the Period Ending 31-Dec-2025

	Annual	Annual	YTD	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Revised Budget \$000	Actual \$000	Variance \$000
621003 - State Library Grant	\$205	\$205	\$51	\$101	\$49
621005 - Transport Infrastructure Development Scheme (TIDS)	\$744	\$744	\$0	\$32	\$32
621006 - Roads to Recovery	\$1,416	\$2,505	\$0	\$711	\$711
621032 - Grant-Blackspot Funding	\$1,495	\$850	\$0	\$0	\$0
621038 - Bridge Renewal Program	\$250	\$3,749	\$0	\$0	\$0
621044 - Building Our Regions	\$0	\$200	\$0	\$0	\$0
621049 - Local Roads and Community Infrastructure Program Funding	\$0	\$2,421	\$1,089	\$0	(\$1,089)
621055 - Heavy Vehicle Safety and Productivity Program (HVSP)	\$0	\$1,908	\$0	\$0	\$0
621059 - DRFA - REPA Southern Qld Severe Weather, 20-31 March 2021	\$0	\$4,122	\$4,122	\$4,122	\$0
621061 - DRFA - REPA Subsidy November 2021	\$0	\$664	\$664	\$610	(\$54)
621063 - DRFA - REPA SEQ Rainfall and Flooding, 22-28 February 2022	\$0	\$17,948	\$7,743	\$6,445	(\$1,298)
621064 - DRFA - REPA Southern Qld Flooding Event, 6-20 May 2022	\$0	\$6,000	\$5,000	\$954	(\$4,046)
621065 - LGGSP-Safety Upgrades on Tarome Road	\$0	\$129	\$0	\$129	\$129
621071 - ERF-Emergency Response Fund	\$0	\$2,193	\$0	\$0	\$0
621072 - CRARRP-Community and Recreational Asset Recovery and Resilience	\$0	\$3,606	\$0	\$0	\$0
621075 - DRFA - REPA Sth Qld Severe Storms 24 Dec 23 to 3 Jan 24	\$0	\$6,302	\$2,072	\$1,410	(\$663)
621076 - Minor Infrastructure and Inclusive Facilities Funding MIIFF	\$0	\$125	\$0	\$125	\$125
621078 - QRA FWIN Projects & Technical Resource for Non-Bureau assets	\$0	\$138	\$0	\$0	\$0
621079 - SEQ Liveability Fund - City Deal allocation CDLF0009	\$0	\$928	\$0	\$0	\$0
621081 - DRFA - REPA - Tropical Cyclone Kirrily 25 Jan 24 to 26 Feb24	\$0	\$7,700	\$5,366	\$4,225	(\$1,142)
621082 - Grant-2024-2027 SEQ Community Stimulus Program	\$0	\$1,713	\$0	\$0	\$0
621083 - DRFA - REPA - Nov 2024 Storms and Rainfall	\$0	\$700	\$0	\$1,427	\$1,427
621084 - Grant-Play Our Way Program	\$0	\$398	\$0	\$0	\$0
621085 - DRFA - REPA - Tropical Cyclone Alfred, 1-16 March 2025	\$0	\$3,472	\$3,044	\$8,210	\$5,166
621086 - SEQ City Deal Public Art	\$430	\$430	\$0	\$0	\$0
621087 - DRFA - RPM Sth Qld Severe Storms 24 Dec 23 to 3 Jan 24	\$0	\$0	\$0	\$40	\$40
621088 - CCTV Central Business District of Beaudesert	\$0	\$81	\$0	\$57	\$57
621089 - CCTV Central Business District of Canungra	\$0	\$69	\$0	\$49	\$49
621090 - LRRG Local Recov and Res Grant Upgrade to Community Shelters	\$0	\$0	\$0	\$300	\$300
621098 - Capital Grants AASB1058 Accrual Adjustment	\$0	(\$221)	(\$221)	(\$221)	\$0
621101 - Infrastructure Charges	\$2,586	\$2,586	\$1,293	\$850	(\$443)
621104 - Contributions Tied to Specific Projects	\$0	\$495	\$0	\$0	\$0
Total Capital Revenue - Capital Grants, Subsidies, Contributions And Donations	\$7,126	\$72,161	\$30,224	\$29,575	(\$649)



Financial performance and position

8. INVESTMENTS

INVESTMENTS

As at 31-Dec-2025

INVESTMENTS HELD BY COUNCIL

Financial Institution	Type	Principal \$'000	Interest Rate	Maturity Date	Days to Maturity	S&P Short Term Rating
Queensland Treasury Corporation	On Call	\$51,813,881	4.14%	31/12/2025	0	A1+
Bendigo & Adelaide Bank - Canungra	Term Deposit	\$1,000,000	4.35%	1/06/2026	152	A2
Bendigo & Adelaide Bank - Kalbar	Term Deposit	\$1,000,000	4.15%	9/02/2026	40	A2
Bendigo & Adelaide Bank - Beaudesert	Term Deposit	\$1,000,000	4.15%	29/04/2026	119	A2
Suncorp Metway Limited-Corporate	Term Deposit	\$5,000,000	4.32%	4/05/2026	124	A1
Total investments		\$59,813,881				
Cash in bank accounts	On Call	\$1,225,272	3.60%	31/12/2025	0	A1+
Total cash		\$1,225,272				
TOTAL CASH AND INVESTMENTS		\$61,039,153	Varies from Statement of Financial Position due to cash in Trust and reconciling items.			

INVESTMENT INTEREST RATE PERFORMANCE

Weighted Average Interest Rate

4.15%

Target Interest Rate (RBA cash rate)

3.60%

Investment Policy Adhered to?

Yes

ESTIMATE OF RESTRICTED CASH

EXTERNAL RESTRICTIONS

	\$'000
Loan draw down but not yet expended	\$5,082
Operating grant funding received but not yet expended	\$975
Capital grant funding received but not yet expended	\$6,756
Domestic waste levy refund received in advance	\$1,395
Infrastructure charges received in prior years not expended	\$13,139
Cash held in trust account	\$5,410
Total estimated restricted cash	\$32,758

Financial performance and position

9. ADDITIONAL INFORMATION COUNCIL EXPENDITURE BY LOCATION

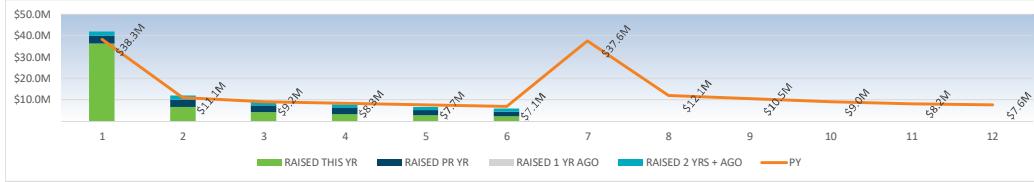


HARDSHIP APPLICATIONS

	Financial	Drought	Bushfires	Flood
2024-2025 Applications Approved	3	0	0	0
2025-2026 Current Month				
Applications Sent (excludes direct download from website)	4	0	0	0
Applications Received	2	0	0	0
Applications Approved	0	0	0	0
Applications Currently Under Review	0	0	0	0
Applications Ineligible / Withdrawn	4	0	0	0

