



**I hereby give notice that an Ordinary Meeting of Council will be held on:**

**Date:** Wednesday, 19 May 2021  
**Time:** 9:00am  
**Location:** Council Chamber  
Mission Road  
Gununa

# **BUSINESS PAPER**

## **Ordinary Council Meeting**

**19 May 2021**

**Graham King**  
**Acting Chief Executive Officer**

To empower our Community – Our people  
To feel solid and strong like the rock in Mundalbe  
To taste and hear the breaking waves of change  
To establish clean, safe, healthy lifestyles togetherness  
Pride and respect for each other in our culture, achievements and successes.  
To see and smell the compassion and peacefulness of our community

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**1 OPENING OF MEETING****2 ACKNOWLEDGEMENT OF COUNTRY**

I would like to begin by acknowledging the Traditional Owners of the land on which we meet today, the Lardil people of Mornington Island and pay our respects to Elders past and present. We would also like to acknowledge the Kaiadilt and Yangkaal people who share our homelands.

**3 PRESENT****4 APOLOGIES****5 DISCLOSURE OF INTEREST – COUNCILLORS AND STAFF****6 CONDOLENCES AND MEMORIALS**

**7 CONFIRMATION OF MINUTES**

Ordinary Meeting - 21 April 2021

**ORDINARY COUNCIL MEETING MINUTES**

**21 APRIL 2021**

**MINUTES OF MORNINGTON SHIRE COUNCIL  
ORDINARY COUNCIL MEETING  
HELD AT THE COUNCIL CHAMBER, MISSION ROAD, GUNUNA  
ON WEDNESDAY, 21 APRIL 2021 AT 9:00AM**

**1 OPENING OF MEETING**

The meeting was opened by Mayor Kyle Yanner at 9.01am.

**2 ACKNOWLEDGEMENT OF COUNTRY**

Mayor Yanner made an Acknowledgement of Country and of Elders past and present.

**3 PRESENT**

Cr Bob Thompson, Cr Roxanne Thomas, Mayor Kyle Yanner, Mr Graham King, Mr Ron Fenner, Mr David Sechtig, Mr Ian Loiterton, Ms Raelene Sullivan.

**4 LEAVE OF ABSENCE**

**RESOLUTION 2021-04/01**

That Council approves the leave of absence of Deputy Mayor Dwayne Rogers and Councillor David Barnes.

Moved: Cr. Thompson

Seconded: Cr Thomas

**CARRIED: 3-0**

**5 DISCLOSURE OF INTEREST – COUNCILLORS AND STAFF**

Mayor Yanner declared a conflict of interest in relation to:

Item/s 20.4, 20.7 & 20.10

Councillor Thomas declared a conflict of interest in relation to:

Item/s 20.4, 20.7 & 20.10

**6 CONDOLENCES AND MEMORIALS**

Mayor Yanner acknowledged ANZAC Day to be held on 25 April 2021 and the loss of loved ones of members of community, with one minute's silence observed out of respect.

**7 CONFIRMATION OF MINUTES**

**RESOLUTION 2021-04/02**

That the minutes of the Ordinary Meeting held on 17 March 2021 be confirmed.

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021**

Moved: Cr. Thomas

Seconded: Cr. Thompson

**CARRIED: 3 - 0****8 DEPUTATIONS**

Nil.

**9 BUSINESS ARISING**

Nil.

**10 ACTION SCHEDULE****10.1 ACTION ITEMS AS AT 15 APRIL 2021****RESOLUTION 2021-04/03**

That:

1. Council Note and receive the Mornington Shire Council Action Schedule as tabled;
2. The ACEO approach the Mornington Island State School, with the intention of undertaking traffic calming and fence realignment for improved visibility on the corner of Lardil Street and Maarmaam Katha Street;
3. The ACEO invite representatives from Queensland Health, Gidgee Healing, Mornington Island Health Council and North West Hospital Service to a separate meeting of Council to be held as soon as possible, to discuss service delivery; and
2. Council endorse the removal of all completed items from the schedule as tabled, as follows:
  - a. Visitors Accommodation Complex – Ongoing security and visitor disturbances: 2020/43 - 24 January 2020
  - b. Torres Cape Indigenous Council Alliance (TCICA) – Formation of a regional roads and transport group (RRTG): 2020/21 – 24 January 2020
  - c. 2020-2021 Recreation Events Annual Calendar (DRAFT): 2020/103 – 16 September 2020
  - d. Mundalbe Enterprises Limited: 20-11/23 – 21 October 2020
  - e. Quarterly Budget Review to 31 December 2020: 2021-03/18 – 17 March 2021
  - f. Lardil Street Clean up Program Report: 2021-03/26 – 17 March 2021
  - g. Works for Queensland 2021 – 2024: 2021-03/31 – 17 March 2021
  - h. General Business - Carports: 2021-03/37 – 17 March 2021

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**ORDINARY COUNCIL MEETING MINUTES**

**21 APRIL 2021**

Moved: Cr Thomas

Seconded: Cr Thompson

**CARRIED: 3 - 0**

**11 CALL FOR ITEMS OF GENERAL BUSINESS**

Nil.

**RECEPTION & CONSIDERATION OF COMMITTEE REPORTS**

**12 COMMITTEE REPORTS**

Nil.

**RECEPTION & CONSIDERATION OF OFFICERS REPORTS**

**13 MAYOR AND COUNCILLORS REPORTS**

Nil.

**14 ACTING CHIEF EXECUTIVE OFFICER'S REPORTS**

**14.1 ACTING CHIEF EXECUTIVE OFFICER REPORT APRIL 2021**

**RESOLUTION 2021-04/04**

That Council received and notes the report.

Moved: Cr. Thompson

Seconded: Cr Thomas

**CARRIED: 3 - 0**

**RESOLUTION 2021-04/05**

That Council thank Burkin Svendsens Funerals for conducting on Island Funeral training and preparing a funeral plan for Council.

Moved: Cr. Thompson

Seconded: Cr Thomas

**CARRIED: 3 - 0**

**14.2 BUDGET PLANNING BUS TRIP OUTCOME**

**RESOLUTION 2021-04/06**

That Council receive the Report and note the contents.

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021**

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Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0****14.3 MORNINGTON ISLAND COMMUNITY SAFETY PLAN****RESOLUTION 2021-04/07**

That Council receive the Report and note the contents.

Moved: Cr Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0****14.4 SPLASH PARK LOCATION****RESOLUTION 2021-04/08**

That Council be provided a site plan showing all infrastructure of the new Administrative Building site, including the Splash Park its associated infrastructure, to the next meeting of Council in May 2021.

Moved: Cr. Thomas

Seconded: Cr. Thompson

**CARRIED: 3 - 0****14.5 MORNINGTON ISLAND STRATEGIC DIRECTION FOR THE 2021/22 BUDGET****RESOLUTION 2021-04/09**

That:

1. Council receive the Report and note the contents; and
2. The following be added to the ACEO Strategic Direction Report 2021 under economic development, that Council investigate options for 30 percent of NDRRA funds to be expended on works performed by Council employees, based on similar Lockhart River Aboriginal Shire Council model.

Moved: Cr Thompson

Seconded: Mayor Yanner

**CARRIED: 3 - 0**

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021****14.6 COUNCILLOR TRAINING MEDIA RELATIONS AND SOCIAL MEDIA WORKSHOPS****RESOLUTION 2021-04/10**

That:

1. The ACEO investigate alternative media and social media training options for Councillors; and
2. Council authorise the Mayor to undertake media and social media training as soon as training can be organised.

Moved: Cr. Thomas

Seconded: Cr. Thompson

**CARRIED: 3 - 0****14.7 TENANCY ADVISORY GROUP MEETING MINUTES****RESOLUTION 2021-04/11**

That Council receive the report and note its contents.

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0****14.8 WORK FOR QUEENSLAND PROJECT PROPOSAL 2021 - 24****RESOLUTION 2021-04/12**

That Council endorse the Actions of the Acting CEO in submitting the installation of a new, high grade water filtration system to improve water quality of the towns water supply system, at an estimated cost of \$1.4M under the Works for Queensland 2021-24 Funding Program.

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0****14.9 PROPOSAL MORNINGTON ISLAND JALAA SHOW DAY PILOT****RESOLUTION 2021-04/13**

That Council receive the Report and thank the Program Manager, Gununa Bidngen Nyerrwe (Mornington Island Women's Place), Mission Australia for the proposal for a Show Day Pilot Project and advise that Council supports such proposal in principle and the actions identified in such proposal. Further that Council identify as part of its 2021/22 Budget preparation what funding will be required to implement such pilot project and the Acting CEO report back to Council once this information is known.

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021**

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0****14.10 MAYOR AND ACTING CHIEF EXECUTIVE OFFICER MEETINGS IN CAIRNS ON THE 13TH AND 14TH APRIL, 2021 WITH MINISTER FOR ABORIGINAL AND TORRES STRAIT ISLANDER PARTNERSHIPS, THE TORRES CAPE INDIGENOUS COUNCIL ALLIANCE (TCICA) PARTNERSHIP AND OFFICE OF LIQUOR AND GAMING REGULATION DEPARTMENT OF JUSTICE AND ATTORNEY - GENERAL****RESOLUTION 2021-04/14**

That Council receive the Report and confirm the attendance and approve travel for the Mayor and Acting CEO to Cairns on the 13 and 14 April, 2021 to make representations to the Minister for Aboriginal and Torres Strait Islander Partnerships, Mr Crain Crawford MP, attend the Torres Cape Indigenous Council Alliance Health Forum and meet with Officers of the Department of Torres Strait Island Partnerships and Office of Liquor and Gaming Regulation.

Moved: Cr. Thomas

Seconded: Cr. Thompson

**CARRIED: 3 - 0****152 STAFF REPORTS - FINANCIAL SERVICES****15.1 FINANCIAL REPORT AS AT 31 MARCH 2021****RESOLUTION 2021-04/15**

That Council receives and notes this report.

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0**

**The meeting adjourned after the consideration of the above matter from 10.02am to 10.14am.**

**15.2 LELKANDU FISHING EVENT****RESOLUTION 2021-04/16**

That Council receive and note the report.

Moved: Cr. Thompson

Seconded: Cr. Thomas

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021****CARRIED: 3 - 0****16 STAFF REPORTS - GOVERNANCE AND COMMUNICATIONS****16.1 POLICY UPDATE TO COUNCIL - APRIL 2021****RESOLUTION 2021-04/17**

That Council:

1. Note and receive this report.
2. Repeal Resolution **2021-01/2** as it relates to the adoption of Policy Development and Control Policy, namely:  
That Council note the contents of this Report and adopt the proposed Policy Development and Control Policy; and
3. Adopt the new *Policy Development and Control Policy*, subject to inserting the resolution date and number into the document upon its adoption by Council.

Moved: Cr. Thomas

Seconded: Cr. Thompson

**CARRIED: 3 - 0****16.2 INDIGENOUS LEADERS FORUM, 27-28 APRIL 2021: APPROVAL OF COUNCILLOR EXPENSES****RESOLUTION 2021-04/18**

That:

1. Council note and receive this report inclusive of the attached Councillor Expenses Reimbursement Policy
2. Council note the attendance of the following Councillors at the Indigenous Leaders Forum, to be held in Cairns on 27 – 28 April 2021:
  - (a) Deputy Mayor Rogers
  - (b) Councillor Thompson
  - (c) Councillor Thomas

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0****16.3 MEETING PROCEDURE AND STANDING ORDER POLICY AND MODEL MEETING PROCEDURE****RESOLUTION 2021-04/19**

That Council:

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021**

1. Note and receive this report.
2. Repeal Resolution **2020-110** as it relates to the adoption of *Meeting Procedure and Standing Orders Policy* (v3), namely:

That Council adopt the draft Meeting Procedure & Standing Orders Policy as Council's Meeting Procedure & Standing Orders Policy;
4. Adopt the new *Meeting Procedure and Standing Orders Policy* (V4), subject to inserting the resolution date and number into the document upon its adoption by Council; and
5. Note the Model Meeting Procedure and associated Model Code of Conduct for Councillors

Moved: Cr. Thomas

Seconded: Cr. Thompson

**CARRIED: 3 - 0****16.4 COMMUNITY FUNERAL ASSISTANCE POLICY****RESOLUTION 2021-04/20**

That:

1. Council repeal the *Community Funeral Assistance Policy*, effective from 21 April 2021; and
2. The ACEO investigate alternative funeral supports for families as part of the 2021 – 2022 budget process

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0****16.5 SHOW CAUSE NOTICE - ABORIGINAL AND TORRES STRAIT ISLANDER PUBLIC HEALTH PROGRAM****RESOLUTION 2021-04/21**

That:

1. The Council receive and note this report; and
2. A report be provided to the May 2021 meeting of Council, providing an update on the status of the Show Cause Notice

Moved: Cr. Thomas

Seconded: Cr. Thompson

**CARRIED: 3 - 0**

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021****17 STAFF REPORTS - INFRASTRUCTURE & TECHNICAL SERVICES****17.1 WASTE MANAGEMENT STRATEGY - UPDATE TO COUNCIL 21 APRIL 2021****RESOLUTION 2021-04/22**

That:

1. Council receive and note the report; and
2. The Executive Manager of Infrastructure and Technical Services prepare a report for Council on the Queensland Indigenous Waste Management Strategy – Situational Analysis, identifying a staged implementation strategy for waste management at the Gununa Waste Refuse Tip as part of the 2021 – 2022 budget consideration.

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0****17.2 INFRASTRUCTURE & TECHNICAL SERVICES MONTHLY REPORT - APRIL 2021****RESOLUTION 2021-04/23**

That:

1. The council receive and note this report; and
2. Executive Manager Infrastructure and Technical Services treat as urgent, the clearing of the easement in the vicinity of the basketball courts to address fire hydrant, powerlines and general maintenance / cleaning

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0****17.3 HOUSING REPORT - APRIL 2021****RESOLUTION 2021-04/24**

That Council receive and note the report.

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0**

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021****18 STAFF REPORTS - HUMAN SERVICES****18.1 FINANCE AND HUMAN SERVICES MONTHLY REPORT FOR MARCH 2021****RESOLUTION 2021-04/25**

That:

1. Council receive and note this report;
2. Council call public expressions of interest to purchase dongas identified for demolition at the Visitor Accommodation Centre;
3. Review the conditions of existing accommodation as part of its 2021 – 2022 budget consideration; and
4. The ACEO Investigate additional options for increased accommodation on the site.

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0****18.2 HR MONTHLY REPORT****RESOLUTION 2021-04/26**

That Council receive and note the contents of this report and endorse the recommendations contained therein.

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0**

**The meeting adjourned after the above matter from 10:41 am – 11.05 am.**

**19 GENERAL BUSINESS**

Nil.

**20 CONFIDENTIAL REPORTS****RESOLUTION 2021-04/27**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 254J(3) of the Local Government Regulation 2012:

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021****20.1 Restoration of Mornington Shire Road Assets – 2020 Betterment Works**

This matter is considered to be confidential under Section 254J(3)(g) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with contracts proposed to be made by Mornington Shire Council.

**20.2 Confidential Staff Report - Council employees undertaking VMR Training and Licencing**

This matter is considered to be confidential under Section 254J(3)(b) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with industrial matters affecting employees.

**20.3 Mornington Island Airport Charges**

This matter is considered to be confidential under Section 254J(3)(g) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

**20.4 Confidential Report Staff Matter - Staff Attending GRAC Meetings**

*Mayor Yanner and Cr Thomas declared a conflict of interest to the matter due to their related interest as members of Gulf Regional Aboriginal Corporation.*

This matter is considered to be confidential under Section 254J(3)(b) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with industrial matters affecting employees.

**20.5 Proposed Partial Write-off of Account Issued for Tyres**

This matter is considered to be confidential under Section 254J(3)(g) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

**20.6 Queensland Indigenous Youth Leadership Program (QIYLP) 2021**

This matter is considered to be confidential under Section 254J(3)(f) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

**20.7 Report for Mornington Island Land Trust Regarding Trustee Obligations and Leasing**

*Mayor Yanner, Cr. Thompson and Cr Thomas declared a conflict of interest to the matter due to their related interest as members of Gulf Regional Aboriginal Corporation and Mirndiyarn.*

This matter is considered to be confidential under Section 254J(3)(g) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the local government budget, contracts proposed to be made by Mornington Shire Council and business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

**20.8 Request for Additional Staffing Report Council Main Office Customer Service Position**

This matter is considered to be confidential under Section 254J(3)(b) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with business for which a public discussion

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021**

would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

**20.9 Donation to Epilepsy**

This matter is considered to be confidential under Section 254J(3)(g) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the local government budget and business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

**20.10 Wellesey Island Land and Sea Social and Economical Development of Proposed Weed Contract**

*Cr. Thompson, Mayor Yanner and Cr. Thomas declared a conflict on interest due to their related interest in Wilssed.*

This matter is considered to be confidential under Section 254J(3)(g) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with contracts proposed to be made by Mornington Shire Council.

**20.11 Review of Corporate Structure - Housing Special Project**

This matter is considered to be confidential under Section 254J(3)(b) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with industrial matters affecting employees.

**20.12 Civil Crew Operations**

This matter is considered to be confidential under Section 254J(3)(b) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with industrial matters affecting employees.

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0**

**The meeting moved into Confidential session at 11.05am following the vote on the above.**

**RESOLUTION 2021-04/28**

That Council moves out of Closed Council into Open Council.

Moved: Cr Thomas

Seconded: Cr Thompson

**CARRIED: 3 - 0**

**The meeting moved into Open session at 1.19pm following the vote on the above.**

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021****20.1 RESTORATION OF MORNINGTON SHIRE ROAD ASSETS – 2020 BETTERMENT WORKS****RESOLUTION 2021-04/29**

That the Council:

1. Receives and notes this report;
2. Authorises the ACEO to award the contract and engage Gulf Civil Pty Ltd to deliver works totalling \$385,457.94 ex GST, as per its scope for Option 1, as an outcome of the Restoration of Mornington Shire Road Assets – 2020 Betterment Works tender process; and
3. The report and attachments be deemed a confidential document and be treated as such in accordance with Local Government Regulation 2012, under section 254J(3)(g) and that documents remain confidential unless Council decides otherwise.

Moved: Cr. Thompson

Seconded: Mayor Yanner

**CARRIED: 3 - 0****20.2 CONFIDENTIAL STAFF REPORT - COUNCIL EMPLOYEES UNDERTAKING VMR TRAINING AND LICENCING****RESOLUTION 2021-04/30**

That:

1. Council receive the Report and authorise the Acting Chief Executive Officer to approve Council ordinary time wages to employees who are members of the Volunteer Marine Rescue, to attend training and licensing and also to attend emergency marine rescue events when called upon to do so; and
2. The report and attachments be deemed a confidential document and be treated as such in accordance with Local Government Regulation 2012, under section 254J(3)(b) and that documents remain confidential unless Council decides otherwise.

Moved: Cr. Thomas

Seconded: Cr. Thompson

**CARRIED: 3 - 0****20.3 MORNINGTON ISLAND AIRPORT CHARGES****RESOLUTION 2021-04/31**

That:

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021**

1. Council receive the Report and note the contents, and enter into discussions with Rex Airlines regarding the introduction of a Community Fare Scheme for residents of Mornington Shire;
2. The Executive Manager Infrastructure and Technical Services to provide a report on the maintenance and special maintenance costs of the Airport, to the next meeting of Council in May 2021; and
3. The report and attachments be deemed a confidential document and be treated as such in accordance with Local Government Regulation 2012, under section 254J(3)(g) and that documents remain confidential unless Council decides otherwise.

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0****20.4 CONFIDENTIAL REPORT STAFF MATTER - STAFF ATTENDING GRAC MEETINGS**

*Mayor Yanner and Cr Thomas declared a conflict of interest on the matter due to conflict of interest on the matter due to their GRAC membership.*

*As per section 257 of the Local Government Act 2009 and Model Meeting Procedures, Council can delegate the consideration and decision on the matter noting that all councillors including the conflicted councillors, may participate in deciding to delegate or defer a matter.*

**RESOLUTION 2021-04/32**

That:

1. The matter be deferred to the next meeting of Council, in May 2021; and
2. The report and attachments be deemed a confidential document and be treated as such in accordance with Local Government Regulation 2012, under section 254J(3)(g) and that documents remain confidential unless Council decides otherwise.

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0****20.5 PROPOSED PARTIAL WRITE-OFF OF ACCOUNT ISSUED FOR TYRES****RESOLUTION 2021-04/33**

That:

1. Council notes the contents of the Report and authorise a refund of \$534.22; and
2. The report and attachments be deemed a confidential document and be treated as such in accordance with Local Government Regulation 2012, under section 254J(3)(g) and that documents remain confidential unless Council decides otherwise.

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021**

Moved: Cr. Thomas

Seconded: Cr. Thompson

**CARRIED: 3 - 0****20.6 QUEENSLAND INDIGENOUS YOUTH LEADERSHIP PROGRAM (QIYLP) 2021****RESOLUTION 2021-04/34**

That:

1. Council consider the program and identify young people on Mornington Island under the Queensland Indigenous Youth Leadership Program 2021, and Council nominated the identified persons; and
2. The report and attachments be deemed a confidential document and be treated as such in accordance with Local Government Regulation 2012, under section 254J(3)(f) and that documents remain confidential unless Council decides otherwise.

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3 - 0****20.7 REPORT FOR MORNINGTON ISLAND LAND TRUST REGARDING TRUSTEE OBLIGATIONS AND LEASING**

*Councillor Thompson, Mayor Yanner and Councillor Thomas declared a conflict of interest to the matter due to their related interest as members of Gulf Regional Aboriginal Corporation and Mirndiyarn.*

*As per section 257 of the Local Government Act 2009 and Model Meeting Procedures, Council can delegate the consideration and decision on the matter noting that all councillors including the conflicted councillors, may participate in deciding to delegate or defer a matter.*

**RESOLUTION 2021-04/35**

That the Acting Chief Executive Officer be delegated the matter under Section 257 of the *Local Government Act 2009*.

Moved: Cr Thompson

Seconded: Cr Thomas

**CARRIED: 3 - 0**

Initial: \_\_\_\_\_

**ORDINARY COUNCIL MEETING MINUTES**

21 APRIL 2021

**20.8 REQUEST FOR ADDITIONAL STAFFING REPORT COUNCIL MAIN OFFICE  
CUSTOMER SERVICE POSITION****RESOLUTION 2021-04/36**

That:

1. Council amend its organisational structure to include the permanent position of Customer Services Officer under the portfolio of Finance and Human Services; and
2. The report and attachments be deemed a confidential document and be treated as such in accordance with Local Government Regulation 2012, under section 254J(3)(b) and that documents remain confidential unless Council decides otherwise.

Moved: Cr Thompson

Seconded: Cr Thomas

**CARRIED: 3 - 0****20.9 DONATION TO EPILEPSY****RESOLUTION 2021-04/37**

That Council receive and note the report.

Moved: Cr Thompson

Seconded: Cr Thomas

**CARRIED: 3 - 0****20.10 WELLESEY ISLAND LAND AND SEA SOCIAL AND ECONOMICAL DEVELOPMENT OF  
PROPASED WEED CONTRACT**

*Councillor Thomas and Mayor Yanner declared a conflict of interest on the matter due to their GRAC and Wilssed membership.*

*As per section 257 of the Local Government Act 2009 and Model Meeting Procedures, Council can delegate the consideration and decision on the matter noting that all councillors including the conflicted councillors, may participate in deciding to delegate or defer a matter.*

**RESOLUTION 2021-04/38**

That the Acting Chief Executive Officer be delegated the matter under Section 257 of the *Local Government Act 2009*.

Moved: Cr. Thomas

Seconded: Cr. Thompson

**CARRIED: 3 - 0**

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Initial: \_\_\_\_\_

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**ORDINARY COUNCIL MEETING MINUTES****21 APRIL 2021****20.11 REVIEW OF CORPORATE STRUCTURE - HOUSING SPECIAL PROJECT****RESOLUTION 2021-04/39**

That:

1. Council receive the Report and adopt the recommended changes to the reporting structure of the Housing and Special Projects Sections; and
2. The report be deemed a confidential document and be treated as such in accordance with Local Government Regulation 2012, under section 254J(3)(d) and that documents remain confidential unless Council decides otherwise.

Moved: Cr. Thomas

Seconded: Cr. Thompson

**CARRIED: 3 - 0****20.12 CIVIL CREW OPERATIONS****RESOLUTION 2021-04/40**

That:

1. Council receive and note the report; and
2. The report and attachments be deemed a confidential document and be treated as such in accordance with Local Government Regulation 2012, under section 254J(3)(b) and that documents remain confidential unless Council decides otherwise.

Moved: Cr. Thompson

Seconded: Cr. Thomas

**CARRIED: 3-0****3 NEXT MEETING**

The next meeting will be held on 19 May 2021.

**4 CLOSURE**

Mayor Yanner closed the meeting at 1.56pm.

Graham King  
Acting Chief Executive Officer.

Minutes Confirmed:

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Initial: \_\_\_\_\_

**8 DEPUTATIONS**

**9 ACTION SCHEDULE****9.1 ACTION ITEMS AS AT 12 MAY 2021**

**Author:** Acting Chief Executive Officer

**Attachments:** 1 Action Schedule - May 2021

**PURPOSE (EXECUTIVE SUMMARY)**

To provide Council with an up to date version of the Mornington Shire Council meetings Action Schedule that includes resolutions from previous Council meetings and actions taken regarding those resolutions.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**

At each Ordinary meeting of Council, when resolutions are passed that require any action, those resolutions are included in Council's Action Schedule for attention of the appropriate Officer or Elected Member.

At each Ordinary meeting of Council, the Action Schedule is tabled to outline those actions that have been taken in accordance with Council resolutions.

**FINANCIAL & RESOURCE IMPLICATIONS**

As per resolutions.

**RECOMMENDATION**

That Council:

1. Note and receive the Mornington Shire Council Action Schedule as tabled; and
2. Endorse the removal of all completed items from the schedule as tabled.

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
STATE GOVERNMENT FUNDING - \$2.35 MILLION FOR COMMUNITY HOUSING	2020/24	24 January 2020	That provide advise and direction on: 1. That Council act as principal contractor for the roll out of the \$2.35 million housing program, 2. That Council nominate - construction of a new 3 bedroom dwelling at 152 Lardil Street, "shovel ready" works at proposed sub-division at lots 925 and 926 Lardil St and "plug ins" as works to be carried out under the program 3. That Council provide estimates of funding breakdown for each of the 3 separate components of the \$2.35 million housing program as soon as details become available to the Department of Housing and Public Works (HPW) 4. That Council nominate the following funding requirements for the program - 30% payment when signing the agreement, 60% payment when design and land have been finalised and 10% payment on completion, 5. That Council endorse HPW to continue as the tenancy management body for Mornington Island, including the additional housing provided by this program	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> </ul>	13 November 2020 A meeting with the Technical Working Group (TWG) revealed that this project has not progressed as Council has elected to undertake the proposed works. Due to the significant change over in staff this had not been relayed to the new Council. The agreed works are made up of 3 projects: 1. New 3 bedroom house on 152 Lardil St – existing house to be demolished by DHPW 2. Civil and infrastructure works on Lots 925 & 926 3. Provide plug ins for up to 10 properties – 8 currently proposed Preparations will now begin to progress this project as a priority.  9 February 2021 Council has now determined to provide 2 x 3 bedroom duplexes on Lot 152 Lardil St . Plugins to be used for the remaining funding. Further works associated with Lots 925 & 926 to be transferred to the next program of \$7.328M.  21 April 2021 - ongoing

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
ANIMAL MANAGEMENT - HORSES IN THE TOWNSHIP	20-11/05	18 November 2020	That Council call a Community Meeting on Wednesday 25 November 2020 at 9.30am to be held at the Festival Grounds, to ascertain ownership of horses and discuss a program of removal of horses from the town area.	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> </ul>	<p><u>25 November 2020</u> Community meeting held with a small number of horse owners attending. Results are being collaborated for further actions.</p> <p><u>9 February 2021</u> Awaiting a report from Burtons Vet Contracting and Antony Jessop Horse Breeder with a proposal and costing for a routine desexing program of colts and stallions</p> <p><u>15 April 2021</u> Vet visited the island in early April</p> <p><u>21 April 2021</u> Letter to be sent to horse owners, advising them of planned de-sexing program seeking their permission. Have received signed copies of letters. Horse handlers have completed training for working with horses 07/05/2021</p>
DISPOSAL OF MACHINERY - SURPLUS TO COUNCIL	20-11/21	18 November 2020	<ol style="list-style-type: none"> <li>That Council accept the staff request of additional time to enact resolution 20-10/16 to allow a further review of plant identified for disposal.</li> <li>Upon determining the revised equipment disposal list, Council seek advice from an appropriately qualified person for indicative market values of the equipment.</li> </ol>	<ul style="list-style-type: none"> <li>Executive Manager Infrastructure &amp; Technical Services</li> </ul>	<p>21 April 2021 Awaiting delivery of a new grader, after which tyres can be switched to an old grader. New Roller and Pad Foot needed, need routine work schedule including equipment book in / out system.</p> <p><b>May 2021</b> <b>The new Grader has completed its workshop inspection, the trye still have to be changed and once this has been completed the unit will be transported to the island.</b></p>

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
MORNINGTON ISLAND TECHNICAL WORKING GROUP MONTHLY REPORT - NOVEMBER 2020	20-12/19	9 December 2020	<p>1. Notes and supports this report and the planned works.</p> <p>2. That Council consult with the Department of Local Government, Racing &amp; Multicultural Affairs (DLGMRA) about legislation relating to home ownership.</p> <p>3. Upon receipt of the advice from DLGMRA should it be required Council develops a policy in relation to home ownership which:</p> <ul style="list-style-type: none"> <li>a. is robust and ensures only local people can own property on Mornington Island</li> <li>b. able to maintain principles across multiple re-sales; and</li> <li>c. should it be required, provide information to the Community to educate on the risks and opportunities involved in home ownership.</li> </ul> <p>4. Commence the delivery of the \$2.35mil Housing Project in accordance with the report:</p> <ul style="list-style-type: none"> <li>a. Council engage the services of a suitably qualified and experienced Architect to undertake design and documentation of works to satisfy Department of Housing and Public Works requirements, respond to community and cultural needs, provide higher density and high amenity and provide smart and fit for purpose designs;</li> <li>b. Commence design and approval</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Manager</li> <li>Infrastructure &amp; Technical Services</li> <li>• Special Projects Manager</li> </ul>	<p>21 April 2021</p> <p>No Update on this resolution</p>

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
			<p>process for duplex on 152 Lardil Street in preparation for tender of works;</p> <p>c. Investigate all lots that have been put forward for plug-ins to determine lots that are most suitable, in accordance with this report. Provide addresses for properties added to the list;</p> <p>d. Commence design and approval process for plug-ins based on suitability and funds available; and</p> <p>e. Commence investigations into civil works for Lots 925 &amp; 926</p> <p>5. Commences investigations to utilise the \$7.328mil in Commonwealth funding - undertake feasibilities on land within the community for the following:</p> <p>a. Re-alignment or relocation of services impacting the viability or yield of sites;</p> <p>b. Re-alignment of boundaries to create more lots;</p> <p>c. Develop sites with higher density such as duplexes and multiple residences on a single lot similar to the lot near the Police Station. Consideration must be given to mitigate impacts on neighbouring community properties;</p> <p>d. Develop a range of accommodation – 2, 3, 4 &amp; 5+ bedrooms; and</p> <p>e. Investigate the development of existing residential land east of the runway for community housing in preparation for the proposed realignment of the runway.</p>		

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
ROADS TO RECOVERY PROJECT - UPGRADE SCHOOL CROSSING LARDIL STREET	20-12/22	9 December 2020	1. That Council undertake the proposed upgrade to the school crossing at Lardil Street under its 2020-21 Roads To Recovery Program. 2. The Executive Manager Infrastructure and Technical Services be requested to investigate footpaths and associated works to the areas adjacent to the Gunnamanda Store area as the balance of the Roads to Recovery Funding 2020-21.	<ul style="list-style-type: none"> <li>Executive Manager Infrastructure &amp; Technical Services</li> </ul>	21 January 2021 One quotation has been sought and obtaining second quotation to progress.  May 2021 The materials to undertake the works have been ordered Council is now awaiting delivery  21 April 2021 RESOLUTION: ACEO to approach the Mornington Island State School, with the intention of undertaking traffic calming and fence realignment for improved visibility on the corner of Lardil Street and Maarnmaarn Katha Street
MORNINGTON SHIRE COUNCIL - NOMINATION OF SPECIAL DAYS AND SHOW DAY FOR THE 2021 CALENDAR YEAR	2021-01/28	27 January 2021	That Council provide to the Office of Industrial Relations its advice and direction regarding the nomination of Special and Show Day holidays for the 2021 calendar year as; <ol style="list-style-type: none"> <li>Mount Isa Show Friday, 18 June 2021</li> <li>Mount Isa Rodeo Friday, 13 August 2021</li> <li>Memorial Day Wednesday, 24 November 2021</li> </ol>	<ul style="list-style-type: none"> <li>Executive Manager Governance &amp; Communications</li> </ul>	15 April 2021 Awaiting feedback from the department regrading the proposed show day holiday  May 2021 Special Holiday dates confirmed as per report in this agenda

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
GUNUNA CEMETERY REPORT	2021-01/26	27 January 2021	That Council: 1. Note and receive this report; 2. Support the submission of an application for funding to complete the proposal to be considered as part of the 2021/22 budget; 3. Consider the delivery of this project and the costs associated as a part of its 2021/22 budget considerations 4. Renegotiate and clarify the formal Landcare Management Agreement with Bynoe with Key Performance Indicators (KPIs) to be set by mutual agreement for a period to be determined; and 5. A formal Interment Plan and Register is developed by Council involving the community that fulfils the regulatory requirements and incorporates the cultural needs of the site.	<ul style="list-style-type: none"> <li>Executive Manager Infrastructure &amp; Technical Services</li> </ul>	21 April 2021 Scheduled works to be included in 2021 / 22 budget bid
PLANNING FOR WASTE MANAGEMENT	2021-01/24	27 January 2021	That Acting Chief Executive Officer provide a plan and costing report back to Council at its February meeting of the following: 1. Daily mowing and cleaning of the cemeteries; 2. Top to bottom checks of rubbish; 3. Daily garbage collection and disposal; 4. Waste along roads to dump monitored and picked up by parks and gardens; and 5. Maintenance of the dump site	<ul style="list-style-type: none"> <li>Executive Manager Infrastructure &amp; Technical Services</li> </ul>	APRIL 2021 - ongoing

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
WASTE MANAGEMENT STRATEGY - UPDATE TO COUNCIL 21 APRIL 2021	2021-04/22	21 April 2021	That: 1. Council receive and note the report; and  2. The Executive Manager of Infrastructure and Technical Services prepare a report for Council on the Queensland Indigenous Waste Management Strategy – Situational Analysis, identifying a staged implementation strategy for waste management at the Gununa Waste Refuse Tip as part of the 2021 – 2022 budget consideration.	EXECUTIVE MANAGER TECHNICAL SERVICES & INFRASTRUCTURE, CEO	15 April 2021 Draft rubbish tip / dump management plan included in 21 April Council agenda. Other actions to be confirmed
MORNINGTON SHIRE COUNCIL'S RODEO GROUNDS- ALTERNATE HORSE HOLDING AREA	2021-01/20	27 January 2021	That Council resolves to undertake the works required to install a temporary fence for the control and containment of the horses roaming unrestrained within the township of Gununa and further the primary labour for the works be supplied via a Youth Program.	EXECUTIVE MANAGER TECHNICAL SERVICES & INFRASTRUCTURE	<u>21 April 2021</u> Executive Manager Infrastructure and Technical Services to coordinate bulldozing and fencing in liaison with the Mayor.  May 2021 The Dozer has broken down parts are on order.

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
Ergon Energy – Lights on Basketball Courts and Playgrounds				<ul style="list-style-type: none"> <li>David Sechtig</li> </ul>	<p>16 July 2019 Council waiting on report from Ergon Energy.</p> <p>2 October 2019 Ergon conducting works on Mornington Island from 15th - 21st of October 2019</p> <p>7 January 2020 Investigation conducted to identify a lighting type that will not disturb surrounding residents.</p> <p>21 April 2021 - ongoing - Executive Manager Infrastructure and Technical Services to report to the May 2021 meeting of Council, on progress to repair cut underground lines.</p> <p>May 2021 The works can be performed by the local electrician, a quotation has been requested for the repair.</p>
YOUTH HUB	2021-03/03	17 March 2021	That Council: 1. Endorse the use of 157 Lardril Street for the establishment of a Youth Hub; and 2. Make representations to all relevant stakeholders for funding of such service	CEO, Mayor	21 April 2021 Proposal well advanced, awaiting crime data by age groups from Police prior to submission

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
COMMUNITY CONCERNS REGARDING SERVICE DELIVERY BY FUNDED SERVICE PROVIDERS	2021-03/04	17 March 2021	That Council: 1. Invite representatives from Qld Health, Gidgee Healing, Mornington Island Health Council and North West Hospital Service to the next meeting to discuss the current services delivered to the island; and 2. Invite representatives from Bynoe to discuss their service delivery and reporting on outcomes to the next meeting	CEO, Mayor	15 April 2021 Council staff meet with Bynoe staff on 14 April to get an overview of the organisation's capacity on the island, including its facilities. The improved use of these will be discussed as part of the Mornington Island Stakeholders and Inter-Agency Committee's 'Self Determination' subcommittee, which is focused on training and employment. Bynoe's board to meet with council on 30 April 2021  21 April 2021 RESOLUTION: ACEO to invite service provides in the resolution at left, to a Special Meeting of Council to discuss service delivery asap - Meeting to be set up in May  May 2021 Invites yet to be sent due to ACEO leave
ACTING CHIEF EXECUTIVE OFFICER'S REPORT	2021-03/05	17 March 2021	That Council: 1. Investigate the construction of a large community notice board at the Festival Grounds including the option of an electronic notice board, for consideration in the 2021/22 budget; 2. Authorise the Acting Chief Executive to pay airfare and accommodation a representative of Burkin Svendsens Funeral Directors to conduct Undertaking Training in Gununa and prepare a Funeral Plan for Undertaking Services on the Island.	CEO	15 April 2021 Funeral training was delivered from 12 - 14 April - refer A/CEO report in the 21 April agenda for details. Status of the concept of a large community notice board TBC  21 April 2021 - Council to send thank you letter to Burkin Svendsens Funerals for Training and Preparing a funeral plan for Council

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
HOUSING INVESTMENT PLAN - \$7,328,042	2021-03/07	17 March 2021	That Council: 1. Receive and note report;; 2. Commence planning to identify the land and types of housing to construct from its allocation of \$7,328,042 and complete Housing Investment Plan 2020/21; and 3. Form a Committee consisting of the Mayor, Deputy Mayor, and Councillor Thomas together with Executive Manger Infrastructure and Technical Services, Infrastructure Services Group Manager and Manger Housing to finalise the Housing Investment Plan for Council's consideration	CEO, Mayor	April - 2021 -ongoing
PROPOSED MORNINGTON SHIRE HORSE PROGRAM	2021-03/08	17 March 2021	That Council: 1. Note and receive this report; 2. Authorise the Acting Chief Executive Officer to engage Burton Veterinary Contraction to undertake a surgical de-sexing program of male horses to address the public nuisance in Gununa and to also implement a Community Education Program. Further, the Acting Chief Executive Officer to engage Local Horse Handlers to assist with such program.	CEO	<u>15 April 2021</u> Vet visited the island in late March / early April to conduct the program with the assistance of local horse handlers  <u>21 April 2021</u> De-sexing program planned for May 2021
COMMUNITY GRANT TOWARD PROGRAMS UNDERTAKEN BY UNITING ABORIGINAL AND ISLANDER	2021-03/09	17 March 2021	That Council: 1. Receive and note the report; and 2. to contribute \$1500.00 towards the Mornington United Church programs for the elderly, children and vulnerable people.	CEO	<u>21 April 2021</u> Awaiting a photo opportunity, grant should have been paid to the applicant

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
CHRISTIAN CONGRSS, UNITING CHURCH AUSTRALIA					
EDUTAINMENT TOURING PROGRAM	2021-03/10	17 March 2021	That Council: 1. Receive and note the report; and 2. Express and interest to the Full Throttle Theatre Company to perform three shows on offering, namely the Solar System Safari, Evolutionary and Zapped to be preformed in Gununa at a cost of \$3,750 plus associated set up costs to be included for consideration in the 2021/22 Budget.	CEO	<u>21 April 2021</u> High interest from the provider to deliver 3 shows on the Island, negotiations ongoing
MORNINGTON ISLAND MASTER PLAN 2020	2021-03/11	17 March 2021	That Council: 1. Receive and note the report; and 2. Authorise the Acting Chief Executive Officer to call quotations for the preparation of a draft design and estimated costings for the realignment of the Mornington Island Runway as shown in the 2020 Master Plan.	CEO	<u>15 April 2021</u> A/CEO has received prices to realign the runway - refer attachment to the 'Bus Trip Outcome' report and refer A/CEO report on 'Mornington Island Strategic Direction for the 2021/22 Budget' for details in the 21 April agenda  <u>21 April 2021</u> Quote received to develop a scoping report for funding submissions, to fund the realignment as priced separately
VISIT BY THE MAYOR OF BURKE SHIRE COUNCIL	2021-03/13	17 March 2021	That Council: 1. Receive and note the report; and 2. Write to the Mayor of Burke Shire Council thanking him for the visit and for a meeting to be established between the three Local Governments in the coming months	CEO	<u>21 April 2021</u> Date TBC but aiming for early May

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
MORNINGTON ISLAND ABORIGINAL AND TORRES STRAIT ISLANDER SERVICE DELERY REFORM PROJECT	2021-03/21	17 March 2021	That Council; 1. Receive and note report; and 2. Request a detailed report on the programs outcomes to date at the next meeting.	SERVICE DELIVERY COORDINATOR, CEO	<u>15 April 2021</u> A/CEO authorised this report to be deferred until May 2021 meeting of Council, due to program staff leave
UPDATE ON MAJOR PROJECTS THAT WILL FEATURE IN THE 2021/22 BUDGET PREPARATION	2021-03/	17 March 2021	That Council; 1. Receive and note report; and 2. When the design is at a suitable stage, invite the Architect to attend Council to ensure Council is able to input into the final draft design; and 3. Visit a Splash Park or a similar design.	CEO	<u>15 April 2021</u> Refer 'Splash Park Location' report in the 21 April agenda for details. Finalisation of the design of the new admin building ongoing - refer A/CEO report on 'Mornington Island Strategic Direction for the 2021/22 Budget' for details
GENERAL BUSINESS - MARINE RESCUE QUEENSLAND VISIT	2021-03/39	17 March 2021	That Council; 1. Receive and note report; and 2. To pay for the accommodation for the Marine Rescue Queensland's visit in mid April to conduct Volunteer Marine Rescue and Recreational Boat Licence Training on the basis that licences for permanent residents are conducted at no charge.	CEO	<u>15 April 2021</u> Visit booked for 26 April to 30 April 2021.  May 2021 VRM training conducted
SPLASH PARK LOCATION	2021-04/08	21 April 2021	That Council be provided a site plan showing all infrastructure of the new Administrative Building site, including the Splash Park its associated infrastructure, to the next meeting of Council in May 2021.	CEO	21 April 2021 RESOLUTION: Site Plan of the Splash Park on the new Admin building site needed, showing all Splash Park infrastructure to next meeting May

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
COUNCILLOR TRAINING MEDIA RELATIONS AND SOCIAL MEDIA WORKSHOPS	2021-04/10	21 April 2021	That Council: 1. The ACEO investigate alternative media and social media training options for Councillors; and 2. Council authorise the Mayor to undertake media and social media training as soon as possible	CEO	APRIL 2021 CEO is completing further investigating of costs for this training.
WORK FOR QUEENSLAND PROJECT PROPOSAL 2021 - 24	2021-04/12	21 April 2021	That Council endorse the Actions of the Acting CEO in submitting the installation of a new, high grade water filtration system to improve water quality of the towns water supply system, at an estimated cost of \$1.4M under the Works for Queensland 2021-24 Funding Program.	CEO	APRIL 2021 - Ongoing
PROPOSAL MORNINGTON ISLAND JALAA SHOW DAY PILOT	2021-04/13	21 April 2021	That Council receive the Report and thank the Program Manager, Gununa Bidngen Nyerrwe (Mornington Island Women’s Place), Mission Australia for the proposal for a Show Day Pilot Project and advise that Council supports such proposal in principle and the actions identified in such proposal. Further that Council identify as part of its 2021/22 Budget preparation what funding will be required to implement such pilot project and the Acting CEO report back to Council once this information is known.	CEO	APRIL 2021 - Ongoing

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
POLICY UPDATE TO COUNCIL - APRIL 2021	2021-04/17	21 April 2021	That Council: Note and receive this report.  1. . Repeal Resolution 2021-01/2 as it relates to the adoption of Policy Development and Control Policy, namely: That Council note the contents of this Report and adopt the proposed Policy Development and Control Policy; and 2. Adopt the new Policy Development and Control Policy, subject to inserting the resolution date and number into the document upon its adoption by Council.	GOVERNANCE COORDINATOR	May 2021 Documents updated on Council's SharePoint system - complete
INDIGENOUS LEADERS FORUM, 27-28 APRIL 2021: APPROVAL OF COUNCILLOR EXPENSES	2021-04/18	21 April 2021	That: 1. Council note and receive this report inclusive of the attached Councillor Expenses Reimbursement Policy 2. Council note the attendance of the following Councillors at the Indigenous Leaders Forum, to be held in Cairns on 27 – 28 April 2021: (a) Deputy Mayor Rogers (b) Councillor Thompson (c) Councillor Thomas	MAYOR, CEO	APRIL 2021 - Mayor and CEO given permission for Councillor to attend Indigenous Leader Forum in Cairns  May 2021 COMPLETE

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
MEETING PROCEDURE AND STANDING ORDER POLICY AND MODEL MEETING PROCEDURE	2021-04/19	21 April 2021	<p>1. Note and receive this report.</p> <p>2. Repeal Resolution 2020-110 as it relates to the adoption of Meeting Procedure and Standing Orders Policy (v3), namely:</p> <p>That Council adopt the draft Meeting Procedure &amp; Standing Orders Policy as Council’s Meeting Procedure &amp; Standing Orders Policy;</p> <p>3. Adopt the new Meeting Procedure and Standing Orders Policy (V4), subject to inserting the resolution date and number into the document upon its adoption by Council; and</p> <p>4. Note the Model Meeting Procedure and associated Model Code of Conduct for Councillors</p>	GOVERNANCE COORDINATOR	<p>May 2021</p> <p>Documents updated on Council's SharePoint system - complete</p>
COMMUNITY FUNERAL ASSISTANCE POLICY	2021-04-20	21 April 2021	<p>That:</p> <p>1. Council repeal the Community Funeral Assistance Policy, effective from 21 April 2021; and</p> <p>2. The ACEO investigate alternative funeral supports for families as part of the 2021 – 2022 budget process</p>	CEO, GOVERNANCE COORDINATOR	<p>May 2021</p> <p>Documents updated on Council's SharePoint system - complete</p>

TASK NAME	RESOLUTION NUMBER	RESOLUTION DATE	RESOLUTION	ASSIGNED TO	UPDATES
SHOW CAUSE NOTICE - ABORIGINAL AND TORRES STRAIT ISLANDER PUBLIC HEALTH PROGRAM	2021-04/21	21 April 2021	That: 1. The Council receive and note this report; and  2. A report be provided to the May 2021 meeting of Council, providing an update on the status of the Show Cause Notice	GOVERNANCE COORDINATOR	May 2021 Ongoing - refer report on this matter in agenda
INFRASTRUCTURE & TECHNICAL SERVICES MONTHLY REPORT - APRIL 2021	2021-04/23	21 April 2021	That: 1. The council receive and note this report; and  2. Executive Manager Infrastructure and Technical Services treat as urgent, the clearing of the easement in the vicinity of the basketball courts to address fire hydrant, powerlines and general maintenance / cleaning	EXECUTIVE MANAGER TECHNICAL SERVICES & INFRASTRUCTURE - David Sechtig	May 2021 Being advanced as part of budget preparations
FINANCE AND HUMAN SERVICES MONTHLY REPORT FOR MARCH 2021	2021-04/25	21 April 2021	That: 1. Council receive and note this report;  2. Council call public expressions of interest to purchase dongas identified for demolition at the Visitor Accommodation Centre;  3. Review the conditions of existing accommodation as part of its 2021 – 2022 budget consideration; and  4. The ACEO Investigate additional options for increased accommodation on the site.	CEO, Geoff Rewald, Jacques Pagnard	APRIL- CEO to investigate additional options for housing - ongoing

**10 CALL FOR ITEMS OF GENERAL BUSINESS**

**RECEPTION & CONSIDERATION OF OFFICERS REPORTS**

**11 MAYOR AND COUNCILLORS REPORTS****11.1 WASTE MANAGEMENT**

**Author:** Deputy Mayor

**Attachments:** Nil

**PURPOSE (EXECUTIVE SUMMARY)**

This report is an update to waste management.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**On our dump site.

The discussion around waste management was raised at the Indigenous Leaders Forum in Cairns when myself, Councillor Thompson and Councillor Thomas attended.

The C.E.O and Director General for waste management had heard our request and now is supporting what steps we need to ensure the waste management is considered as a more effective process at our dump site and better planning is in place to also ensure there isn't any environmental impacts in how the dump is being managed now.

I have asked the D.G for waste management to contact Council to discuss better strategies where we can possibly get Federal government funding to obtain work on the site to ensure there is proper strategic planning in relation to how the Civil Works infrastructure budget is currently being used.

I have requested that we seriously look at a resolution to start to seek that funding which could be available for infrastructure (waste management).

I am requesting that Council propose a strategic plan together to ask for a more efficient and reliable process where waste management.

Currently these issues are identified to the waste management at present and there isn't any proper procedures to handle waste.

1. That the chemicals currently being dumped at the rear site be removed or there is special storage available for chemicals.
  - a) Batteries
  - b) Oils
  - c) Chemicals
  - d) Rubber(tyres)
  - e) E-plastics (T.Vs etc.)
2. There is availability for an Environmental officer come to the Island and complete a survey to provide reports back to Council to ensure the site is not causing health risks to our water catchment areas.
3. Make submissions to purchase a mobile recycling plant: THIS IS RECOMMENDED.
4. Asbestos has also been identified by contractors at a building and now are putting a process in place to demolish the section of the house. There isn't any waste process currently in place for Asbestos so this will cause a major impact to health risks. I would ask the Executive Manager Infrastructure and Technical Services - David Sechtig to check on this process and determine what actually going to be in place for waste of this material.
5. Vehicles need to be destroyed properly and compacted-Refer to a suitable recycling plant that can compact metals.

The chemicals, oils, rubber, plastics, metals and aluminium need to be shipped off the Island as a matter of assurance that this type of waste is managed properly.

I strongly recommend the Council make a resolution to this report at the May meeting to ensure we can move forward to ensuring that us as Council is making the waste management a correct process and to get the site in a better working order.

I am not available to this meeting next week but please determine in Council what we need to decide and advise in minutes for the next month's business meeting.

Regards,

Deputy Mayor,

Dwayne Rogers.

### **FINANCIAL & RESOURCE IMPLICATIONS**

To be confirmed.

### **RECOMMENDATION**

That:

1. Council receive and note the report;
2. The Executive Manager Infrastructure and Technical Services investigate asbestos disposal requirements and advise Council on options for the safe management of this waste; and
3. The issues outlined in this report help inform the consideration of budget allocations, as per a resolution of Council at its 22 April 2021 meeting (Resolution 2021-04/22), namely that:

The Executive Manager of Infrastructure and Technical Services prepare a report for Council on the Queensland Indigenous Waste Management Strategy – Situational Analysis, identifying a staged implementation strategy for waste management at the Gununa Waste Refuse Tip as part of the 2021 – 2022 budget consideration.

**11.2 DEPUTY MAYOR ROGERS LEAVE OF ABSENCE**

**Author:** Governance Coordinator

**Attachments:** 1 Deputy Mayor's email correspondence, advising his absence unless required

**FIRST HEADING**

To record the Deputy Mayor's absence from the meeting, unless otherwise required to dial in to form a quorum.

**NEXT HEADING**

Please see attached, noting Council's *Model Meeting Procedure* makes provision for the following:

- 9.1 If a councillor wishes to be absent from a council meeting place during a meeting, the councillor must apply to the chairperson to participate by teleconference, at least three business days prior to the meeting or as soon as practicable once the councillor becomes aware of their intended absence. The chairperson may allow a councillor to participate in a council meeting, standing or advisory committee meeting by teleconference.
- 9.2 A councillor taking part by teleconference is taken to be present at the meeting if the councillor was simultaneously in audio contact with each other person at the meeting. The attendance of the councillor must be recorded in the minutes as present at the meeting.

**Note:** Teleconferencing includes the use of a telephone, video conferencing equipment or other means of instant communication that allows a person to take part in a discussion as it happens.

**RECOMMENDATION**

That Council receive and note the report, and grant the Deputy Mayor a leave of absence unless otherwise required to dial in to form a quorum.

---

**From:** Graham King  
**Sent:** Tuesday, 11 May 2021 4:45 PM  
**To:** Dwayne Rogers; Raelene Sullivan  
**Cc:** Kyle Yanner  
**Subject:** Re: Ordinary Council Meeting

Noted. Thanks.

Regards,

Graham King | Acting Chief Executive Officer | Mornington Shire Council

---

**From:** Dwayne Rogers <Dwayne.Rogers@mornington.qld.gov.au>  
**Sent:** Tuesday, May 11, 2021 9:47:07 AM  
**To:** Raelene Sullivan <ea@mornington.qld.gov.au>  
**Cc:** Kyle Yanner <Kyle.Yanner@mornington.qld.gov.au>; Graham King <aceo@mornington.qld.gov.au>  
**Subject:** RE: Ordinary Council Meeting

Good morning Council,

I will be in Normanton on this week doing the RAMPT(Census)training workshop and cannot be available to attend the ordinary meeting for the month of May. My role is the Team leader for Mornington Island Census work as I had assisted in this process on the last term of Census data management for Mornington Island.

Please accept my apology and record in minutes.

If I am needed to assist in a quorum if this is needed, please call me and I will make time to dial in.

Regards,

Deputy Mayor

Dwayne Rogers.

Sent from [Mail](#) for Windows 10

---

**From:** Raelene Sullivan <ea@mornington.qld.gov.au>  
**Sent:** Monday, May 10, 2021 4:42:34 PM  
**To:** Kyle Yanner <Kyle.Yanner@mornington.qld.gov.au>; Graham King <aceo@mornington.qld.gov.au>; David Barnes <David.Barnes@mornington.qld.gov.au>; Robert Thompson <CR.Thompson@mornington.qld.gov.au>; Roxanne Thomas <Roxanne.Thomas@mornington.qld.gov.au>; Dwayne Rogers <Dwayne.Rogers@mornington.qld.gov.au>; David Sechtig <david.sechtig@mornington.qld.gov.au>; Wayne Mills <isgm@mornington.qld.gov.au>; Ian Loiterton <governance@mornington.qld.gov.au>; Violet Taulanga <Violet.Taulanga@Mornington.qld.gov.au>  
**Subject:** Ordinary Council Meeting  
**When:** Wednesday, June 16, 2021 9:00 AM-4:30 PM.  
**Where:** Council Chambers

Ordinary Council Meeting for June 2021.

Rae Sullivan – Mobile 0478 649 994

**Rae Sullivan**

Executive Assistant | Mornington Shire Council  
P: 07 4745 7804 | E: [ea@mornington.qld.gov.au](mailto:ea@mornington.qld.gov.au)

1 Mission Road, Gununa, QLD 4892



**12 CHIEF EXECUTIVE OFFICER'S REPORTS****12.1 MORNINGTON ISLAND STRATEGIC DIRECTION FOR THE 2021/22 BUDGET**

**Author:** Acting Chief Executive Officer

**Attachments:** 1 Major Matters 2021/22 Budget

**PURPOSE (EXECUTIVE SUMMARY)**

To summarise the strategic direction Council has been working to frame the 2021/22 Budget

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**

To consolidate the strategic direction informing the 2021/22 Budget, attached is a Report that summaries the direction Council has been pursuing as well as identifying key economic development strategies that should form part of Council strategic planning over the next three years.

**FINANCIAL & RESOURCE IMPLICATIONS**

To consolidate the strategic direction informing the 2021/22 Budget, attached is a Report that summaries the direction Council has been pursuing as well as identifying key economic development strategies that should form part of Council strategic planning over the next three years.

**RECOMMENDATION**

That Council receive the Report and note the contents.





