



**AGENDA FOR ORDINARY MEETING
TO BE HELD IN COUNCIL CHAMBERS, BUNDABERG
ON TUESDAY 29 JUNE 2021, COMMENCING AT 10.00 AM**

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**Item****29 June 2021****Item Number:**

F1

File Number:**Part:**

FINANCE

Portfolio:

Organisational Services

Subject:

Financial Summary as at 1 June 2021

Report Author:

Simon Muggeridge, Deputy Chief Financial Officer

Authorised by:

Amanda Pafumi, General Manager Organisational Services

Link to Corporate Plan:

3 Our organisational services - 3.1 A sustainable financial position - 3.1.1 Develop and maintain a long-term financial plan and fiscal principles for sustainable financial management.

Background:

In accordance with section 204 of the *Local Government Regulation 2012*, a financial report must be presented to Council on a monthly basis. The attached financial report contains the financial summary and associated commentary as at 1 June 2021.

Associated Person/Organization:

N/A

Consultation:

Financial Services Team

Chief Legal Officer's Comments:

Pursuant to section 204 of the *Local Government Regulation 2012*, the local government must prepare, and the Chief Executive Officer must present, the financial report. The financial report must state the progress that has been made in relation to the local government's budget for the period of the financial year up to a day as near as practicable to the end of the month before the meeting is held.

Policy Implications:

There appears to be no policy implications.

Financial and Resource Implications:

There appears to be no financial or resource implications.

Risk Management Implications:

There appears to be no risk management implications.

Human Rights:

There appears to be no human rights implications.

Attachments:

[↓1](#) Financial Summary June 2021

Recommendation:

That the Financial Summary as at 1 June be noted by Council.

Financial Summary
as at 01 Jun 2021



	Council			General			Waste			Wastewater			Water		
	Actual YTD	Adopted Budget	% Act/ Bud	Actual YTD	Adopted Budget	% Act/ Bud	Actual YTD	Adopted Budget	% Act/ Bud	Actual YTD	Adopted Budget	% Act/ Bud	Actual YTD	Adopted Budget	% Act/ Bud
<i>Progress check - 92%</i>															
Recurrent Activities															
<i>Revenue</i>															
Rates and Utility Charges	159,440,694	159,076,657	100%	83,603,901	83,461,322	100%	15,751,971	15,702,071	100%	30,323,293	30,236,858	100%	29,761,529	29,676,406	100%
Less: Pensioner Remissions	(1,697,112)	(1,713,674)	99%	(995,844)	(1,042,901)	95%	(241,621)	(228,169)	106%	(269,192)	(255,237)	105%	(190,455)	(187,367)	102%
	157,743,582	157,362,983	100%	82,608,057	82,418,421	100%	15,510,350	15,473,902	100%	30,054,101	29,981,621	100%	29,571,074	29,489,039	100%
Fees and Charges	25,869,707	25,484,927	102%	15,125,442	14,725,393	103%	7,474,276	7,821,134	96%	1,104,645	917,000	120%	2,165,344	2,021,400	107%
Interest Revenue	1,157,019	1,110,970	104%	421,369	430,338	98%	153,674	139,465	110%	164,350	159,114	103%	417,626	382,053	109%
Grants, Subsidies and Donations	8,649,580	13,275,079	65%	8,548,984	13,135,079	65%	100,596	140,000	72%	-	-	-	-	-	-
Sale of Developed Land Inventory	3,808,322	1,600,000	238%	3,808,322	1,600,000	238%	-	-	-	-	-	-	-	-	-
Total Recurrent Revenue	197,228,210	198,833,959	99%	110,512,174	112,309,231	98%	23,238,896	23,574,501	99%	31,323,096	31,057,735	101%	32,154,044	31,892,492	101%
<i>Expenses</i>															
Employee Costs	69,707,839	77,595,003	90%	54,089,807	60,324,113	90%	5,826,015	6,360,763	92%	4,739,946	5,386,139	88%	5,052,071	5,523,988	91%
Materials and Services	56,234,859	70,025,855	80%	31,811,281	40,439,351	79%	9,973,169	11,896,803	84%	6,498,375	7,675,513	85%	7,952,034	10,014,188	79%
Finance Costs	3,818,501	4,308,501	89%	1,483,871	1,658,208	89%	668,050	751,259	89%	1,407,313	1,608,563	87%	259,267	290,471	89%
Depreciation	47,850,449	52,200,490	92%	33,864,866	36,943,490	92%	1,379,583	1,505,000	92%	6,305,750	6,879,000	92%	6,300,250	6,873,000	92%
Total Recurrent Expenditure	177,611,647	204,129,849	87%	121,249,825	139,365,162	87%	17,846,816	20,513,825	87%	18,951,384	21,549,215	88%	19,563,622	22,701,647	86%
Operating Surplus	19,616,563	(5,295,890)		(10,737,651)	(27,055,931)		5,392,080	3,060,676		12,371,712	9,508,520		12,590,422	9,190,845	
<i>Transfers to</i>															
NCP Transfers	-	-		(14,507,837)	(15,826,731)		20,234	22,073		7,397,452	8,069,947		7,090,151	7,734,711	
Total Transfers	-	-		(14,507,837)	(15,826,731)		20,234	22,073		7,397,452	8,069,947		7,090,151	7,734,711	
Movement in Unallocated Surplus	19,616,563	(5,295,890)		3,770,186	(11,229,200)		5,371,846	3,038,603		4,974,260	1,438,573		5,500,271	1,466,134	
Unallocated Surplus/(Deficit) brought forward	43,102,685	43,217,205		(25,824,999)	(25,710,479)		17,804,847	17,804,847		14,703,878	14,703,878		36,418,959	36,418,959	
Unallocated Surplus/(Deficit)	62,719,248	37,921,315		(22,054,813)	(36,939,679)		23,176,693	20,843,450		19,678,138	16,142,451		41,919,230	37,875,093	
Capital Activities															
Council Expenditure on Non-Current Assets	64,353,501	110,855,337	58%	47,350,769	85,758,967	55%	496,325	1,364,677	36%	1,841,660	3,135,961	59%	14,664,747	20,595,732	71%
Loan Redemption	7,016,124	7,531,609	93%	4,136,280	4,384,302	94%	641,354	700,376	92%	1,930,110	2,110,234	91%	308,380	336,697	92%
Total Capital Expenditure	71,369,625	118,386,946	60%	51,487,049	90,143,269	57%	1,137,679	2,065,053	55%	3,771,770	5,246,195	72%	14,973,127	20,932,429	72%
Cash															
Opening balance	136,689,730	136,689,730													
Movement - increase/(decrease)	20,094,873	(47,175,317)													
Closing balance	156,784,603	89,514,413													

Further to the Financial Summary Report as of 1 June 2021, the following key features are highlighted.

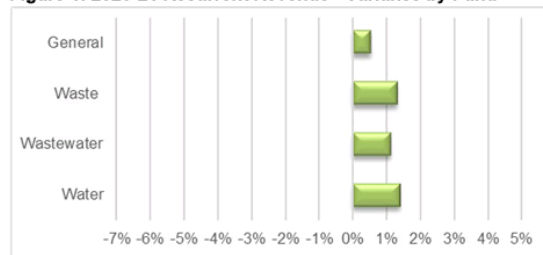
Financial Overview				
	YTD Actual*	YTD Budget		Variance
Operating Income	184.6m	182.9m	✓	1.7m
Operating Expenditure	177.6m	187.8m	✓	-10.2m
Operating Surplus/(Deficit)	7.0m	-4.9m	✓	11.9m
Capital Expenditure	71.4m	92.1m	✗	-20.8m
Cash	156.8m	115.2m	✓	41.5m

Notes: * denotes - YTD Actual includes annualised rates income, for the purpose of YTD comparative, this has been adjusted comparatively to the reporting period.

Recurrent Revenue

- Rates and Utility Charges have been levied for the second half year period and pensioner remissions applied. The levied amounts are consistent with the budget.
- Fees and charges are more than the year-to-date (YTD) budget. Some of the increases are expected with timing of licences and renewals, others are due to heightened development activity in the region. Sewerage Fund YTD actual is \$260k higher than equivalent budget, predominately related to plumbing application and inspection fee (\$200k).
- Interest Revenue is trending favourably comparative to the YTD budget.
- Grants, Subsidies and Donations are less than the YTD budget. This is expected, with the advance of the Financial Assistance Grant (FAG) expected late in the financial year (confirmed Federal Budget 11 May 2021).
- Council has settled and has several unconditional contracts for parcels of Land Developed for Sale this financial year. These parcels relate to the Kinkuna Waters and Heritage Oaks developments. Any conditional contracts are not reflected in the financial summary.

Figure 1: 2020-21 Recurrent Revenue - Variance by Fund

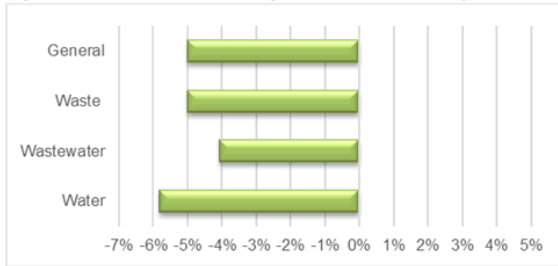


- Figure 1 presents the view across the funds, notably the General Fund shows marginally above the equivalent budget (+0.5%) which is reflective of land sales being favourable against budget, however this is offset by FAG \$8.5m full year budget, yet \$2.8m received (equating to 33% of budget) and the remaining \$5.7m is expected late in the financial year.

Recurrent Expenditure

- Employee Costs are tracking on budget and expected to approximate budget.
- Materials and Services are tracking lower than the year-to-date budget. This is due to non-capital projects with 53% being expended (\$5.7m of \$10.7m budget).
- Finance Costs are lower than the YTD budget predominately due to quarterly interest payments. Water write-offs in the first half of the year were lower than budget.
- Depreciation is in line with budget.

Figure 2: 2020-21 Recurrent Expenditure - Variance by Fund



- Figure 2 shows across the internal funds, all are trending favourable comparatively to appropriate budget.

Capital Expenditure and Capital Grants

- Year-to-date capital expenditure is \$71.4 million (YTD budget \$92.1 million; total budget \$118.4 million).
- Figure 3 illustrates the capital expenditure profile across the financial year, which shows year-to-date expenditure is trending lower than expected cashflows.
- Council has expended 60% of this year’s capital program compared to 92% of the year utilised, as presented in Figure 4, although historically, there is significant expenditure in last two months.
- Figure 5 presents the capital expenditure by asset class this financial year.
- Capital grants are predominately on track.

Figure 3: 2020-21 Capital Expenditure Cashflows

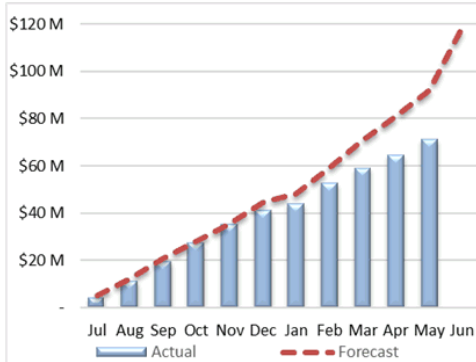
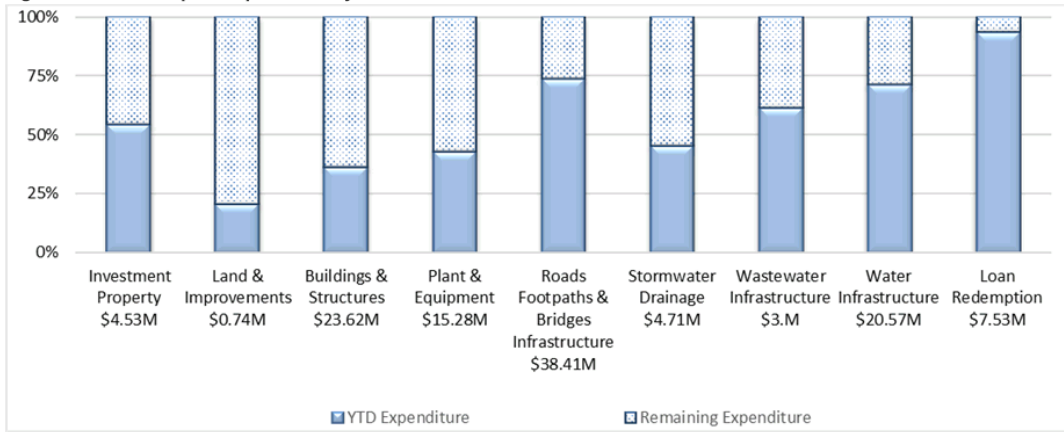


Figure 4: 2020-21 Capital Expenditure (financial delivery)



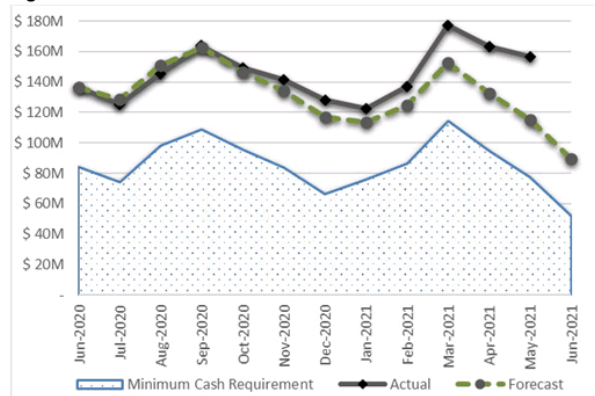
Figure 5: 2020-21 Capital Expenditure by Asset Class



Cash

- The cash balance at close of business on 1 June 2021 was \$156.8 million, being a decrease of \$6.4 million from 30 April 2021 (\$163.2 million). Quarter 4 is normally associated with significant cash outgoings on operations and delivery of the capital program.
- No short-term liquidity issues are foreseeable.
- The actual and forecast cash movement is illustrated in Figure 6. The variance is primarily due to the year-to-date budget comparative against higher inflow of fee income, lower operating expenditure (non-capital projects) and actual capital expenditure lower than anticipated. As reported in prior months, there is a substantial level of committed costs.