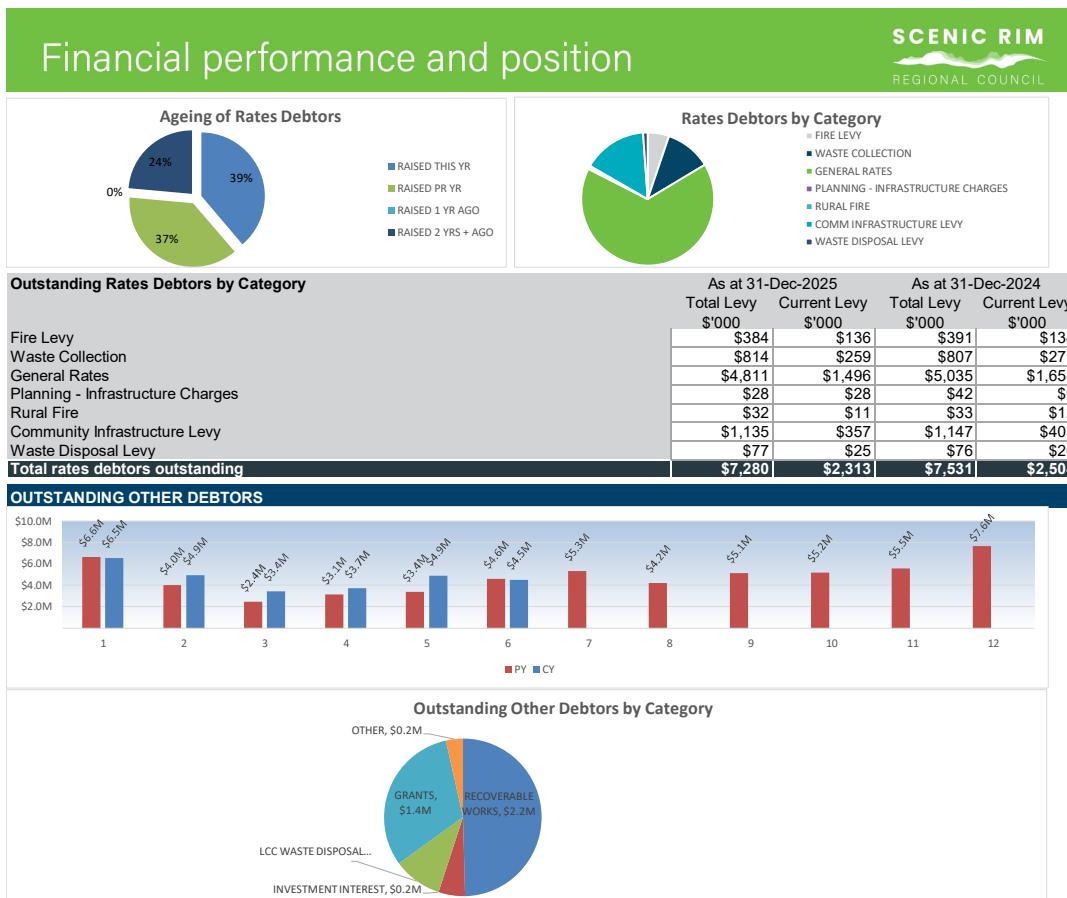
10. DEBTORS

OUTSTANDING RATES DEBTORS



Rolling 12 Month Average Outstanding Rates Balances





11.11 Amendments to Procurement and Contract Management Policy

Executive Officer: Director Corporate and Community Services

Item Author: Coordinator Procurement and Contract Performance

Attachments:

1. Council Policy - Procurement and Contract Management (adopted on 10 December 2025) 
2. Proposed revised Council Policy - Procurement and Contract Management 

Councillor Portfolio / Representation

Not applicable.

Local Government Area Division

This report relates to the whole Scenic Rim region.

Executive Summary

This report seeks Council's endorsement of the revised Council Policy - Procurement and Contract Management to ensure continued compliance with the *Local Government Regulation 2012* (Regulation), as amended and reprinted on 12 December 2025, with a specific focus on updated procurement and contracting thresholds.

Since Council's last adoption of the Policy, amendments to the Regulation have revised and clarified statutory value thresholds that determine the applicable procurement and contracting process, including when written quotations, invitations to tender, or other procurement methods are required. These changes have a direct operational impact on Council's procurement activities and require corresponding updates to Council's policy framework to ensure legislative compliance.

A detailed review has confirmed that Council's existing Procurement and Contract Management Policy requires amendment to accurately reflect the updated regulatory thresholds and associated approval and governance requirements. The revised Policy incorporates these threshold changes, ensuring procurement activities are undertaken using the correct process for the relevant contract value, while continuing to apply the default contracting principles of value for money, transparency, and accountability.

Council approval is recommended to adopt the updated Council Policy - Procurement and Contract Management, effective from the date of resolution, to mitigate compliance risk, provide clarity to officers and suppliers, and ensure Council's procurement practices remain aligned with the current legislative framework.

Recommendation

That:

1. Council rescind the current Council Policy - Procurement and Contract Management CP00053, adopted on 10 December 2025; and
2. Council adopt the revised Council Policy - Procurement and Contract Management, incorporating the updated procurement and contracting thresholds prescribed by the *Local Government Regulation 2012* reprinted on 12 December 2025.

Previous Council Considerations / Resolutions

At the Ordinary Meeting held on 10 December 2025 Council adopted the Procurement and Contract Management Policy CP00053.

Report / Background

The Regulation prescribes mandatory procurement and contracting requirements for Queensland local governments, including monetary thresholds that determine the required procurement method.

The Regulation reprinted on 12 December 2025 amended several of these thresholds, impacting:

- When written quotations are required;
- When an invitation to tender or other formal procurement process must be undertaken; and
- Associated approval and reporting obligations.

Council's existing Procurement and Contract Management Policy references previous threshold values and, without amendment, does not fully reflect the current legislative position. The revised Policy updates all relevant threshold references and associated procedural requirements to ensure Council officers apply the correct procurement pathway for each transaction.

No changes are proposed to Council's overarching procurement principles or governance intent. The amendments are primarily compliance-driven and ensure clarity, consistency, and lawful decision-making.

Budget / Financial Implications

There are no direct budgetary impacts associated with the adoption of the revised Policy. The updated thresholds may, over time, improve procurement efficiency by ensuring proportionate procurement processes are applied based on contract value, while maintaining legislative compliance and value-for-money outcomes.