Acting CEO report on Strategic Direction – March 2021

Budget Development	Master Plan and Town Plan	Administration and Governance	Community Development	Social Housing and Council Housing	Economic Development
<p><b>2021/22 Budget Development</b></p> <p>Council’s 2020/21 Budget has been comprehensively reviewed and reporting has significantly improved budget reporting –</p> <p>Outcome is a clearer picture of Council’s expected budget position as of June 2021.</p> <p><b>New Financial Management System adequate for local government service delivery.</b></p> <p>Identified that new financial reporting is required for sustainable financial management Outcome is that funding will be provided in 2021/22 Budget for the purchase, implementation, and training of a new financial management system</p> <p><b>Service Delivery Standards</b></p> <p>Identified the need for service standards to be developed for council services for the 2021/22 Budget</p> <p>Identified the need for a ‘bottom up’ approach to budgeting is required, with input from all program managers into the budget process. Outcome is that the budget process is now underway with all relevant supervisors and managers involve.</p> <p><b>2021/22 needs to be a Council inspired budget.</b></p> <p>Outcome is that Council has commenced a detailed discussion, starting with the inspection program of facilities, programs and services.</p>	<p><b>Council needs to consider the Master Plan in all major decisions.</b></p> <p>Outcome is that Gerard Visser of DATSIP has been invited to Mornington Island to further discuss the implementation of the Master Plan.</p> <p><b>Airport Runway Realignment</b> Council needs to proceed with the realignment of the Mornington Airport Runway to ensure the Master Plan recommendations for Lardil Street can be implanted. Representations to Government both Australian and State needs to occur. Outcome is that quotations are currently being sought by Peak Services for a preliminary design and costing. This should be available for the April 2021 Meeting.</p>	<p><b>New Civic Centre – Administration Centre</b> This facility needs Council’s full attention. Architects need to finalise design that meets with Council and community needs and to ensure funding; construction and implementation is fully understood by the community. Leadership needs to be shown in transferring from the existing Administration Centre to the new centre to ensure it is a seamless transfer. Outcome is that Council has received a proposal from Peak Services for Project Management Services, and this is currently being reviewed by Council’s legal advisors for presentation to Council at the April 2021 Meeting.</p> <p>Final estimated costing is also being sought for such building.</p>	<p><b>Splash Park –</b> Estimated cost around \$1.5M has been applied for under the Building Better Regions Commonwealth Funding. Outcome Grant Application currently being assessed under BBR5</p> <p>The final location of the Splash Park is still to be determined. Outcome is that a report to Council at its April 2021 meeting with further discuss such location. Outcome is for Council to decide on the location.</p> <p><b>State Government Community Champions.</b></p> <p>Council’s Ministerial Champion is the Minister for Resources Scott Stewart MP and the Director General Champion is Dr John Wakefield I Council’s Director General Champion.</p> <p>Both Champions are planning a visit to Mornington Island in May 2021.</p> <p><b>Outcome</b> The Mayor and ACEO will be working, with the Special Projects Team, to develop a submission to the State Government addressing the Economic and Social Welfare issues impacting the Island. A report on the matter will be presented once developed in draft form. A comprehensive report identifying a range of statistics across various socio-economic outcomes on the Island will be produced.</p>	<p><b>Council Housing</b></p> <p>This a major concern not only the shortage of staff housing but the ongoing asset management. A regular program of asset management needs to occur. Depreciation costs should be adequate for these purposes. Outcome is that funds to be provided in the 2021/22 Budget for asset replacement from depreciation costs. Asset replacement will be a key area of Council and Management in May 2021.</p> <p>Works for Queensland Funding (Covid) provides for additional new housing. Approximately \$500,000 has been provided.</p> <p>Outcome is that an extension of time has been applied for to 30 June 2022. Design and construction need to be undertaken urgently.</p> <p><b>Public Housing –</b></p> <p>Council has an extensive program of new build for the next financial year, approximately \$10M.</p> <p><b>Social Housing - Interim Funding</b> The \$2.35M program was handled poorly along with the plugins. Outcome is that a final design has been agreed for 2 by 3-bedroom units at 152 Lardil Street and balance funding to be for plugins. Times to be set for construction to commence.</p> <p><b>Social Housing - Balance Funding</b> Regarding the \$7.328M balance funding for social housing, the Council needs to urgently identify what the new housing investment plan is and finalise a funding agreement with the State Government to allow construction to proceed. is crucial that Council and Management work closely in developing the proposed Investment Plan. Outcome is that DATSIP has agreed to visit Gununa and assist Council in identifying land at a</p>	<p><b>Visitor Accommodation</b></p> <p>Council has applied for funding for additional accommodation at the Visitor Accommodation Centre. This provides for 4 new accommodation cabins, new commercial laundry to service motel and landscaping. Total estimated cost approximately \$1.5million.</p> <p>Outcome in that the BBR5 funding applications is currently being considered under the BBR funding No5 Round.</p> <p><b>Market Garden</b></p> <p>Council has identified a need for the re-establishment of a commercial market garden to address the needs of healthy eating and affordable fruit and vegetables. The National Indigenous Australians Agency (NIAA) has indicated support to the development of a business plan to progress this initiative.</p> <p><b>Future new economic development initiatives</b></p> <p>To include:</p> <ul style="list-style-type: none"> <li>- Attract private sector investment in Tourism while ensuring that significant economic benefits are returned to the Community.</li> <li>- To ensure sustainability of Mornington Island’s economic, community and social development, Council investigate the undertaking its own public barge service, under the control of Council.</li> </ul> <p>The outcome of the above would be the development of comprehensive business/feasibility plans for the above initiatives to ascertain if such proposals are able to be implemented looking at the cost, benefits, opportunities, and challenges of such ventures.</p>

Acting CEO report on Strategic Direction – March 2021

				time in April 2021, following which the investment plan can be finalised and the funding agreement signed.	
<b>Budget Development</b>			<b>Community Development</b>		
<p><b>Revenue Review</b></p> <p>Complete review of revenue needs to be completed as part of the 2021/22 budget. Outcome, Acting Executive Manager currently undertaking a detailed review.</p> <p><b>Revenue Review</b></p> <p>Complete review of revenue needs to be completed as part of the 2021/22 budget. Outcome, Acting Executive Manager currently undertaking a detailed review</p> <p><b>Asset Replacement</b></p> <p>Need to examine with Management what asset replacement need to be done. Outcome asset replacement program should be commenced in the 2021/11 Budget.</p>			<p><b>Youth development</b></p> <p>Youth programs are of an urgent priority and both Council and the community need to address this. Outcome is that a grant proposed is being developed to establish a Youth Hub and deliver horsemanship programs to youth on the Island. Once developed this will be submitted to all Stakeholders for funding.</p> <p><b>'Commercial Other' Liquor Licence</b></p> <p>This progressing with the finalisation of the Community Safety Plan. Once endorsed by DATSIP, Council Form 1 application can be processed by the Licencing Commission. Council now need to consider the operational aspects of opening and managing the licensed premises. trading. To ensure Council is in a good position to commence training, consideration should be given now to employing a Manager for such facility. Outcome is that a Position Description is being drafted and a salary determined for consideration by Council. Applications for a Manager needs to be called as soon as possible. At the same time Council should establish a small working group to develop the operational requirements for such a facility.</p> <p>The Mayor to also contact the Manager of the Burketown Hotel to gain some insight into the operations of the Hotel.</p>		

Acting CEO report on Strategic Direction – March 2021

			<b>Community Development</b>		
			<p><b>Home Brew</b></p> <p>In respect to the liquor licence matter, the issue of Home Brew on the Island is become crucial and as we have been told by the Police their hands are tied by the Magistrates Court System.</p> <p>Outcome is that Council is making representations to the State Government for a Carriage Limit/takeaway licence as a major way of addressing the home brew matters in Gununa. Preliminary discussions are to be held with DATSIP. Arrangements are also to be made to talk with the Magistrates Court.</p>		
			<p><b>Rock Pool</b></p> <p>Development of Rock Pool is seen in to be highly desirable for safe recreational salt water leisure swimming for residents and tourist alike. It would be constructure on the foreshore area near the jetty and form part of an overall tourism and recreational precinct. Preliminary design, to include land protection works to address foreshore erosion. It is considered such an area would include camping and associated public convenience facilities. Outcome is that a costing is being prepared by Peak Services for the preliminary design and costing for such a facility for consideration in the 2021/22 Budget.</p> <p><b>Swimming Pool</b></p> <p>Construction of a 25 metre aquatic swimming pool within the Mornington Island School Ground to be jointly funded by Council and Department of Education to allow for all year round recreational swimming, swimming lessons,</p>		

Acting CEO report on Strategic Direction – March 2021

			swimming training, aquatic fitness programs.		
			<b>Community Development</b>		
			<p><b>Development of an Indigenous Land Use Agreement.</b>                  At a recent meeting of GRAC is was proposed that Council commence discussion with DATSIP to bring forward a ILUA which would cover all the necessary initiatives Council is wishing to implement including the Mornington airport runway realignment (for both safety and residential land use purposes); foreshore development including rock pool; future cemetery reserve land and future town extension being the Barwu Concept Plan development area. Outcome will be that discussions will be held with DATSIP to determine how this process can be commenced.</p>		

**12.2 TORRES CAPE INDIGENOUS COUNCIL ALLIANCE (TCICA) INC.**

**Author:** Acting Chief Executive Officer

**Attachments:** 1 Email notification  
2 Canberra Advocacy Visit

**PURPOSE (EXECUTIVE SUMMARY)**

The purpose of the visit is to build awareness of the TCICA with key government Ministers and shadow Ministers, raise issues of importance in the lead up to the Federal Election, and set the scene for ongoing advocacy.

Key message to all Ministers and Shadow Ministers – The TCICA is the democratically-elected voice of the Torres and Cape region. We have been given a mandate by our communities to reflect their issues and needs. We are a strong and cooperative group.

**FINANCIAL & RESOURCE IMPLICATIONS**

Cost of travel and accommodation.

**RECOMMENDATION**

That Council approve the attendance of the Mayor and Acting CEO, to the Torres Cape Indigenous Council Alliance (TCICA) Inc. advocacy event, in advance of the upcoming federal election.

**Graham King**

---

**From:** Kyle Yanner  
**Sent:** Friday, 16 April 2021 9:50 PM  
**To:** Graham King  
**Subject:** Re: Next TCICA Meeting and potential Canberra advocacy visit

Thank you!

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**From:** Graham King <aceo@mornington.qld.gov.au>  
**Sent:** Friday, April 16, 2021 6:50:18 AM  
**To:** Kyle Yanner <Kyle.Yanner@mornington.qld.gov.au>  
**Subject:** Re: Next TCICA Meeting and potential Canberra advocacy visit

Yes. We could put through a resolution authorising you to attend. Thanks

Regards,

**Graham King** | Acting Chief Executive Officer | **Mornington Shire Council**

---

**From:** Kyle Yanner <Kyle.Yanner@mornington.qld.gov.au>  
**Sent:** Thursday, April 15, 2021 11:06:14 PM  
**To:** Graham King <aceo@mornington.qld.gov.au>  
**Subject:** Fwd: Next TCICA Meeting and potential Canberra advocacy visit

What are your thoughts on this? Do you think it would be a good experience for me to attend?

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**From:** Melinda Eades <melinda.eades@nparc.qld.gov.au>  
**Sent:** Thursday, April 15, 2021 11:52:50 AM  
**To:** Bernie McCarthy (ceo@aurukun.qld.gov.au) <ceo@aurukun.qld.gov.au>; Cr Aileen Addo (mapoon.mayor@mapoon.qld.gov.au) <mapoon.mayor@mapoon.qld.gov.au>; Cr Bradley Creek (mayor.creek@wujal.qld.gov.au) <mayor.creek@wujal.qld.gov.au>; Cr Janita Motton (mayor@napranum.qld.gov.au) <mayor@napranum.qld.gov.au>; Cr Jason Woibo (Mayor@hopevale.qld.gov.au) <Mayor@hopevale.qld.gov.au>; Cr Keri Tamwoy (Mayor@aurukun.qld.gov.au) <Mayor@aurukun.qld.gov.au>; Kyle Yanner <Kyle.Yanner@mornington.qld.gov.au>; Patricia Yusia <mayor20@nparc.qld.gov.au>; Cr Peter Scott (PScott@cook.qld.gov.au) <PScott@cook.qld.gov.au>; Cr Richard Tarpencha (mayor@pompuraaw.qld.gov.au) <mayor@pompuraaw.qld.gov.au>; Cr Robbie Sands (robbie.sands@kowanyama.qld.gov.au) <robbie.sands@kowanyama.qld.gov.au>; Cr Vonda Malone (vonda.malone@torres.qld.gov.au) <vonda.malone@torres.qld.gov.au>; Cr Wayne Butcher (mayor@lockhart.qld.gov.au) <mayor@lockhart.qld.gov.au>; Dalassa Yorkston (ceo@torres.qld.gov.au) <ceo@torres.qld.gov.au>; Dave Clarke (ceo@lockhart.qld.gov.au) <ceo@lockhart.qld.gov.au>; Deputy CEO <dceo@pompuraaw.qld.gov.au>; Edward Natera (ceo@pompuraaw.qld.gov.au) <ceo@pompuraaw.qld.gov.au>; Gary Uhlmann (Gary.Uhlmann@kowanyama.qld.gov.au) <Gary.Uhlmann@kowanyama.qld.gov.au>; Graham King <aceo@mornington.qld.gov.au>; Janelle Menzies (ceo@napranum.qld.gov.au) <ceo@napranum.qld.gov.au>; Judey Browne (Judey.browne@weipatownauthority.com.au) <Judey.browne@weipatownauthority.com.au>; Linda Cardew <LCardew@cook.qld.gov.au>; Mark Kelleher (ceo@hopevale.qld.gov.au) <ceo@hopevale.qld.gov.au>; Mr Michael Rowland (michael.rowland@weipatownauthority.com.au) <michael.rowland@weipatownauthority.com.au>; Naseem Chetty (mapoon.ceo@mapoon.qld.gov.au) <mapoon.ceo@mapoon.qld.gov.au>; Steve Wilton (steve@wujal.qld.gov.au) <steve@wujal.qld.gov.au>; Susan Law <ceo@nparc.qld.gov.au>

Cc: Amelia Fagan (amelia@wujal.qld.gov.au) <amelia@wujal.qld.gov.au>; Enya Lange - Napranum Aboriginal Shire Council <enya.lange@napranum.qld.gov.au>; Jacinta Olds (Jacinta.Olds@kowanyama.qld.gov.au) <Jacinta.Olds@kowanyama.qld.gov.au>; Jillian Anderson <eaom@nparc.qld.gov.au>; Karen Sterck (EA@aurukun.qld.gov.au) (ea@aurukun.qld.gov.au) <ea@aurukun.qld.gov.au>; Kimberley Sullivan <KSullivan@cook.qld.gov.au>; Lanitta Jawai <Lanitta.Jawai@nparc.qld.gov.au>; Noleen Clark <Training@lockhart.qld.gov.au>; Royleen Wolski (Governance@mapoon.qld.gov.au) <Governance@mapoon.qld.gov.au>; Raelene Sullivan <ea@morningson.qld.gov.au>; tisha.gordon (tisha.gordon@hopevale.qld.gov.au) <tisha.gordon@hopevale.qld.gov.au>  
**Subject:** Next TCICA Meeting and potential Canberra advocacy visit

Good morning TCICA

#### Next TCICA meeting

Our next TCICA meeting is currently scheduled for Wednesday 5 May, however with the ILF happening on 27-28 April, followed by the First Nations Mayors Summit on 29 April, Mayor Butcher and I discussed postponing it as it doesn't make sense now for you to travel back to Cairns the following week.

Instead of having our next TCICA meeting face to face, I'm **proposing a video conference on the morning of Thursday 13 May, say from 9.00am – 12.00noon**, with the key focus to be on discussing TCICA's priorities for the upcoming Federal Election. If you have any concerns or conflicts with this time/date, could you please let me know?

LGAQ is not expecting the election to be until next year however we need to start thinking about what our key priorities will be to take to the election. Here is a link to the current priorities as a starting point: <https://tcica.com.au/wp-content/uploads/2020/09/2020-federal-priorities.pdf>

#### Canberra Advocacy

Mayor Butcher and I also discussed the potential of a TCICA **advocacy visit to Canberra from 1 – 3 June** to meet with key Ministers and Shadow Ministers. Note that the Australian Local Government Association National General Assembly is from 20 – 23 June, however with 800 or so Mayors, CEOs and Councillors expected to be in Canberra at this time we are unlikely to get the level of attention we need.

Please let me know your thoughts and availability for an advocacy trip from 1-3 June and if you would be likely to participate. If we have a quorum (7 members or more), we could hold our next face to face meeting in Canberra also. Your response by the end of next week would be great as I'll need as much time as possible to lock in meetings. For those of you who haven't done an advocacy visit before, attached is the report from our last visit in November 2019.

Many thanks and regards

Melinda

#### **Melinda Eades** • Executive Officer

Torres Cape Indigenous Council Alliance (TCICA) Inc.  
PO Box 355 • Cairns North Qld 4870  
P: 07 4050 1808 • M: 0436 819 001 • [TCICA.com.au](https://tcica.com.au)

**Graham King**

---

**From:** Kyle Yanner  
**Sent:** Friday, 16 April 2021 10:37 PM  
**To:** Graham King  
**Subject:** Fwd: AIATSIS Summit workshop call out

Do you think I should attend this?  
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**From:** Rachael Arnold <rarnold@clcac.com.au>  
**Sent:** Friday, April 16, 2021 8:37:35 AM  
**To:** Kyle Yanner <Kyle.Yanner@mornington.qld.gov.au>  
**Cc:** Ryan Ellis - p&e Law <ryan@paelaw.com>  
**Subject:** FW: AIATSIS Summit workshop call out

Hi Kyle,

Below is some information on a summit in May that AIATSIS is hosting – note the second workshop on Marine Rights.  
I will be attending along with Murrandoo so if you can't join us, we'll be bringing back information and ideas.

Chat soon,  
Rach

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**From:** Christiane Keller <Christiane.Keller@aiatsis.gov.au>  
**Sent:** Thursday, 15 April 2021 6:08 PM  
**To:** Rachael Arnold <rarnold@clcac.com.au>  
**Subject:** AIATSIS Summit workshop call out

This message was sent from outside the company by someone with a display name matching a user in your organisation. Please do not click links or open attachments unless you recognise the source of this email and know the content is safe.

As you may be aware the [AIATSIS Summit](#) is coming up from 31 May 2021 – 4 June 2021 in Adelaide.

It is the first time the National Native Title Conference and National Indigenous Research Conference will be held together. The Summit is a unique forum for academics, government, native title, legal experts and community sectors to collaborate in addressing critical and emerging challenges for the native title and research sectors. It is also an opportunity to support and strengthen Aboriginal and Torres Strait Islander cultures, knowledge and governance.

**We have received funding to hold additional workshops on Day 4 of the Summit.**

The two proposed additional workshops are:

1. **Digital solutions to support PBC functions**

PBCs have many obligations and considerable reporting and compliance burdens that could be streamlined with digital technology. PBCs experience a gap in expertise relating to information and communication technology. The development of user-friendly, flexible and suitable systems is cost and human resource intensive and often leads to expensive, tailor-made solutions specific to individual corporation's needs. There is a need for databases that help PBCs implementing, managing and monitoring obligations including agreement management, charitable trust distributions or membership registers as well as cultural heritage and knowledge management.

In this hands-on workshop PBCs that have implemented such systems share their experiences. They present on how their systems work and on their journey to get it up and running. They share lessons learned, what worked well and what didn't? What are they recommending to other PBCs starting out. There is plenty of room for discussions and the development of ideas how to share this burden of developing solutions amongst PBCs in need.

We are seeking short 10 min presentations by PBCs who implemented management systems that help with:

- managing and monitoring obligations such as agreements, trust fund distribution or membership registers (for example [Aboriginal Trust Management System](#) (ATMS))
- cultural heritage and knowledge management including the management of native title materials (for example the [Keeping Place](#) , [Keeping Culture KMS](#) or [Environmental Systems Solution](#)).

Show us how your system works and tell us about your journey. If you want to participate in this workshop please contact Christiane Keller at [christiane.keller@aiatsis.gov.au](mailto:christiane.keller@aiatsis.gov.au) or (02) 6261 4254.

## 2. Marine rights workshop

Aboriginal and Torres Strait Islander coastal communities have strong connections to their water and sea country. Sea resources are a part of identity, culture, spirituality and livelihoods, but many communities have little say in the management of their lands, waters and resources. In some instances, overfishing, unsustainable farming practices and other industrial activities as well as climate change have damaged and degraded sea country so that it is no longer healthy and able to support the long-term needs and aspirations of First Nations peoples. In addition, Aboriginal and Torres Strait Islander people are sometimes criminalised for practicing customary fishing.

A preliminary meeting of PBCs and international counterparts in March 2021 identified similar challenges and aspirations across Australia and the world. This workshop is an opportunity to continue the conversation and build a community of practice. We are seeking 15-20 minute presentations by PBCs on their experiences of:

- Asserting decision making authority over marine and/or coastal areas
- Barriers and enablers in practising traditional cultural fishing
- Management board and advisory committee roles
- Community-led conservation efforts
- Engaging with government and industry
- Enforcing traditional/customary rights and interests
- Developing partnerships (scientists, INGOs, NGOs etc.) to carry out research
- Regulatory approaches taken in different jurisdictions

Please let me know if you would be interested in attending and/or presenting at either or both of the above workshops. If you want to participate in this workshop please contact Mia Stone at [mia.stone@aiatsis.gov.au](mailto:mia.stone@aiatsis.gov.au) or (02) 6246 1639.

### Funding

The summit will be held at the Adelaide Convention Centre in South Australia. Funding is available to assist Aboriginal and Torres Strait Islander people to attend the event as speakers, facilitators and delegates. Limited funds are available to support attendance. Applications close 18 April 2021. Please click [here](#) for more information about Indigenous sponsored delegates.

We look forward to hearing from you.

Kind regards,

Christiane Keller



**AIATSIS**

Dr Christiane Keller  
Senior Research Officer  
NTRU | Indigenous Country and Governance  
Research and Education Group  
P (02) 6261 4254  
E [christiane.keller@aiatsis.gov.au](mailto:christiane.keller@aiatsis.gov.au)

[aiatsis.gov.au](http://aiatsis.gov.au)  
Australian Institute of Aboriginal and Torres Strait Islander Studies



AIATSIS acknowledges the traditional custodians of Country throughout Australia and their continuing connection to land, culture and community. We pay our respects to elders past and present.

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## Canberra Advocacy Visit

### Dates

1 – 3 June 2021 (plus travel days)

### Purpose

The purpose of the visit is to build awareness of the TCICA with key government Ministers and shadow Ministers, raise issues of importance in the lead up to the Federal Election, and set the scene for ongoing advocacy.

Key message to all Ministers and Shadow Ministers – The TCICA is the democratically-elected voice of the Torres and Cape region. We have been given a mandate by our communities to reflect their issues and needs. We are a strong and cooperative group.

### Approximate costs to Council, per delegate

Airfares – Cairns to Canberra return on Qantas	\$1100
Airfares – Community to Cairns return	\$1000
Accommodation – 3 nights @ <a href="#">Canberra Rex Hotel</a> (or two nights if returning to Cairns on Thursday evening)	\$750
Taxis	\$150
Meals	\$250
TOTAL	\$3250

Councils to make flight and accommodation bookings but will be provided with flight and accommodation details to assist with bookings.

### Proposed itinerary

*Monday 31 May*

Travel from Community to Cairns (if no morning flight on Tuesday 1 June)

*Tuesday 1 June*

Travel from Community to Cairns (for morning flights arriving by midday)

1.10pm Depart Cairns for Canberra, arriving 4.15pm (Qantas)

*Wednesday 2 June*

All day meetings, commencing at 9.00am (6 – 8 meetings possible)

*Thursday 3 June*

All day meetings, commencing at 9.00am (6 – 8 meetings possible)

5.35pm depart Canberra for Cairns, arriving 10.10pm (to meet next day morning flights)

*Friday 4 June*

6.20am depart Canberra for Cairns, arriving 11.25am (to meet afternoon flights departing after 12.30pm)

Travel from Cairns to Community

**Target Ministers in the Morrison Government**

<b>The Hon Scott Morrison MP – Prime Minister</b> Focus: all TCICA issues
<b>The Hon Ken Wyatt AM MP – Minister for Indigenous Australians</b> Focus: All TCICA issues; remote Indigenous housing commitment; Indigenous Voice to Parliament; service delivery reform
<b>The Hon Michael McCormack MP – Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development</b> Focus: Funding for next stages of the PDR; importance of ensuring the sealing program is completed in the next 10 years
<b>The Hon Greg Hunt MP – Minister for Health and Aged Care</b> Focus – Health service delivery reform
<b>The Hon Mark Coulton MP – Minister for Regional Health, Regional Communications and Local Government</b> Focus: All TCICA matters, regional telecommunications Financial Assistance Grants; health service delivery reform
<b>The Hon Paul Fletcher MP – Minister for Communications, Urban Infrastructure, Cities and the Arts</b> Focus – regional telecommunications
<b>The Hon Keith Pitt MP – Minister for Resources, Water and Northern Australia</b> Focus – Northern Australia Development agenda
<b>The Hon Andrew Gee – Minister for Decentralisation and Regional Education</b> Focus: Education reform
<b>The Hon Alan Tudge MP – Minister for Education and Youth</b> Focus: Education reform
<b>The Hon Warren Entsch MP – Member for Leichhardt</b>
<b>Senator Susan McDonald – Senator for Queensland</b>

**Target Shadow Ministers**

<b>The Hon Anthony Albanese MP – Leader of the Opposition</b> Focus: all TCICA issues
<b>The Hon Linda Burney MP – Shadow Minister for Indigenous Australians</b> Focus: remote Indigenous housing commitment, service delivery reform, Indigenous Voice, all TCICA matters
<b>The Hon Catherine King MP – Shadow Minister for Infrastructure, Transport and Regional Development</b> Focus: funding for next stages of PDR, importance of ensuring the sealing program is completed in the next 10 years
<b>The Hon Mark Butler MP – Shadow Minister for Health and Ageing</b> Focus: Health service delivery reform
<b>The Hon Tanya Plibersek MP – Shadow Minister for Education</b> Focus: education reform
<b>The Hon Jason Clare MP – Shadow Minister for Regional Services, Territories and Local Government</b> Focus: All TCICA matters, Financial Assistance Grants
<b>The Hon Michelle Rowland MP – Shadow Minister for Communications</b> Focus: digital connectivity and telecommunications
<b>Senator Murray Watt – Shadow Minister for Northern Australia</b> Focus: Northern Australia agenda and refresh of Northern Australia White Paper
<b>Senator Nita Green – Senator for Queensland</b>

**Other**

<b>Bob Katter MP – Katter Australia Party / Member for Kennedy</b> Focus: all TCICA issues
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**12.3 WORK HEALTH AND SAFETY REPORT FOR APRIL 2021**

**Author:** Acting Chief Executive Officer

**Attachments:** 1 Work Health and Safety Report for the month of April 2021

**PURPOSE (EXECUTIVE SUMMARY)**

To provide an update on Council's work health and safety for the month of April 2021.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**

Please refer to the attached report from Tony Walters – Work Health and Safety Advisor.

**FINANCIAL & RESOURCE IMPLICATIONS**

Nil.

**RECOMMENDATION**

That Council receive and note the report.



**abw compliance consultants**

*Independent Risk Management Specialists & Training Consultants*

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### **Mornington Shire Council.**

WHS Risk Audit and Compliance Report - April 2021

The WHSQ Improvement Notices submitted to council update follow: –

#### **WHSQ Improvement Notices**

##### **Completed -**

**Notice No. I2010275 – 26-FEB-2021** Administration training center – WHSQ was provided evidence the issue was remedied on 9/12/2020 and WHSQ confirmed the issue was now **Completed**.

**Notice No. I2010269 - 13-FEB-21 (Was 31-DEC-2020)** Mechanical Workshop – WHSQ was provided evidence the issue was remedied on 23 February 2021 and WHSQ confirmed the issue was now **Completed**.

**Notice No. I2010274 - 31-MAR-2022** Water Treatment Plant - WHSQ was provided evidence the issue was remedied on 25 March 2021 and WHSQ confirmed the issue was now **Completed**.

**Notice No. I2031554 - 26-MAR-2021** Jetty Road Barge operations – WHSQ was provided evidence the issue was remedied on 25 March 2021 and WHSQ confirmed the issue was now **Completed**.

**Notice No. I2010267 - 26-MAR-2021** Mechanical Workshop – WHSQ was provided evidence the issue was remedied on 25 March 2021 and WHSQ confirmed the issue was now **Completed**.

**Notice No. I2010270 - 31-MAR-2021** Service Station - WHSQ was provided evidence the issue was remedied on 25 March 2021 and WHSQ confirmed the issue was now **Completed**.

##### **In Progress -**

**Notice No. I2031553 - 26-MAR-2021** Maintenance Depot - Remedial work has been commenced however an extension of remedy date is required and a request to WHSQ has been submitted, a reply from WHSQ yet to be received.

**Notice No. I2010272 - 31-MAR-2021** Water Treatment Plant - Remedial work has been commenced however an extension of remedy date is required and a request to WHSQ has been submitted and WHSQ has approved an improvement date extension to **31 June 2021** has been received.

**Notice No. I2010273 - 31-MAR-2021** Water Treatment Plant - Remedial work has been commenced however an extension of remedy date is required and a request to WHSQ has been submitted and WHSQ has approved an improvement date extension to **31 June 2021** has been received.

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Email: [tony@abwcc.com.au](mailto:tony@abwcc.com.au)

**Notice No. I2010271 - 30-JUN-2021** Depot Mechanical Workshop/Hardstand Work Areas - Remedial work has been commenced however an extension of remedy date is required and a request to WHSQ has been submitted, a reply from WHSQ yet to be received.

**Notice No. I2010451 - 30-JUN-2021** Waste disposal/transfer facility – Remedial work yet to be commenced.

**Notice No. I2010268 - 30-NOV-2021** Mechanical Workshop External Hardstand Storage/Work Area – Remedial work yet to be commenced.

#### **WHS documents under review**

- List of Council provided housing to determine a schedule of attendances for inspections
- Updated the WHS incident register.
- Updated the Hazards register

#### **Hazard, incident, and risk reporting –**

- April – Nil Hazard reports received and added to the register and to be actioned.

Incident reports received:

- April 2021 – Nil incidents reported to date

#### **Rehabilitation and Return to Work –**

Workers' compensation claims

Ongoing claims

- LGW Recommended Workplace / RRTWC Actions. Following the receipt, review and consideration of the medical report received from an Independent Consulting Psychiatrist, LGW advise that the entitlement to statutory workers compensation will cease from COB Friday 14 May 2021. Employee has been advised accordingly.

#### **LTIFR Reports**

**Calculation:**

**(Number of lost time injuries in the reporting period x 1,000,000 / 1,216 hours)**

April 2021 – Nil lost time to injuries reported.

**Safe Work Method Statements developed and provided for the month.**

- Nil SWMS development requests received.

#### **Meetings**

- Telephone conference with ACEO and Mayor

**Next scheduled attendance to Council**

- Arrive **24/05/2021** and depart **02/06/2021**.

**Objectives proposed for next attendance to Council.**

During my next visit I will be focusing on the following tasks: -

**High Priority**

- Responding to and continuing the completion of WHSQ Improvement Notices
- Conduct the Annual WHS Audit and provision of the audit report and recommendations.
- Conduct WHS safety audits of Council supplied houses, provide reports and recommendations.
- Conduct WHS inspections of building projects currently underway.
- Implement and conduct the WHS committee meeting, (several workers to be invited)
- Follow up on submitted hazard reports to ensure timely rectification/elimination.
- Following up the Chubb Servicing of Councils Fire Safety Equipment for April - Mornington Island

**Priority**

- Conduct Fire safety training for new staff etc.
- Conduct Induction training for staff and contractors.
- Conduct toolbox training sessions for Tech Services, Workshops, Housing, Special Projects. and cleaning staff onsite
- Conduct site inspections and prestart meetings.
- Continue the work on Hazardous chemicals risk register and SDS updates.
- Continue work on Hazard inspections.

**13 STAFF REPORTS - FINANCIAL SERVICES****13.1 FINANCIAL REPORT AS AT 30 APRIL 2021**

**Author:** Acting Finance and Administration Manager

**Attachments:**

- 1 Financial Statements as at 30 April 2021**
- 2 Detailed Budget v Actual - Total Council April 2021**
- 3 Capital Projects - Financial Status Report -April 2021**

**PURPOSE (EXECUTIVE SUMMARY)**

This report provides Council with a financial report as required under Section 204 of the Local Government Regulation 2012. 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.

This report provides the following attachments as supporting information as at 30 April 2021 (i.e.83% through the financial year):

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Cash Flows

Reporting is now against the Revised Budget 2020-21

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**

Please refer to attachment 1 for details on the Council's financial performance YTD as at 30 April 2021. The second attachment provides a detailed review of Council's income & expenditure compared to budget and previous year. Attachment 3 details the Council's year to date capital expenditure versus budget.

**FINANCIAL & RESOURCE IMPLICATIONS**

Following the Covid-19 restrictions impacting the later half of 2020, Council operations are working towards business as usual, with contractors travelling to the island, and backlog of projects are progressing. Council's overall cash position is still positive in April 2021.

It is noted that following the budget review both total income and expenditure have decreased resulting in a lower budgeted net surplus at the end of the year. The April figures are all being reported against the revised budget.

**RECOMMENDATION**

That Council receives and notes this report.

MORNINGTON SHIRE COUNCIL  
CAPITAL EXPENDITURE PROGRAM  
ACTUAL VERSUS BUDGET  
YTD as at 30 April 2021

Item #	Project Description	Council funded	Grant & subsidy funded	Sale of Assets / Contributions / Insurance	Carry over from prior year budget	Revised Q2 Budget \$	ACTUALS \$	Commitments \$	Comments
<b>ORIGINAL BUDGET</b>									
1	Administration Centre Redevelopment	590,854	5,317,693.00			5,908,547	73,668	12,250	
2	Roads & Civil Works - Roads to Recovery Program		152,800.00			152,800			Street Crossing - \$40k
3	DRFA - Disaster Recovery Works		2,923,500.00			2,923,500			
	DRFA - 2019 Event						3,041,726		
	DRFA - 2020 Event						251,898		
4	Warehouse - Red Shed Floor	200,000				200,000			If grant funding available
5	Warehouse - Warehouse yard seal / concrete	200,000				200,000			If grant funding available
6	Warehouse - Barge & Jetty Safety Upgrade (Stage 1 - 2)	200,000				200,000			If grant funding available
7	Warehouse - LPG refill station	5,000				5,000			
8	Information Technology - PC & Peripherals (Laptops, Admin printer, Tech Serv printer)	40,000				40,000	13,795		
9	Bakery Equipment Oven Replacement	40,000				40,000	33,669		
10	Batch Plant - Amenities Block	5,000				5,000			
11	Emergency Service - Residence	20,000	150,000.00			170,000			Proposed Grant Funding - \$150,000
12	Parks & Gardens - Storage Container - Cemetery	20,000				20,000			Transfer funds to Workshop Safety Container
	Transferred to Workshop Safety Container								
14	Technical Services - Cable Locator (coded to Operations-needs to be re-coded)	5,000				5,000			
15	Works for Queensland - Covid-19 - Rectification of outdoor entertainment area @ Leika Murrin	200,000	1,160,000.00			1,360,000			
	Tavern Upgrade, Visitors accommodation camp, staff housing Cemetery Road								
15a	Works for Queensland - Covid-19 Project 1 Building & Facilities Maintenance						605		
15b	Works for Queensland - Covid-19 Project 1 Guest House Amenities						1,437		
15c	Works for Queensland - Covid-19 Project 1 Council Chamber Maintenance								
15d	Works for Queensland - Covid-19 Project 2 Building & Facilities maintenance								
15e	Works for Queensland - Covid-19 Project 2 Accommodation Units & Outdoor Space						4,126		
15f	Works for Queensland - Covid-19 Project 2 Lot 9 Cemetery Road Accommodation						1,306		
15g	Works for Queensland - Covid-19 Project 2 Tavern Marketplace - Outdoor								
16	Council housing (insurance recovery) - 162 Ngerrawum Street			454,217.00		454,217			Insurance Claim - \$ 454,217
17	Visitor Accommodation Centre (VAC) Improvements - Fencing, Boom Gate	170,000		61,435.00		231,435			Insurance Claim - \$ 61,435
18a	Council special projects (Carried forward 2019/20) - Airport Works	40,000				40,000	4,861		
18b	Council special projects (Carried forward 2019/20) - Dog Pound Termite Proofing	5,000				5,000	5,800		
18c	Council special projects (Carried forward 2019/20) - 'Red Shed' Ground Stabilisation, Cross-	20,000				20,000	3,913		
18d	Council special projects (Carried forward 2019/20) - Batch Plants	40,000				40,000			
18e	Council special projects (Carried forward 2019/20) - ICT Rectification Project	187,000				187,000	189,708		
19	Workshop Plant & Equipment - Backhoe	132,000				132,000	128,110		
20	Workshop Plant & Equipment - Ride-on Mower (zero turn mowers x47)	30,000				30,000	22,244		
21	Workshop Plant & Equipment - Small Plant & Equipment	20,000				20,000	18,904		
23	Workshop Plant & Equipment - Low Loader	50,000				50,000	72,075		
24	Workshop Plant & Equipment - Utilities (Qty x 2) Kia Sportage & Triton Dual cab	80,000				80,000	71,033		
25	Workshop Plant & Equipment - Gravel Truck	40,000				40,000			
26	Workshop Plant & Equipment - Dingo Digger / Post Hole Digger (Toro TX1000)	49,800				49,800	53,364		
27	Workshop Plant & Equipment - Street Sweeper (Tractor linked)	30,000				30,000	30,072		
28	Workshop Plant & Equipment - Tilt Tray	65,000				65,000	70,000		
29	Workshop Plant & Equipment - Prime Mover	50,000				50,000	32,844		
30	Workshop Plant & Equipment - Grader	280,000				280,000	887	236,500	
31	Workshop Plant & Equipment - Mayor's Vehicle	100,000				100,000	78,073		
32	Workshop Plant & Equipment - Utilities (Qty x 4)	160,000				160,000		176,581	3* Isuzu DMAX
33	Workshop Plant & Equipment - All Terrain Vehicles (ATV) (Qty x 2)	21,998				21,998	29,955		
34	Workshop Plant & Equipment - Community Bus	20,000		20,000.00		40,000	42,223		
35	Administration - Office Equipment (Admin & Tech Serv printers)	23,296				23,296	22,257		
	Kubota U35-4G Excavator (not budgeted for)						19,354		
	Workshop Plant & Equipment - Additional mowing equipment	30,000				30,000	10,362	10,890	Council Resolution 2021-01/21
	Information Technology - 2 new on-site servers	25,000				25,000	31,868		
		3,194,948	9,703,993	535,652	-	13,434,593	4,360,134	436,221	
<b>CARRIED FORWARD PROJECTS (x 2019-2020)</b>									
36	Places of Refuge (W4Q) - restricted funds \$296,366				296,366	296,366			Restricted Funds - \$296,366
36a	4100 Places of Refuge (W4Q)						11,079		
36b	4100 RTO Demountable								
36c	4100 Tavern Roof Tie Down						18,666		
36d	4100 188 Cemetery Road								
36e	4100 VAC Roof								
36f	4100 VAC Tie Down						33		
37	ICCP - restricted funds - \$58,653				58,654	58,654			Restricted Funds - \$58,654
37a	4150 Effluent Outflow Pipe (ICCP)						65,426		
37b	4250 Chlorine Hypo Dosing Upgrade (ICCP)						9,407		
37c	4150 Landfill Signs (ICCP)								
37d	4150 Sewer Pump Station Upgrade (ICCP)						19,832		
					355,020	355,020	174,443		
<b>NEW GRANT FUNDED PROJECTS (x 2019-2020)</b>									
38	UHF Radio Network		117,095			117,095	18,014	130,369	Grant Funded QRRRF - \$117,095
39	Local Community Infrastructure Program (Picnic Shelters, seating, water bubblers)	100,000.00	76,418			176,418			Grant Funded LCRI - \$76,418
40	Local Community Infrastructure Program (Bus shelter, Bus seating)		83,278			83,278			Grant Funded LCRI - \$83,278
	4450 Basketball Court Playground (LCRI)						64,503	7,175	
	4450 Post Office Grounds (LCRI)						11,446	3,716	
	4450 Sports Oval Playground (LCRI)						35,120	30	
		100,000	276,791			376,791	129,083	141,290	
<b>OTHER</b>									
	BOR - Leika Murrin Tavern update						847,936	49,756	
	BOR Service Station Upgrade						22,724		
	Drinking Fountain (Admin?)						5,927		
	Commercial accommodation plant purchases-Industrial Washing Machines & Ice Machines (Facilities)						58,758		
	Housing Plant Purchases- Ice Machine						8,502		
	Tech services Department Plant Purchases- Ice Machine, Drainage Camera						13,986		
	Isuzu NPS 75/45 - 155 4x4 Crew Cab						80,510		Funded by insurance received PY re: burnt out Parks & gardens vehicle
	Capital - Work in Progress						27,055		
							1,065,399	49,756	
<b>TOTAL CAPITAL EXPENDITURE</b>		3,294,948	9,980,784	535,652	355,020	14,166,404	5,679,060	627,267	
Less: Additional Grants Funds Received - 2020/21						592,443			
Less: Restricted Funds - Places of Refuge, ICCIP						355,020			
Less W4Q Covid (moved from Operational Grant)						200,000			
<b>Nett Total Capital Expenditure</b>		3,294,948	9,780,411	535,652	-	13,018,941	5,679,060	627,267	

# Revised Budget v Actual 2020-2021

Mornington Shire Council  
For the 10 months ended 30 April 2021

Account	FY Budget 2021	Q2 Revised Budget 2021	YTD Actuals as at	% of Revised Budget	PY Actuals 2020
<b>Income</b>					
<b>Recurrent Revenue</b>					
<b>Levies and charges</b>					
Fees and Charges - Commercial	670,000.00	670,000.00	588,480.00	87.83%	648,000.00
Fees and Charges - Waste Management	630,000.00	630,000.00	623,220.00	98.92%	523,910.00
Fees and Charges - Water	1,309,500.00	1,309,500.00	1,290,475.92	98.55%	1,091,165.00
Fees and Charges - Sewerage	672,000.00	672,000.00	671,055.93	99.86%	558,070.00
<b>Total Levies and charges</b>	<b>3,281,500.00</b>	<b>3,281,500.00</b>	<b>3,173,231.85</b>	<b>96.70%</b>	<b>2,821,145.00</b>
<b>Fees and Charges</b>					
Fees and Charges - Airport Landing Fee	450,000.00	450,000.00	364,940.42	81.10%	400,443.98
Fees (GST Free)	0.00	0.00	0.00	0.00%	(108.00)
Fees and Charges - Barge and Logistics	500.00	500.00	681.82	136.36%	6,676.88
Fees and Charges - Other	58,000.00	58,000.00	90,236.20	155.58%	51,633.69
Fees and Charges - Other (GST Free)	0.00	0.00	0.00	0.00%	9,190.00
Licences and Permits	19,200.00	0.00	0.00	0.00%	13,862.00
Accommodation Revenue	1,346,400.00	896,400.00	794,784.73	88.66%	1,087,196.06
Facilities Hire	1,200.00	1,200.00	136.36	11.36%	274.99
Rent Received Staff Housing	28,600.00	28,600.00	43,205.00	151.07%	38,152.00
<b>Total Fees and Charges</b>	<b>1,903,900.00</b>	<b>1,434,700.00</b>	<b>1,293,984.53</b>	<b>90.19%</b>	<b>1,607,321.60</b>
<b>Rental Income</b>					
Lease Revenue - Commercial	418,200.00	418,200.00	123,277.13	29.48%	488,136.67
Lease Revenue - Residential	1,800.00	1,800.00	32,104.41	1783.58%	29,582.40
<b>Total Rental Income</b>	<b>420,000.00</b>	<b>420,000.00</b>	<b>155,381.54</b>	<b>37.00%</b>	<b>517,719.07</b>
<b>Interest Revenue</b>					
Bank Interest Received	68,000.00	35,000.00	28,838.78	82.40%	46,952.17
Fees and Charges - Interest	0.00	0.00	1,256.32	0.00%	0.00
<b>Total Interest Revenue</b>	<b>68,000.00</b>	<b>35,000.00</b>	<b>30,095.10</b>	<b>85.99%</b>	<b>46,952.17</b>
<b>Sales Revenue</b>					
Kounta Sales Suspense - Kiosk/Bakery	0.00	0.00	0.00	0.00%	977.62
Kounta Sales Suspense - Office	0.00	0.00	0.00	0.00%	24.55
Kounta Sales Suspense - Other	0.00	0.00	0.00	0.00%	170.00
Kounta Sales Suspense - Stores	0.00	0.00	0.00	0.00%	3,607.94
Plant Hire - External	84,000.00	84,000.00	44,968.12	53.53%	69,677.67
Sales	20,580.00	20,580.00	528.63	2.57%	34,256.53
Sale of Goods - Bakery	18,000.00	18,000.00	8,681.59	48.23%	3,635.15
Sale of Goods - Bakery - GST Free	240,000.00	240,000.00	132,014.19	55.01%	142,019.25
Sale of Goods - Batch	1,400,000.00	700,000.00	214,050.00	30.58%	953,003.65
Sale of Goods - Events	60,600.00	60,600.00	34,459.12	56.86%	35,975.44
Sale of Goods - Fuel	515,400.00	515,400.00	368,627.16	71.52%	579,316.42
Sale of Goods - Fuel - GST Free	19,400.00	19,400.00	82,081.34	423.10%	(37,877.55)
Sale of Goods - Kiosk	0.00	0.00	4,140.50	0.00%	5,381.72
Sale of Goods - Recreation	3,000.00	3,000.00	1,445.10	48.17%	507.71
Sale of Goods - Recreation - GST Free	0.00	0.00	0.00	0.00%	66.00
Sale of Goods - Stores	120,000.00	535,000.00	459,055.15	85.80%	196,738.87
Sale of Goods - Stores - BAS Excluded	3,500.00	3,500.00	4,125.43	117.87%	5,564.31
Sale of Goods - Workshop	10,800.00	10,800.00	7,385.47	68.38%	6,547.45
Sale of Goods - Other	1,200.00	1,200.00	0.00	0.00%	1,099.00
Sale of Goods - Other - GST Free	0.00	0.00	0.00	0.00%	246.18
Services - Contract and Recoverable Works: Do & Charge	1,232,000.00	1,232,000.00	897,327.75	72.84%	1,516,781.50
Services - Contract and Recoverable Works: New Construction	0.00	0.00	97,995.90	0.00%	1,154,503.32
Services - Contract and Recoverable Works: Quoted Works	6,590,000.00	4,240,000.00	4,352,123.29	102.64%	5,041,683.69
<b>Total Sales Revenue</b>	<b>10,318,480.00</b>	<b>7,683,480.00</b>	<b>6,709,008.74</b>	<b>87.32%</b>	<b>9,713,906.42</b>
<b>Other Income</b>					
Commissions	0.00	0.00	0.00	0.00%	770.00
Discount Revenue	0.00	0.00	0.00	0.00%	765.55
Income	540.00	540.00	0.00	0.00%	915.46
Insurance Recoveries	0.00	900,000.00	1,415,664.80	157.30%	39,156.00
Subsidies Received - Parental	50,000.00	50,000.00	13,570.20	27.14%	13,203.30
Other Revenue: Sundry	55,600.00	55,600.00	5,189.63	9.33%	204,087.85
<b>Total Other Income</b>	<b>106,140.00</b>	<b>1,006,140.00</b>	<b>1,434,424.63</b>	<b>142.57%</b>	<b>258,898.16</b>
<b>Grants, Contributions, Subsidies and Donations</b>					
Donations & Sponsorship Income	0.00	0.00	2,100.00	0.00%	0.00
Grants - Recurrent: General Purpose	1,120,000.00	3,320,000.00	3,036,818.50	91.47%	4,553,275.61
Grants - Recurrent: State	3,219,700.00	819,700.00	381,450.37	46.54%	395,575.48
Subsidies	12,600.00	12,600.00	(42,898.00)	-340.46%	84,792.00
<b>Total Grants, Contributions, Subsidies and Donations</b>	<b>4,352,300.00</b>	<b>4,152,300.00</b>	<b>3,377,470.87</b>	<b>81.34%</b>	<b>5,033,643.09</b>
<b>Total Recurrent Revenue</b>	<b>20,450,320.00</b>	<b>18,013,120.00</b>	<b>16,173,597.26</b>	<b>89.79%</b>	<b>19,999,585.51</b>
<b>Capital Revenue</b>					
<b>Grants, Contributions, Subsidies and Donations</b>					
Contributions - cash	0.00	0.00	20,000.00	0.00%	0.00
Contributions - non cash	0.00	0.00	0.00	0.00%	551,400.00
Grants - Capital: Commonwealth	152,800.00	312,496.00	0.00	0.00%	0.00
Grants - Capital: State	6,036,837.00	6,353,932.00	0.00	0.00%	2,667,568.19
Grants - Capital: Other	0.00	315,652.00	0.00	0.00%	0.00
Grants - Capital: NDRRA/DRFA	2,923,500.00	2,923,500.00	2,224,340.12	76.08%	2,051,246.35
<b>Total Grants, Contributions, Subsidies and Donations</b>	<b>9,113,137.00</b>	<b>9,905,580.00</b>	<b>2,244,340.12</b>	<b>22.66%</b>	<b>5,270,214.54</b>
Capital Revenue: Proceeds from disposal	220,000.00	220,000.00	11,281.00	5.13%	81,954.56
Capital Revenue: Gain on revaluation of 40 year leases	0.00	0.00	0.00	0.00%	(391,263.21)
<b>Total Capital Revenue</b>	<b>9,333,137.00</b>	<b>10,125,580.00</b>	<b>2,255,621.12</b>	<b>22.28%</b>	<b>4,960,905.89</b>
<b>Total Income</b>	<b>29,783,457.00</b>	<b>28,138,700.00</b>	<b>18,429,218.38</b>	<b>65.49%</b>	<b>24,960,491.40</b>
<b>Expenses</b>					
<b>Recurrent Expenses</b>					
<b>Employee benefits</b>					
<b>Total Staff Wages and Salaries</b>					
Employee Costs - Salaries & Wages - General	(5,711,956.00)	(5,114,870.00)	(3,233,678.01)	63.22%	(4,313,564.04)
Employee Costs - Salaries & Wages - Internal Recoverable	(195,420.00)	0.00	0.00	0.00%	(28,560.88)
Employee Costs - Salaries & Wages - Quoted Works	(8,200.00)	(8,200.00)	(8.03)	0.10%	(4,880.00)
Employee Costs - Salaries & Wages - External Recoverable	0.00	0.00	0.00	0.00%	(476.02)
<b>Employee Costs</b>					
Employee Costs - Airfares	(76,898.00)	(76,898.00)	(84,845.04)	110.33%	(56,231.38)
Employee Costs - Allowances	(97,820.00)	(97,820.00)	(62,621.33)	64.02%	(76,661.17)
Employee Costs - Fringe Benefits Tax	(47,155.00)	(47,155.00)	(46,508.00)	98.63%	(161,743.44)
Employee Costs - Medical Expenses and Workers Compensation	(1,814.00)	(1,814.00)	0.00	0.00%	(3,449.69)
Employee Costs - Oncosts	0.00	0.00	(5,387.28)	0.00%	0.00
Employee Costs - Paid Parental Leave	(10,150.00)	(10,150.00)	(13,871.76)	136.67%	(8,632.20)
Employee Costs - Recruitment	(98,304.00)	(98,304.00)	(25,342.67)	25.78%	(65,061.59)

## Revised Budget v Actual 2020-2021

Mornington Shire Council

For the 10 months ended 30 April 2021

Account	FY Budget 2021	Q2 Revised Budget 2021	YTD Actuals as at	% of Revised Budget	PY Actuals 2020
Employee Costs - Sorry Business	(55,008.00)	(55,008.00)	(61,460.94)	111.73%	(58,593.89)
Employee Costs - Training	(129,299.00)	(129,299.00)	(33,876.64)	26.20%	(63,274.35)
Employee Costs - Travel Reimbursement	(57,609.00)	(57,609.00)	(13,997.87)	24.30%	(40,507.30)
Employee Costs - Uniform and PPE Costs	0.00	0.00	(28,079.55)	0.00%	(25,681.23)
Employee Costs - Utilities	(34,009.00)	(34,009.00)	(23,468.06)	69.01%	(26,213.43)
Employee Costs - Provision of Staff Housing	0.00	0.00	(2,580.00)	0.00%	0.00
Workers Compensation	0.00	(150,000.00)	(146,789.91)	97.86%	0.00
<b>Total Employee Costs</b>	<b>(608,066.00)</b>	<b>(758,066.00)</b>	<b>(548,829.05)</b>	<b>72.40%</b>	<b>(586,049.67)</b>
<b>Total Total Staff Wages and Salaries</b>	<b>(6,523,642.00)</b>	<b>(5,881,136.00)</b>	<b>(3,782,515.09)</b>	<b>64.32%</b>	<b>(4,933,530.61)</b>
<b>Capitalised Employee Costs</b>					
Employee Costs - Capitalised Salaries & Wages	0.00	0.00	43,807.39	0.00%	34,034.90
<b>Total Capitalised Employee Costs</b>	<b>0.00</b>	<b>0.00</b>	<b>43,807.39</b>	<b>0.00%</b>	<b>34,034.90</b>
<b>Elected Members</b>					
Elected Member - Councillor Remuneration	0.00	(275,000.00)	(226,088.34)	82.21%	(54,817.88)
Elected Members - Councillor Travel Expenses	(32,100.00)	(7,100.00)	(9,803.50)	138.08%	(26,360.68)
Elected Members - Councillors Allowances	(4,200.00)	(4,200.00)	(1,148.06)	27.33%	(1,601.75)
Elected Members - Meeting Allowance	(25,800.00)	(50,800.00)	(44,208.00)	87.02%	(30,817.20)
<b>Total Elected Members</b>	<b>(62,100.00)</b>	<b>(337,100.00)</b>	<b>(281,247.90)</b>	<b>83.43%</b>	<b>(113,597.51)</b>
<b>Annual, Sick and Long Service Leave Entitlements</b>					
Employee Costs - Annual Leave	(120.00)	(120.00)	0.00	0.00%	(488,501.27)
Employee Costs - Long Services Leave	(18,285.00)	(18,285.00)	0.00	0.00%	9,022.88
Employee Costs - Sick Leave	(5,400.00)	(5,400.00)	0.00	0.00%	(3,079.86)
<b>Total Annual, Sick and Long Service Leave Entitlements</b>	<b>(23,805.00)</b>	<b>(23,805.00)</b>	<b>0.00</b>	<b>0.00%</b>	<b>(482,558.25)</b>
<b>Superannuation</b>					
Employee Costs - Superannuation	(636,030.00)	(636,030.00)	(381,000.67)	59.90%	(607,125.00)
<b>Total Superannuation</b>	<b>(636,030.00)</b>	<b>(636,030.00)</b>	<b>(381,000.67)</b>	<b>59.90%</b>	<b>(607,125.00)</b>
<b>Total Employee benefits</b>	<b>(7,245,577.00)</b>	<b>(6,878,071.00)</b>	<b>(4,400,956.27)</b>	<b>63.99%</b>	<b>(6,102,776.47)</b>
<b>Materials and Services</b>					
<b>Administration Expenses</b>					
Elections	0.00	0.00	(181.82)	0.00%	0.00
Entertainment	(3,240.00)	(3,240.00)	(1,363.64)	42.09%	(2,054.98)
Information Technology	0.00	0.00	(15,795.75)	0.00%	(11,490.13)
Legal Expenses	(171,620.00)	(171,620.00)	(85,118.48)	49.60%	(159,737.99)
Management Fees	(180,840.00)	(120,840.00)	(89,152.15)	73.78%	(104,050.69)
Materials and Services - Advertising	(6,780.00)	(6,780.00)	(1,688.72)	24.91%	(8,141.08)
Materials and Services - Insurance	(241,900.00)	(481,900.00)	(484,460.38)	100.53%	(502,237.81)
Other Expenses - Internal Audit	0.00	(41,250.00)	(25,300.00)	61.33%	(52,140.31)
Postage	(65,760.00)	(65,760.00)	(288.06)	0.44%	(3,903.54)
Printing and Stationery	(17,900.00)	(17,900.00)	(20,823.69)	116.33%	(19,572.41)
Workplace Health & Safety	(280,060.00)	(40,060.00)	(45,386.69)	113.30%	(28,067.78)
<b>Total Administration Expenses</b>	<b>(968,100.00)</b>	<b>(949,350.00)</b>	<b>(769,559.38)</b>	<b>81.06%</b>	<b>(891,396.72)</b>
<b>Audit of the Financial Statements by the Auditor-General of Queensland</b>					
Other Expenses - Audit Fees	(108,000.00)	(108,000.00)	(93,750.00)	86.81%	(76,990.91)
<b>Total Audit of the Financial Statements by the Auditor-General of Queensland</b>	<b>(108,000.00)</b>	<b>(108,000.00)</b>	<b>(93,750.00)</b>	<b>86.81%</b>	<b>(76,990.91)</b>
<b>Consultants</b>					
Consultancy Fees	(409,220.00)	(486,120.00)	(268,313.13)	55.19%	(526,212.34)
<b>Total Consultants</b>	<b>(409,220.00)</b>	<b>(486,120.00)</b>	<b>(268,313.13)</b>	<b>55.19%</b>	<b>(526,212.34)</b>
<b>Contractors</b>					
Contractor Expenses: General	(1,784,435.00)	(1,786,535.00)	(1,724,095.46)	96.50%	(2,050,721.33)
Contractor Expenses: Do & Charge	(240,720.00)	(240,720.00)	(518,854.45)	215.54%	(557,228.88)
Contractor Expenses: Quoted Works	(1,460,160.00)	(1,460,160.00)	(2,194,341.95)	150.28%	(984,907.31)
Contractor Expenses: Contract Works	(20,500.00)	(20,500.00)	(37,643.00)	183.62%	(12,095.00)
<b>Total Contractors</b>	<b>(3,505,815.00)</b>	<b>(3,507,915.00)</b>	<b>(4,474,934.86)</b>	<b>127.57%</b>	<b>(3,604,952.52)</b>
<b>Contract and Recoverable Works</b>					
COGS - Contract and Recoverable Works: New Construction	0.00	0.00	(3,356.50)	0.00%	(68,747.21)
COGS - Contract and Recoverable Works	(579,700.00)	(14,700.00)	(1,947.09)	13.25%	(3,962.52)
COGS - Contract and Recoverable Works: Do & Charge	(253,540.00)	(253,540.00)	(185,867.76)	73.31%	(295,603.66)
COGS - Contract and Recoverable Works: Quoted	(1,647,860.00)	(1,060,360.00)	(248,789.01)	23.46%	(2,182,773.47)
<b>Total Contract and Recoverable Works</b>	<b>(2,481,100.00)</b>	<b>(1,328,600.00)</b>	<b>(439,960.36)</b>	<b>33.11%</b>	<b>(2,551,086.86)</b>
<b>Donations Paid</b>					
Donations & Sponsorships	(11,400.00)	(11,400.00)	(1,500.00)	13.16%	(6,670.73)
<b>Total Donations Paid</b>	<b>(11,400.00)</b>	<b>(11,400.00)</b>	<b>(1,500.00)</b>	<b>13.16%</b>	<b>(6,670.73)</b>
<b>Utilities</b>					
Electricity	(319,320.00)	(319,320.00)	(114,924.93)	35.99%	(272,404.02)
Telecommunication	(153,660.00)	(153,660.00)	(102,847.74)	66.93%	(172,122.96)
<b>Total Utilities</b>	<b>(472,980.00)</b>	<b>(472,980.00)</b>	<b>(217,772.67)</b>	<b>46.04%</b>	<b>(444,526.98)</b>
<b>Repairs and Maintenance</b>					
Repairs and Maintenance: Scheduled Repairs	(60,620.00)	(60,620.00)	(39,763.45)	65.59%	(48,495.65)
Repairs & Maintenance: Operational Maintenance	(518,140.00)	(318,140.00)	(120,165.69)	37.77%	(152,635.45)
Materials and Services: Motor Vehicle Consumables	(20,200.00)	(20,200.00)	(27,351.85)	135.41%	(34,546.78)
<b>Total Repairs and Maintenance</b>	<b>(598,960.00)</b>	<b>(398,960.00)</b>	<b>(187,280.99)</b>	<b>46.94%</b>	<b>(235,677.88)</b>
<b>Subscriptions and Registrations</b>					
Subscriptions	(240,680.00)	(240,680.00)	(210,247.46)	87.36%	(276,654.14)
<b>Total Subscriptions and Registrations</b>	<b>(240,680.00)</b>	<b>(240,680.00)</b>	<b>(210,247.46)</b>	<b>87.36%</b>	<b>(276,654.14)</b>
<b>Travel</b>					
Conferences and Deputations	(22,800.00)	(22,800.00)	(500.00)	2.19%	(9,644.99)
Elected Members - Conferences	(9,000.00)	(9,000.00)	(2,398.03)	26.64%	(5,098.00)
Travelling Expenses	(82,980.00)	(82,980.00)	(35,399.38)	42.66%	(76,324.89)
<b>Total Travel</b>	<b>(114,780.00)</b>	<b>(114,780.00)</b>	<b>(38,297.41)</b>	<b>33.37%</b>	<b>(91,067.88)</b>
<b>Other Materials and Services</b>					
Bakery Purchases	(36,000.00)	(36,000.00)	(35,795.67)	99.43%	(38,363.93)
Cleansing	0.00	0.00	(440.00)	0.00%	90.88
Community Events Expenditure	(45,000.00)	(45,000.00)	(65,664.63)	145.92%	(53,472.33)
DEAR Cost of Goods Sold	0.00	0.00	0.00	0.00%	(24.89)
COGS - Batching Operations	0.00	(200,000.00)	(108,306.14)	54.15%	(631,256.40)
COGS - Fuel	(395,200.00)	(395,200.00)	(280,829.84)	71.06%	(564,097.27)
COGS - Food Purchases	0.00	0.00	(1,146.80)	0.00%	(943.25)
COGS - Stores	(220,000.00)	(220,000.00)	(386,401.75)	175.64%	(326,659.73)
Food Purchases	(660.00)	(660.00)	(1,980.13)	300.02%	(23,193.56)
Appliances (non capital)	0.00	0.00	(11,691.34)	0.00%	(60,287.67)
Furnishing and Fit Out	0.00	0.00	(23,842.93)	0.00%	(5,668.64)
Furniture (non capital)	0.00	0.00	(31,993.74)	0.00%	(6,254.28)
Materials	(137,900.00)	(137,900.00)	(104,849.75)	76.03%	(174,161.44)
Materials - Inventory Adjustments	(1,200.00)	(1,200.00)	17,815.78	-1484.65%	7,756.24
Materials & Services - Freight & Cartage	(285,860.00)	(285,860.00)	(196,673.90)	68.80%	(270,289.16)
Materials and Services - Motor Vehicle Fuel and Oil	0.00	0.00	(4,179.79)	0.00%	(140,258.52)
Materials and Services - Motor Vehicle Registration and Insurance	(2,195.00)	(2,195.00)	(79,967.92)	3643.19%	(2,955.18)
Materials and Services - Motor Vehicle Repairs and Maintenance	(42,180.00)	(42,180.00)	(132,468.18)	314.05%	(60,218.15)
Materials and Service - Motor Vehicle and Plant Vandalism	0.00	0.00	(23,832.38)	0.00%	0.00
Materials and Services - Motor Vehicle Lease	(127,500.00)	(127,500.00)	(59,451.51)	46.63%	(150,746.00)