Figure 6: 2020-21 Cash Profile



Rates Debtor

- Rates outstanding at the end of May 2021 were \$4.9 million (\$6.1m last month). As reported in prior months, interest is now being charged to outstanding rates.

**Item****29 June 2021****Item Number:**

F2

File Number:**Part:**

FINANCE

Portfolio:

Organisational Services

Subject:

Interim Management Report for 2021 Financial Audit

Report Author:

Simon Muggeridge, Deputy Chief Financial Officer

Authorised by:

Amanda Pafumi, General Manager Organisational Services

Link to Corporate Plan:

3 Our organisational services - 3.1 A sustainable financial position - 3.1.1 Develop and maintain a long-term financial plan and fiscal principles for sustainable financial management.

Background:

As part of the annual financial audit, Council's external auditors provide an interim management report summarising the findings of their interim audit. No new matters were raised. Matters raised previously, as part of the 2020 final management report continue to be monitored through the Finance Risk Register and via reports to the Audit & Risk Committee. These matters will be resolved as part of the final 2021 financial audit.

Associated Person/Organization:

Pitcher Partners

Consultation:

Audit & Risk Committee

Chief Legal Officer's Comments:

Pursuant to section 213 of the *Local Government Regulation 2012*, the Mayor must present a copy of the auditor-general's observation reports to the next Ordinary meeting of Council.

Policy Implications:

There appears to be no policy implications.

Financial and Resource Implications:

Audit costs are provided for in the 2020/2021 budget.

Risk Management Implications:

There appears to be no risk management implications.

Human Rights:

There appears to be no human rights implications.

Attachments:

[↓1](#) Interim Management Report for 2021 Financial Audit

Recommendation:

That the Interim Management Report for the 2021 Financial Audit, be noted by Council.



Bundaberg Regional Council

2021 Interim report to the Mayor

16 April 2021



16 April 2021

Mayor Jack Dempsey
Bundaberg Regional Council
190 Bourbong Street
BUNDABERG QLD 4670

Dear Mayor Dempsey

2021 Interim report

We present to you our interim report for Bundaberg Regional Council for the financial year ending 30 June 2021. This report details the results of our interim work performed to 16 April 2021. In this phase we assess the design and implementation of your internal controls, and whether they are operating effectively. We have also undertaken work over the areas of audit significance that was communicated in our external audit plan. To date our work has not identified any significant deficiencies in your internal controls.

Please note that under section 213 of the Local Government Regulation 2012, you must present a copy of this report at your council's next ordinary meeting.

The *Auditor-General Act 2009* requires the Auditor-General to report to parliament on an issue raised during an audit if he considers it to be significant. The results of your entity's audit will be included in our report to parliament on results of Local Government sector audits.

If you have any questions or would like to discuss the audit report, please contact me on 3222 8440 or the engagement manager Clayton Russell on 3222 8304.

Yours sincerely

A handwritten signature in black ink, appearing to read "J. Evans".

Jason Evans
Partner

cc. Mr Steve Johnston, Chief Executive Officer
Mr Stephen Coates, Audit Committee Chair

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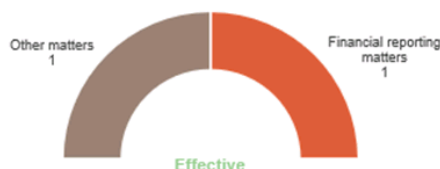
Audit & Risk Committee Meeting May 2021 116/344

1. Summary

We have completed our audit planning phase and an external audit plan was issued on 21 February 2021.

This report details our audit findings from the work performed on the key controls within IT systems and key accounting cycles (revenue, expenditure and payroll) that were identified during the audit planning phase.

Summary of findings – On track



No significant deficiencies were identified during the course of our interim audit. All matters noted above are brought forward from prior period audits.

Details of our audit findings are explained further in this report. Refer to section on *Internal control* and *Financial reporting issues and other matters*

Based on the results of our testing completed to date and the resolution of prior year issues, we have determined your internal control environment supports an audit strategy that can rely upon these controls

Areas of audit focus - On track

In addition to the above, we have also performed work over the areas of audit focus that were identified in the external audit plan.

Our progress against the areas of audit focus is on track.

Milestones - On track

To date, all milestones set out in our external audit plan and agreed to by management have either been met or renegotiated. We do not anticipate any slippages in future deliverables.

Refer to *Milestones* section of this report for details.











Audit fees - On track



2. Internal control deficiencies



The following table summarises our reporting on deficiencies in internal controls. As reflected, we have not identified any new control deficiencies during our interim audit, and there are no outstanding issues brought forward from previous periods.

Internal control issues by COSO element	Number of significant deficiencies		Number of deficiencies		Rating
	Current year issues	Prior year unresolved issues	Current year issues	Prior year unresolved issues	
 Control environment Structures, policies, attitudes and values that influence daily operations	-	-	-	-	
 Risk assessment Processes for identifying, assessing and managing risk	-	-	-	-	
 Control activities Implementation of policies and procedures to prevent or detect errors and safeguard assets	-	-	-	-	
 Information and communication Systems to capture and communicate information to achieve reliable financial reporting	-	-	-	-	
 Monitoring activities Oversight of internal controls for existence and effectiveness	-	-	-	-	
Total issues	-	-	-	-	



Effective

No significant deficiencies identified



Partially effective

One significant deficiency identified



Ineffective

More than one significant deficiency identified



3. Financial reporting issues and other matters

This table summarises our financial reporting and business improvement opportunities (other matters) identified in the current year. Refer to *Section 4* for the status of prior year financial reporting and other matters.

Our risk ratings are as follows—refer to [Our rating definitions](#) for more detail.



	Financial reporting issues—risk ratings			Other matters*
	High	Moderate	Low	
Current year				
Unresolved	-	-	-	-
Resolved	-	-	-	-
Prior year				
Unresolved	-	1	-	1
Resolved	-	-	-	-

*Queensland Audit Office only tracks resolution of other matters where management has committed to implementing action.

Other matters

No new other matters have been identified through audit work completed to 16 April 2021.

4. Prior year issues



The following table summarises the status of deficiencies and other matters reported in prior years.

Reference	Issue	Status
	Financial reporting issues	
20FR- 2	<p>Calculation of contract assets and contract liabilities</p> <p>We observed some errors in Council’s methodology for calculating contract assets and contract liabilities in the FY20 audit, which created a risk that contract balances may be materially misstated in future periods. It was recommended that management consider updating contract asset and contract liability calculations processes in future periods.</p>	<p>Work in progress</p> <p>Management will review calculation processes in 2021, in consultation with external advisors, and where necessary amend calculations to ensure that contract assets and contract liabilities are not misstated at 30 June 2021</p> <p>Action date: 30 June 2021</p>
	Other matters	
20FR-1	<p>Compliance monitoring</p> <p>Council does not have a central register or similar mechanism for recording all of its legislative compliance obligations. Compliance requirements are currently monitored and managed at the department level. Further, there is no formal process in place for reporting of compliance breaches to council.</p> <p>The decentralised nature of compliance monitoring and management processes creates a risk that not all compliance risks are being addressed, or that compliance breaches are not identified and actioned on a timely basis or at all.</p> <p>It was recommended that council consider developing a central register of both compliance requirements and compliance breaches, and implement a process for regular breach reporting to council of the appropriate sub-committee.</p>	<p>Work in progress</p> <p>Management had previously identified a central compliance software system as an opportunity for Council to improve monitoring and reporting throughout departments. This will be further investigated in the near future.</p> <p>Action date: 30 June 2021</p>



5. Areas of audit focus



In our external audit plan, we identified those classes of transactions, accounts and balances that we considered to be significant or a risk of material misstatement to the financial statements. In the following tables we have set out the identified areas of audit focus as per our external audit plan, and progress on the audit procedures undertaken to date to address the risk. We confirm there are no new areas of audit focus, or changes to identified areas of audit focus, arising from our interim audit phase.

#	Area of audit focus	Status
1	Significant estimates and judgements applied in the valuation of infrastructure assets.	We await the finalisation of non-current asset valuations for road infrastructure assets, which are expected to be provided to be provided to us for audit by the 13 th of May as per the audit timetable in section 6. Indexation data and internal valuation assessment for the remaining asset classes is also expected to be received by that date. We intend to complete our initial review procedures over this information by early June 2021.
2	Significant estimates and judgements applied in the calculation of depreciation expense for infrastructure assets	Planned audit procedures will be undertaken during the final audit visit commencing 13 September 2021. It is expected that useful life assumptions for infrastructure assets will be reviewed (as per the annual review requirement under AASB 116 Property, Plant & Equipment) as part of the annual asset revaluation process.
3	Revenue is materially misstated as a result of fraud	The majority of planned audit procedures to address this risk will be undertaken during our final audit visit commencing 13 September 2021, noting that the risk is primarily associated with the timing of revenue recognition for grant/subsidy revenue and therefore the calculation of year end contract asset and contract liability balances. We have commenced planned substantive analytical review and other substantive testing over rates revenue and other revenue streams and have not identified any issues or misstatements through work completed to date.
4.	The financial statements are materially misstated as a result of management override of controls	We are finalising our evaluation and testing of IT general controls and application controls over relevant system generated reports. No deficiencies have been identified in these control processes based on work completed to date. Remaining planned procedures are expected to be undertaken during our final audit visit commencing 13 September 2021.
5.	Inappropriate procurement policies and practices	We have completed testing of the application of Council's procurement policy and the operating effectiveness of related controls for a sample of contracts entered into during the current financial year, and for a sample of other expenditure transactions. Further testing will be completed for the period subsequent to our interim audit visit as part of our final audit process commencing 13 September 2021. No issues or misstatements have been identified through testing completed to date.



6. Milestones

The following table details the current status of milestones for key financial reporting and audit deliverables as at 16 April 2021. It includes commentary where necessary.

	Agreed date	Completed date	Comments
Planning			
External audit plan	21 February 2021	21 February 2021	
Interim			
Interim testing visit	8 March 2021	8 March 2021	
Interim report	16 April 2021	16 April 2021	
Accounting papers on known accounting issues	13 May 2021		
Feedback on accounting papers	4 June 2021		
Draft proforma financial statements	13 May 2021		
Feedback on proforma financial statements	4 June 2021		
Asset valuations completed	13 May 2021		
Asset valuations reviewed by audit	4 June 2021		
Final			
Year end visit	13 September 2021		
Working draft financial statements to audit	13 September 2021		
Complete draft financial statements to audit	20 September 2021		
Feedback on draft financial statements	1 October 2021		
QAO closing report issued to client	1 October 2021		
Audit committee clearance	7 October 2021		
Management signs financial statements	7 October 2021		
QAO signs independent audit report	8 October 2021		
Final management report	8 October 2021		
Report to parliament	March 2022		

Note: [Audit visit](#) | [BRC deadline](#) | [QAO deadline](#)

If there are any issues/concerns in meeting these timeframes that were agreed at the planning phase, please discuss with your engagement leader Jason Evans.

Appendix A—Our rating definitions



Our rating definitions

	Definition	Prioritisation of remedial action
Significant deficiency 	<p>A significant deficiency is a deficiency, or combination of deficiencies, in internal control that requires immediate remedial action. Also, we increase the rating from a deficiency to a significant deficiency based on:</p> <ul style="list-style-type: none"> the risk of material misstatement in the financial statements the risk to reputation the significance of non-compliance with policies and applicable laws and regulations the potential to cause financial loss including fraud, or where management has not taken appropriate timely action to resolve the deficiency. 	This requires immediate management action to resolve.
Deficiency 	<p>A deficiency arises when internal controls are ineffective or missing, and are unable to prevent, or detect and correct, misstatements in the financial statements. A deficiency may also result in non-compliance with policies and applicable laws and regulations and/or inappropriate use of public resources.</p>	We expect management action will be taken in a timely manner to resolve deficiencies.
Other matter 	<p>An other matter is expected to improve the efficiency and/or effectiveness of internal controls, but does not constitute a deficiency in internal controls. If an other matter is not resolved, we do not consider that it will result in a misstatement in the financial statements or non-compliance with legislative requirements.</p>	Our recommendation may be implemented at management's discretion.

Financial reporting issues

	Potential effect on the financial statements	Prioritisation of remedial action
High 	<p>We assess that there is a high likelihood of this causing a material misstatement in one or more components (transactions, balances and disclosures) of the financial statements, or there is the potential for financial loss including fraud.</p>	This requires immediate management action to resolve.
Medium 	<p>We assess that there is a medium likelihood of this causing a material misstatement in one or more components of the financial statements.</p>	We expect management action will be taken in a timely manner.
Low 	<p>We assess that there is a low likelihood of this causing a material misstatement in one or more components of the financial statements.</p>	We recommend management action to resolve; however, a decision on whether any action is taken is at management's discretion.