Strategic Implications

Corporate Plan 2025-2030

Council's Corporate Plan 2025-2030 outlines the organisation's Vision, Mission and Values. Council's Values are Service, Resilience, Respect, Commitment.

Strategic Goal: Economic Development

Guiding Principle: Financial Sustainability

Legal / Statutory Implications

Local Government Act 2009
Local Government Regulation 2012

Risks**Strategic Risks**

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

CR8 Ineffective Organisation Governance - Council is a complex organisation delivering a wide range of services via different processes, using different resources and systems. Council's organisational governance, including corporate planning, controls, internal compliance, monitoring and reporting, may not be adequate to ensure quality outcomes and avoid potentially poor consequences.

CR1 Financial Sustainability - Council may be unable to maintain its financial and infrastructure capital over the long term.

Risk Summary

Category	Explanation
Governance, Risk & Compliance	Failure to adopt the revised Policy may result in procurement activities being undertaken using incorrect thresholds, exposing Council to legislative non-compliance and audit findings.
Financial/Economic	Non-compliant procurement processes may increase the risk of challenged decisions, reduced supplier confidence, and reputational damage to Council.

Human Rights Implications

No human rights have been impacted by any actions recommended in this report.

Consultation

Further consultation was not conducted, as the amendment is based on the *Local Government Regulation 2012* reprinted on 12 December 2025.

Conclusion

The *Local Government Regulation 2012* threshold changes require corresponding updates to Council's Procurement and Contract Management Policy. Adoption of the revised Policy will ensure Council officers apply the correct procurement processes based on current statutory thresholds, maintain compliance with legislation, and support consistent, transparent, and accountable procurement practices.

Options

Option 1

That:

1. Council rescind the current Council Policy - Procurement and Contract Management CP00053, adopted on 10 December 2025; and
2. Council adopt the revised Council Policy - Procurement and Contract Management, incorporating the updated procurement and contracting thresholds prescribed by the *Local Government Regulation 2012* reprinted on 12 December 2025.

Option 2

That Council request further information on the revised Council Policy - Procurement and Contract Management and defer consideration to a future meeting.

Option 3

That Council resolve to retain the existing Council Policy - Procurement and Contract Management CP00053.

POLICY



Council Policy

Procurement and Contract Management

Policy Reference Number	CP00053	Approval Date	10/12/2025
Portfolio	Directorate Corporate and Community Services	Next Review Date	9/12/2025
Business Unit	Procurement and Supply	Document ID	TBA

1. Purpose/Objective

This Policy presents Scenic Rim Regional Council's (Council) Social and Sustainable Procurement and Contract Management framework and principles. All Council workers must adhere to this policy when purchasing goods and services and managing associated contracts. The framework offers straightforward guidance to aid the procurement and management of goods, services, or projects, premised on an assessment of value and risk as Council operates under the Default Contracting Procedures under the *Local Government Regulation 2012* (refer Part 3 Chapter 6).

2. Principles

All procurement activities of Council must have regard to the 'sound contracting principles' contained in the *Local Government Act 2009*.

The sound contracting principles are:

- (a) Value for Money;
- (b) Open and Effective Competition;
- (c) Development of Competitive Local Business and Industry;
- (d) Environmental Protection;
- (e) Ethical Behaviour and Fair Dealing.

Value for Money encompasses more than just the lowest price, which includes:

- (a) Alignment with Council objectives as outlined in its corporate and operational plans;
- (b) Stimulating economic growth within the local government area and complying with Council's Local Business Commitment and Indigenous Procurement Targets;
- (c) Consideration of cost-related factors, including whole-of-life costs and transactional costs associated with the acquisition, use, administration, holding, maintenance, and disposal of goods and/or services;
- (d) Fitness for purpose and quality;
- (e) Consideration of environmental, social, and economic impacts, alongside sound systems of operational management, risk management, legal and reputational exposure, and business

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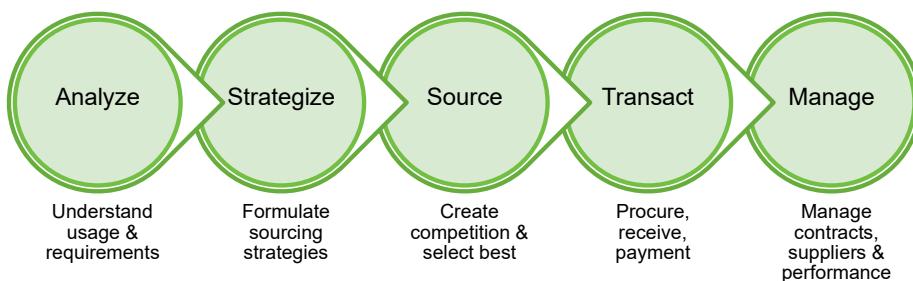
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continuity;

- (f) Compliance with the *Work Health and Safety Act 2011* and *Work Health and Safety Regulation 2011* for the provision of the goods and/or services;
- (g) Internal administration costs, risk assessment and technical compliance issues;
- (h) The value of any associated environmental mitigation and/or benefits as identified through contemporary Sustainable Procurement assessment criteria;
- (i) Council will utilise Approved Contractor Lists, Preferred Supplier Arrangements and Prequalified Supplier Lists to assist in assessing the qualitative criteria combined with pricing to determine value for money.

Council will invite both local and non-local suppliers to participate in market engagements to promote open and effective competition, while actively encouraging local supplier participation to support regional economic development. Council will also conduct periodic awareness activities and provide appropriate equitable support to Local Suppliers to encourage them to compete in Council procurement processes.

3. Scope



This Policy applies to:

3.1 Who

This Policy applies to all Council workers and should be read in conjunction with other Council policies and procedures, including but not limited to the Code of Conduct, Social and Sustainable Procurement and Contract Management Framework, Fraud and Corruption Prevention and Reporting Policy, and the Work Health and Safety Policy.

This Policy will be reviewed annually in accordance with section 198(3) of the *Local Government Regulation 2012*.

3.2 What

This Policy applies to all procurement and contracting activities related to:

- (a) The creation, purchase, or maintenance of assets;
- (b) The supply of goods and services (including consultancy and construction); and
- (c) The disposal of non-current assets (excluding land but including the disposal of an interest in land).

This includes:

- (a) Formal contracts;
- (b) Revenue-neutral or revenue-positive contracts;
- (c) Licenses and lease agreements;

- (d) Purchase requisitions;
- (e) Purchase orders;
- (f) Corporate purchasing cards;
- (g) Stores inventory management and warehousing; and
- (h) Non-order purchases.