## Revised Budget v Actual 2020-2021

Mornington Shire Council

For the 10 months ended 30 April 2021

Account	FY Budget 2021	Q2 Revised Budget 2021	YTD Actuals as at	% of Revised Budget	PY Actuals 2020
Materials and Services - Operating Expenses	0.00	0.00	(248,492.76)	0.00%	(45,990.63)
Plant Hire - Internal	0.00	0.00	0.00	0.00%	3,806.83
Plant Hire - Internal / Capitalised Plant	(513,060.00)	(513,060.00)	(854,118.01)	166.48%	(977,677.23)
Plant Hire Overhead - Internal Plant Recoveries	875,000.00	875,000.00	879,641.47	100.53%	1,000,848.87
Plant Hire Overhead - Registration and Insurance	(76,550.00)	(19,460.00)	0.00	0.00%	(44,770.31)
Plant Hire Overhead - Repairs and Maintenance	(38,100.00)	(38,100.00)	0.00	0.00%	(26,511.35)
Rent	(4,200.00)	(4,200.00)	(19,498.75)	464.26%	(8,432.30)
Security	(246,140.00)	(296,140.00)	(247,569.82)	83.60%	(275,283.73)
Tools & Equipment	(73,060.00)	(73,060.00)	(63,629.08)	87.09%	(82,956.68)
Licence and Permit Expenses	0.00	0.00	(2,865.89)	0.00%	0.00
Wage Oncosts Overhead	116,000.00	116,000.00	0.00	0.00%	0.00
<b>Total Other Materials and Services</b>	<b>(1,253,805.00)</b>	<b>(1,446,715.00)</b>	<b>(2,088,233.46)</b>	<b>144.34%</b>	<b>(2,957,969.81)</b>
<b>Total Materials and Services</b>	<b>(10,164,840.00)</b>	<b>(9,065,500.00)</b>	<b>(8,789,849.72)</b>	<b>96.96%</b>	<b>(11,663,206.77)</b>
Finance Costs	(24,000.00)	(24,000.00)	(12,872.27)	53.63%	(147,224.75)
<b>Depreciation</b>					
Depreciation - Buildings	(970,609.00)	(970,609.00)	(970,844.44)	100.02%	(1,096,427.64)
Depreciation - Furniture & Equipment	(53,268.00)	(53,268.00)	(37,875.89)	71.10%	(25,373.26)
Depreciation - Other Structures	(1,071,616.00)	(1,071,616.00)	(493,954.75)	46.09%	(593,070.84)
Depreciation - Plant & Motor Vehicles	(328,680.00)	(328,680.00)	(246,737.23)	75.07%	(237,276.71)
Depreciation - Road Infrastructure	(1,620,000.00)	(1,620,000.00)	(2,502,196.00)	154.46%	(3,002,635.20)
Depreciation - Sewerage Infrastructure	(282,432.00)	(282,432.00)	(212,343.56)	75.18%	(256,884.84)
Depreciation - Water Infrastructure	(400,000.00)	(400,000.00)	(408,991.09)	102.25%	(491,058.36)
<b>Total Depreciation</b>	<b>(4,726,605.00)</b>	<b>(4,726,605.00)</b>	<b>(4,872,942.96)</b>	<b>103.10%</b>	<b>(5,702,726.85)</b>
<b>Total Recurrent Expenses</b>	<b>(22,161,022.00)</b>	<b>(20,694,176.00)</b>	<b>(18,077,129.98)</b>	<b>87.35%</b>	<b>(23,615,934.84)</b>
<b>Capital Expenses</b>					
Capital Expense: Discount Rate Adjustment to Landfill Provision	0.00	0.00	0.00	0.00%	(285,187.00)
Capital Expense: Loss on Disposal	0.00	0.00	(508.76)	0.00%	(278,938.94)
<b>Total Capital Expenses</b>	<b>0.00</b>	<b>0.00</b>	<b>(508.76)</b>	<b>0.00%</b>	<b>(564,125.94)</b>
<b>Total Expenses</b>	<b>(22,161,022.00)</b>	<b>(20,694,176.00)</b>	<b>(18,077,129.98)</b>	<b>87.35%</b>	<b>(24,180,060.78)</b>
<b>Net Result</b>	<b>7,622,435.00</b>	<b>7,444,524.00</b>	<b>352,088.40</b>	<b>4.73%</b>	<b>780,430.62</b>
<b>Total Comprehensive Income for the Year</b>	<b>7,622,435.00</b>	<b>7,444,524.00</b>	<b>352,088.40</b>	<b>4.73%</b>	<b>780,430.62</b>
<b>Capital Works in Progress</b>					
Capital WIP - Other Costs	0.00	0.00	(249.26)	0.00%	(85,514.00)
Capital WIP - Wages On Costs	0.00	0.00	(29,124.58)	0.00%	0.00
Capital WIP - External Plant Hire	0.00	0.00	0.00	0.00%	(53,127.52)
Capital WIP - Plant Internal	0.00	0.00	(25,283.30)	0.00%	(22,886.89)
Capital WIP - Consultancy Costs	0.00	0.00	(565,748.80)	0.00%	(396,899.77)
Capital WIP - Purchase Materials	0.00	0.00	(553,664.35)	0.00%	252,603.46
Capital WIP Payroll - Salaries and Wages	0.00	0.00	(14,682.81)	0.00%	(31,071.40)
Capital WIP - Contractor Costs (Other)	0.00	0.00	(3,270,554.80)	0.00%	(3,961,091.78)
Capital WIP - Contractor Costs (Electrical)	0.00	0.00	(51,357.44)	0.00%	(126,692.00)
Capital WIP - Contractor (Plumbing)	0.00	0.00	(35,396.25)	0.00%	(33,179.19)
<b>Total Capital Works in Progress</b>	<b>0.00</b>	<b>0.00</b>	<b>(4,546,061.59)</b>	<b>0.00%</b>	<b>(4,457,859.09)</b>

MORNINGTON SHIRE COUNCIL  
CAPITAL EXPENDITURE PROGRAM  
ACTUAL VERSUS BUDGET  
YTD as at 30 April 2021

Item #	Project Description	Council funded	Grant & subsidy funded	Sale of Assets / Contributions / Insurance	Carry over from prior year budget	Revised Q2 Budget \$	ACTUALS \$	Commitments \$	Comments
<b>ORIGINAL BUDGET</b>									
1	Administration Centre Redevelopment	590,854	5,317,693.00			5,908,547	73,668	12,250	
2	Roads & Civil Works - Roads to Recovery Program		152,800.00			152,800			Street Crossing - \$40k
3	DRFA - Disaster Recovery Works		2,923,500.00			2,923,500			
	DRFA - 2019 Event						3,041,726		
	DRFA - 2020 Event						251,898		
4	Warehouse - Red Shed Floor	200,000				200,000			If grant funding available
5	Warehouse - Warehouse yard seal / concrete	200,000				200,000			If grant funding available
6	Warehouse - Barge & Jetty Safety Upgrade (Stage 1 - 2)	200,000				200,000			If grant funding available
7	Warehouse - LPG refill station	5,000				5,000			
8	Information Technology - PC & Peripherals (Laptops, Admin printer, Tech Serv printer)	40,000				40,000	13,795		
9	Bakery Equipment Oven Replacement	40,000				40,000	33,669		
10	Batch Plant - Amenities Block	5,000				5,000			
11	Emergency Service - Residence	20,000	150,000.00			170,000			Proposed Grant Funding - \$150,000
12	Parks & Gardens - Storage Container - Cemetery	20,000				20,000			Transfer funds to Workshop Safety Container
	Transferred to Workshop Safety Container								
14	Technical Services - Cable Locator (coded to Operations-needs to be re-coded)	5,000				5,000			
15	Works for Queensland - Covid-19 - Rectification of outdoor entertainment area @ Leika Murrin	200,000	1,160,000.00			1,360,000			
	Tavern Upgrade, Visitors accommodation camp, staff housing Cemetery Road								
15a	Works for Queensland - Covid-19 Project 1 Building & Facilities Maintenance						605		
15b	Works for Queensland - Covid-19 Project 1 Guest House Amenities						1,437		
15c	Works for Queensland - Covid-19 Project 1 Council Chamber Maintenance								
15d	Works for Queensland - Covid-19 Project 2 Building & Facilities maintenance								
15e	Works for Queensland - Covid-19 Project 2 Accommodation Units & Outdoor Space						4,126		
15f	Works for Queensland - Covid-19 Project 2 Lot 9 Cemetery Road Accommodation						1,306		
15g	Works for Queensland - Covid-19 Project 2 Tavern Marketplace - Outdoor								
16	Council housing (insurance recovery) - 162 Ngerrawum Street			454,217.00		454,217			Insurance Claim - \$ 454,217
17	Visitor Accommodation Centre (VAC) Improvements - Fencing, Boom Gate	170,000		61,435.00		231,435			Insurance Claim - \$ 61,435
18a	Council special projects (Carried forward 2019/20) - Airport Works	40,000				40,000	4,861		
18b	Council special projects (Carried forward 2019/20) - Dog Pound Termite Proofing	5,000				5,000	5,800		
18c	Council special projects (Carried forward 2019/20) - 'Red Shed' Ground Stabilisation, Cross-	20,000				20,000	3,913		
18d	Council special projects (Carried forward 2019/20) - Batch Plants	40,000				40,000			
18e	Council special projects (Carried forward 2019/20) - ICT Rectification Project	187,000				187,000	189,708		
19	Workshop Plant & Equipment - Backhoe	132,000				132,000	128,110		
20	Workshop Plant & Equipment - Ride-on Mower (zero turn mowers x47)	30,000				30,000	22,244		
21	Workshop Plant & Equipment - Small Plant & Equipment	20,000				20,000	18,904		
23	Workshop Plant & Equipment - Low Loader	50,000				50,000	72,075		
24	Workshop Plant & Equipment - Utilities (Qty x 2) Kia Sportage & Triton Dual cab	80,000				80,000	71,033		
25	Workshop Plant & Equipment - Gravel Truck	40,000				40,000			
26	Workshop Plant & Equipment - Dingo Digger / Post Hole Digger (Toro TX1000)	49,800				49,800	53,364		
27	Workshop Plant & Equipment - Street Sweeper (Tractor linked)	30,000				30,000	30,072		
28	Workshop Plant & Equipment - Tilt Tray	65,000				65,000	70,000		
29	Workshop Plant & Equipment - Prime Mover	50,000				50,000	32,844		
30	Workshop Plant & Equipment - Grader	280,000				280,000	887	236,500	
31	Workshop Plant & Equipment - Mayor's Vehicle	100,000				100,000	78,073		
32	Workshop Plant & Equipment - Utilities (Qty x 4)	160,000				160,000		176,581	3* Isuzu DMAX
33	Workshop Plant & Equipment - All Terrain Vehicles (ATV) (Qty x 2)	21,998				21,998	29,955		
34	Workshop Plant & Equipment - Community Bus	20,000		20,000.00		40,000	42,223		
35	Administration - Office Equipment (Admin & Tech Serv printers)	23,296				23,296	22,257		
	Kubota U35-4G Excavator (not budgeted for)						19,354		
	Workshop Plant & Equipment - Additional mowing equipment	30,000				30,000	10,362	10,890	Council Resolution 2021-01/21
	Information Technology - 2 new on-site servers	25,000				25,000	31,868		
		3,194,948	9,703,993	535,652	-	13,434,593	4,360,134	436,221	
<b>CARRIED FORWARD PROJECTS (x 2019-2020)</b>									
36	Places of Refuge (W4Q) - restricted funds \$296,366				296,366	296,366			Restricted Funds - \$296,366
36a	4100 Places of Refuge (W4Q)						11,079		
36b	4100 RTO Demountable								
36c	4100 Tavern Roof Tie Down						18,666		
36d	4100 188 Cemetery Road								
36e	4100 VAC Roof								
36f	4100 VAC Tie Down						33		
37	ICCP - restricted funds - \$58,653				58,654	58,654			Restricted Funds - \$58,654
37a	4150 Effluent Outflow Pipe (ICCP)						65,426		
37b	4250 Chlorine Hypo Dosing Upgrade (ICCP)						9,407		
37c	4150 Landfill Signs (ICCP)								
37d	4150 Sewer Pump Station Upgrade (ICCP)						10,832		
					355,020	355,020	174,443		
<b>NEW GRANT FUNDED PROJECTS (x 2019-2020)</b>									
38	UHF Radio Network		117,095			117,095	18,014	130,369	Grant Funded QRRRF - \$117,095
39	Local Community Infrastructure Program (Picnic Shelters, seating, water bubblers)	100,000.00	76,418			176,418			Grant Funded LCRI - \$76,418
40	Local Community Infrastructure Program (Bus shelter, Bus seating)		83,278			83,278			Grant Funded LCRI - \$83,278
	4450 Basketball Court Playground (LCRI)						64,503	7,175	
	4450 Post Office Grounds (LCRI)						11,446	3,716	
	4450 Sports Oval Playground (LCRI)						35,120	30	
		100,000	276,791			376,791	129,083	141,290	
<b>OTHER</b>									
	BOR - Leika Murrin Tavern update						847,936	49,756	
	BOR Service Station Upgrade						22,724		
	Drinking Fountain (Admin?)						5,927		
	Commercial accommodation plant purchases-Industrial Washing Machines & Ice Machines (Facilities)						58,758		
	Housing Plant Purchases-Ice Machine						8,502		
	Tech services Department Plant Purchases-Ice Machine, Drainage Camera						13,986		
	Isuzu NPS 75/45 - 155 4x4 Crew Cab						80,510		Funded by insurance received PY re: burnt out Parks & gardens vehicle
	Capital - Work in Progress						27,055		
							1,065,399	49,756	
<b>TOTAL CAPITAL EXPENDITURE</b>		3,294,948	9,980,784	535,652	355,020	14,166,404	5,679,060	627,267	
Less: Additional Grants Funds Received - 2020/21						592,443			
Less: Restricted Funds - Places of Refuge, ICCIP						355,020			
Less W4Q Covid (moved from Operational Grant)						200,000			
<b>Nett Total Capital Expenditure</b>		3,294,948	9,780,411	535,652	-	13,018,941	5,679,060	627,267	

**14 STAFF REPORTS - GOVERNANCE AND COMMUNICATIONS****14.1 TRAINING AND EMPLOYMENT PATHWAYS UPDATE**

**Author:** Governance Coordinator

**Attachments:** Nil

**PURPOSE (EXECUTIVE SUMMARY)**

To provide Council with an update on recent discussions regarding training and employment pathways for Mornington Island.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**Department of Employment, Small Business and Training – Mornington Island Visit

Deputy Mayor Rogers, Acting CEO and Governance Coordinator meet with a Department of Employment, Small Business and Training representative (Jeanie McIntosh) on 24 May 2021.

Following the meeting, the Jeanie McIntosh gave an undertaking to advocate for a strategy to improve training and employment pathways on Mornington Island.

As at 5 May 2021, the Department advised that a First Nations Training Strategy is being developed for the Gulf of Carpentaria, as similar issues were being reported across multiple communities. Updates on this matter will be provided as soon as the proposed strategy is available.

The Department is also in the process of considering the Lower Gulf Training Academy Proposal, as to what support may be available through the Department.

Cowboys House – Mornington Island Visit

Councillor Thomas, Councillor Barnes and the Governance Coordinator meet with Cowboys House representatives on 14 April 2021 (noting the Mayor was an apology due to Mayor responsibilities off Island).

Actions from that meeting included:

**1. Cowboys House:**

- a. **Mentoring:** To investigate options, for mentoring of Mornington Island State School students (to help improve their preparedness) by Cowboys House students (to help maintain community links for youth while off the Island)
- b. **Curriculum:** To investigate the possibility of James Cook University (JCU) support to develop a culturally appropriate school curriculum

Note: Prof Nakata from JCU expressed a willing to discuss options. In response, Principal Luke Bowering–Mornington Island State School provided the following update:

Developing a Culturally appropriate curriculum is a high-level aim of the School, involving long-term planning, to which we have assigned resources and an Action Plan.

The first stage has been to integrate Arts teaching and Learning with Cultural Education.

This is began at the start of the year, in partnership in Mirndiyan Arts, and has been quite a success.

The next stage is to work with the Rangers to integrate the Science Curriculum with working on Country to support Land Maintenance. This is already underway.

- c. **Youth programs:** to investigation what youth programs it can deliver. Options may include:
- In town programs and out of town camps
  - Activities could include youth interest areas of push bike and even car maintenance, work with animals etc. with literacy and numeracy skill development, drug and alcohol education, etc. embedded in activities
  - May need to include supply of food and engagement with families
  - Need to link to other plans; for example, the proposed Gulf Academy, youth centre and night patrol

## 2. Council:

- a. **Coordination:** Inform the Department of Education, Training and Small Business of discussions to help inform education / training / employment pathway discussions (completed)
- b. **Youth goals:** Liaise with Councillor Roxanne about youth goal setting as part of recent cultural camps, to help inform the design of youth programs (ongoing)

### Mornington Island Stakeholders and Inter–Agency Committee (MISIAC)

At its meeting on Meeting on Thursday 28 January 2021, MISIAC resolved to form five subcommittees:

1. **Crime:** including substance abuse, domestic violence, poverty, families, child safety and elder abuse.
2. **Safety:** including communications, transport, families, child safety, elder abuse, and housing.
3. **Health:** including substance abuse, homelessness, poverty, mental health, illness, families, disability support and service delivery
4. **Culture:** including language and families
5. **Self Determination:** including employment, work preparation and jobs availability.
6. **Note:** MISIAC subsequently adopted a **Youth Subcommittee** at its meeting on 22 April 2021. Council is represented on that subcommittee by the Community Development Officer, Violet Taulanga.

In relation to the Self Determination, the focus of the Subcommittee has been:

**1. Blue Cards:**

- a. Advocate for increased visits to the Island by Blue Card lawyers, to help overcome barriers for locals trying to obtain Blue Cards.
  - b. Ask service providers to confirm with their HR departments, that they should be using Police Checks (which have a spent conviction policy) if the position is not child related, rather than a Blue Card process.
2. **MOU between the School and Bynoe:** The school was investigating options for students to access Bynoe workshops
3. **Training and employment strategy:** Department of Employment, Small Business and Training strategy to improve training and employment options on Mornington Island and the Gulf more broadly.

**FINANCIAL & RESOURCE IMPLICATIONS**

Nil

**RECOMMENDATION**

That Council receive and note the report.

**14.2 SPECIAL HOLIDAYS**

**Author:** Governance Coordinator

**Attachments:** 1 Letter advising Council of Special Holidays  
2 Special Holiday Gazette

**PURPOSE (EXECUTIVE SUMMARY)**

To inform Council of approved Special Holiday dates for Mornington Shire Council.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**

At a meeting of Council in January 2021, the following Special Holidays were resolved subject to Office of Industrial Relations approval:

1. Mount Isa Show Friday, 18 June 2021
2. Mount Isa Rodeo Friday, 13 August 2021
3. Memorial Day Wednesday, 24 November 2021

As per the attached, Council has received confirmation that the recommended Special Holidays have been approved.

**FINANCIAL & RESOURCE IMPLICATIONS**

Nil.

**RECOMMENDATION**

That Council receive and note this report.



Office of  
Industrial Relations

Department of Education

30 April 2021

Mr Graham King  
Acting Chief Executive Officer  
Mornington Shire Council  
Via Email: [aceo@mornington.qld.gov.au](mailto:aceo@mornington.qld.gov.au)

Dear Mr King

I refer to your request for special holidays for 2021.

Pursuant to Section 4 of the *Holidays Act 1983*, the Minister for Education, Minister for Industrial Relations and Minister for Racing has appointed:

- 18 June 2021 a holiday for the Shire of Mornington for the purpose of the Mount Isa Agricultural Show (**show (public) holiday**)
- 13 August 2021 a holiday for the Shire of Mornington for the purpose of the Mount Isa Rodeo
- 24 November 2021 a holiday for the Shire of Mornington for the Memorial Day

Please note that it is only special holidays appointed in respect of an annual agricultural, horticultural or industrial show (show holidays) which are public holidays. On a public holiday, employees will be entitled to refuse to work in reasonable circumstances without loss of pay and to be paid penalty rates for work performed.

Should there be a need to request repeal of one or more of the above special holidays (whether or not appointment of a replacement special holiday is also requested) or appointment of an additional special holiday, 30 days prior notice of the requested repeal or appointment is to be given to the Minister. This will allow time for the Minister to decide the request, notify any repeals and/or appointments in the Queensland Government Gazette and for the requesting local government to give notice of holiday changes to its community.

1 William Street Brisbane  
Queensland 4000 Australia  
GPO Box 69 Brisbane  
Queensland 4001 Australia  
**Telephone 13 QGOV (13 74 68)**  
**WorkSafe** +61 7 3247 4711  
**Website** [www.worksafe.qld.gov.au](http://www.worksafe.qld.gov.au)  
[www.business.qld.gov.au](http://www.business.qld.gov.au)  
ABN 94 496 188 983

2

Replacement of a show holiday with a special holiday on another date should be carefully considered as the replacement show holiday will only be a public holiday if it continues to be in respect of an annual agricultural, horticultural or industrial show.

Notification of the appointment of the 2021 special holidays was published in the Queensland Government Gazette on 30 April 2021. A copy of the gazette can be accessed on the [Queensland Government's publications website](#), the special holidays notifications commence on page 394 of the gazette.

Should you require further information, please contact Ms Jacqui McGuire, Senior Industrial Officer on telephone (07) 3406 9854.

Yours sincerely



**A J (Tony) James**  
Executive Director – Industrial Relations  
Office of Industrial Relations

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# Queensland Government Gazette

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**FRIDAY 30 APRIL 2021**

**[No. 67**

## NOTIFICATION OF THE FILLING OF ADVERTISED VACANCIES

The following appointments to various positions have been made in accordance with the provisions of the *Public Service Act 2008*.

## NOTIFICATION OF THE FILLING OF APPOINTMENTS PART I

A public service officer, tenured general employee or a tenured public sector employee of a public sector unit listed in schedule 1 of *Public Service Regulation 2008* who wishes to appeal against a promotion listed in Part 1 must give a written Appeal Notice within 21 days following gazettal of the promotion to –

Industrial Registrar  
Industrial Registry

Email: [qirc.registry@qirc.qld.gov.au](mailto:qirc.registry@qirc.qld.gov.au)  
Web Address: [www.qirc.qld.gov.au](http://www.qirc.qld.gov.au) for Appeal Notice

For general enquiries prior to lodgement of an appeal:  
Contact Industrial Registry on 1300 592 987 or email [QIRC.registry@qirc.qld.gov.au](mailto:QIRC.registry@qirc.qld.gov.au)

## APPOINTMENT PART I – APPEALABLE

Reference Number	Vacancy	Date of Appointment	Name of Appointee	Previous Position and Classification (Unless otherwise indicated)
<b>DEPARTMENT OF AGRICULTURE AND FISHERIES</b>				
365669/21	Senior Patrol Officer, Operations, Invasive Plants and Animals, Biosecurity Queensland, Roma (003)	Date of duty	Lucas, Benjamin	Patrol Officer, Wild Dog Barrier Fence, Operations, Invasive Plants and Animals, Biosecurity Queensland, Roma (002)
<b>DEPARTMENT OF CHILD SAFETY, YOUTH AND WOMEN</b>				
363359/21	Senior Team Leader, Child and Family, Region – Central Queensland, Service Delivery, Bundaberg (P05)	Date of duty	Burgess, Natalie Kristin	Child Safety Officer, Child and Family, Region – Central Queensland, Service Delivery, Bundaberg (P03)
<b>DEPARTMENT OF EDUCATION</b>				
NCR 365978/21P	Head of Department – Junior Secondary/Teaching and Learning, Beerwah State High School, North Coast Region (HOD)	27-04-2021	Leftwich, Daniel Keith	Teacher, Beerwah State High School, North Coast Region (TCH)

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## APPOINTMENT PART I – APPEALABLE

Reference Number	Vacancy	Date of Appointment	Name of Appointee	Previous Position and Classification (Unless otherwise indicated)
<b>DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL</b>				
362896/21	Deputy Registrar, Magistrates Courts Service, Queensland Courts Service, Justice Services, Cairns (AO4)	Date of duty	Allen, Melissa	Court Services Officer, Cairns Magistrates Court, Magistrates Court – North Queensland, Regional Operations, Magistrate Court Operations, Magistrates Courts Service, Queensland Courts Service, Cairns (AO3)
362737/21	Deputy Registrar, Magistrates Courts Service, Queensland Courts Service, Justice Services, Southport (AO4)	Date of duty	Hope, Rochelle	Court Services Officer, Magistrates Courts Service, Queensland Courts Service, Justice Services, Southport (AO3)
# 364186/21	Team Leader (Guardianship), Brisbane North, Guardianship, Office of the Public Guardian, Brisbane (AO7)	Date of duty	Duncan, Belinda	Principal Guardian, Brisbane South, Guardianship, Office of the Public Guardian, Brisbane (AO6)
# Location advertised as Brisbane and Ipswich.				
<b>DEPARTMENT OF LOCAL GOVERNMENT, RACING AND MULTICULTURAL AFFAIRS</b>				
363031/21	Business Support Officer, Local Government South Region, Strategy and Service Delivery, Local Government, Maryborough (AO4)	Date of duty	Bonus, Christopher	Administration Officer, Coal Central Compliance, Environmental Service and Regulation, Department of Environment and Services, Brisbane (AO3)
<b>QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION</b>				
364948/21	Operations Team Leader, Regional Services, Queensland Building and Construction Commission, Rockhampton (AO6)	Date of duty	Gorman, Stacey	Service Delivery Supervisor, Department of Agriculture and Fisheries, Rockhampton (AO4)
364951/21	Operations Team Leader, Regional Services, Queensland Building and Construction Commission, Toowoomba (AO6)	Date of duty	Saal, Majella	Assessment Officer, Regional Services, Queensland Building and Construction Commission, Toowoomba (AO4)
<b>QUEENSLAND CORRECTIVE SERVICES</b>				
363132/21	Administration Officer Stores, Maryborough Correctional Centre, Custodial Operations, Statewide Operations, Aldershot (AO3)	Date of duty	Fattore, Julie	Administrative Officer, Maryborough Correctional Centre, Custodial Operations, Statewide Operations, Aldershot (AO2)
361212/21	Manager Internal Audit, Audit and Assurance Group, Professional Standards and Governance Command, Organisational Capability, Brisbane (AO8)	Date of duty	Nisha, Zabeen	Principal Audit Consultant, Internal Audit, Office of the Director General, Department of Justice and Attorney-General, Brisbane (AO7)
360676/20	Assistant Manager, Sentence Management, Northern Region, Sentence Management Services, Specialist Operations, Mareeba (AO5)	Date of duty	Amos, Terri	Sentence Planning Coordinator, Northern Region, Sentence Management Services, Specialist Operations, Mareeba (AO4)
<b>QUEENSLAND HEALTH</b>				
QAS/INT 2021	Clinical Assurance Officer, Patient Safety and Quality, Emergency Services Complex, Kedron (AT52)	Date of duty	Nelson, Crystal	Paramedic, Centenary Ambulance Station, Metro South Local Ambulance Service Network, Darra (AP22)

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**APPOINTMENT PART I – APPEALABLE**

Reference Number	Vacancy	Date of Appointment	Name of Appointee	Previous Position and Classification (Unless otherwise indicated)
QAS/CCFP20	Critical Care Flight Paramedic, Townsville, Local Ambulance Service Network, Queensland Ambulance Service, Townsville (AE33)	Date of duty	de Jonge, Ian	Critical Care Paramedic, Townsville, Local Ambulance Service Network, Queensland Ambulance Service, Townsville (AE32)
QAS/CCFP20	Critical Care Flight Paramedic, Townsville, Local Ambulance Service Network, Queensland Ambulance Service, Townsville (AE33)	Date of duty	Hurman, Tanya	Critical Care Paramedic, Townsville, Local Ambulance Service Network, Queensland Ambulance Service, Townsville (AE32)

**QUEENSLAND TREASURY**

356684/20	Senior Investigations Officer – Level 3, Payroll Tax, Office of State Revenue, Brisbane (AO7)	Date of duty	Zhang, Holly	State Revenue Officer – Level 2, Client Services, Office of State Revenue, Brisbane (AO6)
360074/20	Debt Resolution Officer, Debt Management, Resolution, Office of State Revenue, Brisbane (AO4)	Date of duty	Hutcheon, Brooke Ainslee	Service Officer, Debtor Enforcement, Collections, Operations and Enforcement, Office of State Revenue, Brisbane (AO3)
360074/20	Debt Resolution Officer, Debt Management, Resolution, Office of State Revenue, Brisbane (AO4)	Date of duty	Lane, Emma Dorothy	Administration Officer, Prostitution Licensing Authority, Queensland Police Service, Brisbane (AO3)
360074/20	Debt Resolution Officer, Debt Management, Resolution, Office of State Revenue, Brisbane (AO4)	Date of duty	Blay, Alexander	Service Officer, Debtor Enforcement, Collections, Operations and Enforcement, Office of State Revenue, Ipswich (AO3)

**DEPARTMENT OF TRANSPORT AND MAIN ROADS**

359981/20	Senior Engineer (Civil), Metropolitan Region, Program Delivery and Operations, Infrastructure Management and Delivery, Brisbane (PO4)	Date of duty	Jayawardana, Daliwala	Engineer (Civil) Metropolitan Region, Program Delivery and Operations, Infrastructure Management and Delivery, Brisbane (PO3)
362242/21	Principal Planner, Transport System Management, Transport Strategy and Planning, Policy, Planning and Investment, Brisbane (AO7)	Date of duty	Stavar, Victoria	Senior Planner, Transport System Management, Transport Strategy and Planning, Policy, Planning and Investment, Brisbane (AO6)

**NOTIFICATION OF THE FILLING OF APPOINTMENTS PART II**

Appointments have been approved to the undermentioned vacancies.  
Appeals do not lie against these appointments.

**APPOINTMENTS PART II – NON-APPEALABLE**

Reference Number	Vacancy	Date of Appointment	Name of Appointee
<b>DEPARTMENT OF EDUCATION</b>			
SER 364085/21P	Deputy Principal (Special Education), Pacific Pines State High School – Special Education Program, South East Region (DP)	19-04-2021	Dickman, Anne Janelle
NQR 366728/21P	Deputy Principal, Weir State School, North Queensland Region (DP)	26-04-2021	Brown, Sarah Elizabeth
DSR 366775/21P	Deputy Principal, Miles State High School, Darling Downs South West Region (DP)	27-04-2021	Wenban, Kathleen Elisa
<b>QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION</b>			
* QBCC 21/15	Chief Information Officer, Queensland Building and Construction Commission, Brisbane (SES2L)	Date of duty	Janes, Jeremy
* QBCC 21/14	Chief Financial Officer, Queensland Building and Construction Commission, Brisbane (SES3L)	Date of duty	Wright, Ian
* QBCC 21/13	Chief Human Resource Officer, Queensland Building and Construction Commission, Brisbane (SES2H)	Date of duty	Campbell, Julie
* Contract for three (3) years.			
<b>QUEENSLAND TREASURY</b>			
* 360306/21	Director, Economic Strategy, Economics, Economics Fiscal and Commercial, Brisbane (SES2H)	Date of duty	Dewan, Edwin Avikash
* 360306/21	Director, Economic Strategy, Economics, Economics Fiscal and Commercial, Brisbane (SES2H)	Date of duty	Uptin, Gregory Rafael
* 360306/21	Director, Economic Strategy, Economics, Economics Fiscal and Commercial, Brisbane (SES2H)	Date of duty	Crossland, Rachel Lee
* Contract for three (3) years.			

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<b>GOVERNMENT AND PUBLIC NOTICES IN THE GAZETTES AS FROM 1 JULY 2013 INCLUDES 2.4% CPI INCREASE</b>			
	New Price	GST	Total
<b>EXTRAORDINARY GAZETTE - FULL PAGE TEXT</b>			
Formatted electronic files or E-mail (check for compatibility) per page	\$ 227.77	\$ 22.78	\$ 250.55
<b>PROFESSIONAL REGISTER AND LISTS GAZETTES</b>			
Formatted electronic files or E-mail (check for compatibility) 0-50 pages	\$ 135.52	\$ 13.55	\$ 149.07
Formatted electronic files or E-mail (check for compatibility) 51+ pages	\$ 115.42	\$ 11.54	\$ 126.96
<b>NATURAL RESOURCES AND MINES GAZETTE AND TRANSPORT AND MAIN ROADS GAZETTE</b>			
Formatted electronic files or E-mail (check for compatibility) per page	\$ 143.79	\$ 14.38	\$ 158.17
<b>LOCAL GOVERNMENT GAZETTE</b>			
Formatted electronic files or E-mail (must be compatible) Full page text	\$ 227.77	\$ 22.78	\$ 250.55
Formatted electronic files or E-mail (that require formatting to make compatible) Full page text	\$ 264.06	\$ 26.41	\$ 290.47
Single column, all copy to set	\$ 2.42	\$ 0.24	\$ 2.66
Double column, all to set	\$ 4.90	\$ 0.49	\$ 5.39
Single column, formatted electronic files or E-mail (check for compatibility)	\$ 0.88	\$ 0.09	\$ 0.97
Double column, formatted electronic files or E-mail (check for compatibility)	\$ 1.78	\$ 0.18	\$ 1.96
<b>VACANCIES GAZETTE IS NO LONGER PUBLISHED - APPOINTMENT NOTICES NOW APPEAR WITHIN THE GENERAL GAZETTE</b>			
<b>GENERAL GAZETTE - FULL PAGE TEXT</b>			
Formatted electronic files or E-mail (must be compatible)	\$ 227.77	\$ 22.78	\$ 250.55
Formatted electronic files or E-mail (that require formatting to make compatible)	\$ 264.06	\$ 26.41	\$ 290.47
<b>GENERAL GAZETTE - PER MM TEXT</b>			
Single column, all copy to set	\$ 2.42	\$ 0.24	\$ 2.66
Double column, all to set	\$ 4.90	\$ 0.49	\$ 5.39
Single column, formatted electronic files or E-mail (check for compatibility)	\$ 0.88	\$ 0.09	\$ 0.97
Double column, formatted electronic files or E-mail (check for compatibility)	\$ 1.78	\$ 0.18	\$ 1.96
<b>GENERAL GAZETTE - APPOINTMENT NOTICES PART I (APPEALABLE) AND PART II (NON-APPEALABLE)</b>			
<b>APPOINTMENTS - PART I &amp; PART II</b>			
2 lines	\$ 44.28	\$ 4.43	\$ 48.71
3 lines	\$ 61.99	\$ 6.20	\$ 68.19
4 lines	\$ 79.70	\$ 7.97	\$ 87.67
5 lines	\$ 92.98	\$ 9.30	\$ 102.28
6 lines	\$ 110.69	\$ 11.07	\$ 121.76
7 lines	\$ 123.97	\$ 12.40	\$ 136.37
8 lines	\$ 137.25	\$ 13.73	\$ 150.98
9 lines	\$ 150.54	\$ 15.05	\$ 165.59
<b>SUBMISSION DEADLINES:</b>			
DEPARTMENTAL APPOINTMENT SUBMISSIONS - PART I & PART II	before 12 noon on Tuesday		
GENERAL GAZETTE SUBMISSIONS	before 12 noon on Wednesday		
LOCAL GOVERNMENT GAZETTE SUBMISSIONS	before 12 noon on Wednesday		
EXTRAORDINARY GAZETTE SUBMISSIONS	any day of the week		
For more information regarding Gazette notices, please email: <a href="mailto:gazette@hpw.qld.gov.au">gazette@hpw.qld.gov.au</a> Prices are GST inclusive unless otherwise stated.			

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QUEENSLAND GOVERNMENT GAZETTE No. 67

[30 April 2021

*Education (General Provisions) Act 2006***STATE SCHOOL ENROLMENT MANAGEMENT PLAN  
(State school EMP)**

In accordance with Chapter 8, Part 3, Section 170, of the *Education (General Provisions) Act 2006*, a State school EMP for the State schools listed below has been prepared by a delegate of the Chief Executive of the Department of Education.

**Region:** North Coast  
**School:** Bundaberg North State High School

Copies of the State school EMPs are available for public inspection, without charge, during normal business hours at the department's head office and accessible on the department's website at <https://education.qld.gov.au/parents-and-carers/enrolment/management-plans>

Department of Education  
Brisbane, 26 April 2021

*Holidays Act 1983***NOTIFICATION**

I, the Honourable Grace Grace MP, Minister for Education, Minister for Industrial Relations and Minister for Racing in pursuance of the provisions of the *Holidays Act 1983*, hereby notify that:

The following notifications published in the Queensland Government Gazette dated 4 December 2020 are repealed.

Column 1 Date of Holiday 2021	Column 2 District	Column 3 Name of Show/ Event
4 June 2021	Shire of Bulloo	Hungerford Field Day
7 June 2021	Weipa Town Area	Weipa Fishing Classic
2 July 2021	Shire of Hinchinbrook	Ingham Annual Show
16 July 2021	Cassowary Coast Region – Divisions 4, 5 and 6 and those parts of Divisions 2 and 3 generally north of the Walter Hill Range	Innisfail and District Annual Show
30 July 2021	Cassowary Coast Region – Division 1 and those parts of Divisions 2 and 3 generally south of the Walter Hill Range	Tully and District Annual Show
28 August 2021	Torres Strait Island Region (whole region)	First Councillors Conference – Masig
6 December 2021	Torres Strait Island Region – Saibai	Church Dedication Day

GRACE GRACE MP  
Minister for Education  
Minister for Industrial Relations  
Minister for Racing

Department of Education  
Brisbane, 26 April 2021

*Holidays Act 1983***NOTIFICATION**

I, the Honourable Grace Grace MP, Minister for Education, Minister for Industrial Relations and Minister for Racing in pursuance of the provisions of the *Holidays Act 1983*, hereby appoint the day specified in Column 1 of the Schedule, hereto as a special holiday within the District set opposite that day in Column 2 of the schedule, being a holiday in respect of the annual agricultural, horticultural or industrial show set opposite that day in Column 3 of the schedule.

**Note 1:** The following holidays are bank holidays and public holidays pursuant to Section 4(4) of the *Holidays Act 1983*.

Column 1 Date of Holiday 2021	Column 2 District	Column 3 Name of Show
21 May 2021	Shire of Bulloo	Shearers Shindig
18 June 2021	Shire of Mornington	Mount Isa Agricultural Show
25 June 2021	Shire of Hinchinbrook	Ingham Annual Show
9 July 2021	Cassowary Coast Region – Divisions 4, 5 and 6 and those parts of Divisions 2 and 3 generally north of the Walter Hill Range	Innisfail and District Annual Show
23 July 2021	Cassowary Coast Region – Division 1 and those parts of Divisions 2 and 3 generally south of the Walter Hill Range	Tully and District Annual Show
3 September 2021	Weipa Town Area	Weipa Fishing Classic

GRACE GRACE MP  
Minister for Education  
Minister for Industrial Relations  
Minister for Racing

Department of Education  
Brisbane, 26 April 2021

*Holidays Act 1983***NOTIFICATION**

I, the Honourable Grace Grace MP, Minister for Education, Minister for Industrial Relations and Minister for Racing in pursuance of the provisions of the *Holidays Act 1983*, hereby appoint the day specified in Column 1 of the Schedule, hereto as a special holiday within the District set opposite that day in Column 2 of the schedule, being a special holiday in respect of the event set opposite that day in Column 3 of the schedule.

**Note 1:** The following holidays are special holidays pursuant to Section 4 of the *Holidays Act 1983* and are bank holidays not public holidays.

**Note 2:** Pursuant to a directive issued under the *Public Service Act 2008*, they are holidays for public service employees unless otherwise determined by a chief executive.

Column 1 Date of Holiday 2021	Column 2 District	Column 3 Event
28 May 2021	Shire of Torres	Torres Strait Flag Day
18 June 2021	Torres Strait Island Region – Masig	Halfway Island Native Title Determination Day
24 June 2021	Torres Strait Island Region – Masig	Parish of Ioane – Independent Church of Torres Strait
2 July 2021	Torres Strait Island Region – Masig	Masig Coming of the Light
7 July 2021	Torres Strait Island Region – Masig	Masig Native Title Determination Day
9 July 2021	Shire of Mapoon	NAIDOC Day
13 August 2021	Shire of Mornington	Mount Isa Rodeo
23 August 2021	Torres Strait Island Region (Whole Region)	First Councillors Conference – Masig

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Column 1 Date of Holiday 2021	Column 2 District	Column 3 Event
23 August 2021	Shire of Torres	First Torres Strait Councillors Meeting at Masig
22 October 2021	Northern Peninsula Area Region	NPA Sporting Carnival
24 November 2021	Shire of Mornington	Memorial Day
21 December 2021	Torres Strait Island Region – Saibai	Church Dedication Day
27 December 2021	Torres Strait Island Region – Masig	St John the Evangelist Church Day

GRACE GRACE MP  
Minister for Education  
Minister for Industrial Relations  
Minister for Racing

**NOTICE OF MINISTERIAL INFRASTRUCTURE DESIGNATION  
MADE UNDER THE *PLANNING ACT 2016***

I, the Honourable Steven Miles MP, Deputy Premier, Minister for State Development, Infrastructure, Local Government and Planning, give notice that under section 38 of the *Planning Act 2016*, I made a Ministerial Infrastructure Designation (MID) for the Ambrose Treacy College on 20 April 2021.

The MID will take effect from 30 April 2021.

**Description of the designated premises**

The MID applies to the premises located at 74, 76, 90 & 91 Kate Street and 29 & 31 Jerrang Street, Indooroopilly, QLD, 4068, formally described as Lot 1 on SP297758, Lot 30 on SP286104, Lot 101 on SP297758, Lot 1 on RP912904, Lot 2 on RP23551 and Lot 247 on S3195.

**Type of infrastructure for which the premises were designated**  
The infrastructure is described under Schedule 5, Part 2 of the *Planning Regulation 2017*, as:

- Item 6: educational facilities.

**Requirements included in the MID**

The MID includes requirements in relation to location and scale of the development, car parking, lighting, design/built form, stormwater management, flood management, active transport, school transport management, external works, vegetation and construction management.

**Further information**

A copy of the MID decision notice, including the noted requirements and a summary of how I have considered submissions, can be obtained at <https://planning.dsdmip.qld.gov.au/infrastructure-designations>.

For further information, please contact the Infrastructure Designations team at [infrastructuredesignation@dsdmip.qld.gov.au](mailto:infrastructuredesignation@dsdmip.qld.gov.au) or phone 1300 967 433.

STEVEN MILES MP  
DEPUTY PREMIER  
Minister for State Development, Infrastructure,  
Local Government and Planning

**NOTICE OF MINISTERIAL INFRASTRUCTURE DESIGNATION  
MADE UNDER THE *PLANNING ACT 2016***

I, the Honourable Steven Miles MP, Deputy Premier, Minister for State Development, Infrastructure, Local Government and Planning, give notice that under section 38 of the *Planning Act 2016*, I made the Ministerial Infrastructure Designation (MID) for the Pimpama Police Station on 27 April 2021.

The MID will take effect from 30 April 2021.

**Description of the designated premises**

The MID applies to premises located at 1 Cox Road, Pimpama, QLD 4209, formally described as part of Lot 12 on RP835832.

**Type of infrastructure for which the premises were designated**  
The infrastructure is described under Schedule 5, Part 2 of the *Planning Regulation 2017*, as:

- Item 8: emergency services facilities

**Requirements included in the MID**

The MID includes requirements in relation to the location and scale of the development, car parking, active transport, lighting, design/built form, external works, stormwater management, servicing and construction management.

**Further information**

A copy of the MID decision notice, including the noted requirements and a summary of how I have considered the submission, can be obtained at <https://planning.dsdmip.qld.gov.au/infrastructure-designations>.

For further information, please contact the Infrastructure Designations team at [infrastructuredesignation@dsdmip.qld.gov.au](mailto:infrastructuredesignation@dsdmip.qld.gov.au) or phone 1300 967 433.

STEVEN MILES MP  
DEPUTY PREMIER  
Minister for State Development, Infrastructure,  
Local Government and Planning

*Transport Infrastructure Act 1994***NOTIFICATION OF DECLARATION OF A  
STATE-CONTROLLED ROAD AS A LIMITED ACCESS ROAD**

Notice is hereby given under section 54(1) of the *Transport Infrastructure Act 1994* that the State-controlled road described in the Schedule is declared as a limited access road.

Paul Noonan  
Regional Director South Coast Region  
Delegate of Director-General, Department of Transport and Main Roads

**THE SCHEDULE**

That on and from 30<sup>th</sup> April 2021, the declaration of the State-controlled as a Limited Access Road specified in Appendix I hereto, is revoked, and in lieu thereof, the State-controlled Road described in Appendix II hereto, is declared a Limited Access Road, respectively, under and for the purposes of the *Transport Infrastructure Act 1994*.

**APPENDIX I**

<b>Name of State-controlled Road</b>	<b>Date of Declaration Relevant to Road</b>
Smith Street Connection Road Gold Coast City/Albert Shire	31 October 1987

**APPENDIX II**

**SMITH STREET CONNECTION ROAD (101)  
GOLD COAST CITY COUNCIL**

Commencing at the intersection of Kumbari Avenue near the north eastern corner of Lot 51 on SP291622 in Southport, then generally west to its junctions with the Pacific Highway in Gaven/Parkwood.

Length: 6.6 kilometres (approximately)

The parts of the road to which access is to be limited are shown on Drawings Numbers LA12199, LA12200, LA12201, LA12202 and LA12203. Copies of these drawings are held in the office of the Department of Transport and Main Roads, South Coast Region, 36-38 Cotton Street, Nerang, Queensland 4211.

The reason for the declaration is to achieve a high level of access management to:

- maintain high safety levels;
- catering for growth and facilitating changing land use, and
- minimising side friction to increase the efficiency of the road.

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Any person whose interests are affected by the declaration may:

- (1) under section 485 of the *Transport Infrastructure Act 1994* – ask for the decision to make the declaration to be reviewed by the Chief Executive;
- (2) under the *Transport Planning and Coordination Act 1994*, part 5, division 2 – apply for the original decision to be stayed; and
- (3) under the *Transport Planning and Coordination Act 1994*, part 5, division 3 –
  - (a) appeal against the Chief Executive’s decision on the review to the court stated in Schedule 3 of the *Transport Infrastructure Act 1994* for the decision; and
  - (b) apply for the reviewed decision to be stayed.

This declaration supersedes the existing Limited Access Road Declaration (Gazettal date: 31 October 1987 and plan reference: LA 10426 and LA 10427).

Notice is hereby given that there is a policy in place, in relation to the application of section 62 of the *Transport Infrastructure Act 1994* to access between Smith Street Connection Road and adjacent land. The policy is set out below.

#### POLICY FOR SMITH STREET CONNECTION ROAD – 101

##### 1 PURPOSE

The purpose of this policy is to protect the function, safety and efficiency of Smith Street Connection Road (the “Road”) by setting out the principles that will be applied when making decisions under s 62 of the *Transport Infrastructure Act 1994*.

The management of access is essential in ensuring that the vision for the Road can be achieved by:

- maintaining high safety levels;
- catering for growth and facilitating changing land use; and
- providing for increased road capacity.

##### 2 HEAD OF POWER

This policy has been made pursuant to s 54 of the *Transport Infrastructure Act 1994*.

##### 3 ROAD VISION

The following vision for the Road sets the context within which the Policy Principles (section 5) and the Policy Strategies (section 6) will be applied:

The Road is the primary connection off the Pacific Motorway (M1) to the Southport business district. It is an extremely important link servicing M1 road users from the North and South travelling to the Gold Coast University Hospital, Gold Coast Private Hospital, Griffith University and the Parklands residential village precinct. The Road has an AADT (2019) at Molendinar of 69,200 Vehicles Per Day with 5.1 % heavy vehicles. The Road is part of the road freight network and is an approved B-double route from M1 to Olsen Avenue to service the industrial areas of Molendinar, Labrador and Southport. All major intersections are signalised with provision for pedestrians and cyclists, except for the Olsen Avenue interchange which is grade separated.

The corridor is multi-modal with the Gold Coast Light Rail network running parallel to the Road for approximately 3.6 km and two stations along the Road namely Parkwood Station and Parkwood East Station. The South East Principal Cycle Network runs adjacent to the Road, which is partially constructed and is planned to be continued with future planned upgrades. Furthermore, Smith Street Connection Road will play an important role in supporting the Coomera Connector and M1 upgrades.

#### 4 APPLICATION

This policy will be applied in assessing applications made under s 62 or 62A of the *Transport Infrastructure Act 1994*.

This policy will also be applied in:

- the preparation, amendment or review of local, state and federal government planning schemes and other planning instruments to ensure that:
  - land uses reflect the Policy Principles and Policy Strategies and preserve the function of the Road;
  - the local road network is developed to provide access to land where access from the Road is not supported;
  - the vision for the Road identified in section 3 is accommodated; and
- general transport planning relevant to managing access to limited access roads.

#### 5 POLICY PRINCIPLES

When making a decision relating to the management of access between land and the Road, the following principles will be applied:

- vehicular access must not compromise safety of the users of the Road or any other transport infrastructure;
- vehicular access must be consistent with the functional requirements of the Road;
- vehicular access must be consistent with the current or planned intent for the Road corridor and the wider State-controlled road network.

In applying the principles, regard will be had to the following strategies:

- (1) the strategies applying to vehicular access to State-controlled roads set out in the *Vehicular access to state-controlled roads policy*<sup>1</sup>; and
- (2) the Policy Strategies set out in section 6.

Where there is inconsistency between the strategies set out in the *Vehicular access to state-controlled roads policy* and the Policy Strategies set out in this policy, the Policy Strategies set out in this policy prevail.

A proposal will be consistent with this policy if it meets the Policy Principles and all relevant Policy Strategies.

#### 6 POLICY STRATEGIES

##### SAFETY

**Principle 1: vehicular access must not compromise safety of the users of the Road or any other transport infrastructure.**

Safety is paramount in the road environment. Adequate levels of safety must be ensured for all users of the Road, including motorists, pedestrians and cyclists.

##### Strategy 1

##### No policy strategies

<sup>1</sup>30<sup>th</sup> April 2021

30 April 2021]

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**FUNCTION**

**Principle 2: Vehicular access must be consistent with the functional requirements of the Road.**

The primary function of the Road is to access the Gold Coast Health and Knowledge precinct and the Southport business district. To preserve this, the through function of the Road will be protected by not permitting any additional direct property access.

**Strategy 1**

**Direct access to the Road will not be permitted.**

All new access for land adjacent to the Road is to be facilitated via the surrounding local road network. The road is an important link servicing a large amount of traffic including emergency vehicles associated with two prominent hospitals.

No new direct access will be provided to ensure that the functional requirements of the Road are met.

**FUTURE INTENT**

**Principle 3: Vehicular access must be consistent with the current or planned intent for the Road corridor and the wider network.**

The Road is to continue performing its current function as an east-west arterial and motorway link between the Pacific Motorway and the Southport business District, also servicing the Griffith University and Gold Coast University Hospital precinct. The Road will continue to form an integral role in the regional transport network and will support future state road projects such as Pacific Motorway upgrades and the Coomera Connector.

**Strategy 1**

**Direct access to the Road will not be permitted.**

All new access for land adjacent to the Road is to be facilitated via the surrounding local road network which will:

- preserve the ability to provide for public and active transport options (such as cycleways and transit lanes) in the future.
- minimize the need for land resumptions from adjoining properties
- maintain the ability to provide additional capacity in the vicinity of key intersections where required by growth in traffic volumes.
- protect the Road's intended strategic function as a major arterial road.

**7 APPROVAL**

This policy applies to the Road and will be applied when making decisions under s 62 of the *Transport Infrastructure Act 1994*.

Dated: 30<sup>th</sup> April 2021

Signed: Paul Noonan

Paul Noonan (Regional Director, South Coast Region)  
Delegate of the Director-General, Department of Transport and Main Roads

**8 ADDITIONAL INFORMATION**

This policy replaces Limited Access Road Declaration (Gazettal date: 23 September 1989 and plan reference: LA 10426 and LA 10427).

This policy may be amended at any time without a gazette notice if:

- the amendment merely changes or repeals a specific provision for 1 or more particular properties; and
- the owner or occupier of each property has been given written notice of the amendment.

Any person whose interests are affected by this policy may:

- under s 485 of the *Transport Infrastructure Act 1994* – ask for the decision about the policy to be applied to be reviewed;
- under Part 5, Division 2 of the *Transport Planning and Coordination Act 1994* – apply for the original decision to be stayed;
- under Part 5, Division 3 of the *Transport Planning and Coordination Act 1994*:
  - appeal against a decision on a review;
  - apply for the reviewed decision to be stayed.

Under s 61 of the *Transport Infrastructure Act 1994*, a person must not construct or change a physical means of entry or exit for traffic between land and a limited access road without first obtaining a decision under s 62(1) that authorises the construction or change. Maximum penalty – 200 penalty units.

**ENDNOTES**

1. Published in the Gazette on 30th April 2021.
  2. Not required to be laid before the Legislative Assembly.
  3. The administering agency is the Department of Transport and Main Roads.
-

30 April 2021]

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*Transport Security (Counter Terrorism) Act 2008***AMENDMENT TO THE DECLARATION OF A  
SECURITY-IDENTIFIED SURFACE TRANSPORT OPERATION**

I, Neil Scales, chief executive, Queensland Department of Transport and Main Roads, pursuant to Section 12 of the *Transport Security (Counter-Terrorism) Act 2008* Queensland, amend a security-identified surface transport operation declaration relating to *Brisbane City Council's Brisbane Ferries (City Cats)* published by gazette notice on 25th day of June 2010 (Gazette number 64).

Particulars of the amendment are as follows:

- (a) to reflect the change in the name of the entity carrying on the surface transport operation to: *Brisbane City Council's Transport for Brisbane (Ferries)*; and
- (b) to include all operations across Brisbane City Council's ferry network, all vessels, ferry operator, infrastructure and all passenger transport operations.

This amendment to a declaration is made at Brisbane in the State of Queensland on the 30th day of April 2021.

Neil Scales  
Chief Executive  
Department of Transport and Main Roads

**BILLS OF PARLIAMENT ASSENTED TO****Queensland Legislative Assembly  
Brisbane**

It is hereby notified for general information that, on 23 April 2021, His Excellency the Governor, in the name and on behalf of Her Majesty, assented to the undermentioned Bill passed by the Legislative Assembly of Queensland in Parliament assembled, viz—

A Bill for an Act to amend the *Body Corporate and Community Management Act 1997*, the *City of Brisbane Act 2010*, the *City of Brisbane Regulation 2012*, the *COVID-19 Emergency Response Act 2020*, the *Economic Development (COVID-19 Emergency Response) Regulation 2020*, the *Environmental Protection Act 1994*, the *Gaming Machine Act 1991*, the *Justice Legislation (COVID-19 Emergency Response—Proceedings and Other Matters) Regulation 2020*, the *Local Government Act 2009*, the *Local Government Electoral Act 2011*, the *Local Government Regulation 2012* and the *State Penalties Enforcement Regulation 2014* for particular purposes  
**Short title:** *COVID-19 Emergency Response and Other Legislation Amendment Act 2021* – Act No. 8 of 2021

**Commencement:** Date of Assent.

N J Laurie  
Clerk of the Parliament

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BRISBANE  
30 April 2021

**14.3 SHOW CAUSE NOTICE - ABORIGINAL AND TORRES STRAIT ISLANDER PUBLIC HEALTH PROGRAM**

**Author:** Governance Coordinator

**Attachments:** 1 Show Cause Notice - March 2021  
2 Email from funder dated 5 May 2021

**PURPOSE (EXECUTIVE SUMMARY)**

To inform Council of progress on the Show Cause Notices issued to the Mornington Shire Council, regarding the Aboriginal and Torres Strait Islander Public Health Program.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**

As per a report to Council on 22 April 2021, Council received two Show Cause Notices for failure to submit progress and financial reports, due on 31 July 2020 and 31 January 2021. Also required, is an annual work plan for the program.

A copy of the second Show Cause Notice, as provided to Council on 22 April 2021, is attached for reference.

The content owner of the program's funding is the Executive Manager Infrastructure and Technical Services, who has responsibility for reporting on program activities.

A meeting with Department representatives was held remotely on Thursday 13 May 2021 to confirm reporting requirements. Staff are progressing the matter based on those discussions.

**FINANCIAL & RESOURCE IMPLICATIONS**

Failure to meet contract obligations means the Council may be required to give back some funds and / or not be funded in future, as per the attached Show Cause Notice.

**RECOMMENDATION**

That the Council receive and note this report.