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Audit & Risk Committee Meeting Minutes 2021/22/344



**Item****29 June 2021****Item Number:**

G1

File Number:**Part:**

GOVERNANCE

Portfolio:

Organisational Services

Subject:

Sale of Lot 39 on SP210113 - Heritage Oaks Estate, Childers

Report Author:

Nicole Sabo, Property & Leases Officer

Authorised by:

Amanda Pafumi, General Manager Organisational Services

Link to Corporate Plan:

3 Our organisational services - 3.2 Responsible governance with a customer-driven focus - 3.2.2 Provide friendly and responsive customer service, in keeping with Council values and community expectations.

Background:

Council is the freehold owner of Lot 39 on SP210113 at 14 Heritage Drive, Heritage Oaks Estate, Childers ('Lot'). Council has previously resolved to sell the Lot as it is surplus to Council's needs.

The Lot was previously offered for sale by auction at which the auction was not successful and the Lot was passed in. Council has received offers to purchase the Lot from individual buyers. The offers to purchase the Lots presented to Council are for market value.

Associated Person/Organization:

N/A

Consultation:

N/A

Chief Legal Officer's Comments:

Pursuant to section 236(1)(a)(i) of the *Local Government Regulation 2012* (Qld), Council may apply an exception to the tender/auction requirement on the disposal of a non-current asset if the property has previously been offered by tender/auction.

The disposal must not be for less than market value.

Policy Implications:

There appears to be no policy implications.

Financial and Resource Implications:

There appears to be no financial or resource implications.

Risk Management Implications:

There appears to be no risk management implications.

Human Rights:

There appears to be no human rights implications.

Attachments:

Nil

Recommendation:

That:

- 1. Council apply the exception contained in section 236(1)(a)(i) of the *Local Government Regulation 2012 (Qld)* to the disposal of Lot 39 on SP210113; and**
- 2. the Chief Executive Officer be authorised to enter into a Contract of Sale with the Buyer and attend to all items required to finalise the sale of the Property.**



Item

29 June 2021

Item Number:

G2

File Number:

.

Part:

GOVERNANCE

Portfolio:

Organisational Services

Subject:

Council Policy Review

Report Author:

Christine Large, Chief Legal Officer

Authorised by:

Amanda Pafumi, General Manager Organisational Services

Link to Corporate Plan:

3 Our organisational services - 3.2 Responsible governance with a customer-driven focus – Provide friendly and responsive customer service, in keeping with Council values and community expectations.

Background:

Council has previously adopted a suite of Council Policies. These policies are adopted by Council to:

- ensure compliance with legislative requirements; or
- provide guidelines on matters which may impact the community; or
- support Council's strategic objectives; or
- assist in the delegated decision making of Council staff.

New – ECO Certification Incentive Scheme Policy

Council has embarked on the ECO Destination Certification program on behalf of the Bundaberg region. This certification assures travellers that certified destinations are backed by a strong, well-managed commitment to sustainable practices and provide high-quality nature-based tourism experiences within the region.

Currently there are 3 local nature-based tourism experiences that have gained ECO Certification respectively. The purpose of the ECO Certification Incentive Scheme Policy is to encourage and support more local tourism operators to become ECO Certified by offering a cash subsidy incentive in the form of a 50% reimbursement of each eligible tourism business's first annual certification fee payable to Ecotourism Australia.

The policy is included for adoption.

Review – Planning Protocols Policy

Council has previously adopted the Planning Protocols Policy in May 2020 to manage the participation of various stakeholders with the development application process.

Councillor Conflict of Interest

Before exercising delegated authority to decide a development application, Planning Officers circulate a report to the divisional Councillor and the Chief Executive Officer to allow them to either ask questions, call the application to Council for a formal decision or to note the exercise of the delegated authority.

The current procedure provides where a Divisional Councillor had previously declared a COI, that the subject application was not reviewed by any Councillor. To remedy this, a change to the policy is incorporated to ensure all Councillors are notified by the Chief Executive Officer prior to exercising delegation for determining an application.

This change is reflected in Appendix 1 - Roles of stakeholders, under section *Decision (delegated)*, under the role column for Council officers.

Office of the Independent Assessor (OIA) example policy

The OIA has released an example policy and guidance material to help Councillors when they engage with property developers and submitters, to ensure they avoid misconduct risks.

Changes to this policy include additional items from the OIA policy that add or better clarify the existing provisions, and include:

- Definitions added.
- Additional information added to Scope.
- New section 4, 6, 7.
- Updates to Associated Documents.
- Changes made throughout Appendix 1 – Roles of stakeholders.
- New Appendix 2 – Guidelines for Councillor Interactions with Developers, Lobbyists and Submitters.

The revised policies are included for adoption.

Associated Person/Organization:

Not applicable

Consultation:

All Councillors, Executive Leadership Team

Chief Legal Officer's Comments:

The policies are in accordance with legislation and best practice guidelines.

Policy Implications:

There appears to be no policy implications.

Financial and Resource Implications:

There appears to be no financial or resource implications.

Risk Management Implications:

There appears to be no risk management implications.

Human Rights:

There appears to be no human rights implications.

Attachments:

- ↓1 ECO Certification Incentive Scheme Policy
- ↓2 Planning Protocols Policy

Recommendation:

That Council:

- 1. Rescind the Planning Protocols Policy, version 1.**
- 2. Adopt the following policies:**
 - Eco Certification Incentive Scheme Policy, version 1 and**
 - Planning Protocols Policy, version 2.**



ECO Certification Incentive Scheme

HEAD OF POWER

- *Bundaberg Regional Council Advocacy Priority 2021*

INTENT

The purpose of this policy is to support local tourism operators to become ECO Certified through Ecotourism Australia by offering a cash subsidy incentive.

SCOPE

This policy applies to tourism operators conducting business within the Bundaberg Regional Council area that are deemed eligible to obtain ECO Certification through Ecotourism Australia.

POLICY STATEMENT

1. Ecotourism is one of the fastest growing sectors of global tourism and the Bundaberg region has a range of nature based tourism opportunities that could be leveraged to grow local visitation.
2. Council's advocacy position is to grow the region's visitor economy through market development as an ECO Certified Destination. This would enable the Bundaberg region to become a high-quality and recognisable destination to visitors while further increasing our tourism industry's sustainability credentials.
3. Ecotourism Australia offer an ECO Certification Program which certifies tourism products (tours, accommodations, attractions) with a primary focus on nature. It assures travellers that certified products are backed by a strong, well managed commitment to sustainable practices and provides high quality nature-based tourism experiences¹.

In order to grow the Bundaberg region visitor economy, Council offers a subsidy to local tourism operators who wish to become ECO Certified through Ecotourism Australia by offering a 50% cash subsidy to eligible tourism businesses/operators to offset the first annual certification fee payable to Ecotourism Australia.

4. Eligibility criteria

- 4.1 The tourism operator's customers activity time must be spent within a natural area or with a focus on the natural or cultural values of the area.
- 4.2 The products to be certified will help customers to directly and personally experience nature in a sustainable manner.
- 4.3 All necessary licences, permits and approvals are obtained from relevant authorities and agencies.

¹ <https://www.ecotourism.org.au/our-certification-programs/eco-certification/>

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Policy No. CP-3-057

Adopted Date: 29/06/21 Version: 1

Responsible Department: Strategic Projects and Economic Development

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ECO Certification Incentive Scheme

- 4.4 The tourism operator consistently meets customer service expectations and has defined customer service procedures and is committed to delivery of a quality tourism experience.
- 4.5 Economic, social and environmental sustainability principles are core to the operation of the business.

ASSOCIATED DOCUMENTS

- ECO Certification Expression of Interest

DOCUMENT CONTROLS

Council will review this policy annually or in response to changes in law or best practice.

POLICY OWNER

The Executive Director, Strategic Projects and Economic Development is the responsible person for this policy.

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Policy No. CP-3-057

Adopted Date: 29/06/21 Version: 1

Responsible Department: Strategic Projects and Economic Development

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Planning Protocols Policy

HEAD OF POWER

- *Local Government Act 2009*
- *Planning Act 2019*, Chapters 2 and 3

INTENT

The purpose of this policy is to manage the participation of various stakeholders within development application and plan making processes.

DEFINITIONS

Councillor means the Mayor and Councillors of the Bundaberg Regional Council.

Council officer means all employees of the Bundaberg Regional Council, whether employed on a permanent, temporary, or part-time basis.

Development application has the meaning in the *Planning Act 2016*.

Developer means an applicant for a development approval or a prospective applicant for a development approval, their advisors, and representatives including consultants. It includes any lobbyist acting on behalf of a developer. If the applicant is a body corporate, the term includes office holders and employees of the applicant. If the applicant is a partnership, the term includes partners and employees of the applicant. It is also includes the owner of land that is the subject of a development application or prospective development application.

Interaction means a pre-arranged engagement in relation to a development matter (including face to face, virtual or by telephone).

Lobbyist has the same meaning as defined in the *Integrity Act 2009*, that is, a person or entity who carries out lobbying for a third-party client.

Local Planning Instrument has the meaning in the *Planning Act 2016* and also includes Infrastructure Charges Resolutions, Flood Hazard Area Resolutions, Amenity and Aesthetic Policy or other similar documents created to form part of the development assessment process.

Submitter is a person who has made a submission, or expressed an intention to make a submission, about a development application or Local Planning Instrument as provided under the *Planning Act 2016*. It includes any lobbyist or consultant acting on behalf of a submitter.

SCOPE

This policy applies to all Council officers, Councillors and the Councillor Advisor (Mayor's Chief of Staff), and is consistent with the legislative requirements relating to councillors in the *Local Government Act 2009*, the *Planning Act 2016* and the *Integrity Act 2009*.

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Policy No. CP-3-051

Approved Date: 29/06/21 Version: 2

Responsible Department: Development

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Planning Protocols Policy

This policy does not apply to unanticipated or social engagements that occur from time to time between Councillors, developers or submitters. However, Councillors should carefully consider the implications of social engagements with these persons and be mindful at all times of their obligations under the *Local Government Act 2009* and the Code of Conduct for Councillors in Queensland.

This policy also applies to Councillor interactions with the community related to the making of planning instruments such as planning scheme amendments, new planning scheme preparation, infrastructures charges resolutions, neighbourhood/local area plans or the like.

POLICY STATEMENT

1. This policy has been developed to provide clear guidance of the various roles and responsibilities involved with the planning and development application processes.
2. Council has delegated to the Chief Executive Officer powers under the *Planning Act 2016* to decide development applications. Some of these powers have then been subdelegated to appropriate Council officers.
3. The *Local Government Act 2009* outlines the particular requirements for Councillors in relation to managing prescribed conflicts of interests and declarable conflict of interests. This policy will also assist Councillors to avoid any potential conflicts of interests relating to development applications made to Council.
4. Council will also, from time to time, make or amend its Local Planning Instruments relevant to the regulation and assessment of development. This policy assists the stakeholders in determining when and how interactions between the relevant stakeholders should take place.
5. Appendix 1 outlines the roles of each stakeholder in the development application process and responsibilities for same, to ensure good governance and decision making.
6. Appendix 2 outlines the guidelines for Councillor interactions with Developers, Lobbyists and Submitters.
7. If a Councillor has a prescribed or a declarable conflict of interest in relation to a development application which is under assessment they must not:
 - a. Interact with a developer or submitter in relation to that matter; or
 - b. Influence, attempt to influence or discuss the matter with another Councillor or Council officer who is wholly or partly responsible for deciding the matter.
8. Councillors and Council officers are required to adhere to the limits of their roles outlined in the Appendix. They will also assist other external parties to understand and act within the roles ascribed to them.

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Planning Protocols Policy

ASSOCIATED DOCUMENTS

- Acceptable Requests Guidelines Policy
- Amenity and Aesthetics, and Building Work Involving Removal or Rebuilding Policy (November) 2017
- *Bundaberg Regional Council Planning Scheme 2015*
- Charges Resolution (No.1) 2020
- Code of Conduct for Councillors in Queensland
- Contact with Lobbyists Policy
- Flood Hazard Area Resolution 1/2019
- *Integrity Act 2009*
- Media Relations Policy
- *Public Records Act 2002*
- Recordkeeping Policy

DOCUMENT CONTROLS

Council will review this policy biennially or in response to changes in law or best practice.

POLICY OWNER

The Group Manager Development is the responsible person for this policy.