3.3 Exclusions

The following activities are not governed by this Policy but are subject to other provisions of the legislation:

- (a) Procurement and disposal of land;
- (b) Disposal of current assets (Council must still adhere to sound contracting principles);
- (c) Property development infrastructure agreements regulated by the *Planning Act 2016*;
- (d) Grants administered via the Council Grants and Funding Programs Policy;
- (e) Government fees, licensing, registrations, and levies;
- (f) Refunds and reimbursements; and
- (g) Contracts for the direct employment of Council workers.

4. Responsibility

Managers are responsible for ensuring that all workers understand the Procurement and Contract Management Policy and foster an environment that supports compliant procurement activities.

All workers, contractors (including temporary workers), subcontractors, and consultants must adhere to the Procurement and Contract Management Policy.

The Coordinator Procurement and Contract Performance is responsible for:

- (a) Monitoring and reporting on Council's procurement activities;
- (b) Supporting compliance of Council's procurement activities; and
- (c) Monitoring supplier performance by Contract Managers.

5. Policy

5.1 Compliance

Council workers conducting procurement activities must ensure compliance with Council's policies, procedures, and applicable laws, including the *Local Government Act 2009*, *Local Government Regulation 2012*, and the *Public Sector Ethics Act 1994*. Each purchasing activity must meet the requirements of sound contracting principles outlined in Section 104(3) of the *Local Government Act 2009*.

All procurement activities must align with the Code of Conduct and exhibit impartiality, fairness, integrity, and professionalism.

5.2 Authorised Expenditure

All procurement activities, including purchases of goods or services, must align with Council policies and the *Local Government Regulation 2012*. Procurement should only occur when there is budgeted expenditure or it is otherwise authorised by a Council resolution.

All activities in scope for this Policy (as listed in section 3.2) require approval in accordance with Council's Financial Delegations Register. Contracts, purchase orders and requisitions must be approved

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or executed by a worker holding the appropriate financial delegation.

By approving or signing a requisition, purchase order, or contract, the delegated worker confirms that they have reviewed and understood this Policy and that the procurement activity complies with all applicable legislative, policy, and procedural requirements.

5.3 Existing Contracts

Where a contract exists with a supplier or a panel of suppliers for a defined category of goods or services, purchases must be made under that contract if the required goods or services are within the same scope and risk profile as the contract.

Arrangement Type Minimum Requirements	Arrangement Type Minimum Requirements
Preferred Supplier Arrangement	Use the single supplier contracted under the Preferred Supplier Arrangement.
Register of Prequalified Suppliers	Use contracted supplier that provides best value for money.
Approved Contractor List	Use contracted supplier that provides best value for money.

For purchases where the value of the engagement is \$5,000 to less than \$15,000, value for money must be assessed by:

- (a) Reviewing prices of contracted suppliers; or
- (b) Requesting quotes for the purchase from a minimum of two contracted suppliers.

For purchases of \$15,000 or greater, value for money must be assessed by:

- (a) Reviewing prices of contracted suppliers; or
- (b) Requesting quotes for the purchase from a minimum of three contracted suppliers.

5.4 New Purchases

For new purchases not covered by existing contracts, the following minimum requirements apply:

Value within a financial year or term of engagement*	Minimum Requirements General	Minimum Requirements Local Buy/State Government Standing Offer Arrangement
Less than \$5,000	<ul style="list-style-type: none"> • Conduct online research or seek at least one written or verbal quote (verbal quotes must be documented in Council's records). • Acceptance of a fixed price for low-value items is acceptable. • A corporate credit card may be used for one-off purchases within delegation limits. 	<ul style="list-style-type: none"> • Same as general requirements.

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Value within a financial year or term of engagement*	Minimum Requirements General	Minimum Requirements Local Buy/State Government Standing Offer Arrangement
\$5,000 to Less Than \$15,000	<ul style="list-style-type: none"> Obtain at least two written quotes. An invitation to quote must be provided to at least two suppliers that Council reasonably considers capable of meeting requirements at competitive prices. 	<ul style="list-style-type: none"> If Local Buy arrangements have pricing schedules, engagement may be justified in a Decision Memo in line with sound contracting principles. Without pricing schedules, obtain at least two written quotes.
\$15,000 to Less Than \$200,000	<ul style="list-style-type: none"> Obtain at least three written quotes. An invitation to quote must be provided to at least three suppliers that Council reasonably considers capable of meeting requirements at competitive prices. 	<ul style="list-style-type: none"> If Local Buy arrangements have pricing schedules, engagement may be justified in a Decision Memo; obtaining quotes is recommended. Without pricing schedules, obtain at least three written quotes.
\$200,000 or Greater	<ul style="list-style-type: none"> A public tender process is required in accordance with the <i>Local Government Regulation 2012</i>. 	<ul style="list-style-type: none"> VendorPanel market engagement using Local Buy lists should involve a sufficient number of suppliers to ensure compliance with sound contracting principles.

Notes:

- All amounts are GST exclusive.
- For any purchases made under approved Local Buy arrangement the specifications must align to relevant Local Buy contract.
- A purchase order is required for all procurement activities undertaken by quote or public tender.
- Significant procurement activities and supplier management requirements are detailed in Council's Procurement and Contracts Management Framework.

Local and Regional Supplier Participation

Whilst Council does not implement a local preference policy, the sound contracting principles in the Queensland *Local Government Regulation 2012* require Council to support the development of competitive local business and industry and therefore require invitation to market engagements.

- Mandatory Requirement:** For all procurements exceeding \$200,000 (excluding GST), the Evaluation Report or Decision Memorandum must include an assessment of the Economic IQ of proposed suppliers. This assessment is to be undertaken using the Economic Impact Model to quantify and compare the potential economic contribution of local versus non-local suppliers. The outcome of this assessment is used to build awareness of the impact of engaging local suppliers and may be applied as a tie-breaker where suppliers are otherwise equivalent in meeting Council's technical, financial, and risk requirements.
- Recommended Practice:** For procurements below \$200,000 (excluding GST), use of the Economic Impact Model is not mandatory; however, where practical and proportionate, Council workers are encouraged to apply the assessment to strengthen consideration of local economic outcomes and promote informed procurement decision-making.

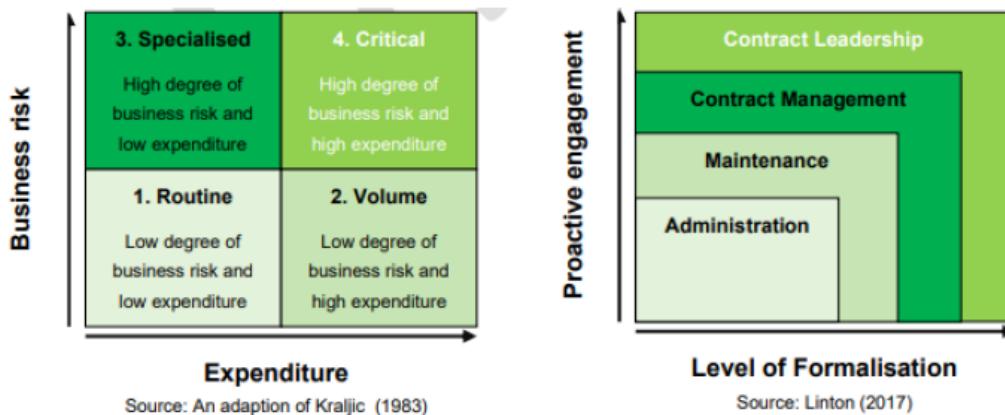
This assessment also encourages consideration of local workforce participation and broader regional economic benefits, supporting Council's objectives under the Procurement and Contract Management Framework.