Queensland Health

Enquiries to: Community Services Funding Branch  
 Telephone: 07 3006 2815  
 Doc Ref: C-ECTF-21/3563  
 404840  
 File Ref: QCOS/016572

Mr Peter Stewart  
 Interim Chief Executive Officer  
 Mornington Shire Council  
 C/- Post Office, Gununa  
 Mornington Island QLD 4871

Email: peter.stewart@mornington.qld.gov.au

Dear Mr Stewart

Re: **SHOW CAUSE Notice (Notice to Remedy) pursuant to clause 14 of the Service Agreement between Queensland Health and Mornington Shire Council (Org ID: 3498) ("the Organisation") - breach of reporting obligations**

*Jan*  
*Could you please follow up on this.*  
*Thanks Galen*

As you are aware, clause 5 (Your reporting obligations) of the Service Agreement requires the Organisation to comply with the Reporting Requirements. These reports enable Queensland Health to assess the Service Agreement accountability and monitor progress and outcomes.

According to our records, the Organisation has failed to submit the following reports:

Project Name	Project ID	Report Outstanding	Date Due
Aboriginal and Torres Strait Islander Public Health Program	72336	Financial	31-Jan-2021
Aboriginal and Torres Strait Islander Public Health Program	72336	Performance	31-Jan-2021
Aboriginal and Torres Strait Islander Public Health Program	72336	Directors Certification	31-Jan-2021

In addition to this, records held show the Organisation has failed to submit the following reports in response to previous Show Cause Notice dated 14 December 2021, and as such remains in breach of the Service Agreement:

Project Name	Project ID	Report Outstanding	Date Due
Aboriginal and Torres Strait Islander Public Health Program	72336	Financial	31-Jul-2020
Aboriginal and Torres Strait Islander Public Health Program	72336	Performance	31-Jul-2020

Office: 33 Charlotte Street BRISBANE QLD 4000  
 Postal: GPO Box 48 BRISBANE QLD 4001  
 Phone: (07) 3006 2815  
 Email: CommunityFunding@health.qld.gov.au

Project Name	Project ID	Report Outstanding	Date Due
Aboriginal and Torres Strait Islander Public Health Program	72336	Annual Work Plan	31-Jul-2020
Aboriginal and Torres Strait Islander Public Health Program	72336	Directors Certification	31-Jul-2020
Aboriginal and Torres Strait Islander Public Health Program	72336	2019-20 Annual Financial Report and Audited Financial Statements	31-Oct-2020


Accordingly, under clause 14 of the Service Agreement, the Organisation now has ten (10) days from the date of this Notice to Remedy. If the Organisation fails to do so, Queensland Health may take one or more of the following Specified Actions under clause 13 of the Service Agreement:

- suspend a Funding Schedule; or
- suspend all Funding Schedules.

If the Organisation fails to comply with the Notice to Remedy, Queensland Health will take Specified Actions set out above, and will issue the Organisation with a Failure to Remedy Notice.

If you need clarification or believe your organisation's reports have been submitted, please contact the Community Services Funding Branch by telephone on (07) 3006 2815 or by email at [CommunityFunding@health.qld.gov.au](mailto:CommunityFunding@health.qld.gov.au).

Yours sincerely



Jacqui Heywood  
**Senior Director**  
**Community Services Funding Branch**  
**Healthcare Purchasing and System Performance Division**  
 11/03/2021

**Ian Loiterton**

---

**From:** Graham King  
**Sent:** Tuesday, 11 May 2021 12:06 PM  
**To:** Ian Loiterton  
**Subject:** Fwd: Queensland Health Notice To Remedy for the Aboriginal and Torres Strait Islander Public Health Program  
**Attachments:** FW: 1 of 3 Show Cause Notice (Templates); FW: 2 of 3 Show Cause Notice (2019-20 Annual Financial Report); FW: 3 of 3 Show Cause Notice (Examples of previous reporting); FW: 4 of 3 Show Cause Notice (copy of the notices issued and table of outstanding reporting); 2017-18.3498.002 Executed.pdf

Ian are you still dealing with this. Thanks  
Regards,

Graham King | Acting Chief Executive Officer | Mornington Shire Council

---

**From:** CommunityFunding <CommunityFunding@health.qld.gov.au>  
**Sent:** Wednesday, May 5, 2021 11:41:56 AM  
**To:** Graham King <aceo@mornington.qld.gov.au>  
**Subject:** RE: Queensland Health Notice To Remedy for the Aboriginal and Torres Strait Islander Public Health Program

Dear Graham

I am writing as a follow up to the attached communications our Branch made to Ian Loiterton last month in relation to show cause notices which have been issued to Mornington Shire Council. I appreciate there has been a significant turnover of staff within Council and that continuity challenges can be difficult to coordinate.

Community Services Funding Branch remain committed to our responsibility to assist Councils fulfil their service delivery and reporting obligations, and to monitor the receipt of reporting. Queensland Health has not received reporting from Mornington Shire Council since 18 March 2020. As such, I confirm that Council has the following reporting identified as not received:

- Queensland Health Annual Financial Report and Audited Financial Statements from the Queensland Audit Officer for the 2019-20 financial year,
- Forward Annual Work Plan for service delivery for the 2019-20 financial year,
- Q2 2020-21 Financial Report acquitting the program funds up to 31 December 2020, and
- Q2 2020-21 Performance Report on activity undertaken for the period 1 July 2020 to 31 December 2020.

To clarify, the Service Agreement requires reporting to be accompanied with a signed Directors Certification. The template for this certification is include in the emails attached. I encourage you to revise the reporting requirements at Item 7.2 of the Funding Schedule (refer to pp53-54 in the attached copy of the Agreement).

It will remain a challenge for the department to support this funding arrangement in the absence of prompt reporting and firm follow-up interactions subsequent to the issuing of a notice to remedy.

Should you have any queries regarding this advice, please don't hesitate to contact our Branch. Mr Steve Faoagali, Principal Project Officer, will be pleased to assist you and can be contacted by telephone on 3006 2815 or alternatively via email at [CommunityFunding@health.qld.gov.au](mailto:CommunityFunding@health.qld.gov.au).

Sincerely

Marguerite Taylor



**Marguerite Taylor**  
Director  
Community Services Branch | Queensland Health

P (07) 3006 2815 | 0437 613 876  
E [CommunityFunding@health.qld.gov.au](mailto:CommunityFunding@health.qld.gov.au)  
W [health.qld.gov.au](http://health.qld.gov.au)  
A Level 12, 33 Charlotte Street, Brisbane

**QUEENSLAND HEALTH VISION** By 2026 Queenslanders will be among the healthiest people in the world.

Queensland Health acknowledges the Traditional Custodians of the land across Queensland, and pays respect to First Nations Elders past, present and future.

\*\*\*\*\*

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\*\*\*\*\*

**14.4 CENSUS 2021 ACCOMMODATION AND OFFICE SPACE**

**Author:** Governance Coordinator

**Attachments:** 1 ABS email correspondance re Census 2021

**PURPOSE (EXECUTIVE SUMMARY)**

To seek Council's direction, regarding housing and office space for the 2021 Census.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**

Council received an email from the Australian Bureau of Statistics' (ABS) Census Operations Manager – Gulf of Carpentaria on 22 April 2021, asking for 'the guidance and direction of the CEO with regard to storage/office space for the upcoming CENSUS'.

Noting that office and accommodation space is extremely limited on the Island, staff provided the following options to the ABS, as per Council's fees and charges 2020/21:

1. Visitor Accommodation Centre
  - a. \$730/week for no ensuite; or
  - b. \$830/week with ensuite.
2. Motel (if available)
  - a. \$260/night per person; or
  - b. \$415/night twin share
3. Office space: Council training room at \$305/day

In response, the ABS stated that it was not in a position to commit to the above and that it would continue to investigate options.

The Census is an important mechanism to inform funding levels for services on the Island. Lack of accommodation and office space may risk the Census' operations.

While it is appropriate that a federal agency such as the ABS pay for office and accommodation, staff seek Council's direction on possible alternatives.

Options include:

1. **Do noting:** await confirmation from the ABS, as to whether it:
  - a. Is able to secure alternative, non-Council space where available; and/or
  - b. Commits to paying for Council facilities at the set rates
2. **Subsidy:** Council resolve to offer the ABS use of its facilities at a subsidised rate, to be determined at this meeting noting:
  - a. Storage / Office space: is required from 14 June to 31 August
  - b. Housing: 3 weeks accommodation for 4 staff is needed from approx. 20 July – 10 August 2021.

**FINANCIAL & RESOURCE IMPLICATIONS**

If subsidised rates are offered to the ABS, then that will negatively impact Council's income in the 2020/2021 and/or 2021/22 financial year.

**RECOMMENDATION**

That Council provide direction on the matter.

**Ian Loiterton**

---

**From:** Mark Bryant <mark.bryant@abs.gov.au>  
**Sent:** Thursday, 29 April 2021 7:47 AM  
**To:** Ian Loiterton  
**Cc:** Nathan Bonamy; Raelene Sullivan; Graham King  
**Subject:** Re: FW: FW: CENSUS 2021 - REQUEST FOR ASSISTANCE [SEC=OFFICIAL]

Good Morning Ian,

Thanks for your email. At this stage we are not in a position to commit to the storage / office space option and will continue to seek support across agencies on Mornington. Your offer of this facility is appreciated and we will keep it in mind for short term needs.

We will be doing accommodation planning next week and I will book through the usual channels.

Should you become aware of any vacant homes within Island agencies between now and CENSUS your advice or referral would be greatly appreciated.

Once again thanks for your assistance.

The 2021 CENSUS will be the key to funding opportunities across Australia for the next five years and we will be making every effort to ensure correct enumeration of Mornington Island to support education, health and wellbeing.

Regards

**Mark Bryant**  
*Census Operations Manager - Gulf of Carpentaria*

2021 Census Remote Area Strategy | *Census 2021 Field Operations* | **Australian Bureau of Statistics**

(P) 0418 352 304 (E) [mark.bryant@abs.gov.au](mailto:mark.bryant@abs.gov.au) (W) [www.abs.gov.au](http://www.abs.gov.au)

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*The Australian Bureau of Statistics acknowledges the traditional custodians of country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to them and their cultures, and elders past, present and future.*

▼ "Ian Loiterton" --28/04/2021 09:14:15 AM--

\*\*\*\*\*  
From: "Ian Loiterton" <governance@mornington.qld.gov.au>  
To: "mark.bryant@abs.gov.au" <mark.bryant@abs.gov.au>  
Date: 28/04/2021 09:14 AM  
Subject: FW: FW: CENSUS 2021 - REQUEST FOR ASSISTANCE [SEC=OFFICIAL]

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Hi Mark

To confirm, you need storage / office space for 14 June to 31 August, with 3 weeks accommodation for 4 staff needed from approx. 20 July – 10 August.

Accommodation is extremely limited on the island at present. Non-Council service staff are staying in the motel, and Council is having problems recruiting staff due to accommodation shortages.

The only accommodation options that we are aware of at this stage include:

1. Visitor Accommodation Centre (effectively single person dongas, with a shared kitchen area):
  - a. \$730/wk for no ensuite; or
  - b. \$830/wk with ensuite.
2. Motel (if available):
  - a. \$260/night per person; or
  - b. \$415/night twin share

In terms of storage / office space, the best space in terms of security and space for processing paperwork is Council's training room. Not ideal in terms of limiting Council use, and it is \$305/day. There may be other space in the community, but I'd need to ask around.

Council's fees and charges can be viewed at: <https://www.mornington.qld.gov.au/wp-content/uploads/2020/07/Approved-MS-C-Fees-and-Charges-2020-21.pdf>

Can you let me know your thoughts re the above? Thanks

Regards,

Ian Loiterton | Governance Coordinator | Mornington Shire Council

1 Mission Road, Gununa, QLD 4892

Ph: 07 4745 7805  
 Mobile: 0408 483 537  
 Fax: 07 4745 7275  
 Email: [governance@mornington.qld.gov.au](mailto:governance@mornington.qld.gov.au)  
 Web: [www.mornington.qld.gov.au](http://www.mornington.qld.gov.au)



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**From:** Mark Bryant [<mailto:mark.bryant@abs.gov.au>]  
**Sent:** Wednesday, 28 April 2021 8:04 AM  
**To:** Ian Loiterton  
**Subject:** Re: FW: CENSUS 2021 - REQUEST FOR ASSISTANCE [SEC=OFFICIAL]

Good Morning Ian,  
Thanks for your email and apologies for delay.

I can confirm that our best option is 14 June through to 31 August. Dwayne Rogers will be responsible for the space under his contract with ABS.

We would certainly be appreciative of anything you could make available during this period.

Our main priorities are safe/secure storage of CENSUS documents before and after CENSUS date (10 Aug) and area to manage documents and field staff operations. Previously we have sent 4 ABS staff from Brisbane for the final three weeks leading up to CENSUS date and we were lucky to have secured a house on the Island that was suitable for our storage/operations as well as accommodation.

Your support is greatly appreciated

Regards

**Mark Bryant**  
*Census Operations Manager - Gulf of Carpentaria*

2021 Census Remote Area Strategy | *Census 2021 Field Operations* | **Australian Bureau of Statistics**

(P) 0418 352 304 (E) [mark.bryant@abs.gov.au](mailto:mark.bryant@abs.gov.au) (W) [www.abs.gov.au](http://www.abs.gov.au)

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▼ "Ian Loiterton" ---27/04/2021 08:12:44 AM---

\*\*\*\*\*  
From: "Ian Loiterton" <[governance@mornington.qld.gov.au](mailto:governance@mornington.qld.gov.au)>  
To: "mark.bryant@abs.gov.au" <[mark.bryant@abs.gov.au](mailto:mark.bryant@abs.gov.au)>  
Date: 27/04/2021 08:12 AM  
Subject: FW: CENSUS 2021 - REQUEST FOR ASSISTANCE [SEC=OFFICIAL]

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Hi Mark

Re your email below, can you let me know the date range of your office / space requirements. I gather you'll need from 14 June onwards, can you clarify until when you'd intend to vacate? thanks

Regards,

Ian Loiterton | Governance Coordinator | Mornington Shire Council

1 Mission Road, Gununa, QLD 4892

Ph: 07 4745 7805  
Mobile: 0408 483 537  
Fax: 07 4745 7275  
Email: [governance@mornington.qld.gov.au](mailto:governance@mornington.qld.gov.au)  
Web: [www.mornington.qld.gov.au](http://www.mornington.qld.gov.au)



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**From:** Mark Bryant <[mark.bryant@abs.gov.au](mailto:mark.bryant@abs.gov.au)>  
**Sent:** Thursday, 22 April 2021 10:54 AM  
**To:** Raelene Sullivan <[ea@mornington.qld.gov.au](mailto:ea@mornington.qld.gov.au)>  
**Cc:** Sharn Fogarty <[sharn.fogarty@abs.gov.au](mailto:sharn.fogarty@abs.gov.au)>; Graham King <[aceo@mornington.qld.gov.au](mailto:aceo@mornington.qld.gov.au)>  
**Subject:** CENSUS 2021 - REQUEST FOR ASSISTANCE [SEC=OFFICIAL]

Good Morning,

I am writing to seek the guidance and direction of the CEO with regard to storage/office space for the upcoming CENSUS.

As the CENSUS Operations Manager for the Gulf Region I am required to employ CENSUS staff and identify suitable work/storage areas for CENSUS material.

Mr Dwayne Rogers is currently being on-boarded as the Regional Area Management Team Leader for Mornington Island and has referred me to the CEO for assistance (We will also be employing a further two Team Members and up to 20 Field Staff in the near future).

CENSUS material consisting of 52 x 6 kg boxes will be delivered to Mornington Island wrapped on a pallet between 14 June and 15 July. Mr Rogers will be in charge of taking delivery of this material and ensuring transport and storage is available.

*I am requesting assistance of the Council in identifying a lockable storage area/facility that could also be used for office space to sort and distribute the large amount of material noted above.*

*CENSUS staff may also be visiting the island to assist the local team and if the facility had kitchen/sleeping facilities it would be extremely beneficial in providing a great outcome for updating CENSUS information for Mornington Island.*

Any support or guidance you can provide would be greatly appreciated.

Your sincerely

**Mark Bryant**

*Census Operations Manager - Gulf of Carpentaria*

2021 Census Remote Area Strategy | *Census 2021 Field Operations* | **Australian Bureau of Statistics**

(P) 0418 352 304 (E) [mark.bryant@abs.gov.au](mailto:mark.bryant@abs.gov.au) (W) [www.abs.gov.au](http://www.abs.gov.au)

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**14.5 LOCAL GOVERNMENT COMPLIANCE CHECKLIST**

**Author:** Governance Coordinator

**Attachments:** 1 Local Government Compliance Checklist - clean version  
2 Assessment against the Local Government Compliance Checklist as at 10 May 2021

**PURPOSE (EXECUTIVE SUMMARY)**

To provide Council with an update on Council's compliance to legislative requirements, as per the *Local Government Compliance Checklist*.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**

The Local Government Compliance Checklist (attached) lists the policies, processes and records that local governments must have in place to comply with the *Local Government Act 2009* and *Local Government Regulation 2012*.

Attached is an assessment of the Council's compliance to that checklist, as undertaken by an internal review by staff.

That review did not consider the quality of individual policies etc., only whether the policies, procedures and processes were / were not in place.

Key issues identified as an outcome of the process include:

1. The Revenue Policy has expired and is therefore not compliant. The Executive Manager Finance is the responsible officer for the policy
2. Six (6) policies are due to expire on 30 June 2021, namely:
  - a. Community Grants Policy
  - b. Entertainment and Hospitality Policy
  - c. Advertising Spending Policy
  - d. Investment Policy
  - e. Debt Policy
  - f. Procurement Policy

*Note: the Executive Manager Finance is the responsible officer for the above policies. Given the budget process, it may be a case of needing to adopted the policies in their current form prior to 30 June 2021 and review them again as soon as possible thereafter*

2. The Councillor Expenses Policy is due for review by 15 July 2021. The Executive Manager Governance and Communications is the responsible officer for the policy
3. Some compliance items are yet to be identified

**FINANCIAL & RESOURCE IMPLICATIONS**

Nil.

**RECOMMENDATION**

That a report be made to the 16 June 2021 meeting of Council, providing the following for Council's consideration:

1. Reviewed policies for adoption (Executive Manager Finance):
  - a. Revenue Policy
  - b. Community Grants Policy
  - c. Entertainment and Hospitality Policy
  - d. Advertising Spending Policy
  - e. Investment Policy
  - f. Debt Policy
  - g. Procurement Policy;
2. Councillor Expenses Policy (Executive Manager Governance and Communications);  
and
3. An update on other items from the Compliance Checklist that are yet to be clarified, be provided at that time



Queensland Government

Department of Local Government, Racing and Multicultural Affairs

CHECKLIST

## Local government compliance checklist

This document lists policies, processes and records that local governments must have in place to comply with the requirements of the *Local Government Act 2009* (LGA) and Local Government Regulation 2012 (LGR). Note that some requirements differ for [Brisbane City Council](#), in accordance with the *City of Brisbane Act 2010* and City of Brisbane Regulation 2012.

Item	Requirement	Mandatory elements	When	Status
<b>Policies</b>				
Acceptable Request Guidelines s170A(7) LGA	<ul style="list-style-type: none"> <li>Adopt acceptable request guidelines (by resolution)</li> </ul>	<ul style="list-style-type: none"> <li>How a councillor may ask for advice to help them carry out their responsibilities</li> <li>Reasonable limits on requests a councillor may make</li> </ul>	Ongoing	Officer ..... Current: Yes / No
Guidelines for administrative support staff s170AA LGA s171A COBA	<ul style="list-style-type: none"> <li>CEO may make guidelines about councillor administrative support staff</li> </ul>	<ul style="list-style-type: none"> <li>When a councillor may be provided with support</li> <li>How and when a councillor can give a direction to administrative support staff</li> <li>State that councillors can only give directions in accordance with the guidelines</li> </ul>	Ongoing	Officer ..... Current: Yes / No
Community grants policy s195 LGR	<ul style="list-style-type: none"> <li>Adopt a policy</li> </ul>	<ul style="list-style-type: none"> <li>The criteria for a community organisation to be eligible for a grant</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
Entertainment and hospitality policy s196 LGR	<ul style="list-style-type: none"> <li>Adopt a policy about council spending on entertainment and hospitality</li> </ul>	NA	Ongoing	Officer ..... Completed: Yes / No
Advertising spending policy s197 LGR	<ul style="list-style-type: none"> <li>Adopt a policy about council spending on advertising</li> </ul>	NA	Ongoing	Officer ..... Completed: Yes / No
Expenses reimbursement policy s249-251 LGR	<ul style="list-style-type: none"> <li>Adopt an expenses reimbursement policy</li> <li>Publish a public notice of the policy</li> </ul>	<ul style="list-style-type: none"> <li>Reasonable expenses incurred by councillors that will be reimbursed</li> <li>Facilities that will be provided for councillors to fulfil their duties</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
Investment policy s191 LGR	<ul style="list-style-type: none"> <li>Adopt an investment policy</li> </ul>	<ul style="list-style-type: none"> <li>Council's investment objectives and overall risk philosophy</li> <li>Procedures for achieving those objectives</li> </ul>	Ongoing	Officer ..... Completed: Yes / No



Item	Requirement	Mandatory elements	When	Status
<b>Policies</b>				
Debt policy s192 LGR	<ul style="list-style-type: none"> <li>Adopt a debt policy</li> <li>Review annually for each financial year</li> </ul>	<ul style="list-style-type: none"> <li>New borrowings planned for the current financial year and next nine years</li> <li>Period over which the council plans to repay existing and new borrowings</li> </ul>	Annually	Officer ..... Completed: Yes / No
Revenue policy s193 LGR	<ul style="list-style-type: none"> <li>Adopt a revenue policy</li> <li>Review annually in enough time before annual budget</li> </ul>	<ul style="list-style-type: none"> <li>Principles for levying rates and charges, granting concessions for rates and charges, recovering overdue rates and charges and cost recovery methods</li> <li>Purpose of concessions granted</li> <li>Extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development</li> </ul>	Annually	Officer ..... Completed: Yes / No
Procurement policy s198 LGR	<ul style="list-style-type: none"> <li>Adopt a procurement policy</li> <li>Review annually for each financial year</li> </ul>	<ul style="list-style-type: none"> <li>The principles, including the sound contracting principles, that council will apply for purchasing goods and services</li> </ul>	Annually	Officer ..... Completed: Yes / No
Contract manual s222 LGR	<ul style="list-style-type: none"> <li>Where a council has adopted a strategic approach to contracts, develop and adopt a contract manual that sets out the procedures for how to carry out contracts</li> </ul>	<ul style="list-style-type: none"> <li>Apply sound contracting principles</li> <li>Be consistent with and support the five-year corporate plan</li> <li>Be consistent with council's contract plan, if the council has adopted one</li> <li>A policy about how to deal with non-current assets with a value of less than \$5000 for plant and equipment or less than \$10,000 for other non-current assets</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
Meeting procedures ss150F-150G LGA	<ul style="list-style-type: none"> <li>Adopt the Model Meeting Procedures</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Adopt other procedures consistent with the Model Meeting Procedures</li> </ul>	<ul style="list-style-type: none"> <li>State how the chairperson may deal with a councillor's unsuitable meeting conduct</li> <li>State how suspected inappropriate conduct referred by the Independent Assessor will be dealt with at a meeting</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
Investigation policy s150AE LGA	<ul style="list-style-type: none"> <li>Adopt an investigation policy</li> </ul>	<ul style="list-style-type: none"> <li>Procedure for investigating suspected inappropriate conduct referred by the Independent Assessor</li> <li>State when another entity may investigate</li> <li>Be consistent with natural justice principles</li> <li>State that councillors and complainants must be given a notice about the outcome of investigations</li> </ul>	Ongoing	Officer ..... Completed: Yes / No



Item	Requirement	Mandatory elements	When	Status
<b>Processes</b>				
Local law-making s29 LGA	<ul style="list-style-type: none"> <li>Decide process for making a local law</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that process is consistent with LGA (local laws chapter 3, part 1)</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
Competitive neutrality complaints process s48 LGA, s44 LGR	<ul style="list-style-type: none"> <li>Adopt a process for resolving competitive neutrality complaints</li> </ul>	<ul style="list-style-type: none"> <li>Ways to resolve a matter before it becomes a complaint</li> <li>How all complaints, decisions and recommendations will be recorded</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
Administrative action complaints process s268 LGA, s306 LGR	<ul style="list-style-type: none"> <li>Adopt a process that effectively manages all administrative action complaints from their receipt to resolution</li> <li>Adopt written policies and procedures to support the process</li> </ul>	<ul style="list-style-type: none"> <li>State that council must respond to complaints quickly and efficiently in a fair and objective way</li> <li>The criteria that will be considered when assessing whether to investigate a complaint</li> <li>State that council will inform an affected person of the decision and the reasons for the decision</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
<b>Registers</b>				
Local law register s31 LGA s14 LGR	<ul style="list-style-type: none"> <li>Keep a register of local laws</li> <li>Make the register available for inspection at the local government's public office and displayed on its website</li> </ul>	<ul style="list-style-type: none"> <li>Name of each local law</li> <li>Its purpose and general effect</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
Roads map and register s74 LGA s57 LGR	<ul style="list-style-type: none"> <li>Prepare and keep updated a map of every road in the local government area and a register of the roads</li> <li>Make the map and the register available to the public</li> </ul>	<ul style="list-style-type: none"> <li>The category of every road</li> <li>The level of every road that has a fixed level</li> <li>The length of every road</li> <li>If the road is formed, gravelled pavement or sealed pavement – the length and width of the formed, gravelled pavement or sealed pavement part</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
Register of cost recovery fees s98 LGA	<ul style="list-style-type: none"> <li>Keep a register of all cost-recovery fees</li> <li>Make the register available to the public</li> </ul>	<ul style="list-style-type: none"> <li>The type of cost-recovery fee</li> <li>The provision of the legislation authorising the action for which the cost-recovery fee has been levied</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
Asset register s104(5)(b) LGA s180 LGR	<ul style="list-style-type: none"> <li>Prepare and keep an up-to-date asset register</li> </ul>	<ul style="list-style-type: none"> <li>All non-current physical assets</li> </ul>	Ongoing	Officer ..... Completed: Yes / No



Item	Requirement	Mandatory elements	When	Status
<b>Registers</b>				
Councillor conduct register s150DX-s150DZ LGA	Keep an up-to-date councillor conduct register about: <ul style="list-style-type: none"> <li>orders made about unsuitable meeting conduct</li> <li>decisions about suspected inappropriate conduct referred to council</li> <li>decisions of the Councillor Conduct Tribunal about whether or not councillors have engaged in misconduct or inappropriate conduct</li> <li>complaints dismissed by the Independent Assessor</li> <li>decisions of the Independent Assessor to take no further action</li> </ul>	Complaints dismissed by the Independent Assessor must include: <ul style="list-style-type: none"> <li>date the complaint was made</li> <li>a summary of the complaint</li> <li>a statement about why it was dismissed</li> </ul> All other complaints must include: <ul style="list-style-type: none"> <li>a summary of the decision and reasons for the decision</li> <li>name of the councillor</li> <li>date of the decision</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
Registers of interests of councillors, councillor advisors, chief executive officers and related persons S201A, 201B and 201C LGA s290 LGR S198A, S198B and 198C COBA	<ul style="list-style-type: none"> <li>Keep up-to-date registers of interests</li> <li>Prepare an annual return for registers of interest within 30 days of end of financial year</li> </ul>	Particulars noted in Schedule 5 LGR	Ongoing, kept until 10 years after term or appointment ends	Officer ..... Completed: Yes / No
<b>Other records</b>				
Record of unsuitable meeting conduct orders s150(3) LGA s272 LGR	Record of unsuitable meeting conduct orders s150(3) LGA s272 LGR	<ul style="list-style-type: none"> <li>Must include details of the order</li> </ul>	Within 10 calendar days of the meeting	Officer ..... Completed: Yes / No
Record of the taking of declaration of office s169(4) LGA s254 LGR	<ul style="list-style-type: none"> <li>The CEO must keep a record of the taking of declaration of office.</li> </ul>	<ul style="list-style-type: none"> <li>Councillor's name</li> <li>Confirmation that councillor took declaration within 30 days after being appointed or elected</li> </ul>	Within 30 days of being appointed or elected	Officer ..... Completed: Yes / No
Records about conflicts of interest at meetings s150FA LGA	<ul style="list-style-type: none"> <li>Record in the minutes any conflict of interest matters raised by councillors, including conflicts they have themselves or suspected conflicts of other councillors</li> </ul>	<ul style="list-style-type: none"> <li>Councillor name</li> <li>Particulars of the conflict of interest and how it relates to the councillor</li> <li>Whether the councillor leaves the meeting and when (before or after vote)</li> <li>If the councillor decides to stay, how each councillor voted and the reasons for the final decision of all councillors</li> <li>If the councillor participated in deciding the matter or was present under an approval from the Minister</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
Record of directions given to the CEO s170(4) LGA	<ul style="list-style-type: none"> <li>CEO must keep a record of each direction given to them by the mayor, and it must be made available to the local government</li> </ul>	NA	Ongoing	Officer ..... Completed: Yes / No



Item	Requirement	Mandatory elements	When	Status
<b>Other records</b>				
Land record s154 LGR	<ul style="list-style-type: none"> <li>Keep a land record detailing specific information about each parcel of rateable land</li> </ul>	<ul style="list-style-type: none"> <li>Name and postal address of the owner</li> <li>A description of the land, including its location and size</li> <li>Its value and the day of effect of the relevant valuation under the <i>Land Valuation Act 2010</i></li> <li>Information about rates or charges levied as specified in s92 LGA</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
Record of financial management risks and control measures s164 LGR	<ul style="list-style-type: none"> <li>Keep a record of risks to which local government operations are exposed, to the extent they relate to financial management</li> <li>Keep along with the record a copy of the community grants policy, entertainment and hospitality policy, advertising spending policy, and procurement policy</li> </ul>	<ul style="list-style-type: none"> <li>Operational risks related to financial management</li> <li>Control measures adopted to manage the risks</li> </ul>	Ongoing	Officer ..... Completed: Yes / No
Record of administrative action complaints s306 LGR	<ul style="list-style-type: none"> <li>Keep a record of all administrative action complaints</li> <li>Ensure internal reports are occasionally provided to senior management about the operation of the complaints' management process</li> <li>Ensure the public can inspect the complaints management process (including related policies and procedures) on its website and at your public office</li> <li>Ensure mechanisms are in place to identify, analyse and respond to complaint trends and monitor effectiveness of the process</li> </ul>	NA	Ongoing	Officer ..... Completed: Yes / No
<b>Other matters</b>				
CEO performance appraisal s12(4)(d) LGA	<ul style="list-style-type: none"> <li>Mayor must conduct a CEO performance appraisal at least annually</li> </ul>	NA	At least annually	Officer ..... Completed: Yes / No
Insurance s107 LGA s214 LGR	<ul style="list-style-type: none"> <li>Maintain public liability insurance for \$30 million and professional indemnity insurance for \$10 million</li> </ul>	NA	Ongoing	Officer ..... Completed: Yes / No
Organisational structure s196 LGA	<ul style="list-style-type: none"> <li>Adopt an organisational structure (by resolution) allowing council to meet its responsibilities, noting that the CEO is responsible for appointing employees</li> </ul>	NA	Ongoing	Officer ..... Completed: Yes / No

## CHECKLIST

## Documents that must be published

Item	Requirement	When	Status
Five year corporate plan Annual budget Investment policy Debt policy Community grants policy Procurement policy s199 LGR	<ul style="list-style-type: none"> <li>On website</li> <li>Available at public office</li> <li>Available for purchase</li> </ul>	Always	Officer: ..... Current: Yes / No
Local law register s31 LGA s14 LGR	<ul style="list-style-type: none"> <li>On website</li> <li>Available at public office</li> </ul>	Always	Officer: ..... Current: Yes / No
Councillor conduct register s250DX-150DZ LGA	<ul style="list-style-type: none"> <li>On website</li> <li>Available at public office</li> <li>Available for purchase</li> </ul>	Always	Officer: ..... Current: Yes / No
Process for resolving administrative action complaints s306 LGR	<ul style="list-style-type: none"> <li>On website</li> <li>Available at public office</li> <li>Include related policies and procedures</li> </ul>	Always	Officer: ..... Current: Yes / No
Investigation policy s150AE(4) LGA	<ul style="list-style-type: none"> <li>On website</li> </ul>	Always	Officer: ..... Current: Yes / No
Registers of interests of councillors s295 LGR	<ul style="list-style-type: none"> <li>On website (councillors only, not including registers for related persons)</li> <li>Available at public office (councillors only, not including registers for related persons)</li> </ul>	Extract of current registers always available on website, updated within five business days after CEO notified of any change, and records of all current registers of interests available at public office until 10 years after councillor leaves office	Officer: ..... Current: Yes / No
Expenses reimbursement policy s251 LGR	<ul style="list-style-type: none"> <li>On website</li> <li>Available at public office</li> <li>Available for purchase</li> </ul>	Always, updated as soon as practicable after adopted or amended	Officer: ..... Current: Yes / No
Council and committee minutes s272 LGR	<ul style="list-style-type: none"> <li>On website</li> <li>Available at public office</li> <li>Available for purchase once confirmed</li> <li>Include any reports not published with agenda</li> </ul>	Draft minutes within five business days after the meeting (unless confirmed sooner)  Confirmed minutes within 1 business day after being confirmed	Officer: ..... Current: Yes / No
Annual report ss182-190 and s199 LGR	<ul style="list-style-type: none"> <li>On website</li> <li>Available at public office</li> <li>Available for purchase</li> </ul>	Within two weeks of adopting the annual report	Officer: ..... Current: Yes / No

## CHECKLIST




## Notices

Item	Requirement	When	Status
Notice of the days and times of all ordinary and committee meetings s277 LGR	<ul style="list-style-type: none"> <li>In local newspaper</li> <li>On website</li> <li>Displayed in a conspicuous place at public office</li> </ul>	At least once in each year, and re-notified if days and times change	Officer: ..... Current: Yes / No
Meeting agendas s277A LGR	<ul style="list-style-type: none"> <li>On website</li> <li>Available at public office</li> <li>Includes any reports or documents</li> <li>For both full council and committee meetings</li> </ul>	Agendas and all reports and documents – published within one business day after the agenda is made available to councillors or committee members  Late reports and documents – as soon as practicable after being sent to councillors	Officer: ..... Current: Yes / No
Notice of discretionary funds budgeted for each financial year s201B LGR	<ul style="list-style-type: none"> <li>On website</li> <li>Displayed in a conspicuous place at public office</li> </ul>	Within 20 business days of adopting the budget	Officer: ..... Current: Yes / No
Notice of allocation of discretionary funding s202 LGR	<ul style="list-style-type: none"> <li>On website</li> <li>Displayed in a conspicuous place at public office</li> <li>Publish a notice for each time new discretionary funding is allocated</li> </ul>	Within seven business days after the CEO is notified	Officer: ..... Current: Yes / No
Notice containing details of any contracts worth \$200,000 or more s237 LGR	<ul style="list-style-type: none"> <li>On website</li> <li>Displayed in a conspicuous place at public office</li> </ul>	As soon as practicable after entering into contract, for at least 12 months	Officer: ..... Current: Yes / No
Notice of making a local law s29B LGA	<ul style="list-style-type: none"> <li>In gazette</li> <li>On website</li> </ul>	Within one month of making the local law	Officer: ..... Current: Yes / No
Notice of closing roads s69 LGA	<ul style="list-style-type: none"> <li>Published in any way council considers appropriate (including on the website for example)</li> </ul>	As required	Officer: ..... Completed: Yes / No
Notice of approved inspection program s134(6) LGA	<ul style="list-style-type: none"> <li>In local newspaper</li> <li>On website</li> </ul>	At least 14 but not more than 28 calendar days before the start of the program	Officer: ..... Completed: Yes / No / NA
Invitation to fill councillor vacancy in final 12 months of term s166B(5) LGA	<ul style="list-style-type: none"> <li>On website, and advertised in other ways the CEO considers appropriate</li> <li>Does not apply if vacancy must be filled by a party appointee</li> </ul>	Within 14 calendar days of the vacancy	Officer: ..... Completed: Yes / No / NA
If directed, publish Minister remedial actions s116(5) LGA	<ul style="list-style-type: none"> <li>On website</li> </ul>	As directed by the Minister	Officer: ..... Completed: Yes / No / NA
Notice of legal proceedings to an owner of rateable land s239 LGA	<ul style="list-style-type: none"> <li>Owner's current address</li> </ul> <p>If uncertain about the owner's address, publish a summary of the document:</p> <ul style="list-style-type: none"> <li>In newspaper circulating generally throughout Queensland</li> <li>Gazette</li> <li>On website</li> </ul>	As required	Officer: ..... Completed: Yes / No / NA



Item	Requirement	When	Status
Notice of closing roads s69 LGA	<ul style="list-style-type: none"> <li>Published in any way council considers appropriate (including on the website for example)</li> </ul>	As required	Officer ..... Completed: Yes / No
Notice of approved inspection program s134 LGA	<ul style="list-style-type: none"> <li>In local newspaper</li> <li>On website</li> </ul>	At least 14 but not more than 28 calendar days before the start of the program	Officer ..... Completed: Yes / No / NA

**For more information**

-  [lgreforms@dlgrma.qld.gov.au](mailto:lgreforms@dlgrma.qld.gov.au)
-  07 3452 7148 from 8.30am–5pm Mon–Fri
-  [www.dlgrma.qld.gov.au/councillors](http://www.dlgrma.qld.gov.au/councillors)

## LOCAL GOVERNMENT COMPLIANCE CHECKLIST - REVIEW OF COMPLIANCE AS AT 7 MAY 2021

ITEM	COMPLIANT?
Acceptable request guidelines	Yes (adopted 18/10/2020)
Guidelines for administrative support staff	N/A (only adopted at CEO's discretion)
Community grants policy	Yes (expires 30/6/2021). Exec Manager Finance
Entertainment and hospitality policy	Yes (expires 30/6/2021). Exec Manager Finance
Advertising spending policy	Yes (expires 30/6/2021). Exec Manager Finance
Expenses Reimbursement policy	Yes (due for review by 15/7/2021). Exec Manager Governance and Communications
Investment policy	Yes (expires 30/6/2021). Exec Manager Finance
Debt policy	Yes (expires 30/6/2021). Exec Manager Finance
Revenue policy	Out of date (expired 30/6/20). Exec Manager Finance
Procurement policy	Yes (expires 30/6/2021). Exec Manager Finance
Contract Manual	Not compulsory but improved contract management processes are currently being investigated
Meeting procedures	Yes (adopted 22/4/2021)
Investigation Policy	Yes (adopted 15/7/2020)
Local Law Making process	Yes but an old version from 2013. No responsible officer assigned
Competitive neutrality complaints process	Yes (adopted 17/2/21 as part of Complaints Management Policy and Procedure)
Administrative action complaints process	Yes (adopted 17/2/21 as part of Complaints Management Policy and Procedure)
Local Law register	No, but 4 local laws posted on Council's website so ok provided that's exhaustive (TBC)
Roads map register	None identified - Exec Manager Tech Services to confirm
Register of cost recovery fees	Included in Council's Register of Commercial and Regulatory Fees and Charges, but Executive Manager Finance advised it may / maynot meet legislative requirements
Asset register	Yes
Councillor Conduct Register	Yes
Registers of interest of councillors, councillor advisors, chief executive officers and related persons	No actual register in place, but records on system and uploaded to Dept. of Local Gov's online register
Record of unsuitable meeting conduct orders	Yes (new register developed May 2021)
Record of the taking of declaration of office	Photo on system but no signed copies of declarations could be found on the system
Record about conflicts of interest at meetings	Yes (new register developed May 2021)
Record of directions given to the CEO	ACEO to confirm
Land records	None identified - Exec Manager Tech Services to confirm
Record of financial management risks and control measures	Draft risk management system in place - Exec Manager Finance to confirm specifically regarding financial risk management and control measures
Record of administrative action complaints	Policy in place but no central record / register
CEO performance appraisal	ACEO to confirm
Insurance (\$30M public liability and \$10M professional indemnity)	Yes
Organisational structure	Yes
<b>DOCUMENTS THAT MUST BE PUBLISHED</b>	
5 year corporate plan	On website
Annual budget	On website
Investment policy	On website
Debt policy Community grants policy	On website
Procurement Policy	On website
Local Law register	No register but 4 local laws on website
Councillor conduct register	On website
Process for resolving admin action complaints	On website
Investigation Policy	On website
Registers of interest of councillors	On website etc., need to update Cr Barnes' latest version
Expenses reimbursement policy	On website
Council and committee minutes	On website
Annual Report	On website
Notice of days and times of all ordinary and committee meetings	On website
Meeting agendas	On website
Notice of discretionary funds budgeted for each financial year	N/A
Notice of the allocation of discretionary funds	N/A
Notice containing details of any contracts worth \$200K or more	On website
Notice of making a local law	N/A
Notice of closing roads	N/A
Notice of approved inspection program	N/A
Invitation to fill councillor vacancy in final 12 months of term	N/A
If directed, publish Minister remedial actions	N/A
Notice of legal proceedings to an owner of rateable land	N/A
Notice of closing roads	N/A
Notice of approved inspection program	N/A

**14.6 RISK MANAGEMENT AND AUDIT FUNCTIONS**

**Author:** Governance Coordinator

**Attachments:** 1 Pulse Risk Management Export as at 29 April 2021  
2 Queensland Treasury Audit Committee Guidelines (July 2020)

**PURPOSE (EXECUTIVE SUMMARY)**

To provide an overview of the Council's current Risk Management systems and controls, and to seek Council's direction on whether it does / does not want to establish an audit committee to help oversee these.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**

Section 164 of the Local Government Regulation states that:

- (1) A local government must keep a written record stating the following—
  - (a) the risks the local government's operations are exposed to, to the extent they are relevant to financial management;
  - (b) the control measures adopted to manage the risks.

Attached for Council's consideration, is an export from Council's Risk Management system that lists known risks and the proposed control of these. It is unclear how the risks were developed and there are potential issues with the currency of the risk assessments, noting they are not restricted to financial risks but are Council wide.

It is understood that an assessment of the Council's risk management framework will be conducted as part of the Internal Audit to be conducted by consultant Grant Thornton (refer to the Executive Manager's report on in this agenda).

A key consideration for Council, is whether it should establish an audit committee to provide improved oversight of risk management and its financial and performance management processes more broadly.

When considering the matter, it should be noted that local governments are not required to establish an audit committee:

For smaller statutory bodies, factors such as their complexity and size, the existence of an internal audit function and whether they have sufficient time to consider audit issues accurately should be part of the evaluation process in deciding whether to establish an audit committee.

It is recommended that the decision and evaluation process undertaken to determine whether to establish an audit committee be recorded and periodically reviewed to ensure it remains appropriate.

Source: Queensland Treasury, [Audit Committee Guidelines: Improving Accountability and Performance](#) (July 2020).

Given Council's relatively simple governance structure, with budget constraints that do not support the cost of remunerating external members, staff do not recommend that an audit committee be established.

To help inform Council's decision, the Queensland Audit Office provides the following description of the role of audit committees:

Audit committees provide independent assurance and advice to accountable officers and boards. To provide assurance they require:

- a documented charter that identifies the committee's responsibilities
- individuals with the right combination of skills and experience
- a sound working relationship with the accountable officer or board and the entity.

Audit committees are also responsible for monitoring the implementation of recommendations made by audits and other review activities and ensuring the coverage of audits is aligned with the local councils' risks.

Source: [Queensland Audit Office: Effectiveness of local government audit committees](#)

Importantly, audit committees are advisory unless delegated otherwise, and generally only have the ability to make recommendations to Council.

In light of the above, staff seek Council's direction as to whether it wishes to establish an audit committee or not.

If Council wishes to establish an audit committee, guidance is sought on how it wishes to fill independent member appointments.

The Queensland Audit Office's blog, *Local government audit committees – getting the right membership*, provides the following advice:

Council audit committees should have a minimum of three members, including an independent chair. These members should bring a balance of skills, knowledge and experience in order to fulfil the committee's role.

Councillors are local knowledge experts, and this knowledge is important to audit committees.

However, the committees need a majority of independent members who can bring a wide variety of experience and business acumen from different entities and industries. In small communities, it is more likely that the best independent members will be from outside the region.

When appointing members to the audit committee, councils should ensure:

- at least one member has financial experience, meaning significant experience and skills in financial matters
- members have a mix of skills and experience in business, compliance, governance and risk management
- members are financially literate, meaning they can understand financial statements, ask relevant questions and interpret the answers provided
- members have a good knowledge information systems and emerging technologies
- members understand the local government environment, the entity, and its business, and can understand and challenge management's decisions and their impact on the entity.

Additional information is provided in the attached Queensland Treasury's *Audit Committee Guidelines: Improving accountability and performance* (July 2020).

Should Council wish to establish an audit committee, staff recommend it be comprised of the following members:

1. External chair x 1
2. External member x 1
3. Mayor as member

**FINANCIAL & RESOURCE IMPLICATIONS**Option 1: Do Not Establish an Audit Committee

Nil operational costs, but ongoing strategic risk of limited governance oversight by suitably qualified external appointees to an audit committee.

Option 2a: Establish an Audit Committee - Paid External Appointees

The Queensland State Government's [Remuneration procedures for part-time chairs and members of Queensland Government bodies](#) stipulates the following annual fees for governance subcommittees of government entities with a annual budget of less than \$75M.

- |    |                                |    |                  |
|----|--------------------------------|----|------------------|
| 1. | Independent Chair annual fee:  | \$ | 1,000 to \$2,500 |
| 2. | Independent member annual fee: | \$ | 500 to \$2,000   |

It is recommended the upper most fee be applied, as four meetings per year equates to:

- Chair's annual fee: \$78.13/hour
- Member's annual fee: \$62.50/hour

Note: the above is calculated as allowing for 4 hours meeting prep and 4 hours per meeting. Both rates would include meeting preparation (reading time) and meeting attendance via remote session to avoid travel expenses. Eligible costs of the members' remote attendance would be entitled to be claimed as part of an a member's expenses reimbursement.

It is recommended that Mayoral membership would not include additional remuneration, but instead be included in the Mayor's current package.

The above costs could be included in the 2022 budget bid, for Council's consideration at that time.

Option 2b: Establish an Audit Committee - Volunteer External Appointees

A number of platforms exist to recruit volunteers including:

1. Probono Australia: this site currently lists a number of advertisements, seeking volunteer board and committee members
2. Volunteering Queensland: government agencies that want to recruit volunteers on this website need to register at a cost of \$550 per year. This includes 2 hours consultation, to help develop a volunteer recruitment and retention strategy

The cost of a subscription to any of the above is not budgeted for in the current 2021 financial year, but if this is Council preference, it is recommended the recruitment process be started asap to allow audit committee meetings to be scheduled as early in the 2022 financial year as possible (noting there is no guarantee external members will be recruited as an outcome of that process).

Note: Options 2a and 2b excludes the oncost of staff time, which would be covered within general operational costs.

**RECOMMENDATION**

That Council provide direction on whether it does / does not want to establish an audit and risk committee as follows, noting staff recommended option 1: not to establish an audit committee for the reasons stated:

1. **Option 1 - Council decides not to establish an audit committee:** the reasons for the decision should be recorded, which include that Council is a small agency with a relatively simple governance structure, with budget constraints that do not support the cost of remunerating external members, noting that Council can establish an audit committee at a later date should it so choose

2. **Option 2 – Council decides to establish an audit committee:** direction is sought as to whether membership of the committee is to be investigated via a public expression of interest for external members as per the criteria in the Queensland Treasury's *Audit Committee Guidelines: Improving accountability and performance* (July 2020), via:
- a. **Option 2a:**
    - i. One independent chair (renumerated to the value of \$2,500/year for 4 meetings); and
    - ii. One independent member (renumerated to the value of \$2,000/year for 4 meetings);
    - iii. That the third member of the committee be the Mayor, remuneration of whom would be covered in the Mayor's current package; or
  - b. **Option 2b:**
    - i. That recruitment for a volunteer external chair and external member be advertised through the Volunteering Queensland website, at a cost of \$550 (noting there is no guarantee external members will be recruited as an outcome of that process)
    - ii. That the third member of the committee be the Mayor, remuneration of whom would be covered in the Mayor's current package
3. Subject to approval of an audit committee recruitment strategy, staff report back to a future meeting of Council and:
- a. Provide a draft Audit Committee Charter, based on the Sample Charter in the Queensland Treasury's *Audit Committee Guidelines: Improving accountability and performance* (July 2020), for adoption prior to the engagement of any independent members; and
  - b. Provide information on the expression of interest for Council's potential appointment of independent members, subject to candidate suitability.

Pulse Risk Audit Export as at 29 April 2021

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
1.	Corporate Governance & Communication	Inadequate contract arrangements with disconnects in the community	Extreme		Almost Certain	Critical	Extreme			
2.	Corporate Governance & Communication	Full compliance with LGA	Moderate		Almost Certain	Critical	Extreme			
3.	Corporate Governance & Communication	Full compliance with Local Government administration regulations	Moderate		Almost Certain	Critical	Extreme			
4.	Corporate Governance & Communication	Full compliance with guidelines and general instructions.	Moderate		Almost Certain	Critical	Extreme			
5.	Corporate Governance & Communication	Recruitment process being inadequate	Moderate	identify roles and position that are for recruitment on island vs the off island, identify medium of recruitment and ensure compliance on selection and recruitment process	Possible	Minor	Moderate			
6.	Corporate Governance & Communication	Staff leaving suddenly	High	Create a good workplace culture, establish regular staff meeting, get and staff feedback and provide performance discussion regularly	Possible	Moderate	Moderate			
7.	Corporate Governance & Communication	Employee Housing Allocation	High	organization to identify position in the structure that has attached housing allocation. Critical allocation of housing to the position not the person. source applicant from on island whereby possible.	Possible	Moderate	Moderate			
8.	Corporate Governance & Communication	Staff wellbeing	Moderate	Provide information and access to well being assistance program like EAP, monthly huddle, team building. Create healthy workplace program, tenure appreciation and positive workplace culture.	Unlikely	Minor	Low			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
9.	Corporate Governance & Communication	Harassment	High	provide formal employee induction, onboarding and orientation, clear discussion of council policy on Harassment, team huddles, access to employee assistance program, employee accountability	Possible	Major	High			
10.	Corporate Governance & Communication	Bullying	High	Provide Formal Employee Induction, Orientation and Onboarding to discuss council policies on Bullying, regular employee meetings and feedback, team huddles and regular employee meeting, active awareness of Employee Assistance Program, access to open discussion with program managers, management to check and review departmental complaints that involves bullying and action for resolution on a timely manner,	Possible	Major	High			Periodic review of Policy on Bullying and Harassment
11.	Corporate Governance & Communication	Excess illness	Moderate	manage employee well being, regular check and discussions with employees, employee holidays and breaks from work, review of employee sick leave or leave pattern, review of employee fitness for work.	Possible	Moderate	Moderate			
12.	Corporate Governance & Communication	Management leadership	Moderate	Upper management provide support and guidance to the HR Manager, provide update and performance review, evaluate departmental plans and provide support, HR manager to have adequate management skills and qualifications	Possible	Moderate	Moderate			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
13.	Corporate Governance & Communication	Maintain internal capacity	High	HR monitoring and recruiting in accordance with identified staff positions. Hire based on the approved council structure, source of employee based on the position description and skills requirements. Monitor update of the structure, monitor budgets and departmental needs.	Possible	Moderate	Moderate			
14.	Corporate Governance & Communication	HUMAN RESOURCES - Unethical behaviour and conduct	High	1. Training of employees 2. Conditions of service in place	Possible	Moderate	Moderate	Low	No	1. Develop manual on ethics and code of conduct 2. Organisation communication on agreed Corporate Values for all employees
15.	Corporate Governance & Communication	HUMAN RESOURCES - Ineffective management of accountability, discipline and grievance issues	High	1. Effective performance management system operating at optimum level 2. Performance monitoring of staff taking place on an ongoing basis with clearly defined indicators and outputs in place 3. Training programme on handling grievances and the role of management with regards to discipline 4. Clearly delineated time frames in relation to handling of grievances and discipline 5. Induction manual for new staff to be finalised 6. Monitoring and evaluation mechanism to be established to facilitate this process within the areas of misconduct and dispute resolution	Possible	Moderate	Moderate	Low	No	1. Create awareness of managers role in terms of grievance and disputes 2. Finalise induction manual 3. Review and monitor performance reviews of relevant personnel 4. Training programme in place

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
16.	Corporate Governance & Communication	HUMAN RESOURCES - Non filling of vacant positions and appointment of unsuitable candidates	Moderate	1. Recruitment processes and procedures in place 2. Development program in place	Unlikely	Minor	Low	Low	Yes	1. Create a skills development plan - Due Date 30.06.2020
17.	Corporate Governance & Communication	Pay rates per LG	High	Council have clear and approved employee payment standard that is consistent with the Industrial Award, Letter of Appointments set up with clear and concise content capturing the employee rates and other financial terms and conditions.	Possible	Moderate	Moderate			
18.	Corporate Governance & Communication	HR - Contracts meeting standard	High	organization to have a clear and approved employee payment standard that is consistent with the industrial award, adopt a standard letter of appointments that has a clear, and concise content capturing the employee rates and other financial terms and conditions, compliance to the industrial award and aligned to the minimum national employment standard	Possible	Moderate	Moderate			periodic review of applicable Letter of Appointment that is consistent to the Industrial instruments and national employment standards
19.	Corporate Governance & Communication	Workers compensation claims management	High	Clear WHS workplace injury claim process flows, updated insurance contact details, completed documentation for claims, employee access to EAP, workplace injury management.	Possible	Minor	Moderate			HR periodic review of policy and WCover claims
20.	Corporate Governance & Communication	Training programme management	High	Strong Training Management plans and strategies, consistent performance review, consistent upskilling and training employees, workforce programs	Possible	Moderate	Moderate			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
21.	Corporate Governance & Communication	HR - Availability of counselling	Moderate	employee team huddle,24/7 employee access to Employee Assistance Program, one on one meeting with employee, open discussion on workplace issues, complaint management and resolution, fatigue management, healthy activities and organizational programs for employees.	Possible	Moderate	Moderate			
22.	Corporate Governance & Communication	Written and adequate policies and procedures	High	Regular review and revisit of policies and guideline to align council operations. Provide clear process in place, promote awareness of policies and procedures for compliance	Possible	Moderate	Moderate			Periodic review of policies and guideline, review of legislation update.
23.	Corporate Governance & Communication	Indigenous employment strategy	High	Promote local employment strategies, create awareness of council vacancies, reach out to community for updates on council workforce requirements, provide trainings and developments, promote apprenticeships and traineeships and other entry level roles for local applicants to achieve and thrive.	Possible	Moderate	Moderate			
24.	Corporate Governance & Communication	Employee files	High	provide HR Management system, comply data integrity policy, create filing system in place, promote compliance, periodic review of active and non active files, provide safe and lockable drawers, safeguarding the confidential HR office, compliance on the records management and archiving requirements.	Possible	Moderate	Moderate			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
25.	Corporate Governance & Communication	Safe workplace behaviours instilled	High	Provide consistent and up to date WHS induction to employees, provide workplace WHS signages, provide consistent update on WHS requirements and compliance, review and update of WHS policies and procedures	Unlikely	Moderate	Moderate			
26.	Corporate Governance & Communication	HR - Cover for key staff in the event of sickness or emergency absence	High	organizational contingency plan, departmental contingency plan, multi skilling staff, periodic review of critical roles and source services for emergency cover, employee cross training, provide provision flexible working arrangement for critical roles, train employees to cover certain roles, continuous upskilling, and skills development, consistent review of employee performance, staff leave management.	Possible	Major	High			
27.	Corporate Governance & Communication	No police checks/blue cards	High	Council comply on the employee police check/blue cards requirements, review and update policy, regular review and revisit of employee files to update records when police checks/blue cards expire. Periodic review of employee files	Possible	Moderate	Moderate			
28.	Executive	Change in State or Federal Government	High		Almost Certain	Critical	Extreme			
29.	Executive	Externally imposed organisational changes such as amalgamations or regionalisation	High		Almost Certain	Critical	Extreme			
30.	Executive	Cost shifting across government sectors	High		Almost Certain	Critical	Extreme			
31.	Executive	Reduction in Council funding from State or Federal Government	High		Almost Certain	Critical	Extreme			
32.	Executive	Changes in economic conditions in the community	Moderate		Almost Certain	Critical	Extreme			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
33.	Executive	Council changes strategic direction	Moderate		Almost Certain	Critical	Extreme			
34.	Executive	Fail to achieve the goals of the Council corporate plan	Moderate		Almost Certain	Critical	Extreme			
35.	Executive	Lack of Local Employment opportunities	Extreme		Almost Certain	Critical	Extreme			
36.	Executive	Changing community attitudes and beliefs for council services	High		Almost Certain	Critical	Extreme			
37.	Executive	Lack of community services and amenity	Extreme		Almost Certain	Critical	Extreme			
38.	Executive	Changing demographics of the community and resulting effect on council services	Extreme		Almost Certain	Critical	Extreme			
39.	Executive	Cross cultural communications	Extreme		Almost Certain	Critical	Extreme			
40.	Executive	Technology advances more rapidly than Council can adopt	Extreme		Almost Certain	Critical	Extreme			
41.	Executive	Failure of critical systems and processes	High		Almost Certain	Critical	Extreme			
42.	Executive	Increasing use of outsourcing by service providers resulting in reduced communications	High		Almost Certain	Critical	Extreme			
43.	Executive	Introduction of new legislation regarding technology to meet consumer expectations	High		Almost Certain	Critical	Extreme			
44.	Executive	Changes to regulations and legislation impacting Council	High		Almost Certain	Critical	Extreme			
45.	Executive	Natural Disaster	Extreme		Almost Certain	Critical	Extreme			
46.	Executive	Pandemic	High		Almost Certain	Critical	Extreme			
47.	Executive	Energy Availability & Cost	High		Almost Certain	Critical	Extreme			
48.	Executive	Climate Change	High		Almost Certain	Critical	Extreme			
49.	Executive	Contamination of soil , air or water	High		Almost Certain	Critical	Extreme			
50.	Executive	Waste Disposal	High		Almost Certain	Critical	Extreme			
51.	Executive	Travel changes	Moderate		Almost Certain	Critical	Extreme			
52.	Executive	Meetings convened in accordance with legislative requirements	Low		Almost Certain	Critical	Extreme			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
53.	Executive	Agendas and non confidential minutes available on website	Low		Almost Certain	Critical	Extreme			
54.	Executive	Councillors provide strong administrative support to Council.	Low		Almost Certain	Critical	Extreme			
55.	Executive	Council records maintained in accordance with legislation	Low		Almost Certain	Critical	Extreme			
56.	Executive	Maintain councillor training programme	Low		Almost Certain	Critical	Extreme			
57.	Executive	Conduct at meetings	Low		Almost Certain	Critical	Extreme			
58.	Executive	Declarations of interests	Low		Almost Certain	Critical	Extreme			
59.	Executive	Councillors conduct outside business	Low		Almost Certain	Critical	Extreme			
60.	Executive	Councillor staff relationship	Low		Almost Certain	Critical	Extreme			
61.	Executive	ASSET MANAGEMENT - Underservicing future asset performance requirements	Extreme		Unlikely	Moderate	Moderate			
62.	Executive	ASSET MANAGEMENT - Poor utilisation of assets	High		Unlikely	Minor	Low			
63.	Finance and Human Services	FRAUD - Security of sensitive employee and supplier information	Moderate		Unlikely	Minor	Low	Low	Yes	
64.	Finance and Human Services	FINANCE - Failure to provide timely and accurate financial information	Extreme		Unlikely	Minor	Low	Low	Yes	
65.	Finance and Human Services	ACCOUNTS PAYABLE - Procurement not authorised in accordance with procurement policy (delegations)	Moderate		Unlikely	Insignificant	Low	Low	Yes	
66.	Finance and Human Services	REVENUE - Fuel revenue not recognised (completeness)	High		Unlikely	Minor	Low	Low	Yes	
67.	Finance and Human Services	INSURANCE - Inadequate insurance coverage	High		Unlikely	Major	Moderate			
68.	Finance and Human Services	Council not lodging insurance claims, caused by a lack of knowledge, understanding of the process and who is responsible, resulting in no claim being lodged and Council paying for the claim	High	A clearly documented process on who is responsible for insurance claims and how they are to be lodged.	Possible	Major	High	Low	No	
69.	Finance and Human Services	FRAUD - Bank hacking	Moderate		Unlikely	Insignificant	Low			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
70.	Finance and Human Services	FRAUD - Cash	Moderate		Unlikely	Minor	Low	Low	Yes	
71.	Finance and Human Services	ACCOUNTS PAYABLE - Fraud	Moderate		Unlikely	Moderate	Moderate	Low	No	
72.	Finance and Human Services	Data integrity	Low		Almost Certain	Critical	Extreme			
73.	Finance and Human Services	PROCUREMENT - Non Compliance with Procurement Policy (Tender)	Low		Almost Certain	Critical	Extreme			
74.	Finance and Human Services	BUDGETS - Budget overspend	High	1. Ensure program managers develop action plans to contain overspends 2. Monitor the current year expenditure closely and accurately 3. Update the Quarterly Budget Review, where it becomes apparent an overspend is unavoidable and ongoing	Possible	Moderate	Moderate	Low	No	
75.	Finance and Human Services	PAYROLL - Wages not paid on due date due to missing signatories	Low		Almost Certain	Critical	Extreme	Low	No	
76.	Finance and Human Services	ACCOUNTS PAYABLE - Delays in processing supplier invoices	Moderate		Unlikely	Minor	Low	Low	Yes	
77.	Finance and Human Services	FINANCIAL REPORTING - Failure to meet reporting deadlines	Low		Almost Certain	Critical	Extreme			
78.	Finance and Human Services	Comply with financial operation manual of procedures	Low		Almost Certain	Critical	Extreme	Low	No	
79.	Finance and Human Services	FINANCIAL REPORTING - Statements not in accordance with accounting standards	Moderate		Unlikely	Minor	Low	Low	Yes	
80.	Finance and Human Services	COMPLIANCE - Meet ATO and super obligations	Low		Almost Certain	Critical	Extreme			
81.	Finance and Human Services	ACCOUNTS PAYABLE - Late Payment to Suppliers	High	1. Feedback to Budget Program Managers on payment compliance	Unlikely	Minor	Low	Low	Yes	1. Investigate late payments 2. Monitor average days to pay
82.	Finance and Human Services	ACCOUNTS PAYABLE - Transactions not processed accurately	Moderate		Unlikely	Insignificant	Low	Low	Yes	