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Policy No. CP-3-051

Approved Date: 29/06/21 Version: 2

Responsible Department: Development

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Planning Protocols Policy

Appendix 1 – Roles of stakeholders

PLANNING STAGE	ROLES			
	Applicant/developer/ lobbyist	Councillors	Council officers	Submitters/public
Local Planning Instrument Preparation	Nil	<ul style="list-style-type: none"> Raise policy issues with Council officers Formulate and review policy positions and strategic direction including confidential workshops/briefings 	<ul style="list-style-type: none"> Provide information to Council and document Council's planning intentions 	Nil
Local Planning Instrument notification	<ul style="list-style-type: none"> Provide input/submissions during industry stakeholder meetings and public consultation Make a submission 	<ul style="list-style-type: none"> Attend stakeholder/public consultation meetings to listen to community input Refer issues raised by stakeholders to Council officers 	<ul style="list-style-type: none"> Prepare draft planning instruments for public advertising and conduct Stakeholder/public consultation 	<ul style="list-style-type: none"> Make a submission Provide input/submissions during public consultation
Local Planning Instrument Adoption	Nil	<ul style="list-style-type: none"> Not accept lobbying/submissions within 24 hours prior to Ordinary Council meeting Adopt Local Planning Instruments by Council resolution 	<ul style="list-style-type: none"> Prepare final report to Council including outcomes of consultation 	Nil
Development Application Pre-application Meetings	<ul style="list-style-type: none"> Submit preliminary development application information and attend pre-application meeting with Council officers 	<ul style="list-style-type: none"> Not attend formal pre-application meetings Receive developer information but avoid offering support or comment, either personally or on behalf of Council, to developers until Council officers assessment is completed Respond to factual inquiries following advice from senior Council officers, discussing only matters that are publicly known when discussing with the general public Request details/information from Council officers on pre-application discussions in accordance with Acceptable Requests Guidelines Policy Must not interact with the developer if a conflict of interest is likely 	<ul style="list-style-type: none"> Co-ordinate pre-application meeting and provide notes Provide Councillor updates on major developments Provide copies of pre-application meeting minutes to the Divisional Councillor 	Nil

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Planning Protocols Policy

PLANNING STAGE	ROLES			
	Applicant/developer/ lobbyist	Councillors	Council officers	Submitters/public
Development Application	<ul style="list-style-type: none"> Submit application 	<ul style="list-style-type: none"> Councillors notified of new applications on a regular basis Request details / information on any application in accordance with Acceptable Requests Guidelines Policy Call any application up to a Council meeting for determination at any time 	<ul style="list-style-type: none"> Receive and acknowledge application Issue an application briefing note to all Councillors and Chief Executive Officer for moderate and high complexity applications Provide Councillors updates on major developments as needed 	<ul style="list-style-type: none"> Request details/information on any application via PD Online or by contacting the Duty Planner
Information and Referral Stage	<ul style="list-style-type: none"> Respond to request for additional information and refer application to referral agency (if required) 	<ul style="list-style-type: none"> Request details / information on any application in accordance with Acceptable Requests Guidelines Policy 	<ul style="list-style-type: none"> Issue request for further information (if required) Receive referral agency response Engage with stakeholders to the application as necessary to progress its assessment 	<ul style="list-style-type: none"> Request details/information on any information request via PD Online or by contacting the Duty Planner
Public Notification (where required)	<ul style="list-style-type: none"> Advertise the application in accordance with Act requirements 	<ul style="list-style-type: none"> Receive informal objections and encourage a properly made submission to be made Forward any material received to the Chief Executive Officer or Group Manager Development Listen to applicant and/or submitter but avoid offering support or opinion until Council officers assessment is completed and report prepared for Ordinary meeting. In the case of delegated authority applications, advice is received from senior Council officers (Group Manager/Manager) 	<ul style="list-style-type: none"> Make file available for viewing via PD Online and as requested in person Acknowledge submissions Provide an updated briefing note to the Councillors and Chief Executive Officer including the issues raised by submitters 	<ul style="list-style-type: none"> Make a submission Send copy to Councillors

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Planning Protocols Policy

PLANNING STAGE	ROLES			
	Applicant/developer/ lobbyist	Councillors	Council officers	Submitters/public
Decision (delegated)		<ul style="list-style-type: none"> Request details/information on any application in accordance with the Acceptable Requests Guidelines Policy Raise any concerns with the Group Manager Development, or Chief Executive Officer Applications recommended for refusal discussed with Chief Executive Officer and Divisional Councillor prior to issue Any Councillor can request that the application be reported to an Ordinary Council meeting for determination 	<ul style="list-style-type: none"> Assess and decide application Provide a copy of the officer's delegated report to the Divisional Councillor and the Chief Executive Officer to allow them to either ask questions, refer the application to Council for decision or note the exercise of delegated authority Where a Divisional Councillor has declared a Conflict of Interest in the application, the Chief Executive Officer will provide a copy of the officer's report to all Councillors prior to exercising his delegation in accordance with the adopted procedure Where the Chief Executive Officer has declared a conflict of interest, the Group Manager Development will provide a copy of the officer's report to the Divisional Councillor or (where the Divisional Councillor has a conflict of interest) all Councillors Issue decision notice Chief Executive Officer or Group Manager may refer application to Ordinary Council meeting for determination 	<ul style="list-style-type: none"> Any properly made submission receives a copy of the decision notice – request further information about decision from Council officers

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Planning Protocols Policy

PLANNING STAGE	ROLES			
	Applicant/developer/lobbyist	Councillors	Council officers	Submitters/public
Decision (Reported to Council)	<ul style="list-style-type: none"> Request to address Councillors at a Councillor Consultation Day Applicant is notified of the date that the officer's report is being presented to the Council meeting 	<ul style="list-style-type: none"> Listen to applicant and/or objector contact but avoid offering support or opinion until Council officers assessment is completed and report prepared for Ordinary Council meeting Not accept lobbying/submissions within 24 hours prior to Ordinary Council meeting Genuinely consider the development application, any submissions to the application, council's report, including the assessment and recommendations by Council officers, prior to them making a decision on the proposed development Decide application by resolution of Council Where the decision is not consistent with officer recommendation, provide written reasons for the alternate recommendation Make public comment on the decision of Council in accordance with Council's Media Policy. 	<ul style="list-style-type: none"> Prepare assessment report and recommendation for inclusion in Ordinary Meeting Agenda Issue Decision Notice in accordance with decision of Council 	<ul style="list-style-type: none"> Request to address Councillors at a Councillor Consultation Day Submitters are notified of the date that the officer's report is being presented to the Council meeting Any properly made submission receives a copy of the decision notice – request further information about decision from Council officers or Councillors
Negotiated decision (delegated)	<ul style="list-style-type: none"> Submit representations 	<ul style="list-style-type: none"> Request details/information on any application in accordance with the Acceptable Requests Guidelines Policy Not attend formal meetings between Council officers and applicants/consultants to discuss representations on conditions of approval. Not interact with the developer or submitter/s in relation to the decision until after the appeal period has expired 	<ul style="list-style-type: none"> Decide representations and issue Negotiated Decision Notice 	

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Planning Protocols Policy

PLANNING STAGE	ROLES			
	Applicant/developer/ lobbyist	Councillors	Council officers	Submitters/public
Negotiated decision (reported to Council if original decision made by Council other than for minor changes)	<ul style="list-style-type: none"> Submit representations 	<ul style="list-style-type: none"> Not attend meetings between Council officers and parties to the application to discuss representations Not accept lobbying/submissions within 24 hours prior to Ordinary Council meeting Where required, decide representations by resolution Where the decision is not consistent with officer recommendation, provide written reasons for the alternate recommendation Not interact with the developer or submitter/s in relation to the decision until after the appeal period has expired 	<ul style="list-style-type: none"> Prepare assessment report and recommendation for inclusion in Ordinary Meeting Agenda Issue Negotiated Decision Notice 	
Appeal	<ul style="list-style-type: none"> Lodge appeal with Planning and Environment Court or elect to be a co-respondent to any submitter appeal Restrict contact with Council to via legal representatives 	<ul style="list-style-type: none"> Refrain from interactions with the appellants or co-respondents and should avoid commenting publicly about matters before the Planning and Environment Court. 	<ul style="list-style-type: none"> Implement Council's adopted Planning Appeal Protocol Provide confidential Councillor updates as required Liaise with Council's solicitors and experts as required 	<ul style="list-style-type: none"> Lodge appeal with Planning and Environment Court or elect to be a co-respondent to any applicant appeal Restrict contact with Council to via legal representatives

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Appendix 2 – Guidelines for Councillor Interactions with Developers, Lobbyists and Submitters

Adopting a structured approach to Councillors' interactions with developers and submitters will allow Councillors to engage appropriately in the public interest and reduce their risk of engaging in misconduct or corrupt conduct.

1. If a developer or lobbyist wants to discuss a development matter with a Councillor, this should be referred to the Chief Executive Officer or other nominated Council officer, to co-ordinate and diarise a meeting appointment. A meeting in this context may be face-to-face, virtual or by telephone.
2. If the request to discuss a development matter is made either after the holding of a formal pre-lodgement meeting or the lodgement of a development application, the developer or lobbyist will be encouraged to present the discussion to the whole Council at an upcoming Council consultation day.
3. When meeting with a developer or submitter about a development application, a Councillor must conduct the meeting in the presence of an appropriate third party. Some examples of an appropriate third party are the Mayor, the Chief Executive Officer, the Group Manager Development, or other appropriate senior officer.
4. All meetings with a developer or submitter, including public meetings, must either be electronically recorded with the knowledge of the developer or submitter or a contemporaneous written record prepared. At a minimum this record should include:
 - the date of the interaction.
 - the format of the interaction.
 - all parties or persons involved in the interaction.
 - a summary of the matter/s raised with the Councillor.
 - a summary of the Councillor's response/s.
 - When interacting with a developer or submitter about a development application, Councillors should:
 - state that any opinions expressed by the Councillor are personal to the Councillor and do not in any way represent a formal Council view.
 - make it clear that a final decision can only be made after all relevant material has been prepared and considered.
 - make clear that they can provide general information on the application process but cannot give definitive advice about a proposed development's prospects of success.
 - maintain the confidentiality of any information, records, briefings, and discussions that, if released at a particular point in time, could prejudice the interests of Council, the public at large, or another party.
 - suggest that the developer or submitter seeks independent professional advice where relevant.

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Councillors must disclose to other Councillors who were not at the meeting (and the Chief Executive Officer if not present), the recording or other record made of the meeting, so that all decision makers have access to the same information. The record of the meeting should be stored in accordance with Council's Recordkeeping Policy.

5. While Councillors are entitled to express a personal opinion about a development application, they should be aware that the expression of a personal opinion, whether positive or negative, may impact on the perception of their impartiality as a decision maker should they be required to decide the matter.
6. Under the *Integrity Act 2009*, lobbyists are required to inform Councillors that they are a lobbyist when making initial contact (for example, when seeking to arrange a meeting). In addition to the record keeping requirements detailed above, interactions between Councillors and lobbyists must be recorded in Council's *Register of Contact with Lobbyists*. Nothing in this policy requires a Councillor to meet with a lobbyist at any time.

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Responsible Department: Development

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**Item****29 June 2021****Item Number:**

H1

File Number:

.

Part:

INFRASTRUCTURE

Portfolio:

Infrastructure Services

Subject:

Bundaberg Regional Council Road Investment Strategy

Report Author:

Dwayne Honor, Branch Manager Engineering Services

Authorised by:

Stuart Randle, General Manager Infrastructure Services

Link to Corporate Plan:

2 Our infrastructure and development - 2.2 Sustainable essential services - 2.2.1 Connect our people, places and industries by maintaining and improving road transport, pathway and drainage networks.

Background:

Council is responsible for managing over 3,000 km of road with a value of \$1.18 billion. This represents almost 40% of Council's total asset value. Management of road assets, including periodic maintenance and capital investment has historically followed a reactive approach due to the absence of a well-defined methodology and industry supported prioritisation.

Development of a Road Investment Strategy commenced in November 2019 to deliver a proactive, transparent and repeatable methodology to prioritise road investment for preservation and capital works. The Australian Road Research Board (ARRB) was commissioned by Council to assist in the delivery of this initiative as the national transport research organisation for government.

An evidence-based prioritisation has been developed to assist Council in providing the best outcome for the community. To achieve consistent and repeatable results over the long term, a comprehensive decision support system has also been built which enables economic "Cost-Benefit" assessment of all projects at a whole of network level. Projects can be compared directly in varying type and complexity in a consistent and objective manner.

The strategy aims to define and overcome key challenges associated with providing a high level of service to our community and road users, within budgetary constraints that align with Council's aspiration in building Australia's best regional community.

Current key challenges facing Council include:

- Reducing road and public safety risk.
- Prioritising road projects while considering budget limitations.
- Developing a mature infrastructure pipeline.
- Providing sustainable road infrastructure balanced with meeting customer levels of service.
- Impacts on freight vehicles.
- Responding to large numbers of customer requests and/or complaints.
- Population growth and demand.

To address these challenges, the Road Investment Strategy's objectives include:

- Providing clear prioritisation of future projects based on measurable and defensible criteria.
- Ensuring the delivery of Council's long-term and annual Capital Works Program on time and on budget.
- Managing the road network to ensure the safety and wellbeing of road users.
- Manage the road network in an integrated way to provide the sustainable use of existing and future infrastructure.
- Understanding and meeting the demands of growth through infrastructure investment that supports local industry and the community.
- Increasing community resilience to disaster events.
- Providing a high level of community satisfaction through defined customer levels of service.

A draft strategy was developed and released for a minimum 28-day public consultation period which opened on 15 March 2021 and closed on 16 April 2021. The community was invited to make comment. Thirteen submissions were received and reviewed in detail to ensure all items raised were appropriately addressed. This resulted in one minor modification to the final version of the strategy, regarding sustainability as a Level of Service. A response to community submissions report is attached to this report which describes the consultation process undertaken and response to each item raised.

The Bundaberg Regional Council Road Investment Strategy is now complete along with a new decision support system for implementation.

Associated Person/Organization:

ARRB – Australian Road Research Board.

Consultation:

Portfolio Spokesperson: Cr Bill Trevor.

Internal Council Departments: Engineering Services, Civil Works, Strategic Planning and Road Corridor Management.

Public Consultation 15 March – 16 April 2021: A summary of the community submissions received and Council's responses to these submissions is provided in the "Response to Community Submissions Report" attached to this report.

Chief Legal Officer's Comments:

There appears to be no legal implications.