What are significant procurements?

Significant procurement includes goods and services identified as being high expenditure and/or for which there is a high degree of business risk.

Using supply positioning, expenditure on goods and services (including capital projects) and the corresponding degree of business risk can be determined. The goods and services are segmented into four supply positioning categories, as shown in Figure 1.

Figure 1: Supply positioning categories



5.5 Exceptions

In accordance with the *Local Government Regulation 2012*, exceptions for medium and large sized contractual arrangements include but are not limited to:

- (a) the local government resolves it is satisfied that there is only one supplier who is reasonably available; or
- (b) the local government resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite quotes or tenders; or
- (c) a genuine emergency exists; or
- (d) the contract is for the purchase of goods and is made by auction; or
- (e) the contract is for the purchase of second-hand goods; or
- (f) the contract is made with, or under an arrangement with, a government agency.

5.6 PAYMENT TERMS

Standard payment terms for suppliers to the Council are 30 days from receipt of a valid and undisputed tax invoice by Accounts Payable. Exceptions must be approved by the Chief Executive Officer, Director Corporate and Community Services, or Coordinator Procurement and Contract Performance.

5.7 SOCIAL AND SUSTAINABLE PROCUREMENT

All procurement activities must consider social and community benefits and environmental sustainability outcomes, in line with the Social and Sustainable Procurement and Contract Management Framework.

5.8 CONFLICTS OF INTEREST

Council workers must declare any actual, potential, or perceived conflicts of interest in the procurement process, ensuring they are resolved or managed appropriately.

5.9 RISK

For purchases over \$15,000 (excluding GST), a risk assessment must be completed. Council must consider and manage risks including financial, legal and compliance, work health and safety, operational/service delivery, reputational, environmental/sustainability, and supplier performance. High-risk procurements require documented mitigation actions, which must be reflected in the procurement process and in contract management practices.

6. Contract and Supplier Management

Contract management involves overseeing legally binding agreements throughout their lifecycle. This includes creation, negotiation, execution, compliance monitoring, and renewal or closure.



The Contract Owner is responsible for the efficient management of contracts, while the Contract Manager handles day-to-day contract activities, providing relevant reporting to the Contract Owner.

The Contract Manager will influence the outcomes of the agreements and will provide relevant reporting to the Contract Owner.

The best outcomes such as reduced cost, increased risk mitigation, and more sustainable and efficient supply chain are just some of the potential outcomes for businesses engaging in effective supplier management. Effective supplier relationship management requires a blend of strategic negotiation, transparent communication, and a truly collaborative partnership to work.

Council is committed to fostering collaborative supplier partnerships as outlined in the Social and Sustainable Procurement and Contract Management Framework.

7. Definitions

Approved Contractor List means a list of qualified contractors per Section 231 of the *Local Government Regulation 2012*.

Auction means a public sale in which goods or property are sold to the highest bidder.

Contract Manager means the Council worker that handles day-to-day contract management activities, acts as the primary point of contact, and collaborates with relevant stakeholders.

Contract Owner means the person responsible for overseeing the contract and ensuring its alignment with business goals. They have the authority to approve changes and amendments as the Delegated Authority.

Default Contracting Procedures means the methods of entering into contracts for the acquisition of goods, services and works, as prescribed under the *Local Government Regulation 2012*.

These Procedures set the minimum statutory requirements Council must follow to ensure transparency, fairness, and value for money.

Delegated Authority means the Council worker with the relevant financial delegation under the Delegation Policy/Register.

Government Agency means an agency as defined in section 14(1) of the *Right to Information Act 2009 (Qld)*.

Headquarters means the principal place of business of the contracted entity, being a registered business address located within the Scenic Rim Regional Council local government area.

Large-sized Contractual Arrangement means a contractual arrangement, with a supplier, that is expected to be worth \$200,000 (exclusive of GST) or more in a financial year or over the proposed term of the contractual arrangement.

Local Benefits are economic impact benefits deriving from procurement investment supporting the local workforce and/or local suppliers.

Local Supplier means a supplier of goods, services or works who maintain a permanent presence within Council's local government area (i.e., a workshop or office and permanent employees residing in the Council region) (as determined by Council in the event of any dispute).

Local workforce means a workforce whose usual place of residency is located within Scenic Rim Regional Council local government area.

Manager includes persons appointed to positions where their title includes Chief Executive Officer, Director, Manager, Coordinator or Principal Specialist.

Medium-sized Contractual Arrangement means a contractual arrangement, with a supplier, that is expected to be worth \$15,000 (exclusive of GST) or more but less than \$200,000 in a financial year or over the proposed term of the contractual arrangement.

Preferred Supplier Arrangement means a contract with one or more suppliers for frequently required goods/services (Section 233 of the *Local Government Regulation 2012*).

Procurement Practices means processes that ensure cost-effectiveness for public authorities and suppliers.

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Register of Pre-Qualified Supplier means suppliers assessed for technical, financial, and managerial capability (Section 232 of the *Local Government Regulation 2012*).

Value for money means an assessment of the total benefits and costs provided by a procurement including cost, whole of life cost, local benefit, advancing government policy and supporting social outcomes.

Workers includes employees, contractors, subcontractors, consultants, volunteers and all others who perform work on behalf of Council.

8. Related Legislations/Documents

The adherence to the legislative guidelines underscores the commitment of Council to operate within the bounds of the law, reflecting the vision of open, fair and transparent processes that can withstand any scrutiny.