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
83.	Finance and Human Services	BUDGETS - Prepare and follow budgets	High	1. Monitoring 2. Financial training to program managers 3. Monthly financial management meetings 4. Budget processes and procedures in place	Possible	Moderate	Moderate	Low	No	1. Look at prioritisation of budget goals
84.	Finance and Human Services	Council not following the adopted long term financial plan, caused by a lack of education, lack of accountability, re-assessment of priorities which results in a continuation of the current financial state of non-sustainability	Moderate	Council has approved a long term financial plan (for 10 years). This plan is the basis of future year annual budget compilation process. This plan is a minimum expectation to ensure Council is operating in a sustainable financial manner by 2022/23 with a surplus operating result. Council has also recently approved a sustainability plan of 18 actions (April, 2020) that demonstrates a determination to address sustainability.	Possible	Minor	Moderate	Low	No	
85.	Finance and Human Services	GRANTS - Monitor grant funding acquittals	Low		Almost Certain	Critical	Extreme	Low	No	
86.	Finance and Human Services	Injury	Moderate	Induction training, PPE, general training and qualifications - Induction training is currently being conducted and is ongoing PPE is provided by Council when required General training has been conducted and is ongoing A Staff and Contractor qualification and certification data base has been developed and is updated when required	Possible	Major	High			
87.	Finance and Human Services	General safety	Moderate	Safety Management Plan Developed will be implemented 1 June 2020	Possible	Major	High			WHS Management Plan has been developed and will be implemented and uploaded by 1 June 2020

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
88.	Finance and Human Services	Full compliance with Local government accounting regulations,	Moderate		Almost Certain	Critical	Extreme			
89.	Finance and Human Services	Full compliance with Local government accounting regulations,	Moderate		Almost Certain	Critical	Extreme			
90.	Finance and Human Services	Data loss	Moderate		Rare	Insignificant	Low			
91.	Finance and Human Services	Hacker/virus	Moderate		Rare	Insignificant	Low			
92.	Finance and Human Services	Unauthorised user access	Low		Rare	Insignificant	Low			
93.	Finance and Human Services	Server failure	Low		Rare	Insignificant	Low			
94.	Finance and Human Services	Power spike	Low		Rare	Insignificant	Low			
95.	Finance and Human Services	Network	Low		Unlikely	Minor	Low			
96.	Finance and Human Services	Reliance on third party service provider	Moderate		Unlikely	Minor	Low			
97.	Finance and Human Services	Availability of spares	Extreme		Rare	Insignificant	Low			
98.	Finance and Human Services	Loading of private damaging software by users	Low		Rare	Insignificant	Low			
99.	Finance and Human Services	Lack of training	Low		Unlikely	Insignificant	Low			
100.	Finance and Human Services	Licensed software	Low		Rare	Insignificant	Low			
101.	Finance and Human Services	Poor telstra service	Moderate		Unlikely	Minor	Low			
102.	Finance and Human Services	Servers out of warranty	Low		Rare	Insignificant	Low			
103.	Finance and Human Services	Operating system environment outdated expensive and clunky	Low		Rare	Insignificant	Low			
104.	Finance and Human Services	Cyclone/Wind damage to Network Equipment	Moderate		Rare	Minor	Low			
105.	Finance and Human Services	Data loss	Moderate		Almost Certain	Critical	Extreme			
106.	Finance and Human Services	Unauthorised user access	Low		Almost Certain	Critical	Extreme			
107.	Finance and Human Services	Server failure	Low		Almost Certain	Critical	Extreme			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
108.	Finance and Human Services	Power spike	Low		Almost Certain	Critical	Extreme			
109.	Finance and Human Services	Network	Low		Almost Certain	Critical	Extreme			
110.	Finance and Human Services	Reliance on third party service provider	Extreme		Almost Certain	Critical	Extreme			
111.	Finance and Human Services	Availability of spares	Extreme		Almost Certain	Critical	Extreme			
112.	Finance and Human Services	Loading of private damaging software by users	Extreme		Almost Certain	Critical	Extreme			
113.	Finance and Human Services	Lack of training	Extreme		Almost Certain	Critical	Extreme			
114.	Finance and Human Services	Licensed software	Extreme		Almost Certain	Critical	Extreme			
115.	Finance and Human Services	Poor Telstra service	Extreme		Almost Certain	Critical	Extreme			
116.	Finance and Human Services	Servers out of warranty	Extreme		Almost Certain	Critical	Extreme			
117.	Finance and Human Services	Operating system environment outdated expensive and clunky	Extreme		Almost Certain	Critical	Extreme			
118.	Finance and Human Services	Telstra outage	Moderate		Almost Certain	Critical	Extreme			
119.	Finance and Human Services	Power outage	Moderate		Almost Certain	Critical	Extreme			
120.	Finance and Human Services	Abuse of mobile phones	Low		Almost Certain	Critical	Extreme			
121.	Finance and Human Services	Website capacity limits community	Low		Almost Certain	Critical	Extreme			
122.	Finance and Human Services	Communicate with people without Internet	Low		Almost Certain	Critical	Extreme			
123.	Finance and Human Services	Gas Explosion	Moderate		Almost Certain	Critical	Extreme			
124.	Finance and Human Services	REVENUE - Negotiation of leases	Moderate		Almost Certain	Critical	Extreme			
125.	Finance and Human Services	Repairs and maintenance	Low	Housing made aware and response time very short	Rare	Insignificant	Low			
126.	Finance and Human Services	REVENUE - Payment of leases fees	Moderate	1. Ensure debt collection process is efficient and up to date. 2. Promote digital initiatives to minimise outstanding debts.	Unlikely	Minor	Low			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
127.	Finance and Human Services	Unable to enforce licensee/leasee obligations due to incomplete (unsigned etc) contract records.	Moderate	New law firm appointed, filing improved (electronic and hard copies)	Rare	Minor	Low			
128.	Finance and Human Services	Poisoning	Low	Install temp indicators to all freezers and fridges	Rare	Minor	Low			
129.	Finance and Human Services	Sharps	Low		Almost Certain	Critical	Extreme			
130.	Finance and Human Services	No cash	Low		Almost Certain	Critical	Extreme			
131.	Finance and Human Services	Heath regulation requirements	Moderate	organise appropriate training for all staff involved with food handling	Rare	Minor	Low			
132.	Finance and Human Services	Slips	Moderate		Almost Certain	Critical	Extreme			
133.	Finance and Human Services	Wet floor	Moderate		Unlikely	Minor	Low			
134.	Finance and Human Services	Staff lack training	Low		Almost Certain	Critical	Extreme			
135.	Finance and Human Services	Floor surfaces need cleaning	Low		Almost Certain	Critical	Extreme			
136.	Finance and Human Services	Hygiene	Low	daily cleaning regime scheduled	Unlikely	Insignificant	Low			
137.	Finance and Human Services	Gas bottles	Low		Almost Certain	Critical	Extreme			
138.	Finance and Human Services	Maintain product temperature of deliveries	Low		Rare	Insignificant	Low			Goods delivered by bakery do not requires to be refrigerated, very short trip about 2 minutes
139.	Finance and Human Services	Meet requirements of Qld Health regulations	Low	Regular inspections conducted	Rare	Insignificant	Low			
140.	Finance and Human Services	Succession planning	Low		Almost Certain	Critical	Extreme			
141.	Finance and Human Services	Succession planning	Low		Almost Certain	Critical	Extreme			
142.	Finance and Human Services	Poor water quality	Low		Rare	Insignificant	Low			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
143.	Finance and Human Services	Workers at risk of electrocution. Legislative non-compliance (Electrical Safety - test and tag) Legislative non-compliance (no inspections/monitoring).	High	Test and tag as well as RCD testing program will be implemented shortly	Unlikely	Minor	Low			
144.	Finance and Human Services	Weather	Moderate	Evacuation to place of shelter in case of cyclone warning	Possible	Minor	Moderate			
145.	Finance and Human Services	Injury from failure of bed, chair or electrical items	Low		Rare	Insignificant	Low			
146.	Finance and Human Services	Weather	Moderate		Almost Certain	Critical	Extreme			
147.	Finance and Human Services	Security	Low	Gate secured daily by ground keeper	Rare	Insignificant	Low			
148.	Finance and Human Services	Hygiene	Low		Rare	Insignificant	Low			
149.	Finance and Human Services	Meeting LGA requirements for temporary accommodation	Low	Regular inspections, maintenance staff attached to VAC	Unlikely	Insignificant	Low			
150.	Finance and Human Services	Tenants receiving injury from poorly maintained furniture/electrical appliances. Legislative non-compliance (Electrical Safety - test and tag) Legislative non-compliance (no inspections/monitoring). Inadequate resources to meet compliance (inspections particularly).	Moderate		Almost Certain	Critical	Extreme			
151.	Finance and Human Services	Risk management structure not observed	Moderate		Rare	Minor	Low			Progressing.
152.	Finance and Human Services	Operational and strategic risks not identified, due to a lack of knowledge / understanding of the process or the ownership of the risk, resulting in a risk register not reflective of Council's environment.	High		Possible	Moderate	Moderate			
153.	Finance and Human Services	Protection against barge strike	Moderate		Almost Certain	Critical	Extreme			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
154.	Finance and Human Services	Workers at risk of electrocution. Legislative non-compliance (Electrical Safety - test and tag) Legislative non-compliance (no inspections/monitoring).	High	Test and tag as well as RCD testing program will be implemented shortly	Rare	Moderate	Low			
155.	Finance and Human Services	Safety of equipment	Low	Equipment safe, all guards are fitted	Rare	Insignificant	Low			
156.	Finance and Human Services	PAYROLL - Pays properly approved	Low		Almost Certain	Critical	Extreme	Low	No	
157.	Finance and Human Services	PAYROLL - Timesheet control	Low		Unlikely	Insignificant	Low	Low	Yes	
158.	Finance and Human Services	PAYROLL - Payment of unapproved time (overtime)	Low		Unlikely	Insignificant	Low	Low	Yes	
159.	Finance and Human Services	PAYROLL - Weekly payrun may be significantly delayed	Moderate		Unlikely	Minor	Low			
160.	Finance and Human Services	PAYROLL - Payroll calculated incorrectly (incorrect hours)	Low		Unlikely	Insignificant	Low	Low	Yes	
161.	Finance and Human Services	PAYROLL - Fraudulent payments	Low		Rare	Insignificant	Low	Low	Yes	
162.	Finance and Human Services	PAYROLL - Employees may not receive payment due to incorrect bank account	Moderate		Unlikely	Insignificant	Low	Low	Yes	
163.	Finance and Human Services	PAYROLL - Payments made to fraudulent bank account	Low		Rare	Insignificant	Low	Low	Yes	
164.	Finance and Human Services	Cross checking bank details	Moderate		Almost Certain	Critical	Extreme	Low	No	
165.	Finance and Human Services	PAYROLL - Superannuation not correctly calculated	Low		Rare	Insignificant	Low			
166.	Finance and Human Services	PAYROLL - Tax and superannuation liabilities not paid within time frames	Moderate		Unlikely	Minor	Low			
167.	Finance and Human Services	HUMAN RESOURCES - Health and safety of finance staff	High	1. Repairs and maintenance budget in place 2. Repairs and maintenance plan in place	Possible	Minor	Moderate			1. Workplace, Health and Safety Policy
168.	Finance and Human Services	GRANTS - No applications prepared/submitted	Moderate		Almost Certain	Critical	Extreme	Low	No	
169.	Finance and Human Services	Not finding opportunities	Moderate		Almost Certain	Critical	Extreme	Low	No	
170.	Finance and Human Services	GRANTS - Failed applications	High		Almost Certain	Critical	Extreme	Low	No	

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
171.	Finance and Human Services	GRANTS - Failure to meet grant funding requirements	Moderate		Almost Certain	Critical	Extreme	Low	No	
172.	Finance and Human Services	Injury during activities	Moderate	Any first aid requirements that cant be provided at site the injured person to be transported to the hospital for treatment.	Possible	Major	High			The Island has a hospital located in town which also has a small emergency treatment facility available for all first aid emergencies
173.	Finance and Human Services	Workers at risk of electrocution. Legislative non-compliance (Electrical Safety - test and tag) Legislative non-compliance (no inspections/monitoring).	High	Test and tag as well as RCD testing program will be implemented shortly	Rare	Minor	Low			
174.	Finance and Human Services	Objects impacting workers, property and members of the public when using whipper snipper and mower.	Extreme	Use of PPE mandatory, use of equipment with safety guards installed.	Rare	Minor	Low			
175.	Finance and Human Services	Lacerations and/or impact from falling debris while pruning trees and shrubbery.	Moderate	Use of PPE, right tools to do the job provided, appropriate training done.	Rare	Minor	Low			
176.	Finance and Human Services	Manual handling injury while assembling/disassembling furniture in accommodation.	Low	Proper equipment to do the job provided.	Rare	Insignificant	Low			
177.	Finance and Human Services	Manual handling injury while moving/relocating furniture.	Moderate	Using correct lifting procedure, sharing load with helper. using low vehicle to avoid high lift (trailer).	Rare	Insignificant	Low			
178.	Finance and Human Services	Infectious disease from /moving used mattresses.	Low		Rare	Insignificant	Low			
179.	Finance and Human Services	Manual handling injury when moving items and disposing of waste with vehicle	Moderate	Using correct lifting procedure, sharing load with helper. using low vehicle to avoid high lift (trailer).	Rare	Insignificant	Low			
180.	Finance and Human Services	Availability of stores	Moderate		Almost Certain	Critical	Extreme			
181.	Finance and Human Services	Maintenance	Low		Rare	Insignificant	Low			
182.	Finance and Human Services	Power	Low	Installing generators.	Unlikely	Insignificant	Low			
183.	Finance and Human Services	Pests	Low	identifying contractor capable of providing service to reasonable standard	Unlikely	Minor	Low			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
184.	Finance and Human Services	Injury to workers, property and members of the public unaware of work activities particularly in and around motel, council buildings, VAC.	Low	Signage and barrier to be installed to isolate risk area	Rare	Insignificant	Low			
185.	Finance and Human Services	Serious injury from poorly maintained equipment.	Moderate	workers aware to report equipment failure. Faulty equipment made HS.	Unlikely	Minor	Low			
186.	Finance and Human Services	Slips trips and falls in work environment due to uneven ground surface	Extreme		Almost Certain	Critical	Extreme			
187.	Finance and Human Services	Workers are not aware of risk rating when undertaking tasks which can lead to serious injury/illness.	Moderate	OHS training to be implemented, safety awareness program to be implemented	Unlikely	Moderate	Moderate			
188.	Finance and Human Services	Injury due to lack of fit for purpose equipment when repairing fences	Extreme	Only equipment and machinery that is fit for purpose and safe to be used, Pre start check and visual lists to be conducted before equipment and machinery is used. If defective or faulty they equipment and machinery to be taken out of service immediately and repaired or replaced.	Possible	Major	High	Low	No	
189.	Finance and Human Services	Workers at risk of electrocution. Legislative non-compliance (Electrical Safety - test and tag) Legislative non-compliance (no inspections/monitoring).	Moderate	Test and tag as well as RCD testing program will be implemented shortly	Rare	Minor	Low			
190.	Finance and Human Services	BARGE - Injury to members of the public/staff (resulting from motor vehicle or equipment)	Extreme	Minimise the severity of damage and/or injury through the use of traffic control measures	Unlikely	Minor	Low			
191.	Finance and Human Services	Pulse ERM - Previously communicated risks not updated	Moderate		Unlikely	Insignificant	Low	Low	Yes	Not yet commenced due to conflicting EOFY priorities
192.	Finance and Human Services	PAYROLL - Annual wage increases not updated	Moderate		Rare	Minor	Low			
193.	Finance and Human Services	PAYROLL - Superannuation not historically calculated and remitted correctly	Moderate		Almost Certain	Critical	Extreme	Low	No	

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
194.	Finance and Human Services	Pulse ERM - Roll-out Training not successful	High		Unlikely	Insignificant	Low	Low	Yes	Logins distributed along with associated tasks (including notifications) and request to make time with Peter during visit week of 30 March 31/05/2020 - Reminder login message distributed by Finance Manager along with details for Risk Consultant to assist in training and mentoring. Majority of managers have logged in, with plan for on the ground first contact point to assist in initial step of getting into the system.
195.	Finance and Human Services	Misappropriation and misallocation of assets	High	1. Verification Asset Register in place 2. Asset Management Policies and Procedures in place (incl. Reconciliation) 3. Regular asset counts	Unlikely	Moderate	Moderate	Low	No	
196.	Finance and Human Services	Misappropriation and misallocation of inventory	Moderate	1. Develop policy and procedures in place 2. Cyclical stocktake	Unlikely	Minor	Low	Low	Yes	1. Provide appropriate training 2. Explain functions appropriately
197.	Finance and Human Services	FINANCIAL REPORTING - Misstatement of financial statements	High	1. Pre audit readiness program in place 2. Annual Financial Statement timetable 3. Finance / Audit meetings	Unlikely	Moderate	Moderate	Low	No	1. Delineate the roles and responsibility of Internal control and Risks

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
198.	Finance and Human Services	BUDGETS - Service Provision affected by organisation change	High	1. Working environment / organisation culture 2. Consultation with staff 3. Flexible working 4. Established suite of people policies & procedures 5. Business continuity plan 6. Management training 7. Regular performance monitoring and management 8. Change management processes	Unlikely	Moderate	Moderate	Low	No	1. Organisational changes are considered by executive management to ensure all service provision changes are properly considered and managed. 2. A confidential Employee Assistance Programme (EAP), which provides a counselling service to staff where needed.
199.	Finance and Human Services	BUDGETS - Funding changes make Council unsustainable	High	1. Community consultation on service priorities 2. Efficiency and productivity plans 3. Review fees and charges 4. Reserves 5. Budget monitoring	Possible	Moderate	Moderate	Low	No	1. Model and plan for future changes and risks and move away from reliance on Government Grant funding to work within a balanced budget 2. Regular monitoring of budgets 3. Workforce planning
200.	Finance and Human Services	FRAUD - Fraud and error committed against the Council	High	1. Anti-fraud & corruption policy / strategy 2. Codes of conduct 3. Appropriately trained staff 4. Segregation of duties 5. Supported financial management system 6. Budget monitoring regime 7. Internal Audit review of systems / and controls 8. Whistle-blowing procedure 9. Increase staff vigilance 10. Fraud awareness training for managers 11. Review IT System permissions	Unlikely	Moderate	Moderate	Low	No	1. Ensure all systems and controls are in place with appropriate governance and internal audit regularly review procedures.

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
201.	Finance and Human Services	BUDGETS - Failure to achieve required savings targets	High	1. Detailed analysis of budgets and services 2. Implement procurement strategy 3. Pursue action to increase income stream 4. Budget and performance monitoring 5. Workforce planning 6. Project Management processes	Possible	Moderate	Moderate	Low	No	1. Delivery of Council's efficiency targets to continue including savings planned in the Council's annual budget and medium term financial strategy.
202.	Finance and Human Services	BUDGETS - Capital funding strategy failure	High	1. Asset Management Plan 2. Asset disposal strategy linked to capital programme 3. Additional funding opportunities identified and pursued where possible 4. Ensure tight monitoring and controls are in place for all capital schemes. Ensure any significant variances are identified and reported to enable appropriate governance of the new spend position.	Unlikely	Moderate	Moderate	Low	No	1. Forward planning and horizon planning. 2. Council's capital funding programme is regularly reviewed by executive and program managers. 3. Should external funding and/or capital receipts not generate the level of income forecasted or there is a delay in disposal of assets, than the capital programme will need re-visiting to ensure available funding is sufficient to meet proposed expenditure. 4. Reviews of the programme and resources available are carried out quarterly.
203.	Finance and Human Services	ASSETS - Buildings - Useful Life	High	Perform comprehensive assessment of condition and useful life of assets, ensuring formal adoption in asset management, alignment with asset register and insurance.	Unlikely	Minor	Low			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
204.	Finance and Human Services	FINANCE - EOM Procedures (delays and/or incomplete)	High	Ensure clarity of roles and expectations and implement clear and effective procedures, ensuring training is provided to required staff.	Rare	Minor	Low	Low	Yes	
205.	Finance and Human Services	EOFY - Accrued expenses cut-off may be incorrect	High		Unlikely	Minor	Low	Low	Yes	
206.	Finance and Human Services	BUDGETS - Acquisition of goods and services at inflated prices	Moderate	1. Procurement Policy in place 2. Emergency and urgent procedures in place 3. Delegation authorities monitored	Unlikely	Minor	Low	Low	Yes	1. Increase frequency of compliance audits 2. Issue procurement planning and procurement purchases guidelines
207.	Infrastructure Services	Injury	High	Training provided for each tasks and update works maintenance programs to include the correct PPE to be used.	Likely	Moderate	High			
208.	Infrastructure Services	Sustainability	Low		Almost Certain	Critical	Extreme			
209.	Infrastructure Services	Charge out pricing does not recover costs of performing work	Moderate	Getting barge manifest and checking with delivery's done on the day and reviewing work process.	Likely	Major	High			
210.	Infrastructure Services	Failure of electronics	Low	Having spare parts on hand to cover any requirements. And a maintenance schedule put in place	Likely	Moderate	High			
211.	Infrastructure Services	Shortage of material	High	Planning is needed to be spot on.	Likely	Moderate	High			
212.	Infrastructure Services	Vandalism	Low		Almost Certain	Critical	Extreme			
213.	Infrastructure Services	Fire	Low		Almost Certain	Critical	Extreme			
214.	Infrastructure Services	Machinery and equipment - Faulty	Low		Almost Certain	Critical	Extreme			
215.	Infrastructure Services	Hoist failure	Low		Almost Certain	Critical	Extreme			
216.	Infrastructure Services	Service delivery failure due to unqualified staff	Low		Almost Certain	Critical	Extreme			
217.	Infrastructure Services	Vehicle maintenance system	Low		Almost Certain	Critical	Extreme			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
218.	Infrastructure Services	Failure to invoice private customers	Low		Almost Certain	Critical	Extreme	Low	No	
219.	Infrastructure Services	Inadequate facilities	Low		Almost Certain	Critical	Extreme			
220.	Infrastructure Services	Safety	Low		Almost Certain	Critical	Extreme			
221.	Infrastructure Services	Lost assets	Low		Almost Certain	Critical	Extreme	Low	No	
222.	Infrastructure Services	Maintenance	Low		Almost Certain	Critical	Extreme			
223.	Infrastructure Services	Unqualified operators	Low		Almost Certain	Critical	Extreme			
224.	Infrastructure Services	Accidents during tyre inflation	High	Staff Training Zero tolerance for not using the cage System pressure not to exceed 100 psi	Unlikely	Minor	Low			
225.	Infrastructure Services	Workers not turning up (absenteeism)	Low		Almost Certain	Critical	Extreme			
226.	Infrastructure Services	Cost recovery	Low		Almost Certain	Critical	Extreme	Low	No	
227.	Infrastructure Services	Vandalism	Low		Almost Certain	Critical	Extreme			
228.	Infrastructure Services	Lack of fuel	Low		Almost Certain	Critical	Extreme			
229.	Infrastructure Services	Lack of power	Low		Almost Certain	Critical	Extreme			
230.	Infrastructure Services	Location	Low		Almost Certain	Critical	Extreme			
231.	Infrastructure Services	Death of worker	Moderate		Almost Certain	Critical	Extreme			
232.	Infrastructure Services	Injury	Moderate		Almost Certain	Critical	Extreme			
233.	Infrastructure Services	Material supply	Low		Almost Certain	Critical	Extreme			
234.	Infrastructure Services	Stop work order for failing to meet BAS inspection standards	Moderate		Almost Certain	Critical	Extreme			
235.	Infrastructure Services	Machinery operation	Moderate		Rare	Minor	Low			
236.	Infrastructure Services	Worker safety	High		Rare	Minor	Low			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
237.	Infrastructure Services	Contractor recording	Moderate	Housing currently have electronic and hard copy files where all contractor agreements filed	Rare	Minor	Low			Housing currently have electronic and hard copy files where all contractor agreements filed
238.	Infrastructure Services	Maintain safety standards	High		Rare	Minor	Low			
239.	Infrastructure Services	Maintain worker health	Moderate		Rare	Minor	Low			
240.	Infrastructure Services	Maintain worker health (Asbestos exposure/handling/disposal)	Moderate		Rare	Minor	Low			
241.	Infrastructure Services	Seniors Audit	Moderate		Rare	Minor	Low			
242.	Infrastructure Services	Plug in Audit	Moderate		Rare	Minor	Low			
243.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
244.	Infrastructure Services	Worker health	Moderate		Rare	Minor	Low			
245.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
246.	Infrastructure Services	Worker fire safety	Moderate		Rare	Minor	Low			
247.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
248.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
249.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
250.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
251.	Infrastructure Services	Hazard Reporting	Moderate	Hazard and incident reporting already implemented and in place	Rare	Minor	Low			Hazard and incident reporting already implemented and in place, hazard reporting forms readily available in pigeon hole beside time sheets, reports filled in reviewed and forwarded on to WHS for review and comment.

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
252.	Infrastructure Services	Site visits	Moderate	Daily site visits to ensure quality of work and productivity	Rare	Minor	Low			These strategies are all ready in place
253.	Infrastructure Services	Office inspections	Moderate		Rare	Minor	Low			
254.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
255.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
256.	Infrastructure Services	General House Keeping	Moderate	Maintain proper house keeping-regular inspections	Rare	Minor	Low			In place
257.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
258.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
259.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
260.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
261.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
262.	Infrastructure Services	Worker safety	Moderate		Rare	Minor	Low			
263.	Infrastructure Services	FACILITIES - Annual inspection schedule of smoke detectors not in place - legislative non-compliance.	Extreme		Almost Certain	Critical	Extreme			
264.	Infrastructure Services	Injury to office staff	Moderate	1.0 Training 2.0 Annual Re-Assessment	Rare	Insignificant	Low			
265.	Infrastructure Services	Poor communication to staff	Moderate	Pre-Start Meeting Provide Scope of Works	Unlikely	Minor	Low			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
266.	Infrastructure Services	Contractors become tired	High	Prior to engagement ensure potential staff aware of the times and environment - Aces in there places Worker Consultations- have open discussions with works about how they are feeling and there need's for a break arrange/approve breaks as required. Visually check the employee's mood and demeanour for signs of fatigue. Request council to approve shorter stints - Risk to this is an will impact on work flow and productivity	Rare	Insignificant	Low			
267.	Infrastructure Services	Staff or contractor ingest asbestos	Extreme		Possible	Moderate	Moderate			
268.	Infrastructure Services	Tradesmen respond directly to phone calls	Extreme		Almost Certain	Critical	Extreme			
269.	Infrastructure Services	Staff or contractors injured by machinery or tools	Extreme		Almost Certain	Critical	Extreme			
270.	Infrastructure Services	Tenants injured by building debris left on site	Extreme	Daily Site clean-ups and installation of temp site safety fence	Almost Certain	Critical	Extreme			All ready in place
271.	Infrastructure Services	Staff or contractors abused or injured by tenants	Extreme		Almost Certain	Critical	Extreme			
272.	Infrastructure Services	Materials and/or tools and machinery stolen from site	Extreme		Almost Certain	Critical	Extreme	Low	No	
273.	Infrastructure Services	Staff breathing dust from aggregate, sand or cement	High	Provide training and review WHS process about Dust/ Power, PPE, requirements.	Rare	Minor	Low			
274.	Infrastructure Services	Conveyor belt fails at Batching Plant	High	Maintenance Schedule to ensure Conveyor Belt is routinely inspected and serviced.	Rare	Moderate	Low			
275.	Infrastructure Services	Old batching plant collapses	Extreme	Remove old Batch Plant Equipment	Rare	Moderate	Low			
276.	Infrastructure Services	Materials on ground cause injury to staff	Moderate		Unlikely	Minor	Low			
277.	Infrastructure Services	Materials fall on to worker	Moderate	Put a caged around underneath cement hopper	Rare	Insignificant	Low			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
278.	Infrastructure Services	Lost time	High	Provide a space, build a office that has a smoko room	Rare	Insignificant	Low			
279.	Infrastructure Services	Failing to charge	Low		Almost Certain	Critical	Extreme	Low	No	
280.	Infrastructure Services	Quality of works	Moderate	Licence checks to be completed	Almost Certain	Critical	Extreme			In place
281.	Infrastructure Services	Materials for repair not available	Moderate		Almost Certain	Critical	Extreme			
282.	Technical Services	Snake Bites	High	Biological Strategies Clearing Fenceline from Vegetation Snakebite Training Snakebite Kit	Possible	Minor	Moderate			
283.	Technical Services	Bites from venomous snakes and spiders	Moderate	Bites from venomous snakes and spiders	Almost Certain	Critical	Extreme			
284.	Technical Services	Dog attack causing infectious disease and lacerations	Extreme		Almost Certain	Minor	High			
285.	Technical Services	Damage and disease	Low		Almost Certain	Moderate	High			
286.	Technical Services	Problems with deliver pipes for fuel and water	Low		Almost Certain	Critical	Extreme			
287.	Technical Services	Water Treatment plant fails.	High		Unlikely	Moderate	Moderate			
288.	Technical Services	WATER - Deterioration in water quality.	Moderate		Unlikely	Minor	Low			
289.	Technical Services	WATER - Pressure pumps fail	High		Unlikely	Minor	Low			
290.	Technical Services	WATER - Low water level	High		Possible	Minor	Moderate			
291.	Technical Services	WATER - No power to pumps	High		Possible	Moderate	Moderate			
292.	Technical Services	Bore fails to deliver any water.	Moderate		Unlikely	Minor	Low			
293.	Technical Services	Contaminating material getting into reservoir	Moderate		Unlikely	Minor	Low			
294.	Technical Services	Development or re-suspension of sediment	Moderate		Unlikely	Minor	Low			
295.	Technical Services	Break in the mains	Moderate		Unlikely	Minor	Low			
296.	Technical Services	Fire hydrant leak	Moderate		Unlikely	Minor	Low			
297.	Technical Services	Failure of valve.	Low		Unlikely	Minor	Low			
298.	Technical Services	No documentation to guide maintenance staff	High		Unlikely	Minor	Low			
299.	Technical Services	Staff not sufficiently trained	High		Rare	Insignificant	Low			
300.	Technical Services	Avoid Hydroxide contamination	Moderate		Almost Certain	Critical	Extreme			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
301.	Technical Services	WATER - Prevent water pipe leakage/bursts	Low		Almost Certain	Critical	Extreme			
302.	Technical Services	WATER - Maintain water levels in times of drought	Moderate		Almost Certain	Critical	Extreme			
303.	Technical Services	Water supply to additional developments	Moderate		Almost Certain	Critical	Extreme			
304.	Technical Services	Avoid contamination public	Moderate		Unlikely	Moderate	Moderate			
305.	Technical Services	Contamination of staff	Moderate		Almost Certain	Critical	Extreme			
306.	Technical Services	Leakage	Moderate		Almost Certain	Critical	Extreme			
307.	Technical Services	SEWERAGE - Fall into sewerage pump station pit	Moderate		Almost Certain	Critical	Extreme			
308.	Technical Services	SEWERAGE - Pump station breakdown	Moderate		Almost Certain	Critical	Extreme			
309.	Technical Services	SEWERAGE - Proper disposal of effluent in accord with permit	Moderate		Almost Certain	Critical	Extreme			
310.	Technical Services	SEWERAGE - Maintain backup for power	Low		Almost Certain	Critical	Extreme			
311.	Technical Services	SEWERAGE - Danger to children	Moderate		Almost Certain	Critical	Extreme			
312.	Technical Services	INFRASTRUCTURE - Operations & Maintenance Procedures not in place	Extreme		Almost Certain	Critical	Extreme			
313.	Technical Services	INFRASTRUCTURE - In-ground assets not readily located to fix damage	Extreme		Almost Certain	Critical	Extreme			
314.	Technical Services	WATER - Delays in preparing water samples	Extreme		Almost Certain	Critical	Extreme			
315.	Technical Services	INFRASTRUCTURE - Hydrants don't work	High		Possible	Moderate	Moderate			
316.	Technical Services	Run over when moving	Low	Provide training on procedures and WHS	Likely	Moderate	High			
317.	Technical Services	Fail to find issue with safety of runway	Moderate		Almost Certain	Critical	Extreme			
318.	Technical Services	Failure to remove animals and people from runway	High		Unlikely	Minor	Low			
319.	Technical Services	Follow CASA regulations	Moderate		Almost Certain	Critical	Extreme			
320.	Technical Services	Potholes	Moderate		Almost Certain	Critical	Extreme			
321.	Technical Services	Flooding	Moderate	Put out traffic signage on rural roads	Almost Certain	Moderate	High			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
322.	Technical Services	Strom water drainage repairs to avoid subsidence	Moderate	Provide training on repairs and maintenance procedures	Almost Certain	Moderate	High			
323.	Technical Services	Weather causing road damage	Moderate	Put out signage to let the community know road damage or flooding.	Almost Certain	Moderate	High			
324.	Technical Services	Gutters and stormwater drains blocked	Moderate	Maintenance schedule put in place. Machinery to be access to be able to keep gutters clean.	Unlikely	Insignificant	Low			
325.	Technical Services	Disease	Moderate		Almost Certain	Critical	Extreme			
326.	Technical Services	Fire	Moderate	Signage to WHS requirements	Almost Certain	Moderate	High			
327.	Technical Services	Full land fill	Moderate	Landfill management Plan in Place	Almost Certain	Moderate	High			
328.	Technical Services	Machinery failure	Low		Almost Certain	Critical	Extreme			
329.	Technical Services	Truck jamming	Low	A procedure for maintenance to be carry out daily as a pre-start to check operational workings.	Likely	Moderate	High			
330.	Technical Services	Dumping of rubbish occurs in the wrong place	Moderate	Have new signage in place and put a man at the dump to direct people for dumping in the right place.	Unlikely	Minor	Low			
331.	Technical Services	Lost time for staff	Moderate		Unlikely	Minor	Low			
332.	Technical Services	Staff ingest dust	Moderate	Have a review of WHS with workers	Unlikely	Minor	Low			
333.	Technical Services	Staff injured by machinery	Moderate	Provide a safe working place and follow WHS procedures	Unlikely	Minor	Low			
334.	Technical Services	Too much downtime of machinery	Moderate	Provide training in this area pre-starts on machinery have the right tickets.	Likely	Moderate	High			
335.	Technical Services	Animals get in the bins	Moderate		Rare	Insignificant	Low			
336.	Technical Services	Lack of supervision	Moderate		Rare	Insignificant	Low			
337.	Technical Services	Explosion	Moderate	Signage install	Likely	Moderate	High			
338.	Technical Services	Animals cause injury	Low		Almost Certain	Critical	Extreme			
339.	Technical Services	Animal Management System is out of date	Low	Waiting for Council approval for Animal Management Plan and system	Almost Certain	Moderate	High			
340.	Technical Services	Control horses	High	Animal Control Plan - Relocation of Horses	Possible	Moderate	Moderate			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
341.	Technical Services	White ants	Low	Review and update of pest control maintenance implement inspection to be carry out	Almost Certain	Moderate	High			
342.	Technical Services	Mozzies	Low		Almost Certain	Critical	Extreme			
343.	Technical Services	Bed bugs	Low		Almost Certain	Critical	Extreme			
344.	Technical Services	Rodents	Low		Almost Certain	Critical	Extreme			
345.	Technical Services	Dogs roaming free	Moderate		Rare	Minor	Low			
346.	Technical Services	Land Fill causing health issues	Moderate	See Landfill Management Plan	Almost Certain	Moderate	High			
347.	Technical Services	Snake bites	Low	Have workers trained in first aid and snake bits	Likely	Moderate	High			
348.	Technical Services	Misuse of machinery	Low		Almost Certain	Critical	Extreme			
349.	Technical Services	Mourners falling into grave	Low		Almost Certain	Critical	Extreme			
350.	Technical Services	Responsibility for funerals	Low		Almost Certain	Critical	Extreme			
351.	Technical Services	Staff ingest dust	Extreme	Have a review of WHS with works	Likely	Moderate	High			
352.	Technical Services	Tree trunk or limb falls on staff	Extreme	Provide training in chain saw operations and have the right PPE	Likely	Moderate	High			
353.	Workplace Health and Safety	Gym - Maintenance of gym equipment. Including moving parts.	High	Ensure that 6 monthly periodic maintenance is completed.	Rare	Minor	Low	Low	Yes	
354.	Workplace Health and Safety	Health re inhalation of flour etc	Low		Almost Certain	Critical	Extreme			
355.	Workplace Health and Safety	No formal emergency plans in place. * No secondary exit route * No compliant evacuation diagrams in each unit * No signed assembly area. Legislative non-compliance (Building Fire Safety).	Extreme		Almost Certain	Critical	Extreme			

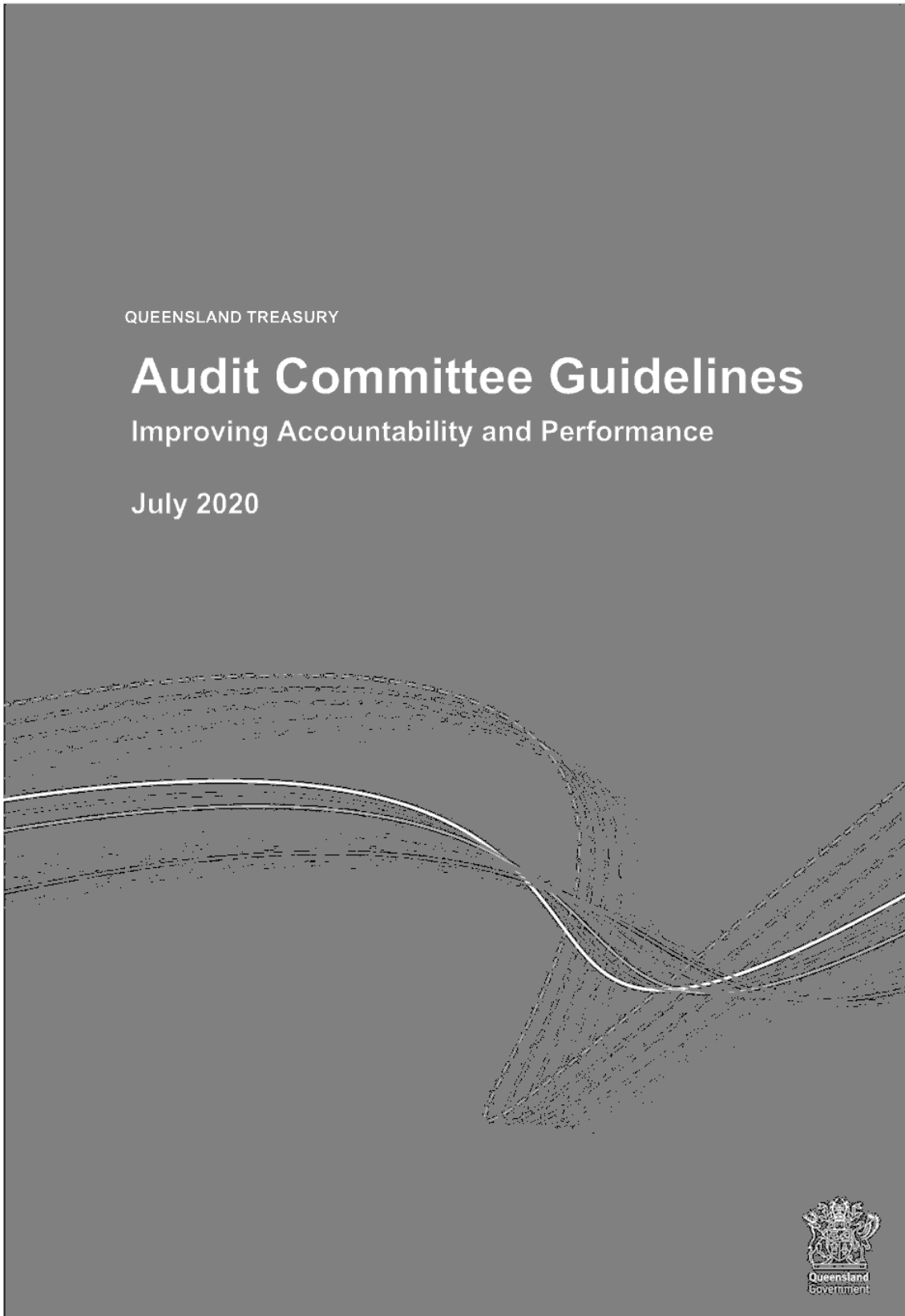
Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
356.	Workplace Health and Safety	No formal emergency plans in place. * No secondary exit route * No compliant evacuation diagrams in each unit * No signed assembly area. Legislative non-compliance (Building Fire Safety).	Extreme		Almost Certain	Critical	Extreme			
357.	Workplace Health and Safety	No formal emergency plans in place. * No compliant evacuation diagrams * No signed assembly area. Legislative non-compliance (Building Fire Safety).	Extreme		Almost Certain	Critical	Extreme			
358.	Workplace Health and Safety	No formal emergency plans in place. * No compliant evacuation diagrams * No signed assembly area. Legislative non-compliance (Building Fire Safety).	Extreme		Almost Certain	Critical	Extreme			
359.	Workplace Health and Safety	Illness - Excessive work hours (management)	High	Comply with council Certified Agreement and Industrial Relations, clear and precise Letter of Appointments, explain clearly employees Letter of Appointments, regular review of employee attendance and timesheets, provide employee onboarding and orientation program, re-enforce fatigue management.	Possible	Moderate	Moderate			Periodic Review, proposal of Fatigue management in conjunction with WHS Advisor.
360.	Workplace Health and Safety	Staff are injured at work	High		Unlikely	Minor	Low			
361.	Workplace Health and Safety	Workers suffering injury or illness in the field and the incident unknown due to isolated work (working alone).	Extreme		Almost Certain	Critical	Extreme			
362.	Workplace Health and Safety	Injury - Loading (packing), unloading (unpacking) & carrying equipment/ items	High		Almost Certain	Critical	Extreme	Low	No	

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
363.	Workplace Health and Safety	Injury - Accessing items from varying heights	High		Almost Certain	Critical	Extreme	Low	No	
364.	Workplace Health and Safety	Storing heavy items and items consistently used too low	High		Almost Certain	Critical	Extreme	Low	No	
365.	Workplace Health and Safety	Storing heavy items at heights	Extreme		Almost Certain	Critical	Extreme	Low	No	
366.	Workplace Health and Safety	Obstructed movement/ trip hazards	High		Almost Certain	Critical	Extreme	Low	No	
367.	Workplace Health and Safety	Injury occurred due to tripping on stairs	High		Almost Certain	Critical	Extreme	Low	No	
368.	Workplace Health and Safety	Injury due to slippery walking surfaces	High		Almost Certain	Critical	Extreme	Low	No	
369.	Workplace Health and Safety	Injury due to fall from ladder	High		Almost Certain	Critical	Extreme	Low	No	
370.	Workplace Health and Safety	Injury - Electrocution	Moderate		Almost Certain	Critical	Extreme	Low	No	
371.	Workplace Health and Safety	Injury or damage due to unsafe use of electrical adapters	High		Almost Certain	Critical	Extreme	Low	No	
372.	Workplace Health and Safety	Injury or damage due to poorly maintained electrical cords	High		Almost Certain	Critical	Extreme	Low	No	
373.	Workplace Health and Safety	Injury or damage due to live wires	Moderate		Almost Certain	Critical	Extreme	Low	No	
374.	Workplace Health and Safety	Injury or damage due to electrical fire	High		Almost Certain	Critical	Extreme	Low	No	
375.	Workplace Health and Safety	Injury or damage - air conditioning	High		Almost Certain	Critical	Extreme	Low	No	
376.	Workplace Health and Safety	Injury - Plant equipment and vehicles (maintenance)	Extreme		Almost Certain	Critical	Extreme	Low	No	
377.	Workplace Health and Safety	Injury - Plant equipment and vehicles (operation)	Extreme		Almost Certain	Critical	Extreme	Low	No	
378.	Workplace Health and Safety	Injury - Plant equipment and vehicles (refueling)	Moderate		Almost Certain	Critical	Extreme	Low	No	
379.	Workplace Health and Safety	Injury - Mobile phones (operation)	High		Almost Certain	Critical	Extreme	Low	No	
380.	Workplace Health and Safety	Injury - Photocopier (operation)	Moderate		Almost Certain	Critical	Extreme	Low	No	
381.	Workplace Health and Safety	Injury - Kitchen Equipment (operation)	High		Almost Certain	Critical	Extreme	Low	No	
382.	Workplace Health and Safety	Injury - Gas bottles (storage)	High		Almost Certain	Critical	Extreme	Low	No	
383.	Workplace Health and Safety	Injury - Photocopier waste toner (exposure)	Moderate		Almost Certain	Critical	Extreme	Low	No	

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
384.	Workplace Health and Safety	Injury - Cleaning/Kitchen chemicals (exposure/ ingesting)	Moderate		Almost Certain	Critical	Extreme	Low	No	
385.	Workplace Health and Safety	Injury - Gardening chemicals (exposure/ingesting)	Moderate		Almost Certain	Critical	Extreme	Low	No	
386.	Workplace Health and Safety	Injury - Silicosis/ dust (exposure)	High		Almost Certain	Critical	Extreme	Low	No	
387.	Workplace Health and Safety	Injury - Asbestos (exposure)	Moderate		Almost Certain	Critical	Extreme	Low	No	
388.	Workplace Health and Safety	Injury - Second hand/ passive smoke (exposure)	Moderate		Almost Certain	Critical	Extreme	Low	No	
389.	Workplace Health and Safety	Injury - Chlorine Gas (operation/ exposure)	High		Almost Certain	Critical	Extreme	Low	No	
390.	Workplace Health and Safety	Injury - UV Rays/ Sun (exposure)	High		Almost Certain	Critical	Extreme			
391.	Workplace Health and Safety	Injury - Microwave ovens (maintenance)	High		Almost Certain	Critical	Extreme			
392.	Workplace Health and Safety	Infection - Food preparation and storage (hygiene)	High		Almost Certain	Critical	Extreme			
393.	Workplace Health and Safety	Infection - Bathrooms/ facilities (hygiene)	Low		Rare	Insignificant	Low			
394.	Workplace Health and Safety	Infection - Spread of infection to other staff and public (contact/ exposure)	High		Almost Certain	Critical	Extreme			
395.	Workplace Health and Safety	Infection - Accidental transfer through unsafe disposal of syringes (contact/ disposal)	High		Almost Certain	Critical	Extreme			
396.	Workplace Health and Safety	Infection - Spread of illness/ disease through workforce (management)	High		Almost Certain	Critical	Extreme			
397.	Workplace Health and Safety	Injury - Drug or alcohol use	High		Almost Certain	Critical	Extreme			
398.	Workplace Health and Safety	Illness - Stress (management)	Moderate		Almost Certain	Critical	Extreme			
399.	Workplace Health and Safety	Illness - Workplace bullying	Moderate		Almost Certain	Critical	Extreme			
400.	Workplace Health and Safety	Illness - Fatigue	Moderate		Almost Certain	Critical	Extreme			
401.	Workplace Health and Safety	Illness - Mental health issues	Moderate		Almost Certain	Critical	Extreme			
402.	Workplace Health and Safety	Illness - Sexual harassment	Moderate		Almost Certain	Critical	Extreme			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
403.	Workplace Health and Safety	Policy - Limited policy and avenues for resolving issues	Moderate		Almost Certain	Critical	Extreme			
404.	Workplace Health and Safety	Policy - Conflict management	Moderate		Almost Certain	Critical	Extreme			
405.	Workplace Health and Safety	Injury - Monitor height (workspace)	High		Almost Certain	Critical	Extreme			
406.	Workplace Health and Safety	Injury - Limited foot space (workspace)	High		Almost Certain	Critical	Extreme			
407.	Workplace Health and Safety	Injury - Files not easily accessible (workspace)	High		Almost Certain	Critical	Extreme			
408.	Workplace Health and Safety	Injury - Positioning input devices and phones (workspace)	High		Almost Certain	Critical	Extreme			
409.	Workplace Health and Safety	Injury - Seated office work (workspace)	Extreme		Almost Certain	Critical	Extreme			
410.	Workplace Health and Safety	Injury - Violence/ attack/ robberies/ threat requiring evacuation	High		Almost Certain	Critical	Extreme	Low	No	
411.	Workplace Health and Safety	Injury - Fire and unmaintained fire equipment	Extreme		Almost Certain	Critical	Extreme	Low	No	
412.	Workplace Health and Safety	Injury - Distressed or distressing phone calls	High		Almost Certain	Critical	Extreme	Low	No	
413.	Workplace Health and Safety	Injury - Damage to premises from environmental threats (maintenance)	Extreme		Almost Certain	Critical	Extreme	Moderate	No	
414.	Workplace Health and Safety	Injury - Contamination of grounds and/or buildings (exposure/ maintenance)	High		Almost Certain	Critical	Extreme	Moderate	No	
415.	Workplace Health and Safety	Injury - Condition of buildings, amenities and open spaces (maintenance) (public liability)	Extreme		Almost Certain	Critical	Extreme	Moderate	No	
416.	Workplace Health and Safety	Injury - Food poisoning (hygiene)	High		Almost Certain	Critical	Extreme	Low	No	
417.	Workplace Health and Safety	Injury - Food spoilage (management)	High		Almost Certain	Critical	Extreme	Low	No	
418.	Workplace Health and Safety	Compliance: Failure to meet food safety regulatory requirements	High		Almost Certain	Critical	Extreme	Low	No	
419.	Workplace Health and Safety	Injury: Accidents to workers and/or volunteers	Extreme		Almost Certain	Critical	Extreme			
420.	Workplace Health and Safety	Injury - Accidents to client/ public	Extreme		Almost Certain	Critical	Extreme			
421.	Workplace Health and Safety	Injury - Confined spaces (workspace/ work site)	Extreme		Almost Certain	Critical	Extreme			

Ref.	Risk Area Name	Risk Description	Inherent Risk	Mitigation Strategy	Residual Likelihood	Residual Consequence	Residual Risk	Target	Within Tolerance	Comment
422.	Workplace Health and Safety	Injury - Inappropriate seating (workspace)	High		Almost Certain	Critical	Extreme			



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Version	Date	Details
5 (current)	June 2020	<ul style="list-style-type: none"> <li>Updated for links to websites, reference material, Treasury contact details and converted to current Treasury branding.</li> <li>Changes to section numbers resulting from the remake of the Financial and Performance Management Standard in 2019.</li> </ul>
4	June 2012	<ul style="list-style-type: none"> <li>Updated for links to websites, reference material and converted to the then current Treasury branding.</li> <li>Appendix O: Sample Management Feedback Questionnaire has been added to the guidelines.</li> </ul>
3	December 2009	<ul style="list-style-type: none"> <li>Changes in legislation introduced by the Financial Accountability Act 2009 and its subordinate legislation, in particular the Financial and Performance Management Standard 2009 has been reflected. This legislation has replaced the Financial and Audit Administration Act 1977 and the Financial Management Standard 1997. There are also changes to reflect the new Auditor-General Act 2009.</li> <li>Removal of references to the Cost Effective Internal Control Guidelines – Underpinning Agency Performance, which have been superseded by the introduction of the Financial Accountability Handbook.</li> </ul>
2	January 2000	<ul style="list-style-type: none"> <li>Revision of policy.</li> </ul>
1	June 1993	<ul style="list-style-type: none"> <li>Release of policy.</li> </ul>

## 1.0 Introduction

### 1.1 Purpose

There is a significant amount of best practice guidance material available for audit committees in both the public and private sectors. The purpose of these guidelines is to combine the best practice principles from the available materials with practical advice from audit committee experts to provide more detailed and practical guidance for audit committee members, accountable officers and other personnel who are involved with audit committees.

### 1.2 Scope and Application

The guidelines apply to departments and statutory bodies within the Queensland public sector. Throughout the guidelines the word 'agency' refers to both departments and statutory bodies. While these guidelines were not written specifically for Government Owned Corporations (GOCs), they may be adopted by a GOC. A GOC is required to comply with the relevant provisions of the Corporations Act 2001, Government Owned Corporations Act 1993 (and subordinate legislation) and other prescribed requirements such as 'Corporate Governance Guidelines for Government Owned Corporations' issued by Queensland Treasury.

### 1.3 Compliance with Guidelines

If an agency establishes an audit committee, section 30(3) of the Financial and Performance Management Standard 2019 (FPMS) states that the accountable officer or statutory body must have regard to this document. In order to comply with the requirement to 'have regard to' another document, the accountable officer or statutory body must consider the contents of the document and decide if the contents apply to the agency's circumstances, and if so, apply the contents (FPMS, section 5).

The guidelines reflect best practice for audit committees and include practical tools that will assist audit committee members in carrying out their responsibilities. However, circumstances may arise where accountable officers, statutory bodies and/or audit committee members could justify adopting a different process or approach to those outlined in the guidelines.

In the rare circumstances when the guidelines have been considered, but an alternative approach is adopted, the decision and the rationale should be documented and endorsed by the accountable officer or statutory body

## 2.0 Establishment of an Audit Committee

### 2.1 Requirement to have an Audit Committee

#### Financial Accountability Act 2009

The Financial Accountability Act 2009 (FA Act) imposes significant responsibilities on accountable officers and statutory bodies, including the duty to achieve reasonable value for money by managing the agency efficiently, effectively and economically and to establish and maintain appropriate systems of internal control and risk management (section 61).

#### Financial and Performance Management Standard 2019

Section 30 of the FPMS provides that each accountable officer of a department must, and each statutory body may, establish an audit committee for the agency.

Many larger statutory bodies are of sufficient complexity to warrant establishing and maintaining an audit committee. The main expectation is that such a function will make a positive contribution to the efficient, effective and economical management of the agency.

For smaller statutory bodies, factors such as their complexity and size, the existence of an internal audit function and whether they have sufficient time to consider audit issues accurately should be part of the evaluation process in deciding whether to establish an audit committee.

It is recommended that the decision and evaluation process undertaken to determine whether to establish an audit committee be recorded and periodically reviewed to ensure it remains appropriate.

### 2.2 Purpose of an Audit Committee

The purpose of the audit committee is to provide assistance to the accountable officer or statutory body. An audit committee's roles and responsibilities will be set out in its charter and will be determined after consideration of agency specific factors. An audit committee can involve all or a combination of the following duties and responsibilities:

- Obtain assurance from management that all financial and non-financial internal control and risk management functions are operating effectively and reliably.
- Provide an independent review of an agency's reporting functions to ensure the integrity of financial reports.
- Monitor the effectiveness of the agency's performance management and performance information.
- Provide strong and effective oversight of an agency's internal audit function.
- Provide effective liaison and facilitate communication between management and external audit.
- Provide oversight of the implementation of accepted audit recommendations.
- Ensure the agency effectively monitors compliance with legislative and regulatory requirements and promotes a culture committed to lawful and ethical behaviour.

The operations of the audit committee do not diminish the statutory duties and responsibilities imposed on accountable officers or statutory bodies.

In addition, the activities of the audit committee do not detract from the role or responsibilities of agency management, board of management, risk management committee, finance committee, ethical practice committee, or any other key governance group. For example, if an agency has a separate risk management committee then the audit committee's role in relation to risk would need to be defined considering the scope of the work performed by the risk management committee.

Where an agency has separate groups or committees, it is recommended that they operate in an inter-related manner with open communication which will clearly establish the roles and responsibilities to be undertaken by each committee.

### 2.3 Benefits of an Audit Committee

The existence of an independent audit committee is recognised internationally as an important feature of good corporate governance.<sup>11</sup> An audit committee can benefit an agency by:

- Acting as a forum for dialogue between the accountable officer or statutory body, executive management and the internal and external auditors. The communication helps facilitate a better awareness of each party's responsibilities and provides a more efficient and coordinated audit process.
- Promoting the integrity and quality of internal and external reports by providing a high level of assurance and check.
- Fostering and promoting a more effective and efficient audit process by providing an independent review of the internal audit annual audit plan and reports.
- Providing a 'no surprises' environment in an agency, particularly regarding **the prompt identification of risks and threats to the agency**.
- Providing a **depth of knowledge** that assists management discharge its responsibilities in the most effective and efficient manner.