Policy Implications:

There appears to be no policy implications.

Financial and Resource Implications:

Council's current budget includes appropriate allocation of resources to complete the Road Investment Strategy document and the necessary tools to develop a robust forward works program. However, future resources will need to be made available as part of normal budgeting processes of Council to implement recommended actions.

Risk Management Implications:

The Road Investment Strategy provides Council with an evidence based and risk informed pathway to manage the road network in the Bundaberg region. The strategy accords with industry best practice and provides open and transparent disclosure of Council's road network levels of service.

Human Rights:

There appears to be no human rights implications.

Attachments:

- ↓1 Road Investment Strategy
- ↓2 Response to Community Submissions Report

Recommendation:

That Council:

- **responds to all public submissions to the Draft Bundaberg Regional Council Road Investment Strategy; and**
- **adopt the Bundaberg Regional Council Road Investment Strategy and release to the public.**



Bundaberg Regional Council

Road Investment Strategy

June 2021



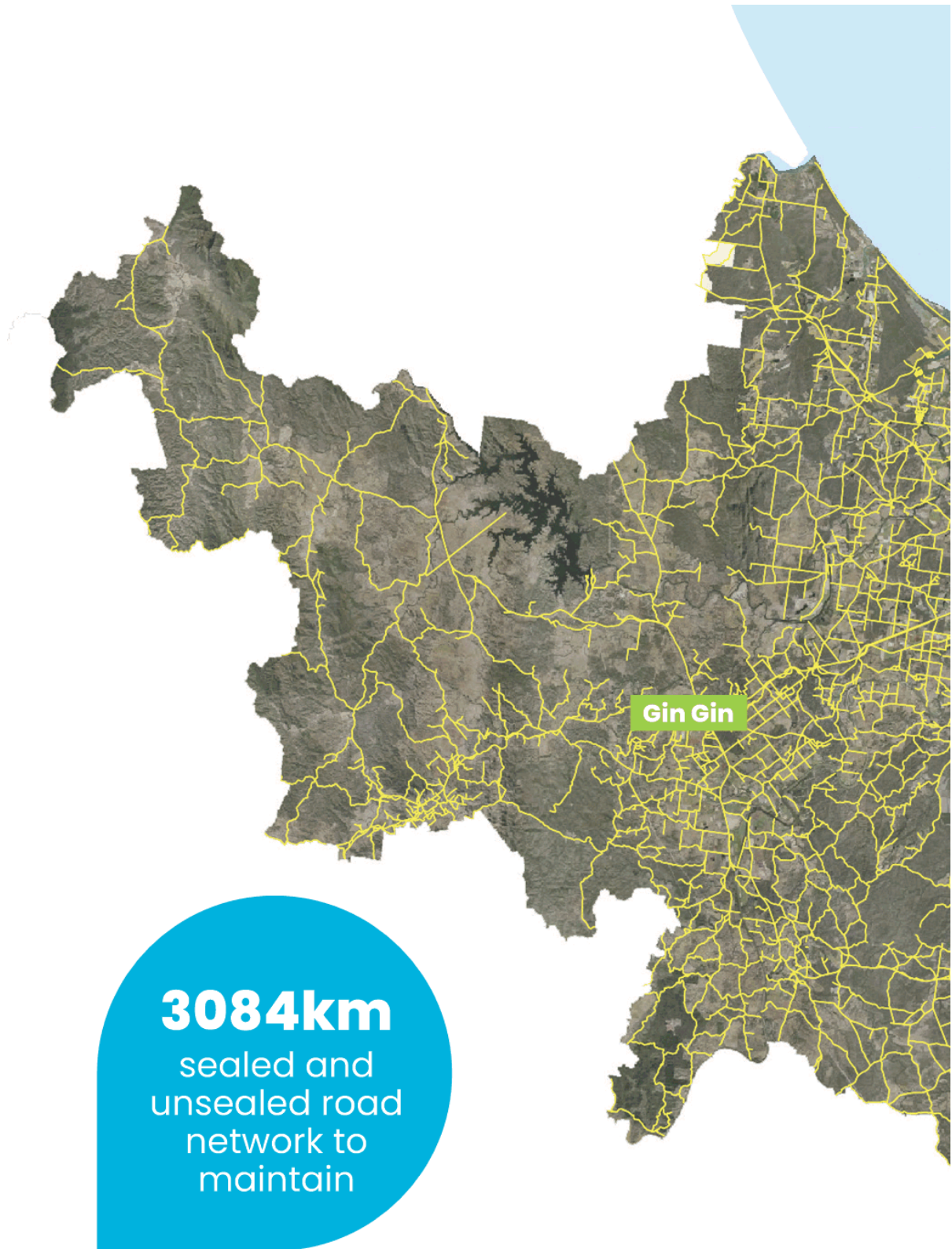


Vision

Council is proactively managing and improving our road network in a safe, sustainable and holistic manner that is valued by the community.



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1. Overview

Within the Bundaberg region, Council is responsible for 3084 kilometres of sealed and unsealed road network. Council's management of periodic maintenance and capital (new and upgrade) investment in this road network has historically followed a largely reactive approach.

As the community grows and the road network ages, earlier practices are not adequate to protect people and property, and support growth. Therefore, Council has developed the Road Investment Strategy, which adopts a proactive approach to responding to the challenge of servicing future growth while making provision for the maintenance and improvement of existing road infrastructure.

Road Investment Strategy is the term used to describe a strategy that outlines the long-term optimised approach to the management of road assets, derived from, or consistent with, the organisational strategic plans. The aim, through this strategy, is to improve current road asset management processes to:

- adopt a proactive rather than reactive approach to asset management, and in doing so achieve good value for money outcomes for the community
- ensure an objective, transparent and consistent approach to prioritisation applied to a needs based forward plan
- provide a better response to customer requests through a clearly defined service level framework
- ensure appropriate risk management and asset performance is balanced with financial sustainability of the organisation, and
- focus on continued improvement of asset management practices.

Road Investment Strategy | 1

2. The need for a strategy

This strategy will enable Council to deliver a service that caters for future growth while maintaining and improving existing road infrastructure. Council's aim is for the Strategy to help set future direction with actions that will:

- manage the road network with consideration of road safety, level of service, asset life, community wellbeing and the environment
- balance the challenge of servicing future growth while making provision for the renewal and upgrade of the existing road network in addition to the provision of new assets
- ensure Council follows a targeted approach to road infrastructure investment, with works timed to minimise the life cycle cost of maintaining assets, and
- demonstrate that Council is actively taking measures to manage road network issues.



3. Understanding the challenges

Some of the key challenges in managing the road network which this strategy addresses are:



Population growth and demand

- The management of assets to meet the current and future needs of continued population and demand growth.

Customer requests

- Responding to large numbers of customer requests and/or complaints.

Impact of freight vehicles

- Assessing the impacts of heavy vehicles on the road network and planning for future growth in this area to support economic growth, local businesses and the community.

Infrastructure pipeline and planning

- Development of a mature infrastructure pipeline which considers periodic maintenance works as well as upgrades and new assets.

Prioritisation of maintenance and capital works

- Prioritisation of all works based on transparent and objective criteria.
- Defining intervention criteria to trigger upgrades and allow for the optimal timing for works.
- Achieving consistency in road hierarchy and function when using multiple road standards.

Economic considerations

- Balancing budgets, performance and risk across the road network.



Public safety

- Reducing road and public safety risks through crash reduction and upgrade works.

Level of service provided by the road network

- Understanding the level of service that the current road network provides, and how this compares to the target levels of service and with community expectations.

Sustainability

- Considering the environmental impacts of delivering road infrastructure assets, and how this relates to the level of service provided.

4. The strategy

4.1 Strategic objectives

The objectives of the strategy are as follows:

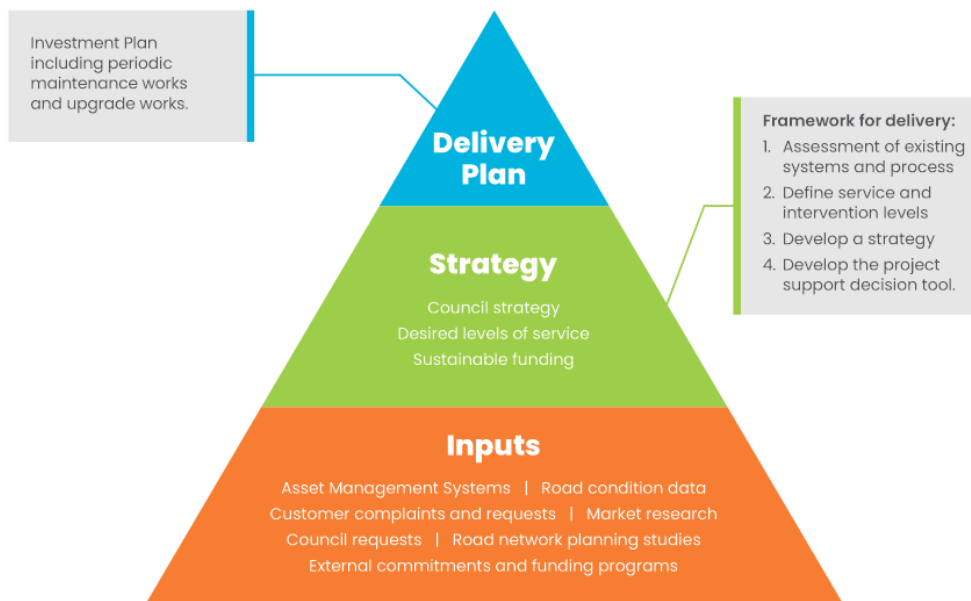
	<p>To provide clear prioritisation of future projects, based on measurable and defined criteria, through a transparent and repeatable process.</p>		<p>To increase community capacity to adapt to disaster events by ensuring the provision of resilient infrastructure.</p>
	<p>To ensure the delivery of Council's long-term and annual Capital Works Program on time and on budget.</p>		<p>To ensure the delivery of network infrastructure maintenance to meet Council's approved plans and standards.</p>
	<p>To manage the road network to ensure the safety and wellbeing of users.</p>		<p>To achieve a high level of community satisfaction.</p>
	<p>To manage the road network in an integrated way to provide the sustainable use of existing and future infrastructure that responds to natural hazards and climate risk.</p>		<p>To ensure that periodic maintenance of road assets are proactively managed to reduce risk, using current condition data and agreed levels of service.</p>
	<p>To understand and meet the demands of growth through the management of infrastructure investment, and in doing so, support the growth of local industry and the community.</p>		<p>To undertake continuous monitoring, review and subsequent enhancement of this strategy and all related strategies.</p>

4.2 Framework of the strategy

This road investment strategy was developed in three phases, namely:

1. Development and application of a decision support system to inform the Road Investment Strategy.
2. Preparation and implementation of a Delivery Plan (forward works programs) which investigates potential maintenance and construction plans based on various budget scenarios.
3. Development of performance criteria which can be used to assess the effectiveness of investment.

The conceptualisation of the Road Investment Strategy framework is shown below. The framework relies on Council’s existing processes, systems, and available data as inputs, and builds on these to form a Strategy which sets a desired level of service. A decision support system tool is used to assess service level and funding gaps, in addition to informing prioritisation of needs-based infrastructure investment within the available budgets. The outputs of the Strategy then form the basis of the Delivery Plan.



At the top of the pyramid is the **Delivery Plan**, this is the outcomes of the Strategy outlining the short (1-year), medium (3-year), and long-term (10-year) investment plans to address both Capital Investment (new or upgraded assets) as well as the Periodic Maintenance Program.

The next level is the **Strategy** framework. Council recognises the need to have a decision support system that provides clear prioritisation of future projects, based on measurable and defined criteria. Therefore, a Decision Support System was developed as the framework that provides a transparent and repeatable process.

Assessing the total road infrastructure needs for both capital (new and upgrade) investment and periodic maintenance investment was the approach taken in developing the Decision Support System. Having a desired (target) level of service in maintenance means that Council is taking a proactive step in ensuring roads are maintained before deteriorating to a condition that is more costly to maintain or unsafe. In order to understand the Level of Service being provided, there are several inputs into the Strategy which are required. These are summarised by the **Inputs** on the pyramid.

4.3 How we will deliver the strategy

This Strategy outlines how Council intends to manage investment into the road network, for both maintenance and capital investments, into the future. This strategy will support Council in developing a mature plan for investment in road infrastructure to deliver value to the community.

There are two main types of works which are assessed through the use of this strategy, these are known as Periodic Maintenance works and Capital works. **Periodic Maintenance works** refer to asset renewal works which improve the service level and/or extend the life of existing assets. This can be regular maintenance completed on a routine basis, or maintenance works

requested through customer or Council requests. **Capital works** refers to new constructions or infrastructure upgrade works.

In order to manage road investment in a risk-based and cost-effective manner, Council developed **Levels of Service**. These Levels of Service are criteria which act as a guide for investment and are relevant for both maintenance and capital works. They are considered in conjunction with economics and the expectations of the community to assist with decision making and prioritisation of funding, as shown in the figure below.