Local Government Act 2009

Local Government Regulation 2012

Human Rights Act 2019

Modern Slavery Act 2018 (Cth)

Right to Information Act 2009 (Qld)

Work Health and Safety Act 2011

Financial Delegation Register

Corporate Credit Card Policy

Corporate Credit Card Guidelines

Delegation Policy/Register

Asset Disposal Policy

Asset Disposal Guidelines

Advertising Spending Policy

Advertising Spending Guidelines

Gifts and Personal Benefits Policy

Gifts and Benefits Guidelines;

Social and Sustainable Procurement and Contracts Management Framework

Resumption of Land Policy

Corporate Plan

Operational Plan

Code of Conduct

ISO24000 Sustainable Procurement

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9. Version Information

Version No	Adoption Date	Key Changes	Approved by
1	21/06/2011	Ordinary Meeting Item No. 5.	Council
2	12/02/2013	Ordinary Meeting Item No. 6.	Council
3	30/07/2013	Ordinary Meeting Item No. 6.	Council
4	29/07/2014	Ordinary Meeting Item No. 6.	Council
5	30/06/2015	Ordinary Meeting Item No. 6.	Council
6	28/06/2016	Ordinary Meeting Item No. 6.	Council
7	24/07/2017	Ordinary Meeting Item No. 6.	Council
8	18/07/2023	Ordinary Meeting Item No. 10.6.	Council
9	30/10/2024	Ordinary Meeting Item 11.9	Council
10	10/12/2025	Ordinary Meeting Item	Council

POLICY



Council Policy

Procurement and Contract Management

Policy Reference Number	CP00053	Approval Date	28/01/2026
Directorate	Corporate and Community Services	Next Review Date	28/01/2027
Business Unit	Procurement and Supply	Document ID	

1. Purpose/Objective

This Policy presents Scenic Rim Regional Council's (Council) Social and Sustainable Procurement and Contract Management framework and principles. All Council workers must adhere to this Policy when purchasing goods and services and managing associated contracts. The framework offers straightforward guidance to aid the procurement and management of goods, services, or projects, premised on an assessment of value and risk as Council operates under the Default Contracting Procedures under the *Local Government Regulation 2012* (refer Part 3 Chapter 6).

Where there is any inconsistency between this Policy and the *Local Government Act 2009* or *Local Government Regulation 2012*, the legislation prevails.

2. Principles

In accordance with section 104 of the *Local Government Act 2009*, Council must have regard to the following sound contracting principles when undertaking procurement and contracting activities:

- (a) Value for Money;
- (b) Open and Effective Competition;
- (c) Development of Competitive Local Business and Industry;
- (d) Environmental Protection;
- (e) Ethical Behaviour and Fair Dealing.

Value for Money encompasses more than just the lowest price, which includes:

- (a) Alignment with Council objectives as outlined in its corporate and operational plans;
- (b) Stimulating economic growth within the local government area and complying with Council's Local Business Commitment and Indigenous Procurement Targets;
- (c) Consideration of cost-related factors, including whole-of-life costs and transactional costs associated with the acquisition, use, administration, holding, maintenance, and disposal of goods and/or services;
- (d) Fitness for purpose and quality;

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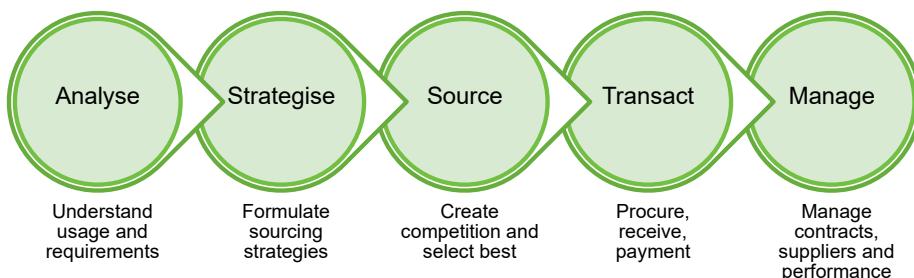
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- (e) Consideration of environmental, social, and economic impacts, alongside sound systems of operational management, risk management, legal and reputational exposure, and business continuity;
- (f) Compliance with the *Work Health and Safety Act 2011* and *Work Health and Safety Regulation 2011* for the provision of the goods and/or services;
- (g) Internal administration costs, risk assessment and technical compliance issues;
- (h) The value of any associated environmental mitigation and/or benefits as identified through contemporary Sustainable Procurement assessment criteria;
- (i) Council will utilise Approved Contractor Lists, Preferred Supplier Arrangements and Prequalified Supplier Lists to assist in assessing the qualitative criteria combined with pricing to determine value for money.

Council will invite both local and non-local suppliers to participate in market engagements to promote open and effective competition, while actively encouraging local supplier participation to support regional economic development. Council will also conduct periodic awareness activities and provide appropriate equitable support to Local Suppliers to encourage them to compete in Council procurement processes.

3. Scope



This Policy applies to:

3.1 Who

This Policy applies to all Council workers and should be read in conjunction with other Council policies and procedures, including but not limited to the Code of Conduct, Social and Sustainable Procurement and Contract Management Framework, Fraud and Corruption Prevention and Reporting Policy, and the Work Health and Safety Policy.

This Policy will be reviewed annually in accordance with section 198(3) of the *Local Government Regulation 2012*.

3.2 What

This Policy applies to all procurement and contracting activities related to:

- (a) The creation, purchase, or maintenance of assets;
- (b) The supply of goods and services (including consultancy and construction); and
- (c) The disposal of non-current assets (excluding land but including the disposal of an interest in land).

This includes:

- (a) Formal contracts;
- (b) Revenue-neutral or revenue-positive contracts;
- (c) Licenses and lease agreements;
- (d) Purchase requisitions;
- (e) Purchase orders;
- (f) Corporate purchasing cards;
- (g) Stores inventory management and warehousing; and
- (h) Non-order purchases.

3.3 Exclusions

The following activities are not governed by this Policy but are subject to other provisions of the legislation:

- (a) Procurement and disposal of land;
- (b) Disposal of current assets (Council must still adhere to sound contracting principles);
- (c) Property development infrastructure agreements regulated by the *Planning Act 2016*;
- (d) Grants administered via the Council Grants and Funding Programs Policy;
- (e) Government fees, licensing, registrations, and levies;
- (f) Refunds and reimbursements; and
- (g) Contracts for the direct employment of Council workers.

4. Responsibility

Managers are responsible for ensuring that all workers understand the Procurement and Contract Management Policy and foster an environment that supports compliant procurement activities.

All workers, contractors (including temporary workers), subcontractors, and consultants must adhere to the Procurement and Contract Management Policy.

The Coordinator Procurement and Contract Performance is responsible for:

- (a) Monitoring and reporting on Council's procurement activities;
- (b) Supporting compliance of Council's procurement activities; and
- (c) Monitoring supplier performance by Contract Managers.

5. Policy

5.1 Compliance

Council workers conducting procurement activities must ensure compliance with Council's policies, procedures, and applicable laws, including the *Local Government Act 2009*, *Local Government Regulation 2012*, and the *Public Sector Ethics Act 1994*. Each purchasing activity must meet the requirements of sound contracting principles outlined in Section 104(3) of the *Local Government Act 2009*.

All procurement activities must align with the Code of Conduct and exhibit impartiality, fairness, integrity, and professionalism.

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5.2 Authorised Expenditure

All procurement activities, including purchases of goods or services, must align with Council policies and the *Local Government Regulation 2012*. Procurement should only occur when there is budgeted expenditure or it is otherwise authorised by a Council resolution.