If there is no audit committee, it is particularly important that agencies disclose how their alternative approach assures the integrity of the financial statements of the company and the independence of the external auditor, and why an audit committee is not considered appropriate.<sup>2</sup>

### 2.4 Audit Committee Charter

#### Requirement to have a Charter

Section 30 of the FPMS requires that where an audit committee is established, the accountable officer or statutory body must prepare terms of reference. Throughout these guidelines the 'terms of reference' for an audit committee is referred to as the audit committee's charter.

#### Characteristics of an effective Charter

A charter should be used to guide the behaviour and activities of an audit committee on an ongoing basis. A clear, well written charter would:

- Set out the objectives, roles and responsibilities of the audit committee.
- Set out the composition, structure and membership requirements of the audit committee.
- Set out the relationship of the audit committee with the accountable officer or statutory body, management, the internal audit function and the external auditors.
- Be tailored to meet the agency's own individual needs and circumstances.
- Include authority for the committee to conduct enquiries appropriate to fulfil committee responsibilities, together with a statement that full assistance is to be provided to the committee in the discharge of its duties and responsibilities.

<sup>1</sup> ASX Corporate Governance Council, Corporate Governance Principles & Recommendations with 2010 Amendments, 2nd edition

<sup>2</sup> Ibid

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- Include authority for the committee to access agency documents, records and personnel and the requirement that frank, truthful and meaningful answers be given to questions by the committee to any agency employee.
- Clearly state the committee's relationship with other governance committees including the process for sharing of information.
- Outline confidentiality and independence requirements of committee members, and their ethical and reporting responsibilities.
- Outline the processes for resignation and dismissal, ensuring that grounds for dismissal refer to the skills and code of conduct as documented in the letter of appointment.
- Outline procedures for meetings.

Practical use and review of the Charter

Following approval, the audit committee's charter should be published on the agency's intranet to promote awareness of this governance mechanism within the agency. The accountable officer or statutory body might also consider making the charter publicly available on the agency's web site. This disclosure recommendation is based on ASX corporate governance principles and reflects the expectation for high level accountability to the public and stakeholders. Agencies may need to consider the provisions of the *Right to Information Act 2009* prior to publishing the charter.

The charter should be reviewed and, where necessary, updated on an annual basis.

The charter should be a 'dynamic' document that changes as the agency's circumstances change. The charter should be a practical document that is used as a basis for:

- preparing the annual work plan
- setting agenda for meetings
- adoption as a standard for reporting to management, and
- assessing the committee's performance.

## Additional Guidance Material

- **Appendix A** contains an example audit committee charter.
- **Appendix P** contains a list of websites of audit committee toolkits which contain example audit committee charters.

### 3.0 Membership of the Audit Committee

#### 3.1 Appointment Criteria for Audit Committee Members

An audit committee should consist of members who have an appropriate mix of skills and experience which will enable the committee to perform all its functions effectively. The required skill set of the committee should be reviewed periodically in light of the prevailing circumstances of the agency. If any weakness in skill, experience or ability is identified then the membership should be strengthened to reflect the additional skills required.

The desired personal qualities of individual members include:

- An ability to ask relevant questions, evaluate answers and continue to probe for information until completely satisfied with the answers provided.
- The desire to always encourage openness and transparency.
- An ability to think independently, objectively and have an inquiring mind.
- Strong ethical values, including a thoughtful approach to ethical issues that might be faced.
- A sense of integrity and an ability to give direct and honest opinions.
- A proven ability to be open to, accept and foster change.

Given the nature and responsibility of an audit committee, collectively the members should have the following skills and experience:

- A thorough understanding of the core activities of the agency and the environment in which it operates, including its strengths, weaknesses, opportunities and threats.
- A commitment to the continual improvement of the agency's financial and non-financial performance management information and how this contributes to the Whole-of- Government performance management framework (i.e. the Government's ambitions and agencies' objectives and services).
- Strong business acumen and management skills.
- A high level of understanding of best practice internal control, risk management and corporate governance.
- A sound knowledge of information systems and emerging technology.
- A high level of competency in financial and performance reporting and the ability to analyse complex financial reports.

An audit committee should not place excessive reliance on the skills of any one member. Instead an audit committee should consist of individuals who, collectively, possess an appropriate mix of the desired skills and experience. The audit committee as a whole is responsible for carrying out its activities; the majority of the duties should not be left to one individual.

##### Committee members to maintain independence

To maintain independence, members must be appointed to an audit committee based on their individual skills and experience. Members should not be appointed as a result of the position they hold within an agency. Members must act and make decisions with an open and enquiring mind from their perspective as an audit committee member safeguarding the interests of the agency that appointed them. Members must act independently and not as a representative of an area within an agency or of a controlling entity.

##### Committee members to maintain ethical standards

Members of the audit committee must always exercise honesty, objectivity and probity.

It is recommended that external members be provided with a copy of the agency's code of conduct. If new employees of the agency are required to sign off on the agency's code of conduct and/or are required to undertake training on the agency's code of conduct, then it is expected that consideration be given to external members of the

audit committee also undertaking those requirements. All audit committee members are expected to abide by the agency's code of conduct.

#### Committee members to avoid conflicts of interest

To strengthen the audit committee's actual and perceived independence, the committee should develop protocols for dealing with actual or perceived conflicts of interest.<sup>3</sup>

Members must refrain from entering into any activity that may prejudice their ability to carry out their duties and responsibilities objectively and must always act in a proper and prudent manner in the use of information acquired in the course of their duties.

Members must not use agency information for any personal gain for themselves or their immediate family or in any manner that would be contrary to law or detrimental to the welfare and goodwill of the agency. This requirement extends to any employment a member may subsequently undertake in the private sector or in a private capacity.

#### Register of conflicts of interest

It is recommended that a register of conflicts of interest be established. Conflict of interest should be a standing agenda item, with the register available at each meeting and possible conflicts noted in the minutes. When a member is appointed to the audit committee, all relevant potential conflicts of interest should be identified and documented in the register. The register should be updated by all members at each meeting as well as updated formally on an annual basis. A robust system of monitoring conflicts of interest is in the best interests of members as it offers protection to members and strengthens the independence of the audit committee.

#### Committee members to act confidentially

Members must not publicly comment on matters pertaining to activities of the committee other than as authorised by the accountable officer or statutory body.

### **3.2 Appointment Process**

Audit committee members including the Chair should be appointed by the accountable officer or statutory body. The appointment criteria of audit committee members as outlined in this document should be considered in this process. The accountable officer or statutory body should also consider the skills set of the existing members of the audit committee in determining the optimum composition of the audit committee.

When appointing a Chair, the accountable officer or statutory body should address the skills required of the Chair as outlined in this document.

The appointment of an audit committee member should be formalised in an official letter of appointment signed by the accountable officer of the Department or Chair of the Board of the statutory body.

The letter of appointment should set out the terms and conditions of the appointment and could include such items as:

- duration of appointment
- role of audit committee
- role and responsibilities of the member
- timing and location of meetings
- time commitment
- remuneration (if applicable)
- conflicts of interest

<sup>3</sup> Australian National Audit Office, Public Sector Audit Committees – Independent Assurance and Advice for Chief Executives and Boards, August 2011, p43.

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- induction process
- confidentiality
- performance appraisal
- rights of Chair, and
- termination of appointment.

The appointment of a new member should consider the staggered appointment dates for members. This is discussed further in section 3.7 Term of Office and Replacement of Audit Committee Members.

## Additional Guidance Material

- **Appendix B** contains an example letter of appointment.
- **Appendix C** contains an example confidentiality acknowledgement.

### 3.3 Composition of Audit Committee

In determining the composition of the audit committee the accountable officer or statutory body should consider the qualities and skills set of the members of the committee as described in section 3.1 Appointment Criteria for Audit Committee Members. To determine the optimal composition of the audit committee it is desirable that the following also be considered when appointing members to an audit committee:

- A minimum of three members. Research indicates that from an operational perspective, a maximum number of approximately six members is optimum. However, determining the number of members is at the discretion of the agency. For example, if an agency has diverse functions it may be appropriate for the audit committee to have more than six members to give the right balance of internal and external expertise.
- At least two members should be external to the agency to provide independent input from an 'outside' perspective.
- At least one committee member should have financial expertise. A financial expert would generally include a person who is a qualified accountant, who is a current member of one of the professional accounting bodies in Australia and who has relevant financial experience in professional accounting or audit.
- At least one committee member should possess expertise in the industry in which the agency operates.
- The Chair should be independent, i.e. someone external to the agency or a person internal to the agency who, in the opinion of the accountable officer or statutory body, has sufficient independence and expertise, to discharge the following responsibilities:
  - Provide advice and assurance to the accountable officer or statutory body from an objective and independent perspective.
  - Address issues without preconceived ideas or bias and assist in encouraging objective debate on issues.
  - Provide an insight into best practice procedures adopted in other agencies.

An independent Chair can perform their role unencumbered by any management responsibilities and provides the opportunity for the Chief Executive to receive advice and assurance from an independent perspective.<sup>4</sup>

<sup>4</sup> Australian National Audit Office, Public Sector Audit Committees – Independent Assurance and Advice for Chief Executives and Boards, August 2011, p22.

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A Chair who is internal to the agency may be considered to be independent if they are independent of the areas within the audit committee's scope and independent of line management and the day to day operations of the agency.

The accountable officer or Chair of the statutory body should not be the Chair of the audit committee. However, they would, of course, be able to attend meetings as an 'observer' should they consider this to be desirable. In the case of a statutory body, the audit committee is normally a sub-committee of the board of the statutory body, which itself is composed of independent appointees. Under section 30 of the FPMS, the audit committee for a statutory body must include members of the statutory body or, if the statutory body has a governing body, members of the governing body. Members of the board of the statutory body are not employees of the statutory body. Consequently, appointees from the board would be independent members of the audit committee.

Where it is not possible to have individual members with specific expertise, the committee may consider engaging specialists such as legal or information and communication technology advisers as and when required.

## Additional Guidance Material

- **Appendix D** contains a checklist for assessing financial literacy.

Independent external membership of audit committee

Audit committee members who are external to the agency could be drawn from areas such as:

- the senior executives of other public sector agencies, including core central agencies
- industry groups such as the Institute of Internal Auditors, Australia
- the private sector, including management consultancy firms, and
- the Queensland Register of Nominees to Government Bodies as maintained by the Department of the Premier and Cabinet.

External members bring a broad range of experience to the committee and an enhanced ability to look at issues within the agency without preconception or bias. External members also allow the agency to gain an insight into 'best practice' procedures adopted in other agencies and jurisdictions.

With external committee members, confidentiality concerns or potential conflicts of interest may arise. External appointees should be selected in such a way as to avoid any existing or potential conflict of interest. If a conflict of interest exists or arises subsequently it must be declared and included in the Register of Conflicts of Interest. In addition, all members should sign a confidentiality agreement to ensure they are fully cognisant of this requirement.

Remuneration (external non-public sector members only)

The amount of remuneration paid to external non-public sector audit committee members would be determined at the discretion of the accountable officer or statutory body. It is considered appropriate that the remuneration paid would reflect the prevailing rate for services provided by public sector board or committee members.

Reference should be made to the policy document titled *Remuneration Procedures for Part-time Chairs and Members of Queensland Government Bodies*, which outlines the current market rate for services provided by board or committee members.

Professional indemnity insurance (external non-public sector members only)

External non-public sector members of an audit committee are not covered for professional indemnity insurance by the Government policy titled Queensland Government Indemnity Guideline.

Whether an external non-public sector audit committee member should be covered by professional indemnity insurance is a policy issue for individual agencies to consider on a case by case basis.

If an agency determines that professional indemnity insurance is required, then either the external non-public sector audit committee member can obtain their own insurance, or the department can consider obtaining it on their behalf. This is a policy issue for individual agencies to consider.

In some cases, an external non-public sector audit committee member may be covered by an employer's professional indemnity insurance policy or by their own insurance, though this will need to be ascertained on a case by case basis having regard to the terms of any relevant policy of insurance.

#### Factors to be considered when appointing independent members

Ideally, an audit committee should include two independent members who are external to the agency. The effectiveness of an audit committee is influenced by its ability to operate independently of line management and the day to day operations of the agency. The increased number of independent external members can counteract the perception that too many internal members do not allow for appropriate external scrutiny of the agency.

Increasing the number of independent external members can be achieved over time as an internal member's term of office expires. Independent members do not have to be external to the public sector. Independent members can be public sector employees who are external to the agency. No sitting fees are to be paid to public sector members of an audit committee.

If the accountable officer or statutory body is unable to appoint independent external members, internal agency staff who are independent of the areas of scope of the audit committee and independent of line management and the day to day operations of the agency may be utilised.

Internal agency staff provide detailed agency knowledge to the audit committee which is essential to enable independent members to be adequately informed. As a result, internal agency staff may be better utilised as 'observers' to the audit committee. They could then attend when invited, which could be ad hoc or on-going, rather than limited to a term of office. Observers attend meetings by invitation only and are not able to vote at meetings.

### **3.4 Chair and Secretariat**

#### Skills of Chair

Effective leadership of the audit committee is critical to its acceptance as the provider of high quality, independent advice. The Chair of the committee should:

- be fully appreciative of the role and functions of the committee and of the agency
- possess sound communication and strong leadership skills, and
- have and retain the full confidence and support of the accountable officer or statutory body.

#### Rights of Chair

If a conflict exists between the Chair of the audit committee and the accountable officer or statutory body, the Chair has the right to obtain external advice from a third party such as the Office of the Ombudsman, the Integrity Commissioner or to seek external legal advice.

An audit committee's right to access staff, experts and information are discussed in section 5.1 Rights of the Audit Committee.

#### Induction for new Chair

The accountable officer or statutory body is responsible for ensuring that the new Chair receives an appropriate level of induction as described in section 3.5 Induction of Audit Committee Members.

An outgoing Chair of an audit committee should ensure that the new Chair is sufficiently briefed to assume the role of Chair. In particular, the outgoing Chair should ensure that the handover includes a briefing on any significant outstanding matters and any major emerging risks facing the agency.

#### Secretary to the audit committee

A secretary should be appointed to facilitate the committee's meetings and reporting duties.

The secretary is responsible for the preparation and circulation of the meeting agenda and accurately minuting all decisions of the committee in consultation with its Chair. The secretary also is responsible for the timely tabling of all correspondence, reports and other information relevant to the committee's activities and operations.

Another of the secretary's responsibilities would be to draft the annual committee work plan in consultation with the Chair. The draft work plan would be submitted to the audit committee for discussion. Further information on the content and purpose of an annual work plan is provided in section 5.2 Meetings of the Audit Committee.

The accountable officer or statutory body would decide who is the appropriate officer to perform the secretariat function. The person who performs the role of secretary is not a member of the audit committee and, therefore, is not able to vote at meetings.

### 3.5 Induction of Audit Committee Members

#### Induction of new members

There should be a formal induction process for new committee members tailored to their individual needs.<sup>5</sup> New members of the committee should be provided with a suitable 'walkthrough' of the activities of the agency to enable them to gain an understanding of its principal operations and activities, corporate practices and culture.

The content of the induction process will vary depending upon whether the new member is:

- internal to the agency
- external to the agency, or
- external to the public sector.

#### Induction plan

The Chair is responsible for developing an induction plan for new members and ensuring that each new member receives the appropriate level of induction. An induction plan could include the following:

- a briefing by the accountable officer or Chair of the statutory body and Chair of the audit committee
- an opportunity to meet other committee members and relevant third parties such as internal and external audit. Background material such as biographies could be provided if available, and
- access to all relevant documents should be provided to facilitate gaining an understanding of the work of the audit committee.

The induction plan should be detailed in the new member's letter of appointment. When the induction has been successfully completed by the new member, it should be noted in the minutes by the secretary.

#### Access to relevant information

All new members should be given a copy of all relevant documents including (but not limited to):

- all key legislation (access too)
- code of conduct
- audit committee guidelines, audit committee charter, recent audit committee minutes and reports
- risk management guidelines
- corporate plan and business plan.
- internal audit charter, annual work plan and current internal audit report and details of any outstanding audit recommendations
- current external audit report and details of any outstanding audit recommendations, and
- agency related acronyms.

<sup>5</sup> Australian National Audit Office, Public Sector Audit Committees – Independent Assurance and Advice for Chief Executives and Boards, August 2011, p24.

Induction of external members

Members who are external to the agency and external to the public sector should be given the opportunity to undertake additional areas of induction, including training (which could be online) on the agency's key business processes.

Members who are external to the public sector should be given the opportunity to attend courses on the government process and government reporting, for example, the public sector seminars offered by the Queensland Parliament.

Who performs the induction

The Chair is responsible for ensuring that an induction process is undertaken for all new members. The Chair may delegate that the induction be performed by another audit committee member or the audit committee secretary.

It is recommended that the induction process for a new Chair be conducted by the accountable officer or Chair of the statutory body.

**3.6 Continuing Education of Audit Committee Members**

It is expected that audit committee members will be highly experienced professionals within their own field of expertise and as a result will undertake professional development and education on an on-going basis. However, it is recognised that audit committee members should be given the opportunity to attend training to obtain new skills and/or update their existing skills so that they can effectively contribute to the audit committee. The training required will depend on the background of each committee member and should be targeted to assist members in fulfilling their role on the audit committee.

The Chair should monitor the training needs of the committee members, with the training to be undertaken by the Chair.

Applicable courses could cover topics such as:

- developments in corporate governance
- financial reporting or relevant legislative updates, or
- industry specific training and/or updates.

If a member attends training which related to their role as an audit committee member, the member's attendance at training should be minuted by the secretary.

**3.7 Term of Office and Replacement of Audit Committee Members**Term of office of members (including Chairs)

The initial term of appointment to the committee should be for a period of not more than three years. The term of appointment can be extended for a further three years, giving a maximum total period of service of six years.

The term should only be extended after the performance of the member has been reviewed. A model assessment process is outlined in section 7.3 Review of Individual Member Performance.

Replacement of members

The rotation of members is an important vehicle for strengthening the independence of the committee.<sup>6</sup> Further, membership ideally should be replaced on a staggered basis. The accountable officer or statutory body should consider using varied initial terms of office to enable a staggered expiration of appointment for members.

<sup>6</sup> Australian National Audit Office, Public Sector Audit Committees – Independent Assurance and Advice for Chief Executives and Boards, August 2011, p25.

When replacing members, the accountable officer or statutory body should identify the need to introduce fresh ideas and thinking into the audit committee, while retaining some degree of core continuity and experience.

### 3.8 Resignation and Dismissal of Audit Committee Members

#### Resignation process for committee members

A committee member should give sufficient notice prior to resignation. The committee member should have the opportunity to have an exit meeting with the Chair to discuss the reason for leaving and to provide feedback on their experience on the audit committee as well as any other issues. The date of resignation should be minuted by the secretary.

#### Dismissal process for committee members

A committee member can be dismissed by the accountable officer or the statutory body under certain circumstances. The accountable officer or the statutory body may seek the advice of the Chair of the audit committee when dismissing other members of the committee. Reasons for dismissal would normally be detailed in the letter of appointment, such as:

- where an on-going conflict of interest exists
- where there has been a breach of confidentiality, or
- where a member has not performed to expectations.

The official dismissal processes as they relate to the agency should be adhered to by the accountable officer or statutory body when an audit committee member is being dismissed. Where appropriate, the dismissal process should be linked to the member's performance appraisal process.

The dismissal of a member should be performed verbally by the accountable officer or statutory body as well as in writing. The dismissal should be effective immediately.

The date of dismissal should be minuted by the secretary.

## 4.0 Roles of the Audit Committee

The audit committee plays a key role with respect to the integrity of the agency's financial information, its system of internal controls, and the legal and ethical conduct of management and employees.

An audit committee's responsibility will vary depending upon:

- the agency's complexity, size and requirements
- the risks affecting the agency, and
- the current environment in which the agency operates.

Best practice would be for an audit committee to assess and focus on the key areas currently affecting the agency.

Depending upon circumstances affecting an agency, the functions undertaken by an audit committee will generally encompass the following areas:

- Evaluating whether processes are in place to address key roles and responsibilities in relation to risk management.
- Evaluating the adequacy of the control environment to provide reasonable assurance that the systems of internal control are of a high standard and functioning as intended.
- Performing an independent review of the financial statements to ensure the integrity and transparency of the financial reporting process.
- Monitoring the effectiveness of an agency's performance information and compliance with the performance management framework and performance reporting requirements.
- Evaluating the quality of the internal audit function, particularly in the areas of planning, monitoring and reporting.
- Engaging with external audit and assessing the adequacy of management response to issues identified by audit.
- Reviewing the effectiveness of how the agency monitors compliance with relevant legislative and regulatory requirements and promotes a culture committed to lawful and ethical behaviour.

The accountable officer or statutory body should ensure that the audit committee has capacity to undertake its responsibilities effectively and efficiently.

### Additional Guidance Material

- **Appendix E** contains a checklist when undertaking risk management responsibilities.
- **Appendix P** contains a list of potential sources of risk.

## 4.1 Risk Management

Accountable officers and statutory bodies are required by the Financial Accountability Act 2009 to establish and maintain appropriate risk management systems.

The Financial and Performance Management Standard 2019 requires each accountable officer and statutory body to manage the strategic and operational risks of the agency. The risk management system must provide for mitigating the risk to the agency and the State from unacceptable costs or losses associated with the operations of the agency and managing the risks that may affect the ability of the agency to continue to provide government services (section 23).

It is expected that an agency's risk management system will identify strategic, operational and financial risks (including fraud), and assign responsibility to appropriate areas within the agency.

The audit committee's role in relation to risk is to support the accountable officer or statutory body. The approach taken by the audit committee will depend upon the circumstances in each agency. The audit committee's role and scope in relation to risk management will differ depending upon whether the agency has:

- separate risk management and audit committees
- an audit committee only and has not established a risk management committee, or
- a combined risk management and audit committee.

Where the role of the audit committee includes any risk assessment responsibility, the audit committee should consider both whole-of-government and agency level risk.

#### Whole-of-government level

At a whole-of-government level, a risk management framework needs to exist which supports the regular identification and review of risks at the agency, portfolio and State levels. This system ensures that risks at each level are identified, assessed and reported regularly to Cabinet and also informs the development of Government priorities.

The audit committee should oversight and review the agency's framework for identification and escalation of strategic risks to Cabinet as part of its evaluation of the risk management framework. This would assist in providing assurance of the framework's efficiency and relevance through linking with the agency's planning processes.

#### Agency level

The types of risks that audit committees are often required to monitor and receive reports from management on include:

- Fraud-related risks including theft, embezzlement, false claims, contract and procurement fraud, kickbacks
- Risks of non-compliance with key laws and regulations including whistle-blower and ethical conduct
- Risks associated with the delivery of Agency-specific projects; and
- Risks associated with the breakdown in key internal controls in processes such as financial reporting and financial management.
- Review of business continuity planning and disaster preparedness

In all circumstances, the extent and nature of the audit committee's role in relation to risk should be clearly documented in the audit committee's charter.

#### Separate risk management and audit committees

A separate risk management committee can ensure sufficient expertise and time is dedicated to developing strategies and identifying and managing risks. Where a separate risk management committee exists, it is essential that there is a formal process for sharing of information and/or for regular reporting to the audit committee.

Even where a separate risk management committee exists, it may be possible that some of the financial risks may still be delegated to the audit committee.

If the agency has both a risk management committee and an audit committee, it is considered appropriate that as a minimum, the audit committee would consider the following as part of its risk assessment process:

- Ensure risks are owned by senior managers and these risks are considered as part of the agency's planning and reporting cycle.
- Be involved in the regular review of the agency's risk register. The audit committee should be satisfied that procedures are in place to ensure the risk register is of a high quality. The audit committee should use the risk register as a base only, as the audit committee needs to make its own risk assessment. This could result in the audit committee focusing on risk issues in addition to those considered by the risk management committee.
- Request a statement from management as to whether their control framework is operating satisfactorily.

- Ensure that risk identification and linked audit activities are addressed in the development and review of internal audit plans and discussions on external audit strategies.

#### Audit committee only – no risk management committee exists

Section 23 of the FPMS provides that the accountable officer or statutory body may establish a risk management committee.

Even though an agency may decide not to establish a risk management committee, the duties and responsibilities of overseeing the risk management function still need to be performed. Each agency may undertake a different approach to the overview of risk management. For instance, the role could be undertaken by an executive management group. In the situation where the role of the overview of the risk management function is not being undertaken by a specific group or committee then, by default, the audit committee would need to incorporate risk management as part of its responsibilities.

The audit committee would review management's process for assessing the risks of the agency and the ranking of those risks in order of priority. The audit committee would assess whether management has processes in place to select the high-risk areas to be evaluated, reviewed or investigated.

#### A combined risk management and audit committee

In some agencies it may be appropriate that the risk management and audit committees be combined. The combined committee would have to evaluate the appropriate time to be allocated to each of its roles and responsibilities.

Depending upon the circumstances within the agency, the oversight of the agency's risk management activities and procedures would be one of the key responsibilities of the combined risk management and audit committee. The combined committee would need to determine the level of focus and priority to be allocated to risk management whilst also fulfilling its other duties and responsibilities. This decision can only be made based on the specific circumstances affecting the agency.

Overall the combined risk management and audit committee would need to consider risk management at the whole-of-government and agency level as outlined in point two above (i.e. when an audit committee only exists, and no risk management committee has been established).

## 4.2 Internal Controls

A key task of the audit committee is to obtain assurance from management that agency systems of internal control are of a high standard and that they are cost-effective and functioning as intended. The audit committee does this through its review of the agency's internal control framework, the findings of internal and external audit and the consideration of management responses to those findings. To do this effectively, committee members need to have a clear understanding of the meaning of internal control and the principles and practices relating to it.

The following may assist audit committee members in their duty to determine whether or not internal controls are operating effectively:

- Management should develop an 'assurance map' for the audit committee. An assurance map is a one-page document that identifies the key risk areas, the controls over the key risk areas and who is responsible for them.
- Assurance providers should report to the audit committee that controls are in place, are effective and are being monitored for each key risk area. Assurance providers include internal audit and staff responsible for each critical risk area.
- The audit committee should review the internal audit plan and the external audit plan. These audit plans would also identify key risk areas. If control issues are identified, the audit committee should look for validation that new controls are now in place or that the lack of control has been rectified.
- In departments, the chief finance officer is required (under section 77 of the Financial Accountability Act 2009) to provide the accountable officer a statement about whether the financial internal controls of the

department are operating efficiently, effectively and economically. While the chief finance officer is not required to provide a copy of the statement to the audit committee, it may be beneficial for this to occur. The chief finance officer may find feedback from the audit committee beneficial, and conversely the audit committee may gain a better understanding of the department, its processes and risks.

- Where applicable, the audit committee could review an issue register which includes details on issues identified, including the internal control issues identified by internal and/or external audit. The audit committee could review the issues register and look at the status or progress of the issues identified. For example, the register would state if an issue is resolved or unresolved. The audit committee could request management and internal or external audit to attend the audit committee meeting to advise on the status of the issue if it remained unresolved for an extended period, if there were repeated breaches of a particular control, or if any dispute or disagreement exists between internal or external audit and management.

#### Additional Guidance Material

- **Appendix F** contains a checklist of issues to be considered by the audit committee when assessing internal controls.
- **Appendix P** contains a list of websites with internal control publications.

### 4.3 Financial Reporting

The function of the audit committee in relation to the agency's external reporting is one of independent review prior to final 'sign-off' by the accountable officer or the Chair of the statutory body. Also, if any technical or operational issues arise in relation to the finalisation of such reports, the committee can act as a useful forum for resolution or reviewing and making recommendations on the various options and views.

The judgement in the 2011 Federal Court case of ASIC v Healy (the Centro Case) highlighted the responsibilities that directors have in relation to a company's financial statements. The judgement outlined that directors cannot simply rely on specialist advice (for example, from auditors) or advice from others (for example, management) in discharging their duties. The general principles covered by the judgement have application to Queensland public sector agencies where the accountable officer or chairperson of the statutory body is responsible for certifying the agency's financial statements.<sup>7</sup>

Given the audit committee's role in providing independent review of the agency's financial statements, it is crucial that audit committee members have a sound understanding of the agency's financial reporting requirements and the significant policies and principles that underpin these reports.

Management should present a 'financial reporting project plan' to the audit committee on an annual basis. The project plan should be presented to the committee as early as possible in the reporting period to which it relates. The project plan should include the financial reporting year end process and timing, the staffing and qualifications/experience of staff assigned to the major processes, audit details, and any audit adjustments made. This process allows the audit committee to use the project plan as a basis for ensuring their financial responsibilities are factored into the committee's agenda setting and annual work plan in an appropriate manner and within an appropriate timeframe.

In general, the audit committee should assume the following responsibilities in relation to the annual financial statements of the agency:

- Obtain assurance from management that the financial statements comply with all prescribed accounting requirements and are materially correct prior to recommending the financial statements for certification by the accountable officer or statutory body.
- Assess the appropriateness of agency accounting policies.

<sup>7</sup> Australian National Audit Office, Better Practice Guide Public Sector Audit Committees, August 2011, p9

- Assess the process used by management in making material estimates and judgements in financial reports.
- Identify and actively assess any unusual financial or operational trends or variations from forecasts.
- Review the impact of any materially adverse audit findings on the integrity of the agency's financial statements.
- Assess whether the information contained in the financial statements is consistent with the audit committee's knowledge of the agency's 'business'.
- Perform other due care and diligence processes, including whether the statements are complete and operationally accurate and provide a 'true and fair view' of the activities of the agency for the period under review and the state of its affairs at balance date. Of particular relevance are the various notes and other disclosures that complement the statements, including any performance indicators.
- Enquire of management and external audit that the financial statements have been prepared in accordance with the timeframes agreed with the external auditors and whether there are any unresolved issues with external audit.

## Additional Guidance Material

- **Appendix H** contains a financial reporting checklist.

#### 4.4 Performance Management

Accountability for performance information relates to how efficiently and effectively the agency has carried out its operations and is aimed principally at reporting value for money.<sup>8</sup>

The monitoring of agency performance is a key function of management and of various agency executive management groups such as the agency's management board, executive management group or finance committee. The audit committee has no direct line responsibility for agency performance. However, the audit committee should ensure, principally through the internal audit function, that the systems of performance measurement and reporting, as well as the systems of internal control that underpin the performance management framework of the agency, remain robust and are addressed routinely in the internal audit plans.

The audit committee should obtain assurances from management and internal audit that the agency's performance management system is adequately and effectively reporting appropriate and relevant performance information.

The assessment of an agency's performance management processes may be adequately managed by another committee such as a finance committee or information steering committee. The audit committee's role and scope in relation to performance management will depend upon the role undertaken by other committees within an agency.

The agency's performance management systems should report performance information that will enable an assessment of whether the agency is:

- optimising its revenue base
- operating within budget and achieving value for money in its operations
- optimising the use of, and benefits from, its cash, physical and other resources
- ensuring that the agency's physical assets are physically secure and in good repair
- ensuring that essential back-up exists in respect of critical ICT systems and data
- minimising agency liabilities, including its contingent liabilities, and

<sup>8</sup> The Auditor-General of Queensland Report to Parliament No. 1 for 2008: Enhancing Accountability through Annual Reporting: a Performance Management Systems Audit, p9.

- actively monitoring transactions and balances that may have a material impact on the agency.

In relation to performance information, agency systems and procedures should facilitate:

- Achievement of the agency's role/purpose and objectives stated in its strategic plan efficiently, effectively and economically.
- The allocation of agency resources so as to achieve optimal value for money.
- The provision of agency services at the standard stated in its operational plan/s. Performance information should reflect how efficiently and effectively the agency has delivered its services. This should be represented by the effective use of relevant and appropriate benchmarks, standards and targets; a review of the agency's progress in achieving best practice; and measures of cost-effectiveness in carrying out its operations. Good performance data includes trends; uses both qualitative and quantitative measures; reports against targets; declares or discusses achievements and setbacks; and links costs to results.<sup>9</sup>

The audit committee should seek assurance from management that the agency has complied with the performance reporting requirements of the Financial Accountability Act 2009, the FPMS, the "Queensland Government Performance Management Framework Policy" and the "Annual Report Requirements for Queensland Government Agencies".

The Auditor-General Act 2009 allows the Auditor-General to conduct performance audits. The audit committee members should familiarise themselves with observations, issues and recommendations arising from these audits and monitor the implementation of any recommendations accepted by management.

#### Additional Guidance Material

- **Appendix P** contains a list of websites with performance management publications.

## 4.5 Internal Audit

Section 61 of the Financial Accountability Act 2009 requires each accountable officer and statutory body to establish and maintain appropriate systems of internal control and risk management.

Further, under section 78 each accountable officer must delegate to the head of internal audit certain minimum responsibilities including providing an assessment and evaluation of the effectiveness and efficiency of departmental financial and operating systems, reporting processes and activities.

Section 24 of the FPMS requires that each accountable officer must establish an internal audit function for the department. A statutory body must establish an internal audit function if directed to do so by the Minister. A statutory body may also establish an internal audit function if considered appropriate.

Where a department or statutory body has established an internal audit function, the agency must develop and implement systems for ensuring that it operates efficiently, effectively and economically. The Internal Audit must be a public sector employee, the internal audit function may be performed by the agency's own employees, contracted employees or shared with another agency where this is more efficient and cost-effective.

The internal audit function, where established, must operate under an internal audit charter and undertake planning appropriate to the size and functions of the department or statutory body. The FPMS sets out the criteria that must be observed in relation to the internal audit charter, planning of the internal audit function, reporting considerations, relationship with external audit and the consideration of internal audit reports.

In essence, the audit committee acts as a forum for the internal audit function in respect of its planning, monitoring and reporting processes. It is part of the means for ensuring that the agency's internal audit function operates efficiently, effectively and economically.

<sup>9</sup> The Auditor-General of Queensland Report to Parliament No. 1 for 2008: Enhancing Accountability through Annual Reporting: a Performance Management Systems Audit, p9

The responsibilities of the audit committee should place emphasis on dealing with issues highlighted by internal audit rather than the detailed scrutiny of its day to day operations.

It is expected that the audit committee would overview matters such as:

- the adequacy of the internal audit charter
- whether the resourcing level is appropriate to the size and complexity of the agency
- the structure, qualification requirements, professionalism, ethical practices and training needs of internal audit
- whether the internal audit plans ensure an optimum, cost-effective overall audit cover and compliance with specific legislated requirements
- the interaction between internal and external audit plans to ensure there is no material overlap
- the performance of the internal audit function relative to the annual audit plan, and
- the findings of internal audit and the actions proposed to be taken by management, including an assessment that management's proposed solution is the most appropriate and cost-effective.

#### Review of internal audit function

The need to periodically review the effectiveness of the internal audit function is a particularly important task of the audit committee. To facilitate this, the audit committee should have regard to the following:

- Queensland Treasury's Financial Accountability Handbook, and
- Professional standards issued by The Institute of Internal Auditors.

#### Additional Guidance Material

- **Appendix I** contains a checklist of issues to be considered by the audit committee when assessing the internal audit function.

## 4.6 External Audit

The Queensland Auditor-General holds statutory appointment as auditor of all public sector entities and is responsible for reporting independently to Parliament on the discharge of that official statutory obligation. The Auditor-General is empowered under section 37 of the Auditor-General Act 2009 to undertake audits in the way that the Auditor-General considers appropriate. In conducting an audit, the Auditor-General may assess, and reply on, the relevant internal control systems of the agency, including the internal audit function.

It should be noted that the audit committee has no power to direct the external audit function or to review the external auditor's working papers and files. Rather, the audit committee acts as a forum to ensure that the issues raised by external audit have been addressed appropriately by the agency in a cost-effective manner. If the agency does not agree with an audit recommendation, the audit committee should assess whether the response by management adequately addresses the associated risks to the agency.

The audit committee's involvement in relation to the external audit process would include:

- Discussing with external audit its proposed strategy for the year with focus on areas of risk and materiality. The committee could suggest areas which it believes require additional audit coverage.
- Reviewing the Client Strategy issued by the external auditors. The audit committee should agree a timeframe with external audit for the Client Strategy to be presented to the audit committee.
- Liaising with external audit regarding the progress of the audit and monitoring issues that may impact on external audit's ability to complete the audit within agreed timeframes.

- Reviewing, where a material variation in external audit fees is proposed, the reasons for the increase. The review may identify areas of weakness, such as whether there is any unnecessary overlap occurring between the internal and external audit processes. Where appropriate, if issues are identified, the audit committee would discuss the matter with the accountable officer or statutory body.
- Being briefed on a regular basis by external audit on the results of the audit work performed during the year. The committee should also receive a briefing from external audit of their review of the audited financial reports.
- Reviewing objectively and constructively the recommendations and comments made by the external auditors in their audit report. The audit committee would assess whether the audit recommendations and comments are balanced with the views of management. The audit committee would also determine whether management's view represents a cost-effective solution to the recommendations made by external audit.
- Monitoring the relationship between internal and external audit. The external audit strategy may indicate that it plans to place reliance on some areas of work performed by internal audit. Where internal audit does not meet its planned audit coverage or deadlines, this may result in external audit changing the initial approved Client Strategy to address those areas no longer covered by internal audit. This change in strategy may result in an increase in the external audit fee.
- Reviewing the timetable for the preparation of financial statements. The timetable for the preparation of the financial statements should be agreed with external audit to establish timeframes for the end of year process. The audit committee should review this timetable and discuss with the chief finance officer (or equivalent), the agency's capabilities in meeting the proposed timetables, including the statutory deadline for the audit of accounts. The audit committee should also ensure that it schedules meetings in line with the proposed timetable for reviewing the financial statements.
- Reviewing any Auditor-General Reports to Parliament which directly relates to the agency, or may be appropriate to the agency. For example, if the Auditor-General undertakes a sector-wide audit and provides general comments in a Report to Parliament (that is, does not attribute comments to particular agencies), the audit committee may review these reports to determine any applicability to their agency, or if any lessons can be learned. See all section 4.7 External Scrutiny.

#### Additional Guidance Material

- **Appendix J** contains a checklist of issues to be considered by the audit committee when assessing the external audit function.

## 4.7 External Scrutiny

An agency will receive regular reports from its external auditors. However, it may also be the subject of scrutiny and report by other external reviewers, for example, Parliamentary committees, the Crime and Corruption Commission, the Queensland Ombudsman or the Coroner.

The audit committee may be involved in reviewing the comments and recommendations of the external reviewers in their report, as well as the responses provided by management.

In addition, the audit committee may consider reports not directly related to the agency to determine if lessons can be learned.

## 4.8 Cross Agency Collaborations and Outsourced Arrangements

### Cross agency collaboration

Government agencies are becoming increasingly involved in cross agency collaborations, particularly where complex policy issues are involved. Agencies may collaborate with other State agencies, with other jurisdictions

(Commonwealth, other States/Territories or local government), or with the private sector (for example, joint ventures).

Audit committees, in consultation with their accountable officer or statutory body, should consider the role they are to play with respect to providing assurance or advice. Cross agency collaborations can involve multiple legislative requirements, contracts, service level agreements or memoranda of understanding with other entities. In considering its role, the audit committee must recognise the additional time, effort and resources (for example, to engage specialist advice) this may involve and the impact on the committee's work program and timing of meetings.

Where cross agency collaborations exist, it may be beneficial for audit committees to share information. However, unless already allowed for in the audit committee Charter, information should not be shared without prior approval of the accountable officer or statutory body.<sup>10</sup>

#### Outsourced arrangements

Outsourced arrangements are also becoming more common in the public sector. Outsourcing involves an agency entering into an agreement with another entity (either within the public sector or in the private sector) to perform operational, financial or other administrative activities which currently are, or could be, undertaken by the agency itself (for example, IT operations, document processing, payroll and debt collection).

Outsourced arrangements can be facilitated through policy documents, contracts and operating level agreements. An operating level agreement should detail the specific service deliverables to be provided by the service provider, including the specific role and responsibilities to be undertaken by the outsourced provider.

Audit committees should explicitly consider, in consultation with the accountable officer or statutory body, the role they play in providing assurance and advice on these arrangements.

Consideration should be given to inviting representatives from relevant parties to attend the audit committee meetings to answer questions and provide information as issues arise.

## **4.9 Legislative, Regulatory and Other Requirements**

Audit committees usually oversee compliance matters beyond those relating to the integrity of published financial information. Whilst the committee's charter determines the extent to which the committee needs to consider legislative compliance, non-financial areas of possible legislative compliance can include:

- the agency's enabling legislation (if applicable)
- occupational health and safety
- privacy
- right to information
- code of conduct
- whistle-blower and customer complaints
- environmental laws
- Human Rights Act 2019,
- lodgement of returns/data on Goods and Services Tax and Fringe Benefits Tax, and
- Competition and Consumer Act 2010.

Compliance with whistle-blower and code of conduct requirements are areas that appear to receive particular attention in both the private and public sector. The audit committee needs to consider whether management has

<sup>10</sup> Australian National Audit Office, Better Practice Guide Public Sector Audit Committees, August 2011, p11

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appropriate systems and procedures in place to create and maintain a culture within the agency which supports strong ethical standards and behaviour.

Whilst it is likely that compliance matters such as occupational health and safety and code of conduct issues may be handled by specialist areas in the agency, it is important that the audit committee is aware of where the responsibility lies. It is also desirable that the audit committee receives regular reports from the areas of responsibility regarding compliance.

For instance, some agencies have developed a compliance register, which details all legislation to be complied with and the person responsible. This person then reports to, or updates, the audit committee as part of its annual work program, usually as a standing agenda item. This process provides confirmation from management that legislative requirements are being reviewed for compliance.

Audit committee members should be informed about the relevant legislative and regulatory requirements of an agency as part of the appointment or induction process.

## Additional Guidance Material

- **Appendix C** contains an example of a confidentiality acknowledgement whereby a member also acknowledges receipt of legislation relevant to the agency.
- **Appendix K** contains a list of State and Commonwealth legislation that would be applicable to the majority of Queensland government agencies.

## 5.0 Conduct of the Audit Committee

### 5.1 Rights of the Audit Committee

It is accepted practice for the accountable officer or statutory body to authorise the audit committee to perform a range of administrative functions in the context of their general oversight role.

#### Right to access staff

The committee Chair may request any employee of the agency, including a representative from internal audit, to attend a meeting and such person(s) must attend.

#### Right to access 'experts' or 'specialists'

Where advice is required in relation to a matter which is being considered by the audit committee and it is considered sufficiently material to warrant the services of a specialist consultant external to the agency, the audit committee may request the accountable officer or statutory body make such expert assistance available.

#### Right to access information and reports

The audit committee has the authority to access all relevant agency information and reports to enable the committee to discharge its duties.

#### No decision-making powers

Audit committees are generally advisory in nature and do not have binding decision-making powers, unless these have been delegated to it in accordance with the agency's enabling legislation or other legislation.

### 5.2 Meetings of the Audit Committee

Audit committee meetings should be held on a timely and regular basis and their proceedings, recommendations and discussions formally minuted. A meeting agenda should be prepared and distributed sufficiently in advance to enable adequate evaluation by committee members. A detailed agenda and strong chairing is vital so that meetings remain focused.

#### Agenda setting

- The committee should determine its own agenda. However, it is considered beneficial for the committee Chair to liaise with the accountable officer of the department or chief executive of the statutory body, management, internal audit and external audit prior to setting the agenda so that recent developments can be included.
- In setting the committee agenda, the most significant risks and threats to the agency should be emphasised as well as the ongoing evaluation of what is being done to mitigate such risks.
- The agenda should be prepared, and any supporting reports or reference material distributed to all members of the audit committee at least ten working days prior to a meeting. This will give members sufficient time to prepare for the meeting.

#### Timing of meetings

- The audit committee should meet at least quarterly, the timing of meetings depending on individual agency processes, audit reporting and financial statement preparation timeframes. For example, the audit committee should meet to review the financial statements before they are certified by the accountable officer or statutory body Chair and the chief finance officer (or equivalent).
- The timing of audit committee meetings should be planned annually in advance to ensure the availability of all members. The timing should be communicated to other personnel such as internal and external audit and line management, so that their availability can also be confirmed as they may be required to attend selected meetings.

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- The committee Chair may call additional meetings as necessary to address any matters referred to the committee or in respect of matters that the committee wishes to pursue.

Minutes of meetings

- Meetings should be conducted on a formal basis and be effectively minuted by the secretary to record the proceedings and any decisions made.
- The minutes should cover each agenda item and document the discussion held and the outcome or conclusion from the discussions. This would include any recommendations, action points, allocation of tasks to relevant people, allocation of time for follow up and further consultation. The minutes should contain sufficient information to provide an understanding of the activities of the audit committee and the committee's recommendations, conclusions and outcomes.
- It is better practice for minutes of meetings to be prepared and distributed to committee members as soon as possible after the conclusion of the meeting.
- The minutes should be confirmed as an accurate record of the meeting at the next meeting of the audit committee. If any important details have been incorrectly recorded or omitted, they can be discussed, and the minutes amended prior to confirmation.
- After the minutes are confirmed as an accurate record of the meeting, they should be signed by the Chair.
- All members of the audit committee should receive a copy of the minutes of all meetings. In addition, a copy of the audit committee minutes could be forwarded to those who do not attend but who may have an interest in the activities of the audit committee, for example internal and external audit, and management.

Annual work plan

An annual work plan sets out the activities to be covered by the audit committee. The work plan should allocate the key tasks to be covered at specific meetings to ensure all activities are addressed at the appropriate time during the year and that all key responsibilities are covered.

For instance, the work plan would set out, at the appropriate meeting, the various internal and external audit reports and management responses to be tabled and discussed. The annual work plan would also allocate appropriate time for a review of the progress of the internal audit function against the audit plan. An analysis of the adequacy of the operational aspects of the audit, for example, staffing, skills and timing, also is desirable.

When an audit committee is determining its work plan for the year, the committee should ensure that the plan aligns to the audit committee's charter. The audit committee's charter guides the behaviour and operations of an audit committee on an ongoing basis.

Quorum

A quorum should consist of a majority of members of the committee, one of whom should be an independent external member.

Proxies

As members are appointed on the basis of personal qualities and skills, proxies should not be permitted if a member is unable to attend a meeting.

## Additional Guidance Material

- **Appendix G** contains an example audit committee annual work plan.
- **Appendix L** contains an example standard agenda.

### 5.3 Reporting by the Audit Committee

#### Summary report to accountable officer/statutory body

It is preferable for the Chair of the audit committee to meet with the accountable officer or statutory body after each audit committee meeting, if they have not attended the meeting. If such a meeting cannot be held, then a summary report could be prepared which highlights the key issues considered by the committee. The summary report would be provided to the accountable officer or statutory body in addition to a copy of the audit committee's minutes. The summary report would highlight the key issues and the minutes would provide the detailed supporting information.

#### Year-end report to accountable officer/statutory body

Under section 30 of the FPMS, the audit committee must, as soon as practicable after the end of the financial year, prepare a report to the accountable officer or statutory body summarising its operations for the year.

The report could include:

- The audit committee's performance and achievements for the year. This should be compared to the original objectives and work plan which was set for the audit committee for the year and would include the performance and achievements of any sub-committees, if established.
- The areas of special interest which were investigated by the audit committee.
- Any deficiencies which were identified by the audit committee.
- The audit committee's view of the organisation.
- The self-assessment or external peer review of the performance of the audit committee for the year (refer to section 7.0 *Assessment of Performance*).
- An outline of the objectives and focus of the audit committee for the following year.

#### Agency annual report

Section 63 of the Financial Accountability Act 2009 requires each accountable officer and statutory body to prepare an annual report. Section 46 of the FPMS states that the annual report must include the information required by the 'Annual Report Requirements for Queensland Government Agencies'. The Annual Report Requirements, published by the Department of the Premier and Cabinet, requires specific disclosure regarding the performance of the audit committee.

## 6.0 Key Relationships of the Audit Committee

### 6.1 Relationship with Accountable Officer or Statutory Body

A key role of the audit committee is to act as an independent source of counsel to the accountable officer or statutory body and to act as a forum for the resolution of any audit/management disagreements.

The accountable officer or statutory body has a key role in supporting the effectiveness of the audit committee. This may be achieved by the audit committee requesting a brief, at least once a year, from the accountable officer or statutory body on strategic internal and external developments impacting on the agency.<sup>11</sup> Issues that may be covered in the brief include emerging risks, significant projects, legislative changes and policy developments.

#### Meetings with accountable officer or statutory body

It is considered beneficial for the Chair to meet with the accountable officer or statutory body after each audit committee meeting to discuss the key issues.

It is also considered beneficial for the Chair to meet with the accountable officer or statutory body at the end of the year to review the performance and achievements of the audit committee during the year and also to discuss the key issues and focus of the audit committee for the coming year.

### 6.2 Relationship with Line Management

The role of the audit committee with respect to line management will focus mainly on management's response to audit findings and audit recommendations.

The audit committee should determine whether management's response to address the audit findings is satisfactory, cost-effective and in line with the agency's risk management framework. The audit committee should also ensure that the recommendations will enhance the effectiveness and efficiency with which the agency delivers its services.

#### Attend meetings as an 'observer'

If required, line management may attend as an 'observer' at the audit committee meetings. There may be situations where it would be beneficial for line management to attend as observer on an on-going basis, for example, in the situation where audit findings will be addressed over an extended period of time, the audit committee can get updates on progress made to ensure appropriate changes are implemented. Observers attend meetings by invitation only and are not eligible to vote at meetings.

### 6.3 Relationship with Staff who Prepare Financial Reports

Executive session with staff who prepare financial reports

If considered beneficial by the Chair of the audit committee, an executive session may be held by the Chair with the audit committee's financial expert and the agency staff who prepare the financial reports. This meeting would be in addition to the normal audit committee meetings. The issues to be discussed could include:

- Whether agency staff receive sufficient support and have access to appropriate resources to complete financial reports on a timely basis
- Whether the deadlines and timing set out in the 'financial reporting project plan' are considered appropriate.
- Whether there is a training program in place to ensure staff maintain their technical skills.

<sup>11</sup> Australian National Audit Office, Better Practice Guide Public Sector Audit Committees, August 2011, p30.

- Whether any issues were encountered in the preparation of the financial report that should be brought to the attention of the audit committee.
- For departments, the contents of the statement provided by the chief finance officer to the accountable officer about whether the financial internal controls are operating efficiently, effectively and economically.

#### 6.4 Relationship with External Audit

External audit and the audit committee should have a strong and candid relationship. Open, regular, frank and confidential dialogue should be the norm, allowing the audit committee to utilise the technical knowledge and experience of external audit, for example, in assessing the quality of the agency's internal control systems and financial reports.

##### Additional meetings with external audit

If considered beneficial by the Chair of the audit committee, additional meetings may be held with external audit. The Chair of the audit committee could decide to hold one or both of the following meetings:

- a separate meeting may be held by the audit committee and external audit with no observers present, and/or
- an executive session may be held by the Chair with an independent audit committee member and external audit. An executive session may be desirable in circumstances when full and frank discussion is warranted with no internal agency staff present.

The Chair would hold the meetings when considered appropriate. These meetings would be in addition to the normal audit committee meetings. The issues discussed could include:

- availability of agency personnel and whether an appropriate level of assistance and cooperation has been provided by agency staff to the external audit team
- whether appropriate access to agency records and information was given and whether any unreasonable delays were encountered in the provision of information by the agency to the external auditors
- the quality of the information provided by the agency to the external auditors
- whether appropriate relationships exist with internal audit (for example, can external audit place reliance on the work of internal audit?), and
- whether there have been any disagreements or unresolved matters with management in relation to audit findings and financial statement disclosures.

##### May attend audit committee meetings as an 'observer'

It is best practice for external audit to be invited to attend, as an 'observer', for the whole or part of audit committee meetings. It may be beneficial for external audit to attend as observer on an on-going basis. Observers attend meetings by invitation only and are not eligible to vote at meetings.

#### 6.5 Relationship with Internal Audit

The audit committee should maintain a strong, positive relationship with the internal audit team. The audit committee should view the internal audit team as a significant source of information about what is going on within the agency.

##### Additional meetings with internal audit

If considered beneficial by the Chair of the audit committee, additional meetings may be held with internal audit. The Chair of the audit committee could decide to hold one or both of the following meetings:

- a separate meeting may be held by the audit committee and internal audit with no observers present, and/or

- an executive session may be held by the Chair with an independent audit committee member and internal audit.

The Chair would hold the meetings when considered appropriate. These meetings would be in addition to the normal audit committee meetings. The issues to be discussed could include:

- whether internal audit has sufficient resources to carry out its responsibilities, including access to specialists where required
- the availability of agency personnel and whether an appropriate level of assistance and cooperation has been provided by agency staff to the internal audit team
- whether appropriate access to agency records and information was given and whether any unreasonable delays were encountered in the provision of information by the agency to the internal audit team
- the quality of the information provided by the agency to the internal auditors, and
- whether appropriate relationships exist with external audit (for example, has external audit placed appropriate reliance on the work of internal audit?).

#### May attend audit committee meetings as an 'observer'

Internal audit may attend audit committee meetings as an 'observer'. There may be situations where it would be beneficial for internal audit to attend as an observer on an on-going basis. Observers attend meetings by invitation only and are not eligible to vote at meetings.

## 6.6 Relationship with Other Governance Groups

### Risk management committee

Where a separate risk management committee exists, it is essential that there is a formal process for sharing of information and/or for regular reporting to the audit committee.

Many public sector agencies have a separate risk management committee. The most appropriate form of communication between the committees would depend upon the agency.

Some appropriate ways for the audit committee and risk management committee to share information include:

- common membership, such as, the Chair of the risk management committee is also a member of the audit committee
- a standing item on the audit committee's agenda to receive a report at each meeting from the risk management committee
- an exception reporting system, or
- by reviewing the sign-off by the risk management committee.

### Other executive management groups

Executive management groups, other than audit and risk management committees, exist in most of the larger agencies. Where such discrete groups are operative, the audit committee should ensure that there is no material overlap between the functions and duties of the audit committee and the other management groups and that frank and meaningful interchange of information occurs between the groups, to the extent desirable or necessary.

Some appropriate ways for the audit committee to be informed on the activities of other management groups include:

- the Chair of the executive management group may be invited to attend audit committee meetings as an 'observer' to provide an update on key issues, or
- a standing item on the audit committee's agenda to receive an update, at each meeting, from the relevant executive management group.

## 7.0 Assessment of Performance

### 7.1 Audit Committee Self-Assessment

#### Annual self-assessment

The audit committee should assess its performance and achievements against its charter on an annual basis. The aim of the self-assessment is to ensure that the audit committee is meeting its objectives efficiently and effectively. The findings of the self-assessment should be presented by the Chair to the accountable officer or statutory body.

Where the self-assessment highlights a need for enhancements to the role, operational processes or membership of the committee, the Chair should take action to ensure that such enhancements are implemented. The Chair may need to consult with the accountable officer or statutory body to obtain appropriate support to ensure all enhancements are implemented.

#### Management feedback

It may be beneficial for the audit committee to seek feedback from the accountable officer or statutory body or senior agency management on the effectiveness of the audit committee. In particular, feedback could be sought as to whether the audit committee is providing sufficient and appropriate support to the accountable officer or statutory body.

#### Use of an external facilitator

It may also be beneficial for the audit committee to use an external facilitator to provide assistance with, or to supervise, the self-assessment process. It is up to the audit committee to decide whether the services of an external facilitator are required. An external facilitator can provide an impartial and objective view and can approach the evaluation process without bias or preconceived ideas. The committee Chair and external facilitator should provide feedback to the audit committee members and present the findings of the evaluation to the accountable officer or statutory body.

#### Additional Guidance Material

- **Appendix M** contains an example audit committee self-assessment questionnaire.
- **Appendix O** contains an example management feedback questionnaire.
- **Appendix P** contains a list of websites with example audit committee performance questionnaires and checklists.

### 7.2 External Peer Review of Audit Committee Performance

#### External peer review

The accountable officer or statutory body may decide that the audit committee undergo an external peer review of its performance. The timing of the external peer review would be at the discretion of the accountable officer or statutory body. It is considered best practice for the external peer review to be coordinated so that it is performed in conjunction with the Chair's term of office. The external peer review is not a review of the appropriateness of the decisions made by the audit committee, but instead is a review of the processes and procedures undertaken by the committee. The results of this review should be provided directly to the accountable officer or statutory body.

Who performs the external peer review?

The external peer review should be performed by individuals who have specific skills relevant to the major risks of the agency as well as an understanding of how better performing audit committees operate. The external peer review team could consist of two to three individuals and could be drawn from areas such as:

- audit committees of other agencies, or

- the major risk area of the agency (for example, healthcare professional, teacher and engineer).

## Additional Guidance Material

- **Appendix N** contains an example audit committee external peer review checklist.

### 7.3 Review of Individual Member Performance

#### Annual member assessment (including Chair)

Increasingly, corporate governance includes a formal evaluation of the performance of individual audit committee members in addition to the evaluation of the work of the committee as a group. The assessment would cover the performance of the individual member as part of the overall audit committee with reference to the particular skills the member has brought to the audit committee.

A member's performance assessment should occur at least once during their term of office. A member's term of office should only be extended if the performance of the member has been reviewed.

Who performs the assessment?

The accountable officer or statutory body would decide the process or technique to be undertaken to review a member's performance. One or a combination of the following techniques could be used:

- the accountable officer or statutory body could perform a formal review of the Chair of the audit committee
- the Chair of the audit committee could perform a formal review of each member of the audit committee
- individual members could perform a self-assessment, and/or
- individual members could review the Chair and each other against a set of performance criteria. The performance assessments could be compiled by an independent facilitator and provided back to the accountable officer or statutory body and the Chair to facilitate feedback.

The form of the annual review would be determined and conveyed to individual committee members by the accountable officer or statutory body and the Chair at the beginning of each year. The most common approach is for individual members to be reviewed by the Chair, and for the Chair to be reviewed by the accountable officer or the Chair of the board of the statutory body.

### 7.4 Consequences for Lack of Performance

#### Lack of performance by audit committee

If the audit committee does not perform as a whole, then the accountable officer or statutory body would have to determine the consequences. Where the audit committee is not performing in accordance with their charter and this has been observed by, for example, internal audit, external audit or management, it would be appropriate for this or other issues to be brought to the attention of the accountable officer or statutory body. These issues could then be dealt with progressively by the appointing officer and any areas of weakness could be improved and monitored on an on-going basis.

#### Lack of performance by audit committee member

If an audit committee member is not performing, then the member must be given adequate access to counselling with the Chair and/or training to address any performance issues. If it is considered necessary to terminate the services of an audit committee member prior to the end of their term of appointment, processes outlined in section 3.8 Resignation and Dismissal of Audit Committee Members may be of assistance.

## Appendices

- A Sample Charter
- B Sample Letter of Appointment
- C Sample Confidentiality Acknowledgement
- D Financial Literacy Checklist
- E Risk Management Checklist
- F Internal Controls Checklist
- G Audit Committee Annual Work Plan
- H Financial Reporting Checklist
- I Internal Audit Checklist
- J External Audit Checklist
- K List of Applicable Legislation
- L Sample Agenda
- M Sample Audit Committee Self-Assessment Questionnaire
- N Sample External Peer Review Checklist
- O Sample Management Feedback Questionnaire
- P Links to Useful Websites

## Appendix A: Sample Charter

This example charter is a suggested model only for an agency's audit committee. The charter should be tailored to meet each agency's individual profile and circumstances. If the agency has a combined audit and risk management committee then the audit committee's role in relation to risk would need to be modified.