4.3.1 Capital works

The desired level of service for capital works is provided by set criteria specific to each type of work. The categories considered in this road investment strategy include:

- **Sealing of unsealed roads**
 - Provides road users with a more consistent surface to drive, an improved skid resistant surfacing and eliminates the dust issues associated with unsealed roads.
 - Sealing is determined by the upfront investment cost determined by the amount of work involved to bring the existing state of the unsealed road to sealed road standards and the traffic demand.
- **Upgrade drainage structures**
 - In considering the risk from climate impacts recognising these are projected to increase, Council acknowledge the risk associated with flooding by planning for the upgrade of drainage structures.
 - There are three options to increase flood resilience:
 - low-cost solutions such as installing kerb and channel works
 - replacement of culverts
 - major improvement works such as a timber bridge replacement, road raising, levee provision, etc.
 - Criteria used to identify potential projects include the inspection recorded defects associated with drainage at the locations that are prone to flood, as well as consideration of emergency evacuation routes.
- **Widening of sealed roads**
 - Adopting standard width requirements along Heavy Vehicle and Bus routes within the network.
 - Key considerations are savings from reduced crash rates, savings in travel time and vehicle operating costs, and support of active travel initiatives.
- **Intersection upgrades**
 - Improvement of intersections can provide cost savings arising from a reduced risk of crashes.
- **Urban shoulder sealing**
 - Provides the added amenity of a better surface for parking, better surface drainage and extra distance away from traffic for other road users such as pedestrians and cyclists.

4.3.2 Periodic maintenance works

In order to proactively manage road asset maintenance, Council is introducing a set of road condition thresholds that:

- a. supports the use of automatically collected condition assessment data
- b. is comparable to those used by other local or state road authorities.

The results are used to generate the periodic maintenance works program. This marks a significant change in the planning approach moving away from a reactive worst-case-first approach.

For sealed roads, assessment factors include the time since previous maintenance, the ride quality and driver comfort experience on the road, the presence and severity of defects in the road surface (such as cracking and potholes), the condition standards required for driver safety, and the life cycle cost of maintaining the asset.

For unsealed roads, maintenance needs are determined through the frequency of resheeting (which is when a new layer of gravel material is laid on the road) and regrading (when the road surface is reshaped and compacted). These frequencies are determined based on minimising total transport costs with respect to engineering estimates, traffic volumes (both light and heavy vehicles), road hierarchy, material quality and environmental factors (specifically rainfall and subgrade conditions).



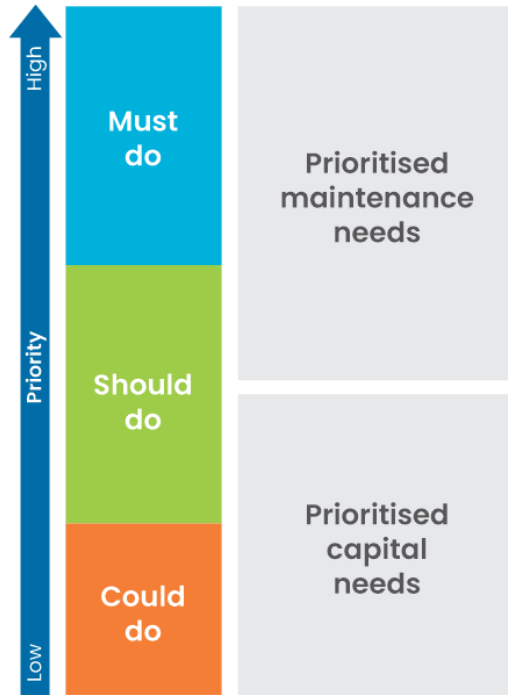
4.3.3 How are the needs of the network prioritised

Prioritisation of road infrastructure investment is done through consideration of an economic ‘Cost-Benefit’ assessment. This allows for direct comparison of projects of varying type and complexity in a consistent and objective manner. Works are further divided into three risk-based criteria, to ensure that all assets meet a minimum standard and funding is distributed equitably to very low traffic roads which may indicate limited economic benefit.

Must do works are periodic maintenance works required to meet the minimum safety needs of the network, which must be prioritised over all other works.

Should do works include both periodic maintenance works and capital works types which deliver the best value for money outcomes for Council and the community. Maintenance works which maintain the level of service provided by existing assets, targeted to reduce the whole of life cycle cost of maintaining the asset as well as the total transport costs associated with its use. As well as Capital works, which target upgrades of key importance for the community, or which offer low-cost solutions which deliver a considerable benefit to the community.

Could do works include those Capital works which have a lower cost benefit ratio but which Council would like to undertake to bring the entire road infrastructure network up to the desired levels of service. Funding for these projects is prioritised on a cost-benefit basis with any available budget, and where possible through grants from external funding sources. This could also be considered to form the basis of future ‘Should Do’ projects in the pipeline, as higher priority works are completed and population and industry growth in the region increases the



A number of factors are considered in the assessment of cost benefit of works, with a focus on prioritising investment which aligns with community values. Some of the key factors include:

- Asset use - traffic volumes, freight use and active travel.
- Safety of the community, including crash history and condition-based risk assessments.
- Supporting local industry and economic growth through prioritisation of works on roads of significance to local industry, identified through land use zoning e.g. prioritisation of sealing of unsealed roads in areas of agricultural significance to the region.
- Vehicle operating costs including travel time costs associated with asset condition and congestion.
- Emergency evacuation routes and other roads of key significance to the community.
- Life cycle costs of providing the asset.
- Hierarchy of the asset, which takes into consideration the rural or urban setting, speed zone, traffic volumes and regional significance of the road.

4.4 Spotlight on key improvement areas

Throughout the process of the Road Investment Strategy development, Council engaged with key stakeholders and considered historic trends in customer requests in identifying a number of key areas for improvement. The outcomes of this were to adopt proactive strategies for managing these assets and delivering improved outcomes for the community. Some key examples of this are highlighted below.

Sealing of Unsealed Roads

Council has developed a proactive strategy for identifying and prioritising the need for sealing of unsealed roads across the road network.

- Council will assess all unsealed road segments across the network based on objective and clearly defined service level requirements.
- Road segments shall be prioritised for upgrade in accordance with the principles of the strategy, with specific consideration given to factors such as traffic volumes, emergency evacuation routes, and routes of industrial or community significance.
- Projects will be prioritised with consideration of the total network needs, including all other projects and work types. Those projects which have the highest priority and associated community benefit relative to cost, will be funded each year.

- Council aims to reduce the number of unsealed road assets on its network, as funding allows.

Promotion of Active Travel

Council has developed a proactive Active Transport Strategy to support active travel initiatives in the local community.

- Council will utilise low-cost upgrade strategies to allow existing road infrastructure to provide safe active transport options (e.g. urban shoulder sealing for bicycle lanes) to encourage community participation in active travel.
- Council aims to improve the safety of all road users through increased road widths and separation of vulnerable road users.



4.5 Our levels of service

Council provides essential services to its community through the provision of road infrastructure assets. The goal in managing these road infrastructure assets is to meet the defined Levels of Service in a cost-effective and sustainable manner whilst managing appropriate levels of risk, both today and into the future. Levels of Service inform Council’s key investment decision making frameworks, facilitating the delivery of infrastructure projects and services in line with stakeholder expectations.

As a result, Council has developed a Level of Service Framework for road assets based on community values and current practice within the industry.



Safety

The road network is becoming safer to use

- Safety risks are proactively managed in accordance with a risk assessment process, suitable for road function.
- Investment in more forgiving road surface conditions and roadsides and increased separation and protection of vulnerable road users.
- Targeted treatment of high-risk road sections and identified black-spots.



Accessibility

Disruptions to road network access are reducing

- Improved resilience of emergency evacuation and access routes.
- Strategic routes, including designated heavy vehicle routes and bus routes, provide high levels of access for transporting people or goods.
- All other routes provide appropriate levels of access when transporting people or goods to properties, private businesses and production facilities under typical operating conditions.
- Upgrading of unformed roads to ensure access to the road network is prioritised to facilitate growth.



Reliability

Travel times on the road network are becoming more consistent

- Users can expect consistency in travel times between origin and destination, to enable journeys to be completed efficiently. Council acknowledges exceptions where peak periods on densely used routes and mobility is disrupted by extreme events due to natural hazards.



Condition and rideability

Road condition across the network is improving

- Road surface condition/rideability is suitable for road function.
- Provision of an acceptable driver comfort (otherwise known as ride quality) when travelling on both sealed and unsealed roads.



Sustainability

Financial and environmental sustainability outcomes are improving

- Road investments are shown to reflect financial sustainability principles.
- Road investment practices and options selected with intent to minimise carbon footprint where feasible.
- Ensuring the protection of rare and threatened species and prevention of land degradation through best practice vegetation management and erosion control.



Responsiveness

Council responsiveness and performance is improving

- Provide prompt, accountable responses to community enquiries in a transparent manner.
- High community satisfaction with customer service and Council’s overall performance

4.6 Our action plan

The key actions Council will adopt in taking the Road Investment Strategy forward include:

1. Implementation of the first round of outcomes of the Road Investment Strategy including the Delivery Plan.
2. Ongoing periodic assessment of road assets condition, use, and performance, both as an input to the Road Investment Strategy and to assess the outcomes and performance of the organisation in managing its road assets.
3. Ongoing monitoring and periodic revision of the Road Investment Strategy, ensuring it is achieving the desirable outcomes and strategic directives continue to align with Council's Corporate Plan and stakeholder expectations.
4. Annual updating of network needs and priorities in line with the Road Investment Strategy and all available data.
5. Using outputs of the decision support system tool to inform applications to external funding bodies i.e. identifying high priority projects which may be eligible for funding from external sources e.g. Black Spot safety funding.
6. Annual updating of the Delivery Plan to inform Council's short (1-year), medium (3-year), and long-term (10-year) investment plans based on the available funding.

Council is committed to continuous improvement in its asset management processes, practices and outcomes.







- Building Australia's best regional community

Bundaberg Regional Council Road Investment Strategy

Response to Community Submissions Report
June 2021



- Building Australia's best regional community

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1.0 Introduction

The Road Investment Strategy (the Strategy) aims to establish an evidence based, transparent, and repeatable approach to the long-term management of road assets across the Bundaberg Regional Council local government area. This will optimise Council's forward periodic maintenance and capital works programs to provide a high customer level of service that are aligned to intervention triggers and sound economic assessment.

The Strategy will allow Council to proactively manage the challenge of supporting sustainable growth, while planning for periodic maintenance and upgrade of existing infrastructure. It will also support the community to understand the strategy and how it impacts them, communicated through customer requests and fact sheets relating to the main types of capital upgrade works.

The Strategy has been designed to be a dynamic, living document that uses an economic based approach to prioritise future works in the areas of periodic maintenance and capital investment, whilst considering future development and renewal requirements. The long-term goal of the Strategy is to progressively improve current road asset management processes to:

- adopt a proactive rather than reactive approach to asset management, and in doing so achieve good value for money outcomes for the community;
- ensure an objective, transparent and consistent approach to prioritisation is applied based on demand;
- provide a better response to customer requests through a clearly defined service level framework;
- ensure appropriate risk management and asset performance is balanced with financial sustainability of the organisation; and
- focus on continual improvement of asset management practices.

2.0 Public Consultation Summary

Council completed public consultation on the Draft Bundaberg Regional Council Road Investment Strategy over a minimum 28-day period, which ran from Monday 15 March to Friday 16 April 2021. In response, a total of 13 submissions were received from the public. A detailed review of all submissions was undertaken, together with subsequent technical review of the Draft BRC Road Investment Strategy to confirm all items raised were appropriately addressed.

The Draft Bundaberg Regional Council Road Investment Strategy was made publicly available via Council's Bundaberg Now and www.ourbundabergregion.com.au webpages and social media posts. The following provides a summary of public consultation statistics:

- 6638 people reached on Facebook with 98 engagements (clicked on the link);
- 873 views on Bundaberg Now;
- 245 webpage visits on www.ourbundabergregion.com.au; and
- 75 Draft Bundaberg Regional Council Road Investment Strategy document downloads.



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3.0 Community Submissions and Council's Responses Summary

Thirteen submissions were received during the public consultation period. The key issues raised are summarised as follows:

- Requests to seal unsealed rural residential roads;
- Safety of road users including vulnerable road users (pedestrians and cyclists);
- Intersection treatments and their management;
- Prioritise road surface rehabilitation over new and upgraded roads;
- Environmental impacts and planting trees in the road corridors.

The community submissions received along with Council's responses to these submissions are provided in Appendix A.

4.0 Strategy Updates

A detailed review of all submissions received, together with a subsequent review of the Draft BRC Road Investment Strategy was undertaken. The review concluded that the Draft BRC Road Investment Strategy appropriately addressed most items raised in submissions and only minor changes were required as detailed below.