All activities in scope for this Policy (as listed in section 3.2) require approval in accordance with Council's Financial Delegations Register. Contracts, purchase orders and requisitions must be approved or executed by a worker holding the appropriate financial delegation.

By approving or signing a requisition, purchase order, or contract, the delegated worker confirms that they have reviewed and understood this Policy and that the procurement activity complies with all applicable legislative, policy, and procedural requirements.

5.3 Existing Contracts

Where a contract exists with a supplier or a panel of suppliers for a defined category of goods or services, purchases must be made under that contract if the required goods or services are within the same scope and risk profile as the contract.

Arrangement Type Minimum Requirements	Arrangement Type Minimum Requirements
Preferred Supplier Arrangement	Use the single supplier contracted under the Preferred Supplier Arrangement.
Register of Prequalified Suppliers	Use contracted supplier that provides best value for money.
Approved Contractor List	Use contracted supplier that provides best value for money.

For purchases where the value of the engagement is \$5,000 to less than \$21,000, value for money must be assessed by:

- (a) Reviewing prices of contracted suppliers; or
- (b) Requesting quotes for the purchase from a minimum of two contracted suppliers.

For purchases of \$21,000 or greater, value for money must be assessed by:

- (a) Reviewing prices of contracted suppliers; or
- (b) Requesting quotes for the purchase from a minimum of three contracted suppliers.

Retrospective approvals are not permitted, except where expressly authorised by Council resolution. Any variation to a contract that alters scope, value, or risk profile must be approved in accordance with the Financial Delegations Register prior to implementation.

5.4 New Purchases

For new purchases not covered by existing contracts, the following minimum requirements apply:

Value within a financial year or term of engagement*	Minimum Requirements General	Minimum Requirements Local Buy/State Government Standing Offer Arrangement
Less than \$5,000	<ul style="list-style-type: none"> Conduct online research or seek at least one written or verbal quote (verbal quotes must be documented in Council's records). Acceptance of a fixed price for low-value items is acceptable. A corporate credit card may be used for one-off purchases within delegation limits. 	<ul style="list-style-type: none"> Same as general requirements.
\$5,000 to less than \$21,000	<ul style="list-style-type: none"> Obtain at least two written quotes. An invitation to quote must be provided to at least two suppliers that Council reasonably considers capable of meeting requirements at competitive prices. 	<ul style="list-style-type: none"> If Local Buy arrangements have pricing schedules, engagement may be justified in a Decision Memo in line with sound contracting principles. Without pricing schedules, obtain at least two written quotes.
\$21,000 to less than \$280,000	<ul style="list-style-type: none"> Obtain at least three written quotes. An invitation to quote must be provided to at least three suppliers that Council reasonably considers capable of meeting requirements at competitive prices. 	<ul style="list-style-type: none"> If Local Buy arrangements have pricing schedules, engagement may be justified in a Decision Memo; obtaining quotes is recommended. Without pricing schedules, obtain at least three written quotes.
\$280,000 or greater	<ul style="list-style-type: none"> A public tender process is required in accordance with the <i>Local Government Regulation 2012</i>. 	<ul style="list-style-type: none"> VendorPanel market engagement using Local Buy lists should involve a sufficient number of suppliers to ensure compliance with sound contracting principles.

Notes:

- All amounts are GST exclusive.
- For any purchases made under approved Local Buy arrangement the specifications must align to a relevant Local Buy contract.
- A purchase order is required for all procurement activities undertaken by quote or public tender.
- Significant procurement activities and supplier management requirements are detailed in Council's Procurement and Contract Management Framework.
- Where a Decision Memorandum is used to justify procurement approach, pricing reliance, or exemption from seeking quotes, it must be retained in Council's records management system and reference the applicable sound contracting principles.

Local and Regional Supplier Participation

Whilst Council does not implement a local preference policy, the sound contracting principles in the *Local Government Regulation 2012* require Council to support the development of competitive local business and industry and therefore require invitation to market engagements.

- **Mandatory Requirement:** For all procurements exceeding \$280,000 (excluding GST), the Evaluation Report or Decision Memorandum must include an assessment of the Economic IQ of proposed suppliers. This assessment is to be undertaken using the Economic Impact Model to quantify and compare the potential economic contribution of local versus non-local suppliers. The outcome of this assessment is used to build awareness of the impact of engaging local suppliers and may be applied as a tie-breaker where suppliers are otherwise equivalent in meeting Council's technical, financial, and risk requirements.
- **Recommended Practice:** For procurements below \$280,000 (excluding GST), use of the Economic Impact Model is not mandatory; however, where practical and proportionate, Council workers are encouraged to apply the assessment to strengthen consideration of local economic outcomes and promote informed procurement decision-making.

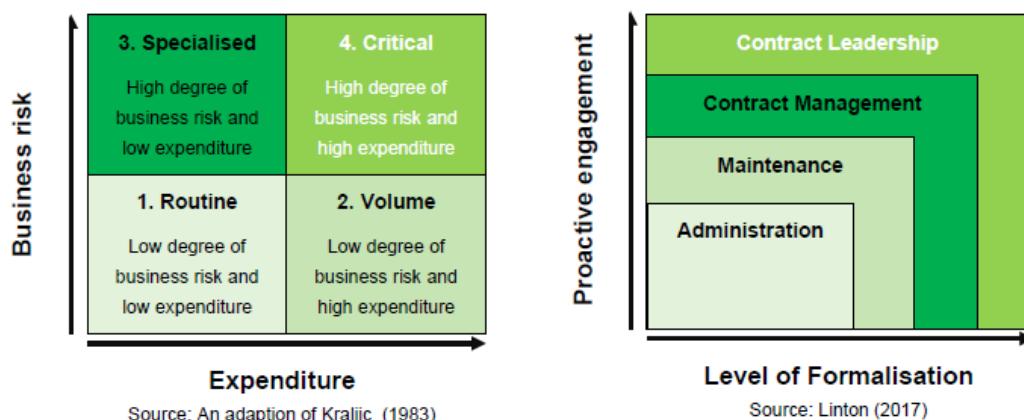
This assessment also encourages consideration of local workforce participation and broader regional economic benefits, supporting Council's objectives under the Procurement and Contract Management Framework.

What are significant procurements?

Significant procurement includes goods and services identified as being high expenditure and/or for which there is a high degree of business risk.

Using supply positioning, expenditure on goods and services (including capital projects) and the corresponding degree of business risk can be determined. The goods and services are segmented into four supply positioning categories, as shown in Figure 1.

Figure 1: Supply positioning categories



5.5 Exceptions

In accordance with the *Local Government Regulation 2012*, exceptions for medium and large sized contractual arrangements include but are not limited to:

- (a) the local government resolves it is satisfied that there is only one supplier who is reasonably available; or
- (b) the local government resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite quotes or tenders; or
- (c) a genuine emergency exists; or
- (d) the contract is for the purchase of goods and is made by auction; or
- (e) the contract is for the purchase of second-hand goods; or
- (f) the contract is made with, or under an arrangement with, a government agency.