The example charter below has been prepared for a department. Statutory bodies will need to make appropriate modifications.

### {AGENCY NAME} AUDIT COMMITTEE CHARTER

#### THE CHARTER

This document, to be known as the Audit Committee Charter of {agency name} has been approved by {name of accountable officer} as the accountable officer of {agency name}.

The purpose of this charter is to outline the role, responsibilities, composition and operating guidelines of the Audit Committee (the committee) in accordance with the *Financial and Performance Management Standard 2019*.

#### AUTHORITY AND INDEPENDENCE

The committee has no executive powers, unless delegated to it by the {title of accountable officer}.

The audit committee is a committee of {agency name} and is directly responsible to the {title of accountable officer}. In discharging its responsibilities, the committee has the authority to:

- Conduct or authorise investigations into matters within its scope of responsibility.
- Access information, records and personnel of {agency name} for such purpose.
- Request the attendance of any employee, including executive staff, at committee meetings.
- Conduct meetings with {agency name} internal and external auditors, as necessary.
- Seek advice from external parties, as necessary.

#### ROLE

The role of the committee is to provide independent assurance and assistance to the {title of accountable officer} of {agency name} on:

- The risk, control and compliance frameworks.
- The agency's external accountability responsibilities as prescribed in the {name of relevant legislation and standards}.
- **{tailor to agency needs}** (other matters as appropriate to agency to be listed separately).

The committee does not replace or replicate established management responsibilities and delegations, the responsibilities of other executive management groups within {agency name}, or the reporting lines and

responsibilities of either internal audit or external audit functions. The committee will provide prompt and constructive reports on its findings directly to the *{title of accountable officer}*, particularly when issues are identified that could present a material risk or threat to *{agency name}*

#### DUTIES AND RESPONSIBILITIES

The committee is directly responsible and accountable to the *{title of accountable officer}* for the exercise of its duties and responsibilities. In carrying out its duties and responsibilities, the committee must at all times recognise that primary responsibility for management of *{agency name}* rests with the *{title of accountable officer}*.

The audit committee's duties and responsibilities are to ***{tailor to agency needs}***:

##### Financial Statements

- Review the appropriateness of accounting policies adopted by the agency and ensure the accounting policies adopted are relevant to the agency and its specific circumstances.
- Review the appropriateness of significant assumptions and critical judgements made by management, particularly around estimations which impact on reported amounts of assets, liabilities, income and expenses in the financial statements.
- Review the financial statements for compliance with prescribed accounting and other requirements.
- Review, with management and the external auditors, the results of the external audit and any significant issues identified.
- Exercise scepticism by questioning and seeking full and adequate explanations for any unusual transactions and their presentation in the financial statements.
- Analyse the financial performance and financial position and seek explanation for significant trends or variations from budget or forecasts.
- Ensure that assurance with respect to the accuracy and completeness of the financial statements is given by management.

##### ***Risk Management {tailor as required if combined audit and risk management committee exists, also need to refer to areas already covered by separate risk management committee if one exists}***

- Review the risk management framework for identifying, monitoring and managing significant risks, including fraud.
- Satisfy itself that insurance arrangements are appropriate for the risk management framework, where appropriate.
- Liaise with management to ensure there is a common understanding of the key risks to the agency. These risks will be clearly documented in a risk register which will be regularly reviewed to ensure it remains up-to-date.

- Review project risk mechanisms (including reporting arrangements) for material projects (ICT and otherwise) to ensure that sound and effective risk mitigation strategies have been implemented, and identify any emerging project risks;
- Assess and contribute to the audit planning processes relating to the risks and threats to the agency.
- Review effectiveness of agency's processes for identifying and escalating risks, particularly strategic risks.

#### Internal Control

- Review, through the internal and external audit functions, the adequacy of the internal control structure and systems, including information technology security and control.
- Review, through the internal and external audit functions, whether relevant policies and procedures are in place and up-to-date, including those for the management and exercise of delegations, and whether they are complied with.
- Review, through the chief finance officer (or equivalent), whether the financial internal controls are operating efficiently, effectively and economically.

#### Performance Management

- Review the agency's compliance with the performance management and reporting requirements of the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and the 'Annual Report Requirements for Queensland Government Agencies'.
- Review whether the performance management systems in place reflect the agency's role/purpose and objectives (as stated in its strategic plan).
- Assess whether the agency uses appropriate benchmarks, targets and trend analysis.

#### Internal Audit

- Review the budget, staffing and skills of the internal audit function.
- Review and approve the internal audit plan, its scope and progress, and any significant changes to it, including any difficulties or restrictions on scope of activities, or significant disagreements with management.
- Review the proposed internal audit strategic plan and annual plan to ensure they cover key risks and that there is appropriate co-ordination with the external auditor.
- Review the findings and recommendations of internal audit and the responses to them by management.
- Review the implementation of internal audit recommendations accepted by management.
- Ensure that there is no material overlap between the internal and external audit functions.

#### External Audit

- Consult with external audit on the function's proposed audit strategy, audit plan and audit fees for the year.
- Review the findings and recommendations of external audit (including from performance audits) and the responses to them by management.

- Review responses provided by management to ensure they are in line with the agency's risk management framework.
- Review the implementation of external audit recommendations accepted by management and where issues remain unresolved ensure that satisfactory progression is being made to mitigate the risk associated with audit's findings.

#### Compliance

- Determine whether management has considered legal and compliance risks as part of the agency's risk assessment and management arrangements.
- Review the effectiveness of the system for monitoring the agency's compliance with relevant laws, regulations and government policies.
- Review the findings of any examinations by regulatory agencies, and any auditor observations.

#### Reporting

- Submit quarterly reports to *{title of accountable officer}* outlining relevant matters that have been considered by it as well as the committee's opinions, decisions and recommendations.
- Circulate minutes of the committee meetings to *{title of accountable officer}*, committee members and invited guests as appropriate.
- Prepare an annual report to *{title of accountable officer}* summarising the performance and achievements for the previous year. An interim program of the planned activities for the coming year is also to be provided.
- Submit a summary of its activities for inclusion in *{name of agency}* Annual Report.

### MEMBERSHIP AND MEETINGS

#### Membership

- Members, including the Chair, are appointed by *{title of accountable officer}*.
- Membership of the committee will consist of a minimum of three and a maximum of six (unless otherwise determined by the accountable officer).
- A minimum of two members will be external to the agency. The committee will strive to increase the number of independent members over time.
- At least one member will have 'financial expertise' as described in the Queensland Treasury publication, *Audit Committee Guidelines – Improving Accountability and Performance*.
- At least one member will have expertise in the industry in which the agency operates.
- The term of appointment is for three years and can be extended for a further term subject to the composition and skill requirements of the committee. The maximum term is six years.
- Members are appointed on the basis of personal qualities and skills and proxies are not permitted if the member is unable to attend meetings.

- Member terms and conditions are to be disclosed in the Letter of Appointment.

#### Chair

- The Chair will be external to the agency, or if internal to the agency will be a person independent of the areas within the audit committee's scope of review and independent of line management and day to day operations of *{name of agency}*.
- The Chair will possess sound communication and strong leadership skills.

#### Secretary

- A secretary/secretariat function will be appointed by *{title of accountable officer}* to facilitate the committee's meetings and reporting duties.
- The secretary, in consultation with the Chair, will prepare and send notices of meetings and agendas and accurately transcribe all decisions of the committee.
- The secretary will table all correspondence, reports and other information relevant to the committee's activities and operations.

#### Ethical practices

- Members are required to declare any interests that could constitute a real, potential or apparent conflict of interest with respect to participation on the committee. The declaration must be made on appointment to the committee and in relation to specific agenda items at the outset of each committee meeting and be updated as necessary.

#### Meetings and attendance

- The committee will meet *{e.g. at least four times per year}* and the schedule of meetings will be agreed in advance.
- A quorum will consist of *{insert number}* members, the majority of whom must be independent members.

#### Meeting Agenda

- The committee should determine its own agenda, ensuring appropriate consultation to include emerging issues and emphasis on the most significant risks and threats.
- The agenda and relevant papers will be distributed to members at least *{insert timeframe but suggest at least ten}* working days prior to the meetings.

### RELATIONSHIPS

#### Internal Audit

The committee will act as a forum for internal audit and oversee its planning, monitoring and reporting processes. This process will form part of the governance processes that ensure that *{agency name}* internal audit function operates effectively, efficiently and economically.

- The internal auditor will have a standing invitation to attend committee meetings.

- The Chair and an independent member will hold executive sessions with internal audit at least twice per year, if required.

#### External Audit

The committee has no power of direction over external audit or the manner in which the external audit is planned or undertaken but will act as a forum for the consideration of external audit findings and will ensure that they are balanced with the views of management.

- The external auditor will have a standing invitation to attend committee meetings.
- The Chair and an independent member will hold executive sessions with external audit at least twice per year, if required.

#### Other Executive Management committees

The audit committee shall liaise with *{insert name of committees existing in the agency}* as required to ensure:

- That its statutory and operational responsibilities are met.
- That there is no material overlap between the functions and duties of the groups.
- Frank and meaningful interchange of information.

#### EVALUATION OF COMMITTEE ACTIVITIES

- The committee will undertake an annual self-assessment of its performance for the previous twelve months at *{insert timeframe e.g. the September meeting}*.
- The committee will provide a report of the annual review outcomes to *{title of accountable officer}*.
- At least once every *{insert appropriate timeframe e.g. three years, or co-ordinate with Chair's term of office}* the committee will arrange for an external peer review of its operations and activities. The results of this review are to be provided directly to *{title of accountable officer}*.
- The Chair will provide each individual member with feedback on that person's contribution to the committee's activities at least once during each member's term of office. This assessment will include a review of any training needs of the member.

#### REVIEW OF THE CHARTER

- The charter will be reviewed annually by the committee to ensure it remains consistent with the committee's authority, objectives and responsibilities.
- All amendments to the charter will be discussed and approved by *{title of accountable officer}*.

#### APPROVAL OF THE CHARTER

*{Agency name}* audit committee charter is endorsed by the Chair of the committee and approved by *{title of accountable officer}*.

Audit Committee Guidelines

QUEENSLAND TREASURY

---

Name  
Chair  
Audit Committee

---

Name  
{Title of Accountable Officer}

## Appendix B: Sample Letter of Appointment

### {Organisation Letterhead}

{Date}

{Member name and address}

### APPOINTMENT AS AUDIT COMMITTEE MEMBER

I am pleased to confirm your appointment as a member of the {agency name} audit committee. I am writing to set out the terms of your appointment. Please note that this is a contract for services and is not a contract of employment.

#### Duration of Appointment

The appointment is for an initial term of {years} commencing on {date}, contingent on the appointment not otherwise terminating in accordance with the {committee's charter or by-law}.

Audit committee members are typically expected to serve {expected term}, although the {Accountable Officer/Board of the statutory body} may invite you to continue as a member for an additional period thereafter.

#### Role of the Audit Committee

The audit committee acts as an advisory body independent of management and internal and external audit, reporting directly to the {accountable officer/statutory body} on accountability and audit related matters. In particular, it assists the accountable officer or statutory body by:

- Providing an independent review of the organisation's reporting functions to ensure the integrity of the financial reports.
- Ensuring all internal control and risk management functions are operating effectively and reliably.
- Providing strong and effective oversight of the organisation's internal and external audit functions.

A copy of the Audit Committee Charter is included in the attached binder of reference material.

#### Committee Members

The members and secretary of the committee are as follows:

Name	Position	Phone
	Chair	
	Secretary	

## Audit Committee Guidelines

QUEENSLAND TREASURY

	External Member	
	External Member	
	Internal Member	
	Internal Member	

**Timing and Location of Audit Committee Meetings**

The committee normally meets *{quarterly}* and holds additional meetings if required. The proposed dates for meetings until the end of *{year}* are:

Date	Time	Location

All relevant material for the meeting will be *{emailed/couriered/mailed}* to you *{insert number of working days}* prior to the scheduled meeting date.

**Commitment**

Your duties as an audit committee member are expected to typically take *{number}* days per year, including time to read papers in preparation for meetings and a program of activity to keep you in touch with the agency's activities and priorities.

**^Remuneration {external non-public sector members only}**

The Queensland government recognises the contribution made by members of the community to the sound management of many agencies and committees and has approved a standardised system for remuneration of members of these committees.

<sup>\*</sup> Tailor to suit individual circumstances of appointee

External non-public sector members of the audit committee will be paid in accordance with the instructions and procedures outlined in *Remuneration Procedures for Part-time Chairs and Members of Queensland Government Bodies*.

#### **^Reimbursement of Expenses**

Public sector members are not entitled to additional remuneration except as provided in Remuneration Procedures document referenced above.

Non-external members may be reimbursed for certain meeting expenses. A copy of the instructions and procedures can be obtained from:

[https://www.qld.gov.au/data/assets/pdf\\_file/0025/39481/remuneration-procedures.pdf](https://www.qld.gov.au/data/assets/pdf_file/0025/39481/remuneration-procedures.pdf)

#### **Conflicts of Interest**

All possible conflicts of interest are to be notified to the Chair of the audit committee prior to the first meeting of the committee. If during the period of appointment to the audit committee your personal circumstances change in any way that may result in a conflict of interest for you in your audit committee role, you are to immediately declare the circumstances to the Chair of the audit committee.

In addition, each member is required to declare all conflicts of interest at the beginning of every audit committee meeting if an agenda item indicates a conflict. If a conflict of interest arises during a meeting you are required to disclose the conflict immediately. All conflicts of interest and all pecuniary interests of all members are to be recorded in a Register of Conflicts of Interest which will be available at each audit committee meeting.

#### **Induction Process**

In preparation for your role as audit committee member, I have enclosed a binder of reference material to assist you in familiarising yourself with the workings of {agency name}. It is expected that you will have read all induction material and completed all necessary paper work prior to attending your first audit committee meeting.

#### **Confidentiality**

All information acquired during your term of office is confidential to the agency and should not be disclosed either during your appointment or after termination (by whatever means) to third parties except as permitted by law and with prior clearance from the Chair.

Enclosed is a Confidentiality Acknowledgement form. Please sign and return the form prior to the first meeting of the committee.

#### **Privacy**

During your term of office, you are required to comply with the {agency's name} Privacy Policy and Parts {1 or 2} and 3 of Chapter 2 and the {Information Privacy Principles as set out in Schedule 3 or National Privacy Principles as set out in Schedule 4} of the *Information Privacy Act 2009*.

**Termination**

If you choose to resign from this appointment, you will be expected to give *{number}* months' notice, unless your circumstances have changed in a way that makes it appropriate for you to resign immediately. If your performance as an audit committee member is determined to be unacceptable or if your conduct (including conflicts of interest) is unacceptable, your appointment may be terminated by the *{Accountable Officer/Board of the statutory body}*.

Should you have any further questions, please call me on *{telephone number}*.

Yours sincerely

---

Name

*{Title of Accountable Officer/Chair of Board of Statutory Body}*

Encl.

### Appendix C: Confidentiality Acknowledgement

I, *{name}* acknowledge that I have received a copy of:

- Details of *{agency name}* legislation and appropriate sections regarding confidentiality requirements
- *{Agency name}* Privacy Policy {and appropriate sections of the Information Privacy Act}
- *{Agency name}* Code of Conduct

I understand that acting in accordance with the legislation listed above and the *{agency name Privacy Policy}* is a condition of my continuing engagement as a member of the audit committee of *{agency name}*.

I note that should I require further assistance on any matter contained in the above documentation, I should contact *{contact details of appropriate area}*.

Signature:	
Member name:	
Date:	

## Appendix D: Financial Literacy Checklist

An audit committee should have one member who is a financial expert. A financial expert should be able to review the financial reports prepared by the agency, challenge management and external audit on financial issues and understand complex financial areas such as financial instruments and valuation of assets.

The following is a list of relevant criteria to be considered when assessing whether a member has the relevant experience and qualifications to be designated as a 'financial expert'.

Financial Literacy	Yes	No	Comment
<p><b>Qualifications</b></p> <p>Does the member have a degree or higher level of education in accounting, audit or other financial related area?</p> <p>Is the member a current member of one of the professional accounting or audit bodies in Australia? (e.g. request a copy of current membership or other form of verification)</p> <p>Is the member required to do a minimum number of hours per year in maintaining their technical knowledge? (e.g. request assurance from member that the minimum required professional development is undertaken as prescribed by membership body)</p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	
<p><b>Understanding of Accounting Concepts</b></p> <p>Does the member have a broad understanding of the following:</p> <ul style="list-style-type: none"> <li>• Generally accepted accounting principles (GAAP), relevant standards and interpretations issued by the Australian Accounting Standards Board?</li> <li>• The <i>Financial Accountability Act 2009</i> and <i>Financial and Performance Management Standard 2019</i>?</li> <li>• Internal controls and procedures for financial reporting?</li> <li>• The materiality concept including quantitative and qualitative factors?</li> </ul>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	
<p><b>Experience</b></p> <p>Does the member have recent experience as a chief finance officer, principal accounting officer, public accountant or auditor?</p> <p>Does the member have recent experience supervising a person acting in the position of chief finance officer, principal accounting officer, public accountant or auditor?</p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	



Financial Literacy	Yes	No	Comment
Does the member have recent experience preparing, reviewing or auditing financial statements?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Experience (continued)</b>			
Does the member have experience overseeing or assessing the performance of government organisations, companies, not-for-profit organisations or government auditors?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the member have financial experience in the government sector?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the member have experience in establishing systems of internal control, evaluating internal controls and maintaining the effectiveness of internal controls?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the member have experience serving on an audit committee?	<input type="checkbox"/>	<input type="checkbox"/>	

### Appendix E: Risk Management Checklist

The audit committee's role in relation to risk (including fraud) is to support the accountable officer or statutory body. The approach taken by the audit committee will depend upon the circumstances in each agency. The audit committee's role and scope in relation to risk management will differ depending upon whether or not the agency has established a separate risk management committee. The extent and nature of the audit committee's role in relation to risk should be clearly documented in the audit committee's charter.

The following is a list of relevant criteria that the committee may wish to consider when undertaking its risk management responsibilities. The checklist would need to be tailored to meet the circumstances within the agency depending upon whether a separate risk management committee exists.

Risk Management	Yes	No	Comment
<b>Culture</b>			
Is there a culture within the agency that understands and supports the needs and benefits of effective risk management?	<input type="checkbox"/>	<input type="checkbox"/>	
Does management support a proactive response to the identification of risks?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there risk management champions?	<input type="checkbox"/>	<input type="checkbox"/>	
Are the risk management champions supported by management?	<input type="checkbox"/>	<input type="checkbox"/>	
Are staff provided with regular training and information on risk management such as the risks facing the agency and the strategies used to mitigate the risks?	<input type="checkbox"/>	<input type="checkbox"/>	
Is risk information shared across the agency and with other agencies?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Framework</b>			
Does the agency have a risk management framework?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the risk management framework:			
• Clearly documented?	<input type="checkbox"/>	<input type="checkbox"/>	
• Communicated to, and easily understood by, staff?	<input type="checkbox"/>	<input type="checkbox"/>	
• A direct reflection of the agency's tolerance and appetite for risk?	<input type="checkbox"/>	<input type="checkbox"/>	
• Integrated across all levels of the agency and across all processes, operations, functions and reporting?	<input type="checkbox"/>	<input type="checkbox"/>	



Risk Management	Yes	No	Comment
<b>Processes</b>			
Is there an appropriate level of ownership and management of risk?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the agency have a risk register or other document that identifies risks (including fraud) and ranks the risks impacting on the agency and more broadly whole-of-Government?	<input type="checkbox"/>	<input type="checkbox"/>	
If the agency does not have a risk register or other document to identify risks, has the agency considered establishing such a document?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the risk register (or other document) accurately reflect the risks facing the agency?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the risk register (or other document) consider the following with regard to risk:			
<ul style="list-style-type: none"> <li>External sources? (e.g. economic conditions, laws and regulations, labour relations)</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Internal sources? (e.g. key employees (retention and succession planning), fraud, funding for key programs, information systems (security and backup))</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Misstatement in financial reports?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Impact of risks in the short and long term?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	
For each risk area identified on the risk register or other document, do satisfactory controls, processes or strategies exist to mitigate the risk?	<input type="checkbox"/>	<input type="checkbox"/>	
Are the major risks identified by the agency adequately considered in the internal and external audit plans?	<input type="checkbox"/>	<input type="checkbox"/>	
If a separate risk management committee exists, is there appropriate reporting on the issues considered by the risk management committee to the audit committee? (e.g. common membership or copy of minutes or issues report)	<input type="checkbox"/>	<input type="checkbox"/>	

## Appendix F: Internal Controls Checklist

An audit committee's responsibilities in relation to the internal control environment are review and enquiry. The audit committee should review whether management has effective internal control policies and procedures in place and that the controls are maintained. The audit committee should enquire of both the internal and external auditors whether they have identified any inadequacies in the control environment and whether management has appropriately addressed those weaknesses.

The following is a list of relevant criteria designed to assist the members in evaluating the agency's internal control environment. If deficiencies are identified, the audit committee would refer the issues to internal audit, the accountable officer or statutory body and, where appropriate, external audit.

Internal Controls	Yes	No	Comment
<b>Policies and Procedures</b>			
Has the accountable officer or statutory body developed and implemented an appropriate internal control framework and specific internal control procedures for the agency? (internal control procedures are defined in the Financial Accountability Handbook)	<input type="checkbox"/>	<input type="checkbox"/>	
Are processes in place to ensure that the internal control framework and procedures are reviewed and updated on a regular basis?	<input type="checkbox"/>	<input type="checkbox"/>	
Are processes in place to ensure that the internal control framework and procedures are communicated to new staff and any updates to existing staff? (e.g. induction and ongoing training)	<input type="checkbox"/>	<input type="checkbox"/>	
Does the agency have a culture which places importance on internal controls and adherence to them? (e.g. periodic executive/senior management review of the internal control framework)	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Agency Personnel</b>			
Is the agency's code of conduct clearly communicated to staff, including training on ethical standards?	<input type="checkbox"/>	<input type="checkbox"/>	
Are the agency's staff members informed of their responsibilities regarding:			
• The Queensland Government Enterprise Architecture (e.g. access to data, computer systems and files)?	<input type="checkbox"/>	<input type="checkbox"/>	
• Security over, and confidential use of, information?	<input type="checkbox"/>	<input type="checkbox"/>	
Are procedures in place to investigate any unauthorised access to information, computer systems and files?	<input type="checkbox"/>	<input type="checkbox"/>	

Internal Controls	Yes	No	Comment
Do fairness, merit and equity drive rotation of personnel and awarding of promotions?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Agency Personnel (continued)</b>			
Are procedures in place for staff to report any over-ride or breach of controls?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there procedures in place to ensure management acts on any reported breach of controls?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Adequacy of Internal Controls</b>			
Has internal or external audit, in their review of system controls, identified key control areas that require further investigation?	<input type="checkbox"/>	<input type="checkbox"/>	
Does a formal process exist to follow up control issues identified by external parties such as internal or external audit?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the formal process to follow up on control issues ensure that:			
<ul style="list-style-type: none"> <li>• All new controls are implemented?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>• Any lack of control identified has been rectified?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	
Have the internal and external audit recommendations, which identified internal control weaknesses, been implemented within 12 months?	<input type="checkbox"/>	<input type="checkbox"/>	
If audit recommendations have not been implemented, are there reasons for not implementing the changes or for the delay in implementation?	<input type="checkbox"/>	<input type="checkbox"/>	
Are the controls over access to the agency's information and communication technology (ICT) systems monitored and tested on a regular basis?	<input type="checkbox"/>	<input type="checkbox"/>	
Does a business continuity plan, including disaster recovery plan, exist?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the business continuity plan regularly updated?	<input type="checkbox"/>	<input type="checkbox"/>	
Do compensating controls exist in small agencies where there are insufficient staff to provide adequate segregation of duties?	<input type="checkbox"/>	<input type="checkbox"/>	

Internal Controls	Yes	No	Comment
Do the internal control procedures over financial processes include: <ul style="list-style-type: none"> <li>• Adequate segregation of duties?</li> <li>• Appropriate approval and authorisation of payments and transactions?</li> </ul>	<input type="checkbox"/>  <input type="checkbox"/>	<input type="checkbox"/>  <input type="checkbox"/>	
<b>Adequacy of Internal Controls (continued)</b> <ul style="list-style-type: none"> <li>• Timely reconciliation of accounts and balances?</li> <li>• All reconciliations reviewed and approved by a supervisor?</li> <li>• Timely collection of moneys owed to the agency?</li> <li>• All reconciliations, balances, expense listings and payments reviewed for unusual and high value items?</li> <li>• Are appropriate processes in place to periodically assess compliance with legislation and key Government policies?</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	



**Appendix G: Audit Committee Annual Work Plan**

  = Audit Committee meeting  
  = Major focus of meeting

Key Responsibilities	Considerations	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Financial Reporting	Review of financial reports												
	Review management compliance/representations												
	Review financial reporting timetable/plan												
	Review significant accounting and reporting issues e.g. Treasury's Financial Reporting Requirements												
	Chair & Financial Expert to meet with preparer of financial reports												
	Update on significant issues re commitments and contingencies, unusual and/or material items/trends												
	Update from external audit on audit findings												
External Audit (EA)	Briefing from EA on review of financial reports, audit findings and follow up with management												
	Assess effectiveness of EA												
	Chair and independent members meet with EA												
	Review EA 'client service plan' including audit timetable, staffing and audit fee												
Internal Audit (IA)	Review IA reports												
	Review performance and resourcing of IA												
	Review annual IA plan and IA Charter												
	Chair and independent member meet with IA												
Risk Management	Reports on significant risks												
	Presentation on risk framework/review risks registers												
	Monitor implementation of IA/EA recommendations												
Regulatory Compliance	Review reports on legal and regulatory matters												
Internal Controls	Review assurance map and issues register												
	Briefings from assurance providers e.g. IA/EA/Mgmt												
Effectiveness of Audit Committee	Review committee and member performance												
	Review/confirm audit committee charter												

(Tip: an annual work plan should be tailored to the audit committee's Charter. A work plan is useful for agenda setting.)



Financial Reporting	Yes	No	Comment
<b>Content of Financial Statements</b>			
Were significant accruals or adjusting entries made as part of the year end accounting process?	<input type="checkbox"/>	<input type="checkbox"/>	
Have there been any significant post-balance date events that should be disclosed?	<input type="checkbox"/>	<input type="checkbox"/>	
Has the financial impact of any outstanding contractual or legal matters been identified and reflected in the financial statements?	<input type="checkbox"/>	<input type="checkbox"/>	
Has the financial impact of cross agency governance arrangements and any contractual matters been appropriately reflected in the financial statements?	<input type="checkbox"/>	<input type="checkbox"/>	
Are the financial statements consistent with the audit committee's knowledge of the agency's 'business'?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Audit of the Financial Statements</b>			
Did the actual scope of the audit differ from the pre-audit plans?	<input type="checkbox"/>	<input type="checkbox"/>	
Were any significant adjustments made to the financial statements as a result of the audit?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there any significant areas of subjectivity in the financial statements?	<input type="checkbox"/>	<input type="checkbox"/>	
Is an unqualified audit opinion expected on the agency's financial statements?	<input type="checkbox"/>	<input type="checkbox"/>	
Has the management representation letter been completed and provided to external audit?	<input type="checkbox"/>	<input type="checkbox"/>	
Do any issues remain unresolved between management and external audit in relation to financial statement disclosures?	<input type="checkbox"/>	<input type="checkbox"/>	

### Appendix I: Internal Audit Checklist

The audit committee acts as a forum for the internal audit function in respect of its planning, monitoring and reporting processes. The audit committee should place emphasis on dealing with issues highlighted by internal audit rather than the detailed scrutiny of its day to day operations.

The following is a list of example questions that the audit committee could ask in its assessment of the internal audit function.

Internal Audit	Yes	No	Comment
<b>Charter</b>			
Does the Charter clearly describe the scope of work that internal audit will perform and provide appropriate authority for it to undertake its responsibilities?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the Charter outline the reporting lines of internal audit, including direct access to the audit committee Chair?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the Charter reviewed and updated on an annual basis?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Resources</b>			
Does internal audit have sufficient resources (funding and staffing) to carry out its responsibilities, including completion of the approved work plan?	<input type="checkbox"/>	<input type="checkbox"/>	
Does internal audit have sufficient skills and expertise, including access to external assistance, to meet its responsibilities?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Planning</b>			
Does the internal audit plan take into account past internal and external audit activity, findings and recommendations?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the proposed coverage in the internal audit plan linked to the agency's documented strategic and operational risks?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the internal audit plan an appropriate mix between compliance and performance audits?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Performance</b>			
Does internal audit maintain effective liaison with external audit?	<input type="checkbox"/>	<input type="checkbox"/>	
Does internal audit perform annual self-assessments?	<input type="checkbox"/>	<input type="checkbox"/>	

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<b>Performance (continued)</b>			
Where an internal self-assessment has occurred, have all recommendations been implemented?	<input type="checkbox"/>	<input type="checkbox"/>	
Has an external quality assessment been performed?	<input type="checkbox"/>	<input type="checkbox"/>	
Where an external assessment has occurred, have all recommendations been implemented?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Executive Sessions</b>			
Has internal audit had full and unencumbered access to all agency records and information?	<input type="checkbox"/>	<input type="checkbox"/>	
Has internal audit received assistance and co-operation from agency staff and management?	<input type="checkbox"/>	<input type="checkbox"/>	

**Appendix J: External Audit Checklist**

The audit committee has no power to direct the external audit function or to review the external auditor's working papers and files. Rather, the audit committee acts as a forum for consideration of external audit findings to ensure they are balanced with the views of management.

The following is a list of example questions that the audit committee could use in its discussions with the external auditors.

External Audit	Yes	No	Comment
<b>Audit Coverage</b>			
Does external audit rely on the work of internal audit?	<input type="checkbox"/>	<input type="checkbox"/>	
Do external and internal audit consult regarding work plans to avoid overlap where possible?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the proposed audit strategy address the key risk areas for the agency?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Relationships</b>			
Does the Chair of the audit committee have open lines of communication with the external audit executive/partner and/or manager?	<input type="checkbox"/>	<input type="checkbox"/>	
Were there any issues with the review of the client strategy that impacted on the agency timeframes for reporting requirements?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Executive Session with External Audit</b>			
Were any major unresolved problems encountered during the audit?	<input type="checkbox"/>	<input type="checkbox"/>	
Have any disagreements between management and external audit been discussed and resolved?	<input type="checkbox"/>	<input type="checkbox"/>	
Does external audit have any suggestions on how the work of the audit committee can be improved?	<input type="checkbox"/>	<input type="checkbox"/>	
Is external audit satisfied that their audit recommendations have been appropriately implemented?	<input type="checkbox"/>	<input type="checkbox"/>	

## Appendix K: List of Applicable Legislation

The following is a list of State and Commonwealth legislation that may be applicable to agencies and could be provided to new audit committee members.

This list is a guide only and is not complete as it does not include specific legislation that may apply to a particular agency. However, this information can be found on either the agency website, the relevant Commonwealth website or, for Queensland legislation, the Office of the Queensland Parliamentary Counsel website (<http://www.legislation.qld.gov.au>).

Commonwealth Legislation
<ul style="list-style-type: none"> <li>• <i>A New Tax System (Goods and Services Tax) Act 1999</i></li> <li>• <i>Competition and Consumer Act 2010</i></li> <li>• <i>Corporations Act 2001</i></li> <li>• <i>Fringe Benefits Tax Assessment Act 1986</i></li> <li>• <i>Privacy Act 1988</i></li> </ul>
State Legislation
<ul style="list-style-type: none"> <li>• <i>Acts Interpretation Act 1954</i></li> <li>• <i>Anti Discrimination Act 1991</i></li> <li>• <i>Associations Incorporation Act 1981</i></li> <li>• <i>Auditor-General Act 2009</i></li> <li>• <i>Crime and Corruption Act 2001</i></li> <li>• <i>Financial Accountability Act 2009</i></li> <li>• <i>Financial Accountability Regulation 2019</i></li> <li>• <i>Financial and Performance Management Standard 2019</i></li> <li>• <i>Government Owned Corporations Act 1993</i></li> <li>• <i>Human Rights Act 2019</i></li> <li>• <i>Industrial Relations Act 1999</i></li> <li>• <i>Information Privacy Act 2009</i></li> <li>• <i>Public Interest Disclosure Act 2010</i></li> <li>• <i>Public Sector Ethics Act 1994 (and Agency Code of Conduct)</i></li> <li>• <i>Public Sector Ethics Regulation 2010</i></li> <li>• <i>Public Service Act 2008</i></li> <li>• <i>Public Service Regulation 2008</i></li> <li>• <i>Right to Information Act 2009</i></li> <li>• <i>Statutory Bodies Financial Arrangements Act 1982</i></li> <li>• <i>Statutory Instruments Act 1992</i></li> <li>• <i>Work Health and Safety Act 2011</i></li> </ul>

**Appendix L: Sample Agenda**

**{Organisation Letterhead}**

**AGENDA**

{Agency name} Audit Committee meeting to be held on {date} at {venue and time}

**Committee Members**

{List attendees and apologies – include name, state if Chair or secretary and if external or internal member}

**Observers**

{List attendees and apologies – include name and position}

1. Welcome and apologies
2. Confirmation of Minutes
3. Declaration of Conflicts of Interest by Members of the Audit Committee and Observers
4. Issues Brought Forward from Previous Meeting
5. Reports to be tabled {refer to annual work plan}
  - Financial Reporting
  - External Audit
  - Internal Audit
  - Risk Management
  - Regulatory Compliance
  - Internal Control
6. Review of Audit Committee Charter {annual item}
7. Audit Committee Self-Assessment {annual item}
8. Review annual work plan {to identify issues and prepare for next meeting}
9. Other Business
10. Next Meeting
11. Meeting Close

### Appendix M: Audit Committee Self-Assessment Questionnaire

An audit committee should assess its performance and achievements against its charter on an annual basis. This can be done in several different ways including the use of an external facilitator, by the Chair during an evaluation discussion meeting with stakeholders, by having members complete the questions individually and/or anonymously or by having the questions completed by the committee as a whole. Regardless of the method chosen, the self-assessment process should assist the committee to identify its strengths and weaknesses and recognise areas for future improvement. The results of the self-assessment should be provided to the accountable officer or statutory body.

The following are examples of questions that could be asked on a self-assessment questionnaire. However, it is not an exhaustive list of possible questions. The questions should be tailored to suit the needs and circumstances of the agency and should be based on the audit committee charter. The questions are intended to provide guidance to the audit committee when assessing the key roles, responsibilities and general effectiveness of the audit committee. Any weaknesses should result in an action plan to improve performance to an acceptable level.

CRITERIA	COMPLY Yes / No N/A	EVALUATION* 1 Poor – 5 Good	ACTION REQUIRED
<b>Charter</b>			
Is the charter reviewed at least annually?		1 2 3 4 5	
Does the charter ensure the committee is sufficiently independent from the management of the agency?		1 2 3 4 5	
<b>Authority and Independence</b>			
Is the committee able to request the attendance of all relevant employees at meetings and to obtain information it considers necessary?		1 2 3 4 5	
Is the committee able to engage consultants or other external experts to assist its activities?		1 2 3 4 5	
Does the committee have direct access to the external and internal auditors?		1 2 3 4 5	
<b>Role</b>			
Has the role of the committee been clearly defined and communicated to all committee members?		1 2 3 4 5	
<b>Understanding the Agency</b>			
Does the committee have sufficient understanding and appreciation of the agency's: <ul style="list-style-type: none"> <li>• risk management framework?</li> <li>• internal controls to mitigate significant risks?</li> <li>• financial and statutory reporting requirements?</li> <li>• legislative and policy compliance arrangements?</li> </ul>		1 2 3 4 5	

\* An evaluation of 1 or 2 should result in action being taken

CRITERIA	COMPLY Yes / No N/A	EVALUATION* 1 Poor – 5 Good	ACTION REQUIRED
Does the committee receive appropriate updates on existing and emerging risks, and developments in the areas of: <ul style="list-style-type: none"> <li>auditing and accounting standards?</li> <li>financial reporting?</li> <li>the environment in which the agency operates?</li> </ul>		1 2 3 4 5	
<b>Duties and Responsibilities</b>			
Are the duties and responsibilities of the audit committee reviewed at least annually by the accountable officer or statutory body and the committee to ensure that the work of the committee is aligned with agency needs?		1 2 3 4 5	
During the past twelve months, did the committee adequately address all its responsibilities as detailed in the charter?		1 2 3 4 5	
<b>Financial Statements</b>			
Has the audit committee obtained sufficient information to understand the key financial issues such as the application of critical accounting policies and disclosures, and the nature of complex transactions?		1 2 3 4 5	
Does the committee request information from the external auditor on any significant disagreements with management and material audit adjustments?		1 2 3 4 5	
Does the committee formally assess whether the draft financial statements are complete and consistent with information known to the committee?		1 2 3 4 5	
<b>Risk Management</b>			
Does the committee monitor the continued effectiveness of the agency's risk management?		1 2 3 4 5	
Does the committee ensure senior management accountability for risk management through the ongoing effectiveness of the risk management system?		1 2 3 4 5	
Does the committee review the resources provided for risk management to ensure they are adequate?		1 2 3 4 5	
<b>Internal Control</b>			
Is the committee aware of the internal control framework for major risk areas within the agency?		1 2 3 4 5	
Is the committee aware that the work of internal and external audit cannot be relied upon to detect control weaknesses, errors and other irregularities?		1 2 3 4 5	

CRITERIA	COMPLY Yes / No N/A	EVALUATION* 1 Poor – 5 Good	ACTION REQUIRED
Does the committee seek assurance from management that the internal control structure is adequate and effective?		1 2 3 4 5	
Are processes in place to assess, at least annually, whether policies/procedures are complied with (including the management and exercise of delegations)?		1 2 3 4 5	
<b>Management Input</b>			
Does the committee receive useful information from management in respect of: <ul style="list-style-type: none"> <li>risk identification and assessment, including the process to identify entity risks for possible financial reporting implications?</li> <li>the internal control framework designed by management to identify and mitigate risks, including fraud risks?</li> <li>arrangements established by management to ensure compliance with legislation and whole of government policy and internal policies?</li> <li>financial reporting processes and requirements?</li> </ul>		1 2 3 4 5	
<b>Internal Audit</b>			
Does the committee review and make recommendations to the accountable officer or statutory body about the internal audit plan?		1 2 3 4 5	
Does the committee appropriately review and make recommendations to the accountable officer or statutory body on any significant changes to the internal audit plan?		1 2 3 4 5	
Does the committee review the resources provided for internal audit to ensure they are adequate?		1 2 3 4 5	
Does the audit committee review the internal audit report and recommendations to ensure appropriate action is being taken by management?		1 2 3 4 5	
Does the committee review the internal audit charter to ensure that appropriate structures, authority, access and reporting arrangements are in place?		1 2 3 4 5	
Does the committee consider the performance of internal audit?		1 2 3 4 5	
<b>External Audit</b>			
Does the committee inquire into the degree of coordination between external and internal audit to determine reasons for any material overlap of functions?		1 2 3 4 5	

CRITERIA	COMPLY Yes / No N/A	EVALUATION* 1 Poor – 5 Good	ACTION REQUIRED
Does the committee consider and understand the external audit plan?		1 2 3 4 5	
Does the committee review external audit reports and management letters and consider management responses to findings and recommendations?		1 2 3 4 5	
Does the committee provide input and feedback on external audit coverage and performance?		1 2 3 4 5	
Does the audit committee actively engage with the external auditors throughout the year?		1 2 3 4 5	
Does the committee monitor and review management's responses to external audit findings and recommendations to ensure appropriate action is taken?		1 2 3 4 5	
<b>Compliance</b>			
Does the committee have a clear understanding of where responsibility lies for compliance with all of the relevant laws and regulations; and has this been documented in the Charter?		1 2 3 4 5	
Does the committee monitor compliance with relevant laws and regulations by the agency as a whole?		1 2 3 4 5	
<b>Reporting</b>			
Does the committee submit an annual report to the accountable officer or statutory body on its activities?		1 2 3 4 5	
Are the requirements of the Annual Report Requirements for Queensland Government Agencies included in the agency Annual Report?		1 2 3 4 5	
<b>Membership</b>			
Have all committee members been briefed on their roles and responsibilities in a Letter of Appointment?		1 2 3 4 5	
Is the Chair either external to the agency or a person internal to the agency who is independent of the areas within the audit committee's scope of review?		1 2 3 4 5	
Does the committee possess an appropriate mix of skills and knowledge and have at least one member who has: <ul style="list-style-type: none"> <li>• financial expertise?</li> <li>• risk management expertise?</li> </ul>		1 2 3 4 5	
Has the committee been sufficiently probing and challenging in its deliberations?		1 2 3 4 5	



CRITERIA	COMPLY Yes / No N/A	EVALUATION* 1 Poor – 5 Good	ACTION REQUIRED
Do committee members participate in some form of continuing education to stay abreast of changes in the financial accounting and reporting, regulatory and ethics areas?		1 2 3 4 5	
<b>Meetings</b>			
Do all members attend and actively contribute at meetings?		1 2 3 4 5	
Does the committee meet at the right time of the year to properly discharge its duties?		1 2 3 4 5	
Are audit committee meetings long enough to cover all agenda items?		1 2 3 4 5	
Are the committee agenda and supporting papers of sufficient clarity and quality to make informed decisions?		1 2 3 4 5	
Do the audit committee members participate in the development of an annual work plan and agenda to ensure that responsibilities are met?		1 2 3 4 5	
Is the agenda prepared and distributed to all members with sufficient background information and time for review in advance of the meeting?		1 2 3 4 5	
Are committee meetings well run and productive?		1 2 3 4 5	
Are committee minutes appropriately maintained and of good quality?		1 2 3 4 5	
<b>Relationships</b>			
Does the committee meet privately with internal and external audit?		1 2 3 4 5	
Does the committee spend sufficient time discussing issues privately?		1 2 3 4 5	
Does the committee have a productive working relationship with: <ul style="list-style-type: none"> <li>• internal audit?</li> <li>• external audit?</li> <li>• management?</li> </ul>		1 2 3 4 5	
<b>Other</b>			
Does the committee have any suggestions to improve the committee's functioning, performance or processes?			

Reviewed by .....

Tabled at Committee meeting on .....

## Appendix N: External Peer Review Checklist

An audit committee may elect to undergo an external peer review of its performance. The external peer review should be co-ordinated so that it is performed in conjunction with the Chair's term of office. The external peer review would be performed by competent individuals with knowledge of the major risks faced by the agency, as well as an understanding of how audit committees operate. The focus of the review would be the processes and procedures undertaken by the audit committee, rather than the appropriateness of the decisions made.

The effectiveness indicators and questions are intended to provide guidance to the external peer review team when assessing the key roles, responsibilities and general effectiveness of the audit committee. The external peer review team should present their findings directly to the accountable officer or statutory body.

The following are examples of effectiveness indicators and questions that the external peer review team could use to assess the performance of the audit committee. The questions would be determined by the reviewer and should be tailored to suit the particular needs and circumstances of the agency.

Note: CEO – Chief Executive Officer or Accountable Officer, CFO – Chief Finance Officer, EA – External Audit, IA – Internal Audit

RATING CRITERIA	YES	NO	N/A	COMMENT
<b>Governance Framework</b>				
Is the agency's governance framework clearly articulated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are the audit committee's functions and responsibilities clearly defined in its charter?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are the skills, experience and personal qualities of members considered when appointing to the committee?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the committee seek input from the CEO periodically to ensure it continues to meet expectations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Audit Committee Roles &amp; Responsibilities</b>				
Is the composition of the audit committee appropriate to the size, complexity and nature of the agency's operational and control environment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee act as a forum for communication between CEO, senior management, external audit and internal audit?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the workload of the committee focused on assisting the CEO to discharge his/her responsibilities? (for example, does it play an oversight role rather than perform 'ad hoc' functions?)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee provide prompt, constructive and objective advice to the CEO where issues of material risk or threat to the agency are identified?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



<b>Risk Management</b>				
Is there common membership between the risk management committee and the audit committee?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If not, does the audit committee receive minutes or regular updates from the risk management committee?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the agency have a framework to identify and manage financial and business risks, including fraud?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are mechanisms in place to ensure significant risks are reported to the CEO in a timely manner?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Internal Control Framework</b>				
Has the audit committee gathered information from management to evaluate the agency's internal control environment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is there a system in place for assessing and continuously improving internal controls related to significant risks?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do controls exist to identify changes to design or implementation of internal controls?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Financial Reporting</b>				
Is the audit committee advised, on an ongoing basis throughout the year, of significant issues which may impact on the financial statements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If so, does the audit committee seek assurance from management that issues are adequately addressed in a timely manner?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the committee review the financial statements, provide advice on action taken in response to audit recommendations and adjustments, and recommend the CEO sign the accounts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee review processes to ensure alignment between annual report and financial statements data?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Internal Audit (IA)</b>				
Does a direct line of reporting exist between IA and the CEO?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do direct lines of communication exist between IA and the audit committee?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Audit Committee Guidelines QUEENSLAND TREASURY

Does the audit committee oversee and advise the CEO on the IA strategic and operational plans, and whether they are delivering a cost-effective audit cover?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee monitor and critique management's implementation of IA recommendations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee formally review the performance of IA annually?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee invite IA to audit committee meetings when considered appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>External Audit (EA)</b>				
Does the audit committee actively engage with EA throughout the year?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee invite EA to audit committee meetings when considered appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee have input into the agency's responses to proposed and final audit reports?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Legislative and Regulatory Compliance</b>				
Does the audit committee monitor the agency's consideration and implementation of Economics and Governance Committee, Crime & Corruption Commission, Ombudsman and other external reports and recommendations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee review systems for monitoring compliance with relevant laws, regulations and associated government policies?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are cross-agency governance arrangements in place, and if so, are they appropriate and adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Membership of the Audit Committee</b>				
Is the Chair of the audit committee either external to the agency or a person internal to the agency who is independent of the areas within the audit committee's scope of review?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the Chair of the audit committee appointed by the CEO based on relevant skills/experience? (i.e. ability to lead discussion, knowledge of business, committed to continuous improvement, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee membership exclude officers of the agency who undertake an executive role in areas subject to the audit committee's scope of review?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Audit Committee Guidelines QUEENSLAND TREASURY

Can the audit committee act independently of line management and bring objectivity to its deliberations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are the CEO/CFO invited to attend meetings as observers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do all audit committee members have direct access to the CEO and free access to anyone in the agency?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Induction of the Audit Committee Members</b>				
Is there a formal process to induct new members to provide them with sufficient briefings and information to understand their responsibilities and the expectations of the CEO and the Chair of the audit committee?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Continuing Education of Audit Committee Members</b>				
Is further education provided to members in areas such as risk management, legal compliance and financial reporting?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Has the audit committee requested presentations from management on specific topics to improve understanding?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Rotation of Audit Committee Members</b>				
Is there a staggered approach to rotation of members to prevent significant reduction in knowledge/skills base at any one time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is any extension of tenure on the audit committee approved only after the member's performance has been assessed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Key Relationships</b>				
Does the audit committee seek a briefing, at least once a year, from the CEO on strategic internal and external developments impacting on the agency? (e.g. emerging risks, significant projects, legislative changes and major policy developments)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee contribute to strong relationships with management by having senior managers attend meetings as an observer, if appropriate, and provide senior managers with a copy of the minutes of all audit committee meetings?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee have an executive session with the agency staff who prepare financial reports to facilitate frank and open discussions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Audit Committee Guidelines QUEENSLAND TREASURY

Does the audit committee schedule an executive session with external audit to ask questions and seek feedback without management present?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee have an executive session with IA at scheduled meetings during the year to allow open communication without management present?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Conduct of the Audit Committee</b>				
Does the audit committee have an annual work plan of items for discussion to ensure all requirements of the Charter receive coverage?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do the minutes contain sufficient information to allow an assessment of the effectiveness of the audit committee to be made?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee focus on the most relevant risks as highlighted by internal and external audit functions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the audit committee's role and activities reported in the agency's annual report?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee disclose and effectively deal with conflicts of interest? <small>(e.g. is a conflicts of interest register maintained? Are conflicts of interest disclosed as a standing agenda item?)</small>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do audit committee members obtain access to, and if applicable, training on the agency's code of conduct?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do audit committee members receive all the committee papers in sufficient time prior to each meeting to enable them to be thoroughly reviewed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Assessment of Committee Performance</b>				
Does the audit committee undergo an annual self-assessment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If the audit committee does not undergo an annual self-assessment, has the accountable officer or statutory body evaluated the need for a self-assessment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee periodically undergo an external review? <small>(e.g. in line with the Chair's term of office)</small>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If the audit committee does not periodically undergo an external review, has the accountable officer or statutory body assessed the need for an external peer review?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the audit committee annually review its Charter and its achievement against that Charter?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Assessment of Member Performance			
Is there a formal evaluation process of the performance of individual members?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are individual members provided with feedback and access to additional training to address performance issues?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Reviewed by .....

Tabled at Committee meeting on .....

### Appendix O: Sample Management Feedback Questionnaire

An audit committee may elect to seek feedback on its performance from the agency's senior management. This could be from the accountable officer/statutory body or a board of management.

The following is a list of example questions that the audit committee could use to seek feedback from management.

Criteria	Yes	No	N/A	Comment
Are communications to you about the committee's deliberations and activity of an appropriate quality? <ul style="list-style-type: none"> <li>• Minutes</li> <li>• Verbal briefings</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you well informed, on a sufficiently timely basis, of the committee's deliberations and activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you consider the committee adds value to you and the department?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
How would you assess the committee's overall performance? (poor 1 – good 5)	1 2 3 4 5			
Do you have any suggestions to improve the committee's functioning, performance or processes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**Appendix P: Links to Useful Websites**

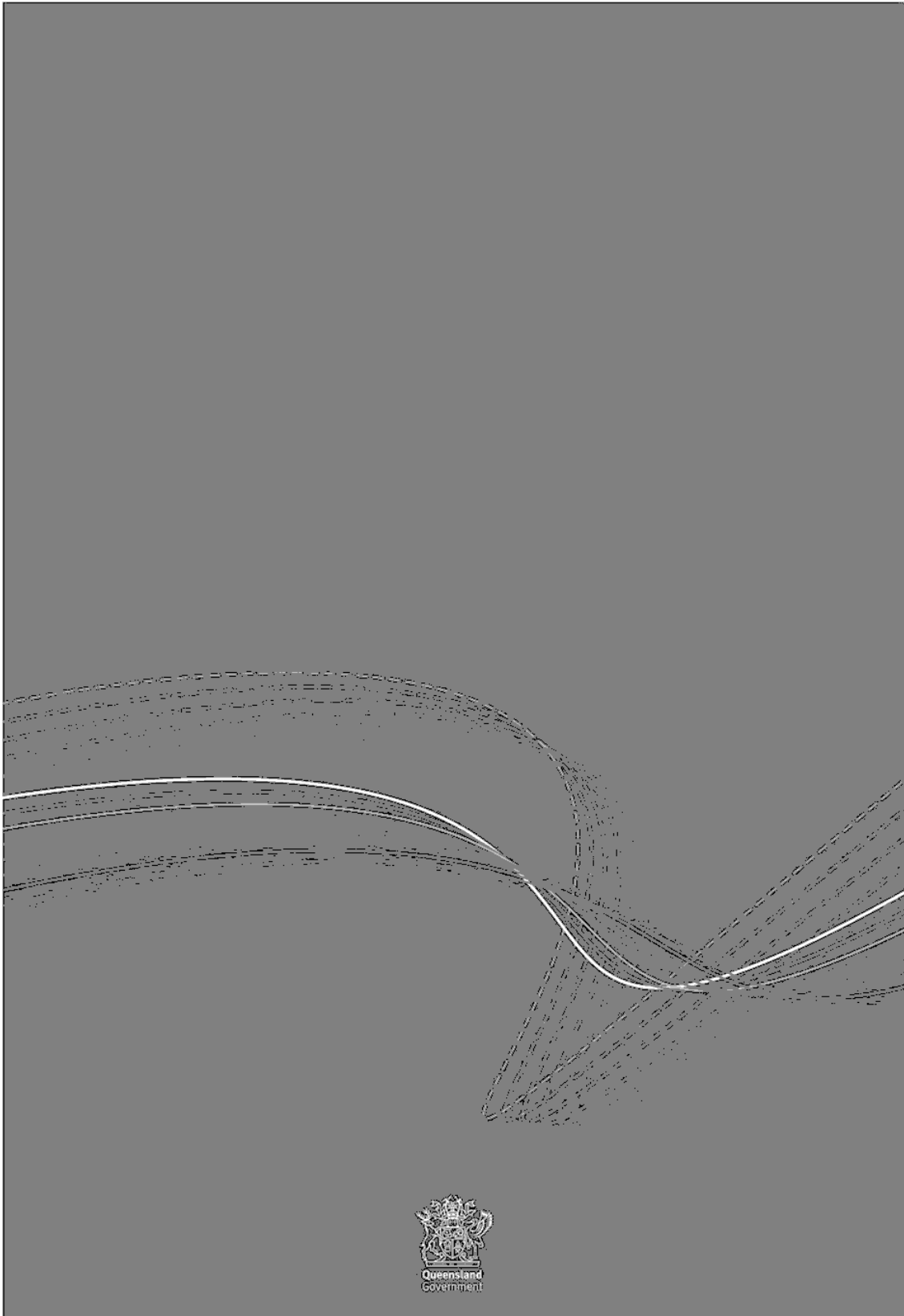
The following is a list of links to websites which may be of use to the audit committee.
<p><b>Audit Committee Toolkits and Publications</b></p> <ul style="list-style-type: none"> <li>• Australian National Audit Office – Public Sector Audit Committees – Independent Assurance and Advice for Chief Executives and Boards <a href="http://www.anao.gov.au/Publications/Better-Practice-Guides">http://www.anao.gov.au/Publications/Better-Practice-Guides</a></li> <li>• KPMG – Audit Committee Institute <a href="https://home.kpmg/au/en/home/services/audit/audit-committee-institute.html">https://home.kpmg/au/en/home/services/audit/audit-committee-institute.html</a></li> <li>• American Institute of CPA – Audit Committee Toolkits <a href="https://www.aicpa.org/forthepublic/auditcommitteeeffectiveness/toolkits.html">https://www.aicpa.org/forthepublic/auditcommitteeeffectiveness/toolkits.html</a></li> <li>• Deloitte – Centre for Corporate Governance <a href="http://www.corpgov.deloitte.com/site/caneng/">http://www.corpgov.deloitte.com/site/caneng/</a></li> <li>• PricewaterhouseCoopers – Audit Committee Guide <a href="https://www.pwc.com.au/publications/audit-committee-guide.html">https://www.pwc.com.au/publications/audit-committee-guide.html</a></li> </ul>
<p><b>Risk Management Publications</b></p> <ul style="list-style-type: none"> <li>• Queensland Treasury – Financial Accountability Framework <a href="https://www.treasury.qld.gov.au/resource/overview-queenslands-financial-accountability-framework/">https://www.treasury.qld.gov.au/resource/overview-queenslands-financial-accountability-framework/</a></li> <li>• Queensland Treasury – A Guide to Risk Management <a href="https://www.treasury.qld.gov.au/resource/guide-risk-management/">https://www.treasury.qld.gov.au/resource/guide-risk-management/</a></li> </ul>
<p><b>Internal Control Publications</b></p> <ul style="list-style-type: none"> <li>• Queensland Treasury – Financial Accountability Handbook <a href="http://www.treasury.qld.gov.au/office/knowledge/docs/financial-accountability-handbook/index.shtml">http://www.treasury.qld.gov.au/office/knowledge/docs/financial-accountability-handbook/index.shtml</a></li> <li>• The Committee of Sponsoring Organisations of the Treadway Commission <a href="https://www.coso.org/Pages/default.aspx">https://www.coso.org/Pages/default.aspx</a></li> </ul>
<p><b>Performance Management Publications</b></p> <ul style="list-style-type: none"> <li>• Department of the Premier and Cabinet – Performance Management Framework Policy <a href="https://www.forgov.qld.gov.au/manage-government-performance">https://www.forgov.qld.gov.au/manage-government-performance</a></li> </ul>
<p><b>Remuneration of External Audit Committee Members</b></p> <ul style="list-style-type: none"> <li>• Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies <a href="https://www.qld.gov.au/data/assets/pdf_file/0025/39481/remuneration-procedures.pdf">https://www.qld.gov.au/data/assets/pdf_file/0025/39481/remuneration-procedures.pdf</a></li> </ul>
<p><b>Assessment of Audit Committee Performance</b></p> <ul style="list-style-type: none"> <li>• UK National Audit Office – Audit Committee Self-Assessment Checklist <a href="https://www.nao.org.uk/report/audit-committee-self-assessment-checklist-2-2/">https://www.nao.org.uk/report/audit-committee-self-assessment-checklist-2-2/</a></li> <li>• Deloitte – Audit Committee Performance Evaluation <a href="http://www.corpgov.deloitte.com/site/us/audit-committee/performance-evaluations/">http://www.corpgov.deloitte.com/site/us/audit-committee/performance-evaluations/</a></li> </ul>
<p><b>Other Publications and Websites</b></p> <ul style="list-style-type: none"> <li>• ASX – Corporate Governance <a href="https://www.asx.com.au/about/corporate-governance.htm">https://www.asx.com.au/about/corporate-governance.htm</a></li> <li>• Institute of Internal Auditors – Australia <a href="http://www.iaa.org.au/">http://www.iaa.org.au/</a></li> </ul>

Audit Committee Guidelines

QUEENSLAND TREASURY

If your agency has any questions concerning the Audit Committee Guidelines, please contact the Treasury Analyst for your agency.

Alternatively, email the Financial Management Helpdesk at [fmhelpdesk@treasury.qld.gov.au](mailto:fmhelpdesk@treasury.qld.gov.au) with details of your query and a response will be provided.



**14.7 RECORDS MANAGEMENT**

**Author:** Governance Coordinator

**Attachments:**

- 1 Proposed Business Classification Guidelines (subject to consultation with a records management consultant).
- 2 List of Council held records that are proposed to be transferred to State Archives
- 3 Email correspondence with State Archives

**PURPOSE (EXECUTIVE SUMMARY)**

To provide information on Council's records management systems and processes.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**

The [Public Records Act 2002](#) lists obligations that Council is required to adhere to, in terms of its physical and electronic records.

To support the implementation of that legislation, the Queensland Government's [Records governance policy implementation guideline](#) recommends a number of strategies; for example, that designated responsibility for records management be assigned to a specialist role.

Council has no specialist records officer. As a result, the ACEO tasked the Governance Officer to investigate Council's records management systems and processes.

Following consultation with Queensland State Archives staff and Council's Information Technology providers, a number of issues have been identified that indicate Council is not compliant to the [Public Records Act 2002](#).

The main issue is a lack of ongoing responsibility for the in-house management of record related processes. Resulting gaps in Council's records management are discussed below.

**Business Classifications and the Retention of Electronic Records**

'Business classifications' refer to approved organisational folder structures and are used to manage the automated retention schedule of electronic records in accordance with legislation, via a document management system/s.