DRAFT VERSION	ADDITIONS	FINAL VERSION
<p>Section 4.5 Our Levels of Service</p> <p>Sustainability Financial and environmental sustainability outcomes are improving</p> <ul style="list-style-type: none"> • Road investments are shown to reflect financial sustainability principles. • Road investment practices and options selected with intent to minimise carbon footprint where feasible 	<ul style="list-style-type: none"> • Ensuring the protection of rare and threatened species and prevention of land degradation through best practice vegetation management and erosion control. 	<p>Section 4.5 Our Levels of Service</p> <p>Sustainability Financial and environmental sustainability outcomes are improving</p> <ul style="list-style-type: none"> • Road investments are shown to reflect financial sustainability principles. • Road investment practices and options selected with intent to minimise carbon footprint where feasible • <i>Ensuring the protection of rare and threatened species and prevention of land degradation through best practice vegetation management and erosion control.</i>

Appendix A

Community Submissions Received and Council's Responses

Appendix A Community Submissions Received and Council's Responses

Submission	Submission Comments	Council Response	Reference to SMS
1	Planners need to listen to cyclists when planning cycling routes & sealing roads.	The Road Investment Strategy considers active travel demand when assessing capital road upgrades, particularly for the verge seal work type. Please also refer to Council's Active Transport Strategy 2020-2025 for additional cycle information.	4.3.1 Capital works *Urban Shoulder Sealing. Active Transport Strategy 2020-2025.
2	Good	Thank you for your positive feedback and for taking the time to read Council's Road Investment Strategy.	N/A
3	I am hoping that with the growth accelerating on the coast, helped along by the creation of new housing estates, the council will get on the front foot with some intersection management. The Elliott Heads/Innes Park intersection is already getting busy at peak times, with traffic backing up past the golf club entrance. This leads to driver frustration & the potential for risks being taken. The installation of a roundabout here would greatly reduce the traffic build up & help the smooth, continuous flow of traffic, and also help the intersection be prepared for the population growth. It is far better to be proactive than reactive, and by thinking ahead the disruption to local & tourist traffic flow will be minimal, compared to if this was constructed once the new estates are open & traffic becomes even heavier.	The Elliott Heads/Innes Park intersection is a State controlled intersection, managed by the Department of Transport and Main Roads (TMR). Council is currently working with TMR to develop a network wide approach to prioritise upgrade works on key infrastructure, including demands from population growth. Your feedback will be shared with the Department as part of that process.	4.1 Strategic Objectives *To understand and meet the demands of growth through the management of infrastructure investment, and in doing so, support the growth of local industry and the community. Bundaberg Transport Model.

Submission	Submission Comments	Council Response	Reference to SMS
4	<p>I am encouraged about safety for non-vehicle users. It should be a key area given the increased users of the roads, in particular the areas between Bundaberg and Bargara. As a daily user ummmm seeing too many near misses so I encourage a bike path along areas that separate the two forms, such as using a designated lane or old tram lines, or widening of Bargara Road.</p> <p>I'm not convinced that sealing unsealed roads should be priority. These networks will add significant costs and only benefit a minority in most cases.</p> <p>I feel the focus should be toward safety and traffic volumes for the tourist paths. For example, the amount of travellers, usually towing caravans, in Bargara has increased and they are using suburban roads as their routes, e.g. Holland St. This increases pressure on this system.</p>	<p>The Road Investment Strategy (RIS) considers active travel demand when assessing capital road upgrades, particularly for the verge seal work type. Please also refer to Council's Active Transport Strategy 2020-2025, for additional cycle information.</p> <p>The RIS considers all of Council's road assets and road users and prioritises various types of work utilising specific criteria.</p>	<p>4.1 Strategic Objectives *To understand and meet the demands of growth through the management of infrastructure investment, and in doing so, support the growth of local industry and the community.</p> <p>4.3.1 Capital works *Urban Shoulder Sealing.</p> <p>Active Transport Strategy 2020-2025.</p>
5	<p>I would like to see BRC come up with a plan to reduce the number of traffic lights in Bundaberg. There are a large number of roundabouts that work brilliantly, why does council keep putting lights in? Did you know that up to 20% of vehicle pollution in cities is from cars idling at traffic lights. There are a number of traffic lights in Bundaberg that I consider to be in ridiculous locations. Three I would like to mention are the lights on Mt. Perry Road North Bundaberg (near the BP), Bunnings, and Ring Road - Goodwood Road intersection. Whoever gave approval for lights at this intersection is an idiot. It is</p>	<p>The Road Investment Strategy identifies and prioritises intersection upgrades for consideration in capital works programs. Intersection upgrades are site specific and driven from a traffic demand and safety focus to provide a high level of customer service within budgetary constraints. Roundabouts can be a good intersection treatment for traffic flow and are provided where applicable but are not always the most appropriate solution when considering the best outcome for the community.</p> <p>Council is currently constructing the Back Windermere Road/Innes Park Road roundabout at Innes Park and have recently completed the Hughes Road/Watsons Road roundabout in Bargara.</p>	<p>3 Understanding the challenges *Level of service provided by the road network.</p> <p>4.1 Strategic Objectives *To manage the road network to ensure the safety and wellbeing of users.</p>

Submission	Submission Comments	Council Response	Reference to SMS
	<p>interesting that the busiest intersection on the Ring Road is Bargara Road, which has a beautiful roundabout that works perfectly. I suggest that if council decided to put lights on this intersection there would be a revolt from Bargara residents. Come on council, change to a better environmental and traffic flow policy for future benefits to all! Roundabouts are great!</p>	<p>The Mt Perry Road/Walters Street and Bundaberg Ring Road/Goodwood Road signalised intersections are State controlled, managed by the Department of Transport and Main Roads (TMR).</p>	<p>4.3.1 Capital works *Intersection upgrades.</p>
6	<p>There is nothing in the strategy which mentions the environmental impact associated with construction of new roads, widening of roads or verge sealing. Council is strongly criticised for these impacts as tree removal is highly visible. An example is the sealing and widening of South Bingera Road which led to complaints to the Qld Minister for Environment due to the loss of many mature trees which were hundreds of years old. There is nothing in the strategy which mentions tree planting once new roads are constructed. Council has received requests for trees to be planted after roads are constructed but rarely does this happen. It's great to have the lovely roads but also good to see some leafy vegetation when you are driving. Council is apparently committed to the One Million Trees program at the highest level so should be mentioned in all long term strategic documents such as the road strategy.</p>	<p>Council is committed to providing both financially and environmentally sustainable road network outcomes for the community and Sustainability has been included as one of the Level of Service measures in the Road Investment Strategy to minimise the carbon footprint of roadworks. The installation of street trees is considered in urban street design where appropriate and where they are not considered to be a safety risk for road users.</p> <p>Tree planting following road construction is not specifically mentioned in the Strategy as this is enacted during project planning and development. However, additional commentary for vegetation management has been added to the Sustainability level of service in the final version.</p>	<p>3 Understanding the challenges *Outcomes - Sustainability. 4.5 Our levels of service *Sustainability.</p>

Submission	Submission Comments	Council Response	Reference to SMS
7	As long as the severe road or intersection surface are addressed first as there are several in need of a rebuild.	The Road Investment Strategy prioritises periodic maintenance works through the use of current road condition data and defined intervention triggers to provide optimal timing for works and a high customer level of service.	<p>3 Understanding the challenges</p> <p>*Level of service provided by the road network.</p> <p>4.1 Strategic Objectives</p> <p>*To ensure that periodic maintenance of road assets is proactively managed to reduce risk, using current condition data and agreed levels of service.</p> <p>4.3 How we will deliver the strategy.</p> <p>4.3.2 Periodic maintenance works.</p>
8	<p>Thank you for developing this progressive and institutive strategy. The feedback from xxxxx is great.</p> <p>However I would quickly like to take this opportunity to again raise concerns shared by many who live on Shelley St in Burnett Heads. They remain concerned about the level of dust on this road with motorist numbers increasing. On behalf of those residents I would again like to highlight it's need for sealing and appreciate any assistance or advice on a timeline can give to residents of Shelley Street.</p>	<p>The Road Investment Strategy (RIS) considers safety, traffic demand, vehicle types, population growth through census datasets and geometry when assessing the need to seal unsealed roads. Council is aware of the request to seal Shelley Street, Burnett Heads. This street has a low priority at a whole of network level when assessed against the above criteria and does not currently form part of any current or future programs of work.</p> <p>The RIS considers all of Council's road assets and road users and prioritises various types of work utilising specific criteria.</p> <p>Periodic maintenance of the unsealed road network is undertaken through the use of current road condition data and defined intervention triggers to provide optimal timing for works and a high customer level of service.</p>	<p>3 Understanding the challenges</p> <p>*Level of service provided by the road network.</p> <p>4.1 Strategic Objectives</p> <p>*To ensure that periodic maintenance of road assets is proactively managed to reduce risk, using current condition data and agreed levels of service.</p>

Submission	Submission Comments	Council Response	Reference to SMS
			<p>4.3 How we will deliver the strategy.</p> <p>4.3.1 Capital works *Sealing of unsealed roads.</p> <p>4.3.2 Periodic maintenance works.</p> <p>4.3.3 How are the needs of the network prioritised.</p> <p>4.4 Spotlight on key improvement areas *Sealing of unsealed roads.</p>
9	<p>I am delighted to note the following: In your Overview, one of your aims is to provide a better response to customer requests In the need for a strategy, one of your actions will be to manage the road network with consideration to community wellbeing. In understanding the challenges I would like to thank you for responding to my request for an upgrade on our road (Bakers Road, South Kolan) Strategic Objectives 1. I appreciate one of your objectives being to manage the road network to ensure safety and wellbeing of users as our road can be dangerous with slippery gravel and soggy patches in the rain plus the effect of regular and heavy vehicles driving down Bakers Road to Platypus Park can deteriorate the surface of the road.</p>	<p>Periodic maintenance of the unsealed road network is undertaken through the use of current road condition data and defined intervention triggers to provide optimal timing for works and a high customer level of service. Maintaining the surface of the road network is rated with the highest priority.</p> <p>The Road Investment Strategy considers safety, traffic demand, vehicle types, population growth through census datasets and geometry when assessing the need to seal unsealed roads. Bakers Road has a low priority at a whole of network level when assessed against the above criteria and does not currently form part of any current or future programs of work.</p>	<p>3 Understanding the challenges *Level of service provided by the road network.</p> <p>4.1 Strategic Objectives *To ensure that periodic maintenance of road assets is proactively managed to reduce risk, using current condition data and agreed levels of service.</p> <p>4.3 How we will deliver the strategy. 4.3.1 Capital works *Sealing of unsealed roads.</p>

Submission	Submission Comments	Council Response	Reference to SMS
	<p>2. To achieve a high level of community satisfaction would be a definite positive if our dirt road could be sealed after living here for 32 years</p> <p>Capital Works</p> <p>An absolute asset for my family would be the sealing of an unsealed road, providing us with a more consistent surface to drive and not have the need for regular tyre upgrades and frequent services.</p>		<p>4.3.2 Periodic maintenance works.</p> <p>4.3.3 How are the needs of the network prioritised.</p> <p>4.4 Spotlight on key improvement areas</p> <p>*Sealing of unsealed roads.</p>
10	<p>Really, the first priority for council should be to seal residential gravel roads, and bring those residents into the 21st century. I have lived on Lakeview Drive, Alloway for nearly twenty years and am still waiting. Our property and adjacent properties are zoned Rural Residential, yet we still have to put up with a gravel road. I believe council is under the impression that it is just some isolated rural backwater and that the road and the residents don't really matter, and I quote "Lakeview Drive is a rural unsealed road in a rural area." (Council correspondence xxxx). The only true part in that statement is the unsealed road. It is not just a rural road and it is not just a rural area. We are only 17klm from that CBD and as mentioned previously my rates states that it is Rural Residential , and as such we deserve the same as any residential area- a sealed road. The dust is horrendous, the wear and tear on tyres and vehicles is horrendous and gravel fragments flying off from passing traffic are a serious health and safety hazard, which I have</p>	<p>The Road Investment Strategy (RIS) considers safety, traffic demand, vehicle types, population growth through census datasets and geometry when assessing the need to seal unsealed roads. Council is aware of the request to seal Lakeview Drive, Alloway. This road has a low priority at a whole of network level when assessed against the above criteria and does not currently form part of any current or future programs of work.</p> <p>The RIS considers all of Council's road assets and road users and prioritises various types of work utilising specific criteria.</p> <p>Periodic maintenance of the unsealed road network is undertaken through the use of current road condition data and defined intervention triggers to provide optimal timing for works and a high customer level of service.</p>	<p>3 Understanding the challenges</p> <p>*Level of service provided by the road network.</p> <p>4.1 Strategic Objectives</p> <p>*To ensure that periodic maintenance of road assets is proactively managed to reduce risk, using current condition data and agreed levels of service.</p> <p>4.3 How we will deliver the strategy.</p> <p>4.3.1 Capital works</p> <p>*Sealing of unsealed roads.</p> <p>4.3.2 Periodic maintenance works.</p> <p>4.3.3 How are the needs of the network prioritised.</p>

Submission	Submission Comments	Council Response	Reference to SMS
	<p>advised council about but nothing has been done. I can't walk around or play with my grandchildren in the front yard because of the dust and flying gravel chips, which is dangerous and a disgrace really.</p> <p>This road is used by a number of families on a daily basis for work and/or school drop offs and pick- ups, and by employees from a large Macadamia farm, also "Amber Ranch" holds a major rodeo once a year and a number of smaller carnival events on Sunday afternoons throughout the year, and continually we have to suffer from the effects of all that traffic.</p> <p>I have pointed out to council before that I can name quite a number of roads that are similar- short, no through roads with only a half dozen or so residences, yet they have sealed roads and we don't, and they don't get anywhere near as much traffic as we do. It's just bizarre and amounts to nothing short of discrimination and an unjust distribution of funds.</p> <p>I understand that Rates are spread across a number of areas, with some benefits to all ratepayers, e.g. the library, public parks etc, but I also believe that some of your rates should be returned to upgrade and improve services in your local community. E.g. Bargara has a wonderful foreshore for their residents, Burnett Heads has had a recent upgrade to its' streetscape, the roads around Thabeban have had their roads re-sealed! How is it that they can get their roads re-sealed a number of times, and we can't get ours done once. That doesn't sound like a</p>		<p>4.4 Spotlight on key improvement areas</p> <p>*Sealing of unsealed roads.</p>