5.6 Indexation of Thresholds

Where procurement and contract value thresholds prescribed under the *Local Government Act 2009* and the *Local Government Regulation 2012* are indexed, amended, or otherwise varied from time to time, this policy is taken to apply those updated thresholds automatically, provided that Council's adopted thresholds do not exceed the applicable statutory maximums.

Council's internal financial and procurement thresholds, delegations, and approval levels will be administered in accordance with the Delegations Register and supporting procedures to ensure ongoing compliance with legislative requirements.

5.7 Payment Terms

Standard payment terms for suppliers to the Council are 30 days from receipt of a valid and undisputed tax invoice by Accounts Payable. Exceptions must be approved by the Chief Executive Officer, Director Corporate and Community Services, or Coordinator Procurement and Contract Performance.

5.8 Social and Sustainable Procurement

All procurement activities must consider social and community benefits and environmental sustainability outcomes, in line with the Social and Sustainable Procurement and Contract Management Framework.

5.9 Conflicts of Interest

Council workers must declare any actual, potential, or perceived conflicts of interest in the procurement process, ensuring they are resolved or managed appropriately.

5.10 Risk

For procurements valued at \$21,000 (excluding GST) or greater, or where a procurement presents an elevated risk regardless of value, a documented risk assessment must be completed.

Council must consider and manage risks including financial, legal and compliance, work health and safety, operational/service delivery, reputational, environmental/sustainability, and supplier performance. High-risk procurements require documented mitigation actions, which must be reflected in the procurement process and in contract management practices.

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6. Contract and Supplier Management

Contract management involves overseeing legally binding agreements throughout their lifecycle. This includes creation, negotiation, execution, compliance monitoring, and renewal or closure.



The Contract Owner is responsible for the efficient management of contracts, while the Contract Manager handles day-to-day contract activities, providing relevant reporting to the Contract Owner.

The Contract Manager will influence the outcomes of the agreements and will provide relevant reporting to the Contract Owner.

The best outcomes such as reduced cost, increased risk mitigation, and more sustainable and efficient supply chain are just some of the potential outcomes for businesses engaging in effective supplier management. Effective supplier relationship management requires a blend of strategic negotiation, transparent communication, and a truly collaborative partnership to work.

Council is committed to fostering collaborative supplier partnerships as outlined in the Social and Sustainable Procurement and Contract Management Framework.

7. Definitions

Approved Contractor List means a list of qualified contractors per Section 231 of the *Local Government Regulation 2012*.

Auction means a public sale in which goods or property are sold to the highest bidder.

Contract Manager means the Council worker that handles day-to-day contract management activities, acts as the primary point of contact, and collaborates with relevant stakeholders.

Contract Owner means the person responsible for overseeing the contract and ensuring its alignment with business goals. They have the authority to approve changes and amendments as the Delegated Authority.

Default Contracting Procedures means the methods of entering into contracts for the acquisition of goods, services and works, as prescribed under the *Local Government Regulation 2012*.

These Procedures set the minimum statutory requirements Council must follow to ensure transparency, fairness, and value for money.

Delegated Authority means the Council worker with the relevant financial delegation under the Delegation Policy/Register.

Government Agency means an agency as defined in section 14(1) of the *Right to Information Act 2009*.

Headquarters means the principal place of business of the contracted entity, being a registered business address located within the Scenic Rim Regional Council local government area.

Large-sized Contractual Arrangement means a contractual arrangement, with a supplier, that is expected to be worth \$280,000 (exclusive of GST) or more in a financial year or over the proposed term of the contractual arrangement.

Local Benefits are economic impact benefits deriving from procurement investment supporting the local workforce and/or local suppliers.

Local Supplier means a supplier of goods, services or works who maintain a permanent presence within Council's local government area (i.e., a workshop or office and permanent employees residing in the Council region) (as determined by Council in the event of any dispute).

Local workforce means a workforce whose usual place of residency is located within Scenic Rim Regional Council local government area.

Manager includes persons appointed to positions where their title includes Chief Executive Officer, Director, Manager or Coordinator.

Medium-sized Contractual Arrangement means a contractual arrangement, with a supplier, that is expected to be worth \$21,000 (exclusive of GST) or more but less than \$280,000 in a financial year or over the proposed term of the contractual arrangement.

Preferred Supplier Arrangement means a contract with one or more suppliers for frequently required goods/services (Section 233 of the *Local Government Regulation 2012*).

Procurement Practices means processes that ensure cost-effectiveness for public authorities and suppliers.

Register of Pre-Qualified Supplier (RQPS) means suppliers assessed for technical, financial, and managerial capability (Section 232 of the *Local Government Regulation 2012*).

Value for money means an assessment of the total benefits and costs provided by a procurement including cost, whole of life cost, local benefit, advancing government policy and supporting social outcomes.

Workers includes employees, contractors, subcontractors, consultants, volunteers and all others who perform work on behalf of Council.

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8. Related Legislations/Documents

The adherence to the legislative guidelines underscores the commitment of Council to operate within the bounds of the law, reflecting the vision of open, fair and transparent processes that can withstand any scrutiny.

Local Government Act 2009
Local Government Regulation 2012
Human Rights Act 2019
Modern Slavery Act 2018 (Cth)
Right to Information Act 2009
Work Health and Safety Act 2011
Financial Delegation Register
Corporate Credit Card Policy
Corporate Credit Card Guidelines
Delegation Policy/Register
Asset Disposal Policy
Asset Disposal Guidelines
Advertising Spending Policy
Advertising Spending Guidelines
Gifts and Personal Benefits Policy
Gifts and Benefits Guidelines;
Social and Sustainable Procurement and Contracts Management Framework
Resumption of Land Policy
Corporate Plan
Operational Plan
Code of Conduct
ISO24000 Sustainable Procurement

9. Version Information

Version No	Adoption Date	Key Changes	Approved by
1	21/06/2011	Ordinary Meeting Item 5.	Council
2	12/02/2013	Ordinary Meeting Item 6.	Council
3	30/07/2013	Ordinary Meeting Item 6.	Council
4	29/07/2014	Ordinary Meeting Item 6.	Council
5	30/06/2015	Ordinary Meeting Item 6.	Council
6	28/06/2016	Ordinary Meeting Item 6.	Council
7	24/07/2017	Ordinary Meeting Item 6.	Council
8	18/07/2023	Ordinary Meeting Item 10.6.	Council
9	30/10/2024	Ordinary Meeting Item 11.9	Council
10	10/12/2025	Ordinary Meeting Item 11.12	Council

12 Confidential Matters

Nil