Submission	Submission Comments	Council Response	Reference to SMS
	<p>very equitable way of allocating funds, it appears more like discrimination. And how is it that none of my rates are returned to upgrade and improve services in my local community. I and my neighbours have been paying rates for 20 odd years or more and in that time zero percent of our rates has been spent on improvements to our lifestyle, whilst everybody else gets something. We have been subsidising improvements and upgrades for everybody else whilst getting nothing ourselves. It's about time other ratepayers went without something for a change, so we can live just like them- On A Sealed Road!!!</p> <p>Furthermore, the rates we have all paid over all that time would have been more than enough, and council should understand that if the road is sealed the value would increase, rates would increase and the council would eventually get their expenditure returned. After all, the longer you leave it, the more expensive it will be! I would consider it a very good investment for the future of our environment.</p>		
11	<p>Myself and my neighbours desperately appeal to have Shelley Street and Moores Road, Burnett Heads sealed. The dust infiltrating our home and lungs is extremely uncomfortable with the continual cleaning at an overwhelming level. With these two roads being gravel, they are a magnet for hoons - many have rolled and ended up in the ditch or fishtailed out of control - it is a fatality waiting to happen. This has been an ongoing issue with Council</p>	<p>The Road Investment Strategy (RIS) considers safety, traffic demand, vehicle types, population growth through census datasets and geometry when assessing the need to seal unsealed roads. Council is aware of the request to seal Shelley Street, Burnett Heads and has logged this request.</p> <p>The RIS considers all of Council's road assets and road users and prioritises various types of work utilising specific criteria.</p>	<p>3 Understanding the challenges *Level of service provided by the road network</p> <p>4.1 Strategic Objectives *To ensure that periodic maintenance of road assets is proactively managed to</p>

Submission	Submission Comments	Council Response	Reference to SMS
	for decades and with traffic increasingly becoming heavier, these problems will only worsen.	Periodic maintenance of the unsealed road network is undertaken through the use of current road condition data and defined intervention triggers to provide optimal timing for works and a high customer level of service.	<p>reduce risk, using current condition data and agreed levels of service.</p> <p>4.3 How we will deliver the strategy</p> <p>4.3.1 Capital works *Sealing of unsealed roads</p> <p>4.3.2 Periodic maintenance works</p> <p>4.3.3 How are the needs of the network prioritised</p> <p>4.4 Spotlight on key improvement areas *Sealing of unsealed roads.</p>
12	Unsealed roads - in the year 2021 still so many unsealed roads where most other councils around us have sealed rural roads even if they are one lane seal. Bundaberg council should look at doing a low cost two coat seal 3 metres to 6 metres wide say in the golden triangle area [Bundaberg to Gin Gin to Childers] even a single lane seal will also reduce maintenance costs reduce dust problems reduce rutting & corrugations & generally make roads safer for everyone especially during harvest seasons with increased traffic & heavier vehicles after these roads are done should look at further out in the shire. and all roads staying unsealed should have better	<p>The Road Investment Strategy (RIS) considers safety, traffic demand, vehicle types, population growth through census datasets and geometry when assessing the need to seal unsealed roads. In this way the network investment can be equitable based on demand across the region but also produces sealed roads where traffic demand is highest.</p> <p>The RIS considers all of Council's road assets and road users and prioritises various types of works utilising specific criteria.</p> <p>Periodic maintenance of the unsealed road network is undertaken through the use of current road condition data and defined intervention triggers to provide optimal timing for works and a high customer level of service. Your feedback on</p>	<p>3 Understanding the challenges *Level of service provided by the road network.</p> <p>4.1 Strategic Objectives *To ensure that periodic maintenance of road assets is proactively managed to reduce risk, using current condition data and agreed levels of service.</p>

Submission	Submission Comments	Council Response	Reference to SMS
	drainage like more tail out drains so water can run of and away from road better.	drainage improvements is noted and will be further considered as part of maintenance planning.	<p>4.3 How we will deliver the strategy.</p> <p>4.3.1 Capital works.</p> <p>*Sealing of unsealed roads.</p> <p>4.3.2 Periodic maintenance works.</p> <p>4.3.3 How are the needs of the network prioritised.</p> <p>4.4 Spotlight on key improvement areas</p> <p>*Sealing of unsealed roads.</p>
13	<p>I would like consideration for Shelley Street, Mon Repos to be sealed in the very near future. Reasons are that with increased traffic the dust issues are extreme for the seventeen residents living on the Street and for neighbouring residents. The Street is the access for the community to The Turtle Trail walking paths plus access to Mon Repos Beach and Starkey's Beach. The Street is an emergency access to Bargara. Property values on the Street average over the million dollar price bracket, Residents pay rates averaging \$6500 annually towards sealed road contributions. A sealed Street is an expectation in a residential area with this degree of community use.</p>	<p>The Road Investment Strategy (RIS) considers safety, traffic demand, vehicle types, population growth through census datasets and geometry when assessing the need to seal unsealed roads. Council is aware of the request to seal Shelley Street, Burnett Heads. This street has a low priority at a whole of network level when assessed against the above criteria and does not currently form part of any current or future programs of work.</p> <p>The RIS considers all of Council's road assets and road users and prioritises various types of works utilising specific criteria.</p> <p>Periodic maintenance of the unsealed road network is undertaken through the use of current road condition data and defined intervention triggers to provide optimal timing for works and a high customer level of service.</p>	<p>3 Understanding the challenges</p> <p>*Level of service provided by the road network.</p> <p>4.1 Strategic Objectives</p> <p>*To ensure that periodic maintenance of road assets is proactively managed to reduce risk, using current condition data and agreed levels of service.</p> <p>4.3 How we will deliver the strategy.</p> <p>4.3.1 Capital works</p> <p>*Sealing of unsealed roads.</p>

Submission	Submission Comments	Council Response	Reference to SMS
			4.3.2 Periodic maintenance works. 4.3.3 How are the needs of the network prioritised. 4.4 Spotlight on key improvement areas *Sealing of unsealed roads.

**Item****29 June 2021****Item Number:**

O1

File Number:**Part:**COMMUNITY & CULTURAL
SERVICES**Portfolio:**

Community & Environment

Subject:

Lease Renewal - Lot 1 on RP146536 - Bundaberg and District Meals on Wheels Incorporated

Report Author:

Nicole Sabo, Property & Leases Officer

Authorised by:

Gavin Crawford, Branch Manager Waste & Recycling Services

Link to Corporate Plan:

3 Our organisational services - 3.2 Responsible governance with a customer-driven focus - 3.2.2 Provide friendly and responsive customer service, in keeping with Council values and community expectations.

Background:

Council is the freehold owner of Lot 1 on RP146536 at 10 Eastgate Street, East Bundaberg ('Property').

Council entered into a lease with Bundaberg and District Meals on Wheels Incorporated ('Lessee'), commencing on 1 September 1996 and expiring on 31 August 2021 ('Lease').

The Lessee wishes to enter into a new lease for a term of 10 years. Rent is proposed to be at the community rate. The Lessee is also responsible for 100% of outgoings. It is proposed that the remaining terms of the lease will be on Council's standard lease.

Council proposes to apply the exception to the tender/auction requirements contained in section 236(1)(b)(ii) of the *Local Government Regulation 2012* (Qld) given that the disposal is for the purposes of renewing the lease of land to a community organisation.

Associated Person/Organization:

Bundaberg and District Meals on Wheels Incorporated

Consultation:

N/A

Chief Legal Officer's Comments:

Section 236(1)(b)(ii) of *Local Government Regulation 2012* (Qld) allows Council to dispose of an interest in a valuable non-current asset other than by tender or auction on the basis the disposal is to a community organisation.

Policy Implications:

There appears to be no policy implications.

Financial and Resource Implications:

There appears to be no financial or resource implications.

Risk Management Implications:

There appears to be no risk management implications.

Human Rights:

There appears to be no human rights implications.

Attachments:

Nil

Recommendation:

That:

- 1. Council apply the exception contained in section 236(1)(b)(ii) of the *Local Government Regulation 2012* (Qld); and**
- 2. the Chief Executive Officer be authorised to enter into a 10-year Lease to Bundaberg and District Meals on Wheels Incorporated over Lot 1 on RP146536.**

**Item****29 June 2021****Item Number:**

O2

File Number:**Part:**COMMUNITY & CULTURAL
SERVICES**Portfolio:**

Community & Environment

Subject:

Lease D at Lot 262 on CP CK2892 - The Salvation Army (Queensland) Property Trust

Report Author:

Nicole Sabo, Property & Leases Officer

Authorised by:

Gavin Crawford, Branch Manager Waste & Recycling Services

Link to Corporate Plan:

3 Our organisational services - 3.2 Responsible governance with a customer-driven focus - 3.2.2 provide friendly and responsive customer service, in keeping with Council values and community expectations.

Previous Items:

F2 - John Cullen Reserve - Lease arrangements - Ordinary Meeting - 24 September 2018

Background:

Lot 262 on CP CK2892 at 1 Osborn Street, Svensson Heights known as John Cullen Recreation Reserve is a State-owned reserve for Park, Garden and Recreation which Council is the Trustee of ('Property').

The Salvation Army (Queensland) Property Trust ABN 32 234 126 186 ('The Salvation Army') previously sub-leased a portion of the Property from Diggers Sports Club. At the Ordinary meeting of 24 September 2018, it was resolved that separate leases be entered into for each tenant for a term of 10 years.

Rent is at the community rate. The Lessee is also responsible for 100% of outgoings. It is proposed that the remaining terms of the lease will be on Council's standard lease.

Council proposes to apply the exception to the tender/auction requirements contained in section 236(1)(b)(ii) of the *Local Government Regulation 2012* (Qld) given that the disposal is for the purposes of renewing the lease of land to a community organisation.

Associated Person/Organization:

The Salvation Army (Queensland) Property Trust ABN 32 234 126 186

Consultation:

N/A

Chief Legal Officer's Comments:

Section 236(1)(b)(ii) of *Local Government Regulation 2012* (Qld) allows Council to dispose of an interest in a valuable non-current asset other than by tender or auction on the basis the disposal is to a community organisation.

Policy Implications:

There appears to be no policy implications.

Financial and Resource Implications:

There appears to be no financial or resource implications.

Risk Management Implications:

There appears to be no risk management implications.

Human Rights:

There appears to be no human rights implications.

Attachments:

Nil

Recommendation:

That:

- 1. Council apply the exception contained in section 236(1)(b)(ii) of the *Local Government Regulation 2012* (Qld); and**
- 2. the Chief Executive Officer be authorised to enter into a 10-year Lease to The Salvation Army (Queensland) Property Trust ABN 32 234 126 186 for part of Lot 262 on CP CK2892.**

**Item****29 June 2021****Item Number:**

O3

File Number:**Part:**COMMUNITY & CULTURAL
SERVICES**Portfolio:**

Community & Environment

Subject:

25 Quay Street, Bundaberg Central - Sub-Lease to the State of Queensland (represented by the Department of Transport and Main Roads)

Report Author:

Nicole Sabo, Property & Leases Officer

Authorised by:

Gavin Crawford, Branch Manager Waste & Recycling Services

Link to Corporate Plan:

3 Our organisational services - 3.2 Responsible governance with a customer-driven focus - 3.2.2 Provide friendly and responsive customer service, in keeping with Council values and community expectations.

Previous Items:

T12 - Sublease to the State of Queensland (Represented by the Department of Transport and Main Roads) - Lot 5 on B15860 - Ordinary Meeting - 17 December 2019

Background:

Lot 5 on B15860 at 25 Quay Street, Bundaberg Central is State-owned which Council holds a Term Lease over ('Property').

Council entered into a sublease with the State of Queensland (Represented by the Department of Transport and Main Roads) commencing on 1 January 2018 and expiring on 31 December 2019. The State of Queensland (Represented by the Department of Transport and Main Roads) wish to renew their sublease.

Council Officers have applied for Ministerial Consent once protracted negotiations have been finalised. Ministerial Consent was provided on the basis that the sub-lease did not contain options to renew and was instead for a 3-year term with a relevant clause to allow the tenant to terminate within the 3-year term if required.

Council previously made a resolution on 19 December 2019 to enter into a lease for 1 year and with an additional 2 x 1-year options for renewal, however this resolution does not reflect the terms required by the Ministerial Consent.

Associated Person/Organization:

The State of Queensland (Represented by the Department of Transport and Main Roads)

Consultation:

N/A

Chief Legal Officer's Comments:

Given that the resolution made by Council was for a period of 1 year with 2 x 1-year options, Council needs to resolve the new negotiated term of 3 years. The resolution that was made by Council to apply the exception contained in section 236(1)(b)(i) of the *Local Government Regulation 2012* will still apply.

Policy Implications:

There appears to be no policy implications.

Financial and Resource Implications:

There appears to be no financial or resource implications.

Risk Management Implications:

There appears to be no risk management implications.

Human Rights:

There appears to be no human rights implications.

Attachments:

Nil

Recommendation:

That:

1. **Council rescinds part 2 of the resolution made in relation to Item T12 "Sublease to the State of Queensland Represented by the Department of Transport and Main Roads)" on 17 December 2019 at its Ordinary meeting, viz**
 - "2. the Chief Executive Officer be authorised to enter into a one year sublease with 2 x 1 year options with the State of Queensland (represented by the Department of Transport and Main Roads) for Lot 5 on B15860."***
- and
2. **the Chief Executive Officer be authorised to enter into a lease to the State of Queensland (Represented by the Department of Transport and Main Roads) over Lot 5 on B15860 for a term of 3 years.**