Council has a records management system in place, called AvePoint. Since moving to that system in early 2020, Council has not formally adopted or maintained business classifications as they relate to its inter-related document management systems, namely:

- a. C Drive
- b. SharePoint
- c. AvePoint

This means Council's electronic records are not compliant in a large number of instances.

Examples of why this is the case with recommended solutions provided in the table below, noting the recommendations would need to be implemented in conjunction with:

1. A clean up of current folder structures, supported by a staff communication / training strategy as discussed in the financial considerations part of this report
2. Assignment of responsibility for the ongoing management of the system to ensure appropriate permissions at time of:
  1. a. on boarding of new staff
  - b. transfer of staff into different roles within Council; and
  - c. termination of their employment

*Note: the above would require a process, whereby HR / payroll notify system administrators when staff change roles etc.*

Table 1: Records management issues and recommended solutions

Issue	Description	Recommendation
<b>Unauthorised destruction of records</b>	AvePoint has the functionality to prevent the deletion of documents, emails etc. However, this has not been set as the default on Council's network. As a result, staff are able to delete records which breaches Council's retention requirements	That the AvePoint default setting be changed, so unauthorised staff are unable to delete Council records (documents, emails, etc.)
<b>Active Users</b>	Staff listed on the AvePoint system include a number of staff who are no longer at Council.	That a clean up of users be conducted, so that 'deactivated' users are archived
<b>Email accounts</b>	The current practice of assigning staff a generic email account (e.g. <a href="#">governance@...</a> ) violates accepted IT best practice, for 2 factor identification reasons and due to potential HR and privacy issues.	That standard protocol, be that all staff are assigned a personal email account ( <a href="#">Name.Name@...</a> ), and that they be added to shared group email accounts as required.
<b>Access permissions</b>	Lack of ongoing administration of user permissions, means staff are unable to view / save records to many locations on the network.  This is creating silo effects, where not everyone can see / find information they need. For example, the Governance Coordinator is unable to save Council policies to the Corporate Documents folder.	That folder permissions be reset to an 'exclusion by exception' basis only.  HR is an example of a folder that should be confidential to all staff.
<b>Folder sync</b>	Syncing of folders between C Drive, SharePoint and AvePoint should be automated, to ensure information is backed up. This is not happening for all users, due to default system settings.	That automated file back-up/sync be set as the default setting for all users, including at time of on boarding new staff in the future.
<b>Unauthorised folder structures</b>	Staff can create folders in violation of 'business classifications'. This means many folders are not backed up by Council's records management system (AvePoint), and are therefore not records compliant.	That AvePoint system rules be set, so staff can only create new 'subfolders' within pre-approved folders i.e. within an approved 'business classification' structure.
<b>Intranet</b>	Council's intranet is not being used as productively as it could be as a communication strategy, particularly to support on boarding of new staff.	That the intranet be set as the default page upon launching an internet browser.

### Physical Records

The State Archive has agreed to take have Council's permanent physical records transferred to it, so they can be stored in better conditions to help prevent their deterioration due to heat and humidity in particular – see email correspondence plus a list of the records attached.

## FINANCIAL & RESOURCE IMPLICATIONS

### Electronic Records

Given there is no designated records management role with Council and the scope of work required to bring the system up to compliance, it is recommended that Council's AvePoint provider, CouncilWise, be engaged to undertake a one-off project to:

1. Clean-up C Drive / SharePoint to align folders with an approved business classification, and that this be done in consultation with / training of users to minimise the impact on staff.  
Note: a draft business classification is attached, which is understood to have been developed previously but not implemented on an ongoing basis
2. Clean up access permissions etc., as per the recommendations in the table above
3. Provide training of system administrators and develop simple user guidelines to help ensure the viability of the system and associated processes ongoing

The costs of the above have been factored into the 2022 budget bid for Council's consideration at that time.

### Physical Records

The cost to transfer permanent records to State Archives would be borne by Council, as per State Archives' standard conditions. Storage by State Archives will be at no cost.

No budget exists in the current financial year for the transport of records, the cost of which is expected to include:

1. General freight container - Mornington Island to Cairns:	\$ 1880.00
2. Freight to Brisbane:	\$ 1120.06
3. Packaging:	\$ 150.00
4. <b>Total:</b>	<b>\$3,000.06</b>

Note: the above cost is based on an estimated 2 pallets worth of materials, which have been quoted. The cost of packaging (boxes) is an estimate only.

If Council chooses to not transfer the records, it would be required to maintain them in suitable conditions to prevent their loss in accordance with legislative requirements. The cost of that process would be expected to far exceed their transfer, given the poor condition of many of the records and the need for a climate controlled environment to prevent further damage.

If Council needs to refer to any of the records once off Island (e.g. old minutes), then it can request a copy on a fee basis to cover State Archives' administrative time. Alternatively as a last resort, it could pay to have the record shipped back to the Island.

## RECOMMENDATION

That Council receive and note this report, and approve the transfer of the attached list of physical records to State Archives at an estimated cost of \$3,150.06.



## Business Classification Guideline

Guideline Name	Business Classification Guideline		
Type	Administrative Guideline		
Owner	Executive Manager Finance and Human Services		
Responsible Officer	Information Technology Manager		
Decision Number	[Decision Number]	Approval Date	[Approval Date]
Records Number	[Records Number]	Next Review Date	[Review Date]

### 1 Purpose of this Guideline

This Guideline provides an in-depth look at document storage practices here at Mornington Shire Council and has been developed pursuant to ICT01 Use of Council ICT Resources Policy.

### 2 What is a “Business Classification”?

A “Business Classification” is a method of turning an unstructured pile of documents into a structured system of information and is an important part of both the administration of Council information and records management compliance.

Basically, Mornington Shire Council’s Business Classification has been developed to help staff to:

#### 1. Create and Store Files and Documents

When a staff member creates a document, where should they store (or “file”) the document? Rather than on their PC, on a flash drive, or simply in a personally created folder, the ideal location is a location understood by the organisation itself, and which “describes” what the document is all about. A Business Classification provides this structure, often in the form of a consistent set of folders and sub folders, or “levels”.

#### 2. Find and Use Files and Documents

A folder named “Council Agendas” will be easily understood to be a container of Council Agendas, and if this folder is inside a folder called “Council Meetings”, it will be even clearer to staff what is likely to be located there. This is a major part of searching for information – when you need to find information for your job, the speed with which you can find it has a huge effect on your productivity (and frustration!). A Business Classification structure tries to explain the information created and used by staff and supports business continuity.

#### 3. Corporate Documents

The Business Classification introduces the concept of a “corporate document” store – a location for all of Council’s core documents, from meeting agendas and minutes to policies, letter templates, logos, forms and even Long Term Financial Plans. Where was that form I needed? Ahhh, there it is! The key to this is the responsibility of each functional area developing forms or templates they wish others to use – and then putting final versions in the Corporate Documents – and updating them where necessary.

Mornington Shire Council’s Business Classification is established under ICT01 Use of Council Resources Policy.



## Business Classification Guideline

### 3 Business Classification Structure

In this iteration of the Business Classification, the Top, Second and Third Levels are set as follows:

<i>Top Level</i>	
<i>Top Level</i>	<i>Description</i>
<b>Archive</b>	Archived files
<b>Communications</b>	Files related to communications, media, social media, website, public affairs
<b>Corporate Documents</b>	Files related to corporate plans and strategies, approved policies and procedures, templates and forms, and related material
<b>Council Facilities</b>	Files related to the management of council buildings, accommodation, and commercial activities delivered by council
<b>Executive</b>	Files related to the CEO and Executive
<b>Finance</b>	Files related to the financial operations, performance and activities of council
<b>Governance</b>	Files related to Council, elected members, meetings and committees, governance activities, Council registers, liaison with external agencies and other levels of government, and policy development
<b>Housing</b>	Files related to the management of housing, maintenance and construction, and private works delivered on behalf of other agencies
<b>Human Resources</b>	Files related to employment, staffing, performance, training and development functions of Council
<b>Information Technology</b>	Files related to information management, records management, ICT management functions of council
<b>Infrastructure Services</b>	Files related to the development of council owned civil and community infrastructure
<b>Media Library</b>	File libraries for images and video content maintained or collected by council
<b>Payroll</b>	Files related to delivering the payroll function of Council
<b>Service Delivery</b>	Files related to service delivery, advocacy, mediation and liaison between council, external agencies and the community
<b>Sports Recreation and Events</b>	Files related to sport, recreation and events delivered or supported by council
<b>Technical Services</b>	Files related to the maintenance of council owned civil and community infrastructure, parks and gardens, animal management, waste management and water treatment services
<b>Warehouse</b>	Files related to the warehousing function, including procurement, maintaining inventory, and provision of stock
<b>Workplace Health and Safety</b>	Files related to WHS activities of Council, including enterprise risk management, mitigation, incident management, and reporting.

<i>Top Level: Archive</i>		
<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Communications	undefined	As per Top Level
Corporate Documents	undefined	As per Top Level
Council Facilities	undefined	As per Top Level
Executive	undefined	As per Top Level



## Business Classification Guideline

Finance	undefined	As per Top Level
Governance	undefined	As per Top Level
Housing	undefined	As per Top Level
Human Resources	undefined	As per Top Level
Information Technology	undefined	As per Top Level
Infrastructure Services	undefined	As per Top Level
Media Library	undefined	As per Top Level
Payroll	undefined	As per Top Level
Service Delivery	undefined	As per Top Level
Sports Recreation and Events	undefined	As per Top Level
Technical Services	undefined	As per Top Level
Warehouse	undefined	As per Top Level
Workplace Health and Safety	undefined	As per Top Level
Unclassified	undefined	As per Top Level

### Top Level: Communications

<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Community Directory	undefined	Files related to the creation and maintenance of the community directory
Events	undefined	Files related to the communications regarding council and community events - flyers, brochures, etc
Media Liaison	undefined	Files related to interactions with print, radio, online media entities and agencies
Media Release	undefined	Files related to the development and production of media releases
Miscellaneous	undefined	Otherwise unclassified documents, projects, etc.
Newsletter	undefined	Files related to the development and production of council newsletter
Reports - Council	undefined	Files related to creating and distributing reports designed for Council, and thus public consumption
Reports - Internal	undefined	Files related to creating and distributing reports designed for internal stakeholders
Social Media	undefined	Files related to planning, developing and maintaining Council's social media presence
Templates and Forms	undefined	Files related to the development of templates and forms related to this function
Website	undefined	Files related to the design, implementation and upkeep of Council website

### Top Level: Corporate Documents

<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Communications	Community Directory	Final PDF version of the current and previous Community Directories are located here



## Business Classification Guideline

Communications	Media Release	Final PDF version of the current and previous media releases are located here
Communications	Newsletter	Final PDF version of the current and previous Newsletter are located here
Council Meetings	Meeting Agendas	Final versions ONLY of ordinary meeting agendas (no confidential agendas)
Council Meetings	Meeting Minutes	Final confirmed versions ONLY of ordinary meeting minutes (no confidential minutes)
Plans and Strategies	Asset Management Plans	Final versions ONLY of the current and previous Asset Management Plans are located here
Plans and Strategies	Corporate Plans	Final versions ONLY of the current and previous Corporate Plans are located here
Plans and Strategies	Operational Plans	Final versions ONLY of the current and previous Operational Plans are located here
Plans and Strategies	Long Term Financial Plan	Final versions ONLY of the current and previous Long Term Financial Plans are located here
Policies	Organisational Policies	Final versions ONLY of the current policies applying to staff, contractors and volunteers at Council
Policies	Council Policies	Final versions ONLY of current policies approved by Council governing Elected Members, the community and organisation as a whole
Reports	Annual Reports	Final versions ONLY of the current and previous Annual Reports are located here
Reports	Other Reports	Final versions ONLY of current and previous reports (other than the Annual Report) are located here
Reports	Annual Financial Statements	Final versions ONLY of current and previous audited Annual Financial Statements are located here
Templates and Forms	Corporate Identity	Logos, style guides, business card, letterhead, memos, templates and all other material related to corporate identity and used across council
Templates and Forms	Communications	Final versions ONLY of the current templates and forms related to this function are located here
Templates and Forms	Payroll	Final versions ONLY of the current templates and forms related to this function are located here
Templates and Forms	Finance	Final versions ONLY of the current templates and forms related to this function are located here
Templates and Forms	Council Facilities	Final versions ONLY of the current templates and forms related to this function are located here
Templates and Forms	Governance	Final versions ONLY of the current templates and forms related to this function are located here
Templates and Forms	Human Resources	Final versions ONLY of the current templates and forms related to this function are located here
Templates and Forms	Information Technology	Final versions ONLY of the current templates and forms related to this function are located here
Templates and Forms	Sports Recreation and Events	Final versions ONLY of the current templates and forms related to this function are located here
Templates and Forms	Warehouse	Final versions ONLY of the current templates and forms related to this function are located here
Templates and Forms	Technical Services	Final versions ONLY of the current templates and forms related to this function are located here



Templates and Forms	Housing	Final versions ONLY of the current templates and forms related to this function are located here
Templates and Forms	Workplace Health and Safety	Final versions ONLY of the current templates and forms related to this function are located here
Templates and Forms	Infrastructure Services	Final versions ONLY of the current templates and forms related to this function are located here

<i>Top Level: Council Facilities</i>		
<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Staff Accommodation	undefined	Files related to the management of staff accommodation
Motel and Guest Houses	undefined	Files related to the management of the Motel and Guest Houses
VAC Construction Camp	undefined	Files related to the management of the VAC Construction Camp
Administration	undefined	Files related to the administration of council facilities, including staff management, WHS, etc
Kiosk and Tavern	undefined	Files related to the management of the Kiosk and Tavern
Council Reports	undefined	Files related to the production of council reports
Bakery	undefined	Files related to the management of bakery operations
Cleaning and Maintenance	undefined	Files related to cleaning and maintenance of council facilities
Miscellaneous	undefined	Files otherwise not classified
Templates and Forms	undefined	Files related to the development of templates and forms related to this function

<i>Top Level: Executive</i>		
<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
CEO	undefined	Files restricted to the CEO
EMTS	undefined	Files restricted to EMTS
EMIS	undefined	Files restricted to EMIS
EMFHS	undefined	Files restricted to EMFHS
EMCGC	undefined	Files restricted to EMCGC
Shared Documents	undefined	Files shared between members of the executive

<i>Top Level: Finance</i>		
<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
TBD	TBD	TBD

<i>Top Level: Governance</i>		
<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Administration	undefined	Files related to the administration of governance function, including staff management, WHS, etc



## Business Classification Guideline

Administration	Templates and Forms	Files related to the development of templates and forms related to this function
Council Meetings	Council Reports	Files related to the development of and final versions of council reports
Council Meetings	Council Agendas	Files related to the development of and final versions of council meeting agendas
Council Meetings	Council Minutes	Files related to the development of and final versions of council meeting minutes
Council Meetings	Councillor Reports	Files related to councillor reports
Council Meetings	Action Schedules	Files related to action schedules documenting progress of council decisions
Council Meetings	Notices and Attendance	Files related to notices of meetings and subsequent attendance by elected members
Council Meetings	Confidential Reports	Files related to the development of and final versions of confidential council reports
Council Meetings	Confidential Agendas	Files related to the development of and final versions of confidential council meeting agendas
Council Meetings	Confidential Minutes	Files related to the development of and final versions of confidential council meeting minutes
Council Meetings	Deputations and Presentations	Files related to deputations and presentations to council
Council Registers	undefined	All statutory council registers are located here
Elected Members	Elections	Files related to the conduct of council elections
Elected Members	Miscellaneous	Files related to elected members not otherwise classified
Elected Members	Travel	Files related to elected member travel
Elected Members	Liaison	Files related to the liaison between the organisation and elected members
Elected Members	Mayor	Files unique to interactions with the Mayor
Government Liaison	Local Government	Files related to ongoing relations between council and other local governments
Government Liaison	State Government	Files related to ongoing relations between council and state governments
Government Liaison	Federal Government	Files related to ongoing relations between council and the federal government
Liaison - Other	ALGA	Files related to ongoing relations between council and ALGA
Liaison - Other	LGAQ	Files related to ongoing relations between council and LGAQ
Liaison - Other	Other	Files related to ongoing relations between council and other organisations
Miscellaneous	undefined	Files otherwise not classified
Other Meetings	Audit Committee	Files related to administration of the Audit Committee
Other Meetings	SDWG	Files related to administration of SDWG
Other Meetings	AMP	Files related to administration of AMP
Policies	Organisational Policies	Files related to the development of organisational policies relevant to the governance function
Policies	Council Policies	Files related to the development of council policies relevant to the governance function



## Business Classification Guideline

Reports	undefined	Files related to the production organisational reports for this function
Infocouncil	Attachments	Infocouncil system folder
Infocouncil	Logs	Infocouncil system folder
Infocouncil	Publish	Infocouncil system folder
Infocouncil	Software	Infocouncil system folder
Infocouncil	Templates	Infocouncil system folder

### Top Level: Housing

<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Administration	undefined	Files related to the administration of this function, including staff management, WHS, etc
BAS	undefined	Files related to liaison activities with BAS
Housing Current	undefined	Files related to current housing activities
Miscellaneous	undefined	Files otherwise not classified
Photos	undefined	Photos collected for the purposes of this function
Program	undefined	Files related to the programming of special works
Projects	undefined	Files related to Housing projects
Quoted Works	undefined	Files related to the quotation of works
Reports	undefined	Files related to the production organisational reports for this function
Templates and Forms	undefined	Files related to the development of templates and forms related to this function
Workplace Health and Safety	undefined	Files related to WHS activities of this function
Works	undefined	Files related to capital works, contractors, internal work orders and private works

### Top Level: Human Resources

<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Administration	undefined	Files related to the administration of this function
EBA and Awards	undefined	Files related to EBA development, negotiations and implementation, as well as relevant industry awards
Investigations	undefined	Files related to human resources led investigations
Leave	undefined	Files related to leave accruals, balances, requests, approvals
Miscellaneous	undefined	Files otherwise not classified
Performance	undefined	Files related to the measurement and assessment of staff performance
Policies and Inductions	undefined	Files related to the development, delivery and assessment of policies related to this function
Reports	undefined	Files related to the production organisational reports for this function
Selection and Recruitment	undefined	Files related to the selection and recruitment of council staff
Staff	undefined	Files related to the employment and termination of staff
TDDA	undefined	Files related to TDDA activities carried out by human resources



## Business Classification Guideline

Templates and Forms	undefined	Files related to the development of templates and forms related to this function
Training	undefined	Files related to staff training activities
Travel	undefined	Files related to staff travel

<i>Top Level: Information Technology</i>		
<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Administration	undefined	Files related to the administration of this function, including staff management, WHS, etc
Communications	undefined	Files related to delivering communications solutions to council, including voice, data and other forms.
Documentation	undefined	Files related to the preparation, development and dissemination of user guides, manuals, procedures and guidance documents regarding this function
Liaison	undefined	Files related to liaising with suppliers, vendors and contractors regarding this function
Licencing	undefined	Files related to the licencing of ICT solutions for council
Miscellaneous	undefined	Files otherwise not classified
Office 365	undefined	Files related to the administration of Office 365
Procurement	undefined	Files related to the procurement of ICT solutions for council
Records Management	undefined	Files related to the records management function of Council
Registers	undefined	Registers of software, hardware and other ICT assets
Reports	undefined	Files related to the production organisational reports for this function
Software Library	undefined	Files - specifically installation files related to software, drivers, firmware and any other software solution
Templates and Forms	undefined	Files related to the development of templates and forms related to this function

<i>Top Level: Infrastructure Services</i>		
<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Administration	undefined	Files related to the administration of this function, including staff management, WHS, etc
Airport	undefined	Files related to the airport
Batching Plant	undefined	Files related to the batching plant
Fuel Station	undefined	Files related to the fuel station
Fuel Storage	undefined	Files related to fuel storage
Housing	undefined	Files related to Housing
Miscellaneous	undefined	Files otherwise not classified
Parks and Gardens	undefined	Files related to parks and gardens
Primary Health Centre	undefined	Files related to the Primary Health Centre
Photos	undefined	Photos maintained for the purposes of this function
Plans and Strategies	undefined	Files related to the development of plans and strategies for this function
Plant and Equipment	undefined	Files related to Plant and Equipment
Pound	undefined	Files related to the Pound



## Business Classification Guideline

Project Management	undefined	Files related to the project management of infrastructure projects
Reports	undefined	Files related to the production organisational reports for this function
Roads	undefined	Files related to Roads
Sewage Treatment Plant	undefined	Files related to the Sewage Treatment Plant
Special Projects	undefined	Files related to special projects
Tavern	undefined	Files related to the Tavern
Templates and Forms	undefined	Files related to the development of templates and forms related to this function
Warehouse	undefined	Files related to the Warehouse
Waste Management	undefined	Files related to the waste management facility
Water Treatment Plant	undefined	Files related to the water treatment plant
Workshop	undefined	Files related to the Workshop

### Top Level: Media Library

<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Photos	undefined	Photo files maintained for the functions of Council
Video	undefined	Video files maintained for the functions of Council
Graphics	undefined	Graphic files maintained for the functions of Council

### Top Level: Payroll

<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
ABS	undefined	Files related to interacting with the ABS
Administration	undefined	Files related to the administration of this function, including staff management, WHS, etc
ATO	undefined	Files related to interacting with the ATO
Elected Members	undefined	Files related to elected members
Memos	undefined	Memos created in the course of payroll functions
Miscellaneous	undefined	Files otherwise not classified
Payrun Documents	undefined	Files related to payruns of council
Reports	undefined	Files related to the production organisational reports for this function
Superannuation	undefined	Files related to the management of superannuation
Templates and Forms	undefined	Files related to the development of templates and forms related to this function
Timesheets	undefined	Files related to timesheets

### Top Level: Service Delivery

<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Administration	undefined	Files related to the administration of this function, including staff management, WHS, etc
Programs and Services	undefined	Files related to programs and services delivered under this function
Liaison	undefined	Files related to liaising with service providers



## Business Classification Guideline

Meetings	undefined	Records of meetings related to this function
Miscellaneous	undefined	Files otherwise not classified
Newsletter	undefined	Files related to the preparation of the newsletter
Reports	undefined	Files related to the production organisational reports for this function
SDWG	undefined	Files related to SDWG activities
Templates and Forms	undefined	Files related to the development of templates and forms related to this function

<i>Top Level: Sports Recreation and Events</i>		
<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Administration	undefined	Files related to the administration of this function, including staff management, WHS, etc
Miscellaneous	undefined	Files otherwise not classified
Reports	undefined	Files related to the production organisational reports for this function
Templates and Forms	undefined	Files related to the development of templates and forms related to this function
Liaison	undefined	Files related to liaising with service providers
Events	undefined	Files related to events and event management
Gym and Sports	undefined	Files related to the management of the gym and sports activities
Meetings	undefined	Records of meetings related to this function
Communication	undefined	Files related to flyers, brochures, and any other communication regarding this function
Permits	undefined	Files related to applications both successful and unsuccessful for any permits required under this function

<i>Top Level: Technical Services</i>		
<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Administration	undefined	Files related to the administration of this function, including staff management, WHS, etc
Miscellaneous	undefined	Files otherwise not classified
Reports	undefined	Files related to the production organisational reports for this function
Templates and Forms	undefined	Files related to the development of templates and forms related to this function
Liaison	undefined	Files related to liaising with contractors, consultants, providers and other entities in the course of this function
Airport	undefined	Files related to the Airport
Animal Management	undefined	Files related to the management of dogs, horses and other animals
Water Management	undefined	Files related to the management of water services
Waste Management	undefined	Files related to the waste management functions of council
Roads and Drainage	undefined	Files related to roads and drainage
BOM	undefined	Files related to BOM and BOM sites in council
Cemetery	undefined	Files related to cemetery management



## Business Classification Guideline

Construction Camps	undefined	Files related to construction camps
Insurance	undefined	Files related to insurance claims due to damage
Housing	undefined	Files related to maintenance of housing assets
Raw Materials	undefined	Files related to raw materials and their storage and use
Environmental Services	undefined	Files related to environmental activities of council
Disaster Management	undefined	Files related to disaster management functions
Planning Scheme	undefined	Files related to the planning scheme, planning applications and their assessment
Sewage Management	undefined	Files related to sewage management
Parks and Gardens	undefined	Files related to management of parks and gardens

<i>Top Level: Warehouse</i>		
<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Administration	undefined	Files related to the administration of this function, including staff management, WHS, etc
Controlled Stock	undefined	Files related to controlled stock
Inventory	undefined	Files related to stock (including controlled stock), inventory, and stocktaking functions
Miscellaneous	undefined	Files otherwise not classified
Policies and Procedures	undefined	Files related to the development of policies and procedures related to this function
Procurement	undefined	Files related to stock purchasing activities
Reports	undefined	Files related to the production organisational reports for this function
Stock Receiving	undefined	Files related to receiving stock, including barge manifests
Templates and Forms	undefined	Files related to the development of templates and forms related to this function

<i>Top Level: Workplace Health and Safety</i>		
<i>Second Level</i>	<i>Third Level</i>	<i>Description</i>
Administration	undefined	Files related to the administration of this function, including staff management, WHS, etc
Competency Records	undefined	Files related to staff and contractor competencies
Continuous Improvement	undefined	Files related to continuous improvement of council's WHS system
Controls - Environment	undefined	Files related to controls of specific work environment risks
Controls - Equipment	undefined	Files related to controls of specific equipment risks
Event Management	undefined	Files related to the management of specific WHS events
Miscellaneous	undefined	Files otherwise not classified
Monitoring and Evaluation	undefined	Files related to the monitoring and evaluation of council's WHS system
Policy	undefined	Files related to the development and dissemination of WHS policies
Reports	undefined	Files related to the production organisational reports for this function
Systems Implementation	undefined	Files related to the implementation of council's WHS system



## Business Classification Guideline

Systems Planning and Development	undefined	Files related to the planning and development of council's WHS system
Templates and Forms	undefined	Files related to the development of templates and forms related to this function
Training	undefined	Files related to WHS training and development

### 4 Finding Your Files and Documents

Implementing the Business Classification will be a significant change to how files and documents are maintained at Morrington Shire Council. The current network drive structure will be changed to match this structure, and everyone will notice an immediate change. The IT Manager will be able to provide significant help in understanding where your files went – and keeping these guidelines handy will be important too.

### 5 Requesting Changes

Any Business Classification changes over time, and multiple changes are certain to occur over its lifecycle. This is to be expected, even encouraged. Please be aware of the following, however:

- The Business Classification is an integral part of records management practices. It is not simply a matter of creating a new folder – records keeping practices will need to be adjusted in order to ensure consistency, compliance, and effective searching.
- What might be an excellent change for one functional area of council might be detrimental to another, or reduce the flow of information to those who need it.

Please provide any requests for changes to the IT Manager, and include the following information:

1. What is the suggested change? Example: a new top level or second level folder
2. What types of documents, files and information will be held in it?
3. Who will need access? Does access need to be restricted?

The IT Manager will review and likely discuss the change with you before proposing the change to the Executive Manager Finance and Human Services. Once approved, the change will be made and this Guideline amended.

### 6 Responsibilities

CEO, Directors and Managers are responsible for:

- Ensuring all those individuals covered by the Use of Council ICT Policy have access to this Guideline
- Providing regular updates, training and compliance reviews

IT Manager is responsible for administering the necessary technical requirements to ensure the requirements of this Guideline are met, and for actioning any adjustments to the Business Classification due to organisational or functional requirements.

All users covered by the Use of Council ICT Policy are responsible for:

- Reading, regularly reviewing, and maintaining compliance with this Guideline.

### 8 Related Documents

1. *ICT01 Use of Council ICT Resources Policy.*

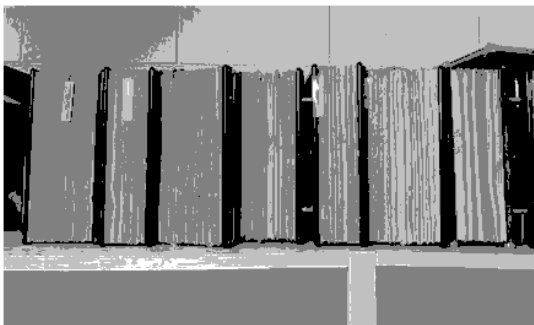

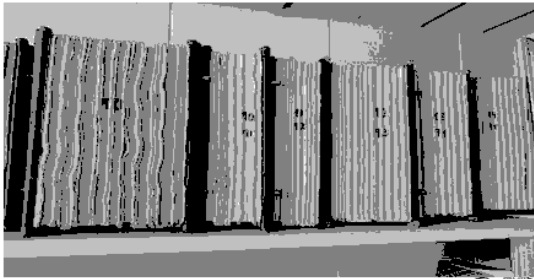


## Historical Records Log (over 25 years)

Type of Records	Description of records	Age	Condition	Visual Record
1 x 16mm 30min Colorfilm Reel	Dugong Dugong - Australian Museum	25+ Years	Poor	
2 x 16mm 30min Colorfilm Reels	Lurugu – Restricted Version (Reel 1 and 2)	25+ Years	Poor	
1 x 16mm 30min Colorfilm Reel	Lurugu – Part 1	25+ years	Poor	
2 x 16mm 30min Colorfilm Reels	A Walkabout – Presbyterian Board of Missions N.F Nelson 1936 (Reel 1 and 2)	25+ years	Poor	
1x 16mm 20min Colorfilm Reel	Preparing for the Corroboree – Australian Museum	25+ Years	Average	
1 x 16mm 20min Colorfilm Reel	Lurugu – Public version (Part 2)	25+ Years	Poor	
2 x 16mm 15min Colorfilm Reels	The Boomerang – Australian Museum (1 <sup>st</sup> and 8 <sup>th</sup> copies)	25+ Years	Average	
1 x 16mm 15min Colorfilm Reel	Walyangamardiki – The Land my mother (Reel 2)	40 years	Average	
1 x 16mm 5min Colorfilm Reel	MI – General Interest Film	25+ years	Average	
1 x UCA30 Video cassette	Jumbunn A – Program 2	25+ years	Good	
1 x KCA60 Video cassette	Morn Shire	25+ Years	Average	
1 x UCA30 Video cassette	Jumbunna	25+ Years	Good	



MSC Historical Records

Type of Records	Description of records	Year	Condition	Visual Record
Hard-case bound file	Council Meeting Agendas and Minutes	1979/80	Average	
Hard-case bound file	Council Meeting Agendas and Minutes	1981	Average	
Hard-case bound file	Council Meeting Agendas and Minutes	1981/2/3	Average	
Hard-case bound file	Council Meeting Agendas and Minutes	1983/4	Average	
Hard-case bound file	Council Meeting Agendas and Minutes	1984	Average	
Hard-case bound file	Council Meeting Agendas and Minutes	1985	Average	
Hard-case bound file	Council Meeting Agendas and Minutes	1985/6	Average	
Hard-case bound file	Council Meeting Agendas and Minutes	1986	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1987	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1988	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1988/9	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1990	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1990/1	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1991/2	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1992/3	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1993/4	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1994/5	Good	



# Historical Records Log (over 15 years)

Type of Records	Description of records	Year	Condition	Visual Record
Hard-case bound file	Council Meeting Agendas and Minutes	1995/6	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1996	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1996/7	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1997/8/9	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1999	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	1999	Good	
Hard-case red binder file	Minutes Internal Audit Committee	1999	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	2000	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	2000/1	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	2001/2	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	2002/3	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	2003/4	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	2004	Good	
Hard-case bound file	Council Meeting Agendas and Minutes	2005/6	Good	



**Ian Loiterton**

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**From:** Greg Dobeli <Greg.DOBELI@archives.qld.gov.au>  
**Sent:** Monday, 10 May 2021 12:45 PM  
**To:** Ian Loiterton  
**Subject:** FW: Possible transfer for consideration  
**Attachments:** MSC Historical Records log .doc; Transfer proposal form.DOC

Ian,

As discussed QSA will accept for transfer the records on the attached list. Can you please advise after discussing with council whether the transfer is likely to go ahead.

Regarding transport, as you have such limited options available any transport arrangement is fine just ensure any boxes of records are taped securely so that outside elements can't affect them.

**Greg Dobeli**

Archival Transfers Officer

Queensland State Archives | Department of Communities, Housing and Digital Economy

435 Compton Road | Runcorn QLD 4113

Ph 07 3037 6641 | email [greg.dobeli@archives.qld.gov.au](mailto:greg.dobeli@archives.qld.gov.au)

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**From:** Ian Loiterton <governance@morningson.qld.gov.au>  
**Sent:** Monday, 10 May 2021 10:26 AM  
**To:** Greg Dobeli <Greg.DOBELI@archives.qld.gov.au>  
**Subject:** FW: Possible transfer for consideration

Hi Greg

Re the below email chain / attached, I'm seeking permission to transfer the records to State Archives via Council resolution at its meeting on 19 May 2021.

I note there are stringent transport requirements, like the vehicle not being used to transport other materials such as chemicals, and that the vehicle should be attended at all times.

Given the only realistic means of transporting the records off Morningson Island is by barge, can you please confirm if this is acceptable? Thanks

Regards,

**Ian Loiterton** | Governance Coordinator | **Morningson Shire Council**

1 Mission Road, Gununa, QLD 4892

Ph: 07 4745 7805

Mobile: 0408 483 537

Fax: 07 4745 7275

Email: [governance@morningson.qld.gov.au](mailto:governance@morningson.qld.gov.au)

Web [www.morningson.qld.gov.au](http://www.morningson.qld.gov.au)

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**From:** QSA RK Queries [<mailto:rkqueries@archives.qld.gov.au>]

**Sent:** Monday, 12 April 2021 11:27 AM

**To:** Ian Loiterton

**Subject:** FW: Possible transfer for consideration

Hi Ian,

As discussed, please see below email thread between QSA Transfers Officer, Greg Dobeli and Dmitri Bezuglov regarding transfer of permanent value records to QSA.

If you have any questions about this transfer or potential transfer of other permanent value records to QSA, please contact Greg directly.

Kind regards,  
Jessica

**From:** DOBELI Greg

**Sent:** Thursday, 19 March 2020 9:54 AM

**To:** [dmitri.bezuglov@mornington.qld.gov.au](mailto:dmitri.bezuglov@mornington.qld.gov.au)

**Subject:** FW: Possible transfer for consideration - will discuss at C&D leaders catch up

Dmitri,

As discussed QSA will accept these records for transfer, please complete the attached transfer proposal form.

The records can be boxed in any type box for transport and as we are implementing a new system in June we would need to receive the records at QSA by end of may at the latest, preferably as soon as you can.

Please contact me if you have any questions

**Greg Dobeli**

Archival Transfers Officer

Queensland State Archives | Department of Housing and Public Works

435 Compton Road | Runcorn QLD 4113

Ph 07 3037 6641 | email [greg.dobeli@archives.qld.gov.au](mailto:greg.dobeli@archives.qld.gov.au)

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**From:** Dmitri Bezuglov <[Dmitri.Bezuglov@Mornington.qld.gov.au](mailto:Dmitri.Bezuglov@Mornington.qld.gov.au)>**Sent:** Wednesday, 18 March 2020 8:17 AM**To:** QSA Office of the State Archivist <[Officeofthe.StateArchivist@archives.qld.gov.au](mailto:Officeofthe.StateArchivist@archives.qld.gov.au)>**Cc:** Kerry Whiting <[Kerry.Whiting@Mornington.qld.gov.au](mailto:Kerry.Whiting@Mornington.qld.gov.au)>**Subject:** RE: Notice issued under section 10 of the Public Records Act 2002

Good morning,

I am writing in regards to correspondence relating to Historical Records in Council's possession sent on 31<sup>st</sup> of July 2019.

It is the Council's view that prolonged storage of Historical Records is not sustainable at Mornington Shire Council archive room.

I therefore would like to request that the records are transferred to State Archive for long-term storage (Historical Records log attached).

Please advise how this can be arranged.

Thank you

With gratitude,

Dmitri Bezuglov | Information and Technology Manager | Mornington Shire Council

1 Mission Road, Gununa, QLD 4892

**Mobile:** 04 3817 7718**Fax:** 07 4745 7275**Email:** [dmitri.bezuglov@mornington.qld.gov.au](mailto:dmitri.bezuglov@mornington.qld.gov.au)**Website:** [www.mornington.qld.gov.au](http://www.mornington.qld.gov.au)

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**From:** QSA Office of the State Archivist <[Officeofthe.StateArchivist@archives.qld.gov.au](mailto:Officeofthe.StateArchivist@archives.qld.gov.au)>  
**Sent:** Wednesday, 31 July 2019 8:45 AM  
**To:** Dmitri Bezuglov <[Dmitri.Bezuglov@Morningson.qld.gov.au](mailto:Dmitri.Bezuglov@Morningson.qld.gov.au)>  
**Cc:** Frank Mills <[ceo@morningson.qld.gov.au](mailto:ceo@morningson.qld.gov.au)>; Kerry Whiting <[Kerry.Whiting@Morningson.qld.gov.au](mailto:Kerry.Whiting@Morningson.qld.gov.au)>  
**Subject:** RE: Notice issued under section 10 of the Public Records Act 2002

Dear Mr Bezuglov

Thank you for your notification of records in your possession that are over 25 years old. We appreciate your response.

If we require further information, our staff will be in contact in due course.

Kind regards

**Office of the Executive Director & State Archivist**

Queensland State Archives

Department of Housing and Public Works

435 Compton Road Runcorn Q 4113

ph 07 3037 76661 | fax 07 3131 7764 | email [officeofthe.StateArchivist@archives.qld.gov.au](mailto:officeofthe.StateArchivist@archives.qld.gov.au)

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**From:** Dmitri Bezuglov <[Dmitri.Bezuglov@Morningson.qld.gov.au](mailto:Dmitri.Bezuglov@Morningson.qld.gov.au)>  
**Sent:** Tuesday, 30 July 2019 5:03 PM  
**To:** QSA Office of the State Archivist <[Officeofthe.StateArchivist@archives.qld.gov.au](mailto:Officeofthe.StateArchivist@archives.qld.gov.au)>  
**Cc:** Frank Mills <[ceo@morningson.qld.gov.au](mailto:ceo@morningson.qld.gov.au)>; Kerry Whiting <[Kerry.Whiting@Morningson.qld.gov.au](mailto:Kerry.Whiting@Morningson.qld.gov.au)>  
**Subject:** RE: Notice issued under section 10 of the Public Records Act 2002

Good afternoon Queensland State Archives,

Please find attached Morningson Shire Council's log of historical records in our possession.

In addition Records over 15 years old have also been documented in the log for your reference and consideration as per below summary:

**Historical Records Over 25 years old:**

- 12 x 16mm film reels in poor/deteriorated condition
- 3 x Video Cassettes
- 17 x Hard Case files - Council Meeting Agendas and Minutes (between 1971-1995)

**Historical records Over 15 years old:**

- 13 Hard Case bound files – Council Meeting Agendas and Minutes (between 1995-2006)

I would like to note that the records are kept in secure/dry place in the archive room, however there is no dedicated climate control which may impact longevity of the records during long term storage.

We therefore look forward to you recommendations relating to long-term management and options to transfer the historical Records to Queensland State Archive.

Thank you

With gratitude,

Dmitri Bezuglov | Information and Technology Manager | Mornington Shire Council

1 Mission Road, Gununa, QLD 4892

Mobile: 04 3817 7718

Fax: 07 4745 7275

Email: [dmitri.bezuglov@mornington.qld.gov.au](mailto:dmitri.bezuglov@mornington.qld.gov.au)

Website: [www.mornington.qld.gov.au](http://www.mornington.qld.gov.au)



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**From:** Frank Mills

**Sent:** Friday, 12 July 2019 3:57 PM

**To:** Kerry Whiting; Dmitri Bezuglov

**Subject:** FW: Notice issued under section 10 of the Public Records Act 2002

FYI

Regards,

Frank Mills | Chief Executive Officer | Mornington Shire Council

1 Mission Road, Gununa, QLD 4892

Ph: 07 4745 7801

Mobile: 0437 999 754

Fax: 07 4745 7275

Email: [ceo@mornington.qld.gov.au](mailto:ceo@mornington.qld.gov.au)

Web: [www.mornington.qld.gov.au](http://www.mornington.qld.gov.au)



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**From:** QSA Office of the State Archivist <[Officeofthe.StateArchivist@archives.qld.gov.au](mailto:Officeofthe.StateArchivist@archives.qld.gov.au)>  
**Sent:** Friday, 12 July 2019 3:52 PM  
**To:** Frank Mills <[ceo@mornington.qld.gov.au](mailto:ceo@mornington.qld.gov.au)>  
**Cc:** Admin <[Admin2@Mornington.qld.gov.au](mailto:Admin2@Mornington.qld.gov.au)>  
**Subject:** Notice issued under section 10 of the Public Records Act 2002

Dear Mr Mills

Please find attached a letter issued by the State Archivist under section 10 of the *Public Records Act 2002*. This is regarding public records in your possession over 25 years old.

Regards,

Office of the Executive Director & State Archivist  
Queensland State Archives | Department of Housing and Public Works  
435 Compton Road, Runcorn QLD 4113  
PO Box 1397, Sunnybank Hills, QLD, 4109  
Ph 07 3037 6661 (ext 76661) | email [Officeofthe.StateArchivist@archives.qld.gov.au](mailto:Officeofthe.StateArchivist@archives.qld.gov.au)  
[www.hpw.qld.gov.au](http://www.hpw.qld.gov.au)  
[www.archives.qld.gov.au](http://www.archives.qld.gov.au) | [www.facebook.com/qldstatearchives](https://www.facebook.com/qldstatearchives) | [www.twitter.com/qsarchives](https://www.twitter.com/qsarchives)

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Personal information will only be used for official purposes, e.g. monitoring Departmental Personnel's compliance with Departmental Policies. Personal information will not be divulged or disclosed to others, unless authorised or required by Departmental Policy and/or law.

Thank you.

**14.8 MORNINGTON ISLAND ABORIGINAL AND TORRES STRAIT ISLANDER SERVICE DELIVERY REFORM PROJECT**

**Author:** Service Delivery Coordinator

**Attachments:** Nil

**PURPOSE (EXECUTIVE SUMMARY)**

To provide council with an update of activities being undertaken by Service Delivery.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**

The Service Reform Project aims to meet the unique needs, priorities and characteristics of the Mornington Island community and restore community authority and shared decision-making in the design and delivery of programs and services to focus on improving outcomes for children and families at risk of entering the statutory child protection system.

For the month of March - May the following has advanced with the project:

- SDWG (CSYW) Service Providers meeting held 2 March and 27 April 2021
- 10/03/21 – 09/04/21: Service Delivery Coordinator – Sick Leave/ LWOP
- 22/04/21: Meeting with Thuaaka Child and Family Health – Case Management Panel
- 28/04/21: Meeting with PCYC Program – Youth Support
- 05/05/21: Meeting with Gidgee Healing – Aboriginal and Torres Strait Islander Family Well-being Service and FWS Indigenous Youth and Family Worker
- 05/05/2021: Meeting with Save the Children – Service Sector Integration
- 06/05/2021: Meeting with Remote Service Delivery – Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
- 06/05/2021: Meeting with Save the Children and Contracts Officer, Investments and Partnership
- Working on Draft Final Report – completed by 31 May 2021

**FINANCIAL & RESOURCE IMPLICATIONS**

Nil

**RECOMMENDATION**

That Council note and receive the report.

**15 STAFF REPORTS - INFRASTRUCTURE & TECHNICAL SERVICES****15.1 INFRASTRUCTURE MONTHLY REPORT - MARCH 2021**

**Author:** Infrastructure Services Group Manager

**Attachments:** Nil

**PURPOSE (EXECUTIVE SUMMARY)**

To provide Council with an update of activities being undertaken by the Infrastructure Services Department within the area of Gununa.

**BACKGROUND**

The Infrastructure Services consists of the following Departments carrying out work associated within each of the following areas:

- Works, Plumbing & Drainage
- Batch Plant
- Civil
- Fencing

This report outlines the activities undertaken by Infrastructure Services Department during the month of April 2021.

**Batch Plant**

Work has continued with the supply of concrete to the Carport construction and for the installation driveways as part of the housing improvement projects currently being carried out in Gununa.

Due to the increased volume of required concrete being supplied for each job that had been previously quoted, an additional order for aggregate has been placed and this may delay concrete supply during the following weeks until its supply.

The replacement of the conveyor belt to the existing batch plant unit has arrived and it anticipated that it will be fitted following the slow down of construction works after the end of the 2020-2021 financial year.

**Civil**

Civil crew during the month of January carried out their regular duties including;

- General clean up at landfill including compaction of waste up against pit wall increasing available capacity of the existing waste landfill pits on site.
- Clean up and removal of sand build up from barge ramp on Tuesdays to ensure suitable and safe access to ramp, to allow the unloading and loading of supplies from barge
- Civil crew over the recent weeks have continued with site preparation for proposed carports, including removal of rubbish and excess material following site preparation, boring of pier holes for carport footings,

**Fencing**

The fencing department project work is ongoing with the following project have continued, and future project planned to continue during over the coming months.

- Works has commenced on the erection of barriers at the selected locations around town to prevent the movement of both vehicle and motorbike behind properties creating dust and unnecessary noise

**FINANCIAL & RESOURCE IMPLICATIONS**

Nil

**RECOMMENDATION**

That Council note and receive this Report.

**15.2 HOUSING REPORT TO COUNCIL - MAY 2021**

<b>Author:</b>	<b>Housing Manager</b>
<b>Attachments:</b>	<b>1 D&amp;C revenue - April 2021</b>
	<b>2 PO jobs revenue - April 2021</b>

**PURPOSE (EXECUTIVE SUMMARY)**

The purpose of this report is to provide the Council with an update of the Housing program for the month of April 2021.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION****CURRENT QBUILD WORKS PROGRAMS UNDERWAY****2020/21 QBuild Do & Charge Program**

There are 314 jobs on the QBuild Portal. 122 of these jobs have been completed but have yet be invoiced. The completed jobs will be reviewed to ensure they are billed. There is a current balance of 192 jobs that currently being completed by the crew.

**2020/21 QBuild Purchase Orders Program**

QBuild had released a total of 143 jobs to date valued at \$5.74 million (GST-inclusive).

All these jobs will need to be completed by the EOFY.

Below shows a summary of the remainder jobs which are yet completed.

**2x Flooring Upgrade (valued at \$37K)**

- Works scheduled for when vinyl layers visit island at the end of this month, looking to team job with other flooring jobs.

**2x Roof Replacement Project (valued at \$107K)**

- Community House Roof Replacement -15 Lardil Street will be completed by the EOFY.
- DoE House Roof Replacement – 505 Lardil Street will be undertaken by Housing Department and will be completed in the new financial year.

**Veranda Rectification jobs at 2 DoE Res properties, 3 verandas in total (valued at \$95.5K)**

- 9A and 9B deck structural work has been completed awaiting Crimsafe screening.
- Works have commenced to Res 9 back deck
- All structure works have been completed.
- Housing Department has installed the new stairs stringers.
- The Crimsafe is yet to be ordered. The company can't supply the Crimesafe as per previous drawings.

**Wheelchair Access Ramps DoE School (valued at \$345.5K for the 2 ramps)**

- D Block Ramp has been completed and billed.
- Works had commenced on F Block on 18/02/2, Set out has been completed and digging out footing have started.
- Awaiting the variation to come through for F Block. Variation has been approved for removing the existing septic tank. Works are currently on hold due to no operational skidsteer at present.

**10 DoE Carports some with driveways**

- Housing has PO for (10) ten new carports some with driveways. QBuild PO Value Approx. 1.8 million.
- Concrete works have commenced, contractors have 75% completed the steel work on 7 of them with new concrete driveways.
- The process to realignment of the boundary on 284 and 502 Lardil St is currently underway.

**Approx. 80 Community Carports some with driveways in total**

- Housing Department has approx. 60 carports to complete by the EOF.
- 36 carports have been completed and invoiced.
- QBuild has approved an additional 9 carports.
- All carports need to be completed by the EOFY however concrete stock levels on the island are an issue and we are working to rectify this to ensure sufficient stock levels are maintained at all times and therefore we able to deliver the QBuild jobs in a timely manner.

**Community Dismods (2 X Bathroom upgrade valued at \$131K)**

- 43 Wardirrkkan St materials are currently being sourced.
- An Asbestos removal contractor is required. The Asbestos Contractor is currently on the island working on another contract with the Mornington Island State School.
- QBuild has been advised that the project will commence in the new financial year.
- 81 Lardil St is 95% complete. Awaiting on the additional materials (i.e., toilet) to arrive.

**3x Various Upgrades at 40 Maarndatharkan (values at \$72K)**

- Received purchase order from QBuild in November, materials are ordered.
- Asbestos has been removed.

**4x Painting Jobs at MISS, external A, C & K Block, internal K Block (valued at \$169K)**

- Materials have arrived for K Block, Building has commenced.
- Pre-paint maintenance has been completed.
- Painting on Blocks A and C are 95% completed.

- Variation has been approved by QBuild for Block C. Work will commence in the new financial year.

**STAFFING REPORT**

The Housing Supervisor position is currently vacant. The Human Resources Manager is currently sourcing applicants for the role.

The Housing Department has interviewed an applicant for the Housing Estimator role. The Department has recommended the recruitment of Neehal Khan who will be commencing on Wednesday 19th May 2021 on a 3-month contract through a labour hire company.

A new Estimator Rayne (Hongyu) Li had concerns with the YouTube videos and therefore refused to come to the island.

The Department is currently interviewing two applicants for the new Trainee Administration Officer role.

**FINANCIAL & RESOURCE IMPLICATIONS**

Nil.

**RECOMMENDATION**

That Council receive and note the report.

**Building & Asset Services / Far West Transactions**  
**Mornington Shire Council**  
From 1 April 2021 to 30 April 2021

<b>Date</b>	<b>Details</b>	<b>Reference</b>	<b>Total</b>
30/04/2021	Invoice	INV-7094	\$182.55
<b>Total</b>			<b>\$182.55</b>

**Building & Asset Services Transactions**  
**Mornington Shire Council**  
 From 1 April 2021 to 30 April 2021

Date	Details	Reference	Total Ex-GST	Total GST-Inclusive
9/04/2021	Invoice	INV-03490DI	\$195.91	\$ 215.50
9/04/2021	Invoice	INV-03491DI	\$16.36	\$ 18.00
9/04/2021	Invoice	INV-03496DI	\$46.64	\$ 51.30
16/04/2021	Invoice	INV-7157	\$41,565.50	\$ 45,722.05
16/04/2021	Invoice	INV-7158	\$38,902.01	\$ 42,792.21
16/04/2021	Invoice	INV-7159	\$38,902.01	\$ 42,792.21
23/04/2021	Invoice	INV-7221	\$35,616.00	\$ 39,177.60
23/04/2021	Invoice	INV-7219	\$23,520.00	\$ 25,872.00
23/04/2021	Invoice	INV-7214	\$26,523.18	\$ 29,175.50
23/04/2021	Invoice	INV-7215	\$34,922.42	\$ 38,414.66
23/04/2021	Invoice	INV-7211	\$43,614.03	\$ 47,975.43
23/04/2021	Invoice	INV-7216	\$46,459.82	\$ 51,105.80
23/04/2021	Invoice	INV-7213	\$26,880.00	\$ 29,568.00
23/04/2021	Invoice	INV-7212	\$26,880.00	\$ 29,568.00
23/04/2021	Invoice	INV-7220	\$63,840.00	\$ 70,224.00
23/04/2021	Invoice	INV-7218	\$34,608.00	\$ 38,068.80
30/04/2021	Invoice	INV-7292	\$20,160.00	\$ 22,176.00
30/04/2021	Invoice	INV-7299	\$114,744.00	\$ 126,218.40
30/04/2021	Invoice	INV-7300	\$5,880.00	\$ 6,468.00
30/04/2021	Invoice	INV-7295	\$33,833.34	\$ 37,216.67
30/04/2021	Invoice	INV-7291	\$35,616.00	\$ 39,177.60
30/04/2021	Invoice	INV-7293	\$33,833.34	\$ 37,216.67
30/04/2021	Invoice	INV-7296	\$13,608.00	\$ 14,968.80
30/04/2021	Invoice	INV-7294	\$77,784.00	\$ 85,562.40
30/04/2021	Invoice	INV-7298	\$20,160.00	\$ 22,176.00
30/04/2021	Invoice	INV-7301	\$33,833.33	\$ 37,216.66
30/04/2021	Invoice	INV-7297	\$6,720.00	\$ 7,392.00
<b>Total</b>			<b>\$878,663.89</b>	<b>\$966,530.28</b>

**Count** 27

**Average** \$ 35,797.42

**Count - Housing** 24

**Average - Housing** \$40,260.23

**16 STAFF REPORTS - HUMAN SERVICES****16.1 FINANCE AND HUMAN SERVICES MONTHLY REPORT FOR APRIL 2021**

**Author:** Acting Executive Manager Finance and Human Services

**Attachments:** 1 Council Housing Status  
2 April Commercial Accommodation Rates

**PURPOSE (EXECUTIVE SUMMARY)**

This report provides Council with an overview of the programs and projects tracking within the Finance and Human Services Executive Managers portfolio as at 30 April 2021. The report is at a high level and is not intended to duplicate matters that program managers will cover in their normal quarterly reports.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**Facilities Management Program

Council operates the Visitor Accommodation Centre, Motel and Council Staff Housing as well as the Tavern , Gym and other sporting and recreation facilities.

**FINANCIAL & RESOURCE IMPLICATIONS**

Nil

**RECOMMENDATIONS**

That Council receive and note the report.

EMPLOYEE	Preno	ADDRESS	PHONE	Power status	COMPANY	COMMENTS
Unoccupied	yes	House 6 - Lardil Street		Pay	Gidgee	Commercial lease
Occupied	yes	Flat 7 - Lardil Street		Pay	MSC	Pay rent
Occupied	yes	Flat 8 - Lardil Street		Pay	MSC	Pay rent
Occupied	yes	House 27 - Lardil Street		Pay	MSC	Pay rent
Occupied	yes	House 28- Lardil Street		Pay	MSC	Pay rent
Occupied	yes	House 28A-Lardil street		Pay	MIART	Pay rent
Occupied	yes	House 28B-Lardil street		Pay	Junkuri Laka	Pay rent
Occupied	yes	House 108 - Lardil Street		Pay	MSC	Pay rent
Occupied	yes	House 161 - Ngerrawum		Pay	Gulf electrical	Pay rent
<b>Destroyed by fire</b>		<b>House 162 - Ngerrawum</b>				
	yes	House 163 - Ngerrawum				
Occupied	yes	House 164 - Mukakiya		Pay	MSC	Pay rent
Occupied	yes	House 264 - Mukakiya		Pay	MSC	Pay rent
Occupied	yes	House 265 - Mukakiya		Pay	Gulf electrical	Pay rent
Occupied	yes	House 188 - Cemetery		Not paying	Logo	Not paying
Occupied	yes	House 189A - Cemetery		Not paying	Logo	Not paying
Occupied	yes	House 189B- Cemetery		Pay	MSC	Pay rent
Occupied	yes	House 190 - Cemetery		Pay	MSC	Pay rent
Occupied	yes	House 192- Cemetery		Not paying	Logo	Not paying
Occupied	Yes	House 194 - Cemetery		Not paying	Logo	Not paying
Occupied	yes	House 195 - Cemetery		Pay	Q build	Pay rent
Occupied	yes	House 107 Wurrurku		Pay	MSC	Pay rent
Occupied	yes	House 173-Mukakiya street		pay	MSC	Pay rent
Occupied	yes	House 287A - Mukakiya		Pay	MSC	Pay rent
Occupied	yes	House 287B - Mukakiya		Pay	MSC	Pay Rent
Occupied	yes	Next to APH House		Pay	MSC	Pay Rent
<b>shared accomodation for men</b>	yes	House 314 - Lardil Street				
		Room 1				
		Room 2				
		Room 3				
<b>Vacant</b>	yes	Guest house manager				
<b>Vacant</b>	yes	Guest House - Room 3				
Unoccupied	yes	Guest House - Room 4		Not paying	Logo	Not paying
Occupied	yes	Guest House - Room 5		Not paying	Logo	Not paying
<b>Vacant</b>	yes					
<b>Vacant</b>						
Occupied	yes	Donga3		Pay	MSC	Pay
Occupied	yes	Donga4		Pay	Q build	Pay
Occupied	yes	Donga5		Pay	MSC	Pay
Occupied	yes	Donga6		Pay	Q build	Pay
Occupied	yes	Donga7		Pay	Q build	Pay
Occupied	yes	Donga10		Pay	Bilby	Pay
Occupied	yes	Donga11		Pay	Junkuri Laka	Pay



**Current Occupancy Rates**

<u>room_type_name</u>	<u>room_nights_available</u>	<u>quantity_sold</u>	<u>Occupancy Rate</u>
Cabin- Double(Queen Bed)	120	54	0.45
Cabin- Two King Single Beds	180	144	0.8
Guest House	150	54	0.36
Visitor's Accommodation with Ensuite	942	625	0.66
Single Containers	300	136	0.45
Staff House	720	526	0.73
Donga	240	206	0.86

**16.2 TOUCH FOOTBALL COMPETITION AND COMMUNITY LIQUOR PERMIT (CLP)  
EVENT 17/04/2021**

**Author:** Acting Executive Manager Finance and Human Services

**Attachments:** 1 TOUCH FOOTY EVENT APRIL 2021

**PURPOSE (EXECUTIVE SUMMARY)**

To provide Council with information on the Touch Football Competition and Community Liquor Permit (CLP) 17/04/2021.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**

Provide a sports event that brings together young and old to have fun and incorporate physical activity for the health benefits in our Community.

**FINANCIAL & RESOURCE IMPLICATIONS**

Nil

**RECOMMENDATION**

That Council receive and note this report.

# TOUCH FOOTY EVENT APR 2021

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MAY 10

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**MORNINGTON SHIRE COUNCIL (MSC)**  
Authored by: Violet Taulanga (Community  
Development Officer)



**MORNINGTON  
SHIRE COUNCIL**

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**Touch Football Competition and Community Liquor Permit (CLP) event 17/04/2021**Mission Statement

***“Provide a sports event that brings together young and old to have fun and incorporate physical activity for the health benefits in our Community.”***

Touch Footy Competition

A sporting competition had not been held on Mornington Island for a significant amount of time. This meant that we were unsure of participation numbers and how it would flow. While there was a slow start to the day, once we had teams coming together it started to gain more momentum.

We ran two fields side by side where we had the youngsters and adults catered for. This allowed for families to watch the young and older play at the same time. Broad participation from the community showed how well our community can come together for different types of events.

There were many participants for the event and the weather was fantastic. There were a lot of families that came down to watch, participate and to see what this event was all about. We intend to use sporting events more often to bring our community together.

PCYC and MSC have built a solid relationship which is expanding to include other organizations on the island. PCYC continues to appreciate the collaborative efforts with MSC and provide for the youth of our Community.

Tavern CLP Event

We have maintained the same amount of security and police staff as per our current permit conditions. There were 14 volunteers for this event. A little less due to several them being off island. However, with the lower number of patrons, we were still able to run smoothly. With this being the 4<sup>th</sup> tavern night so far, our volunteers are becoming more experienced and an awareness of the proper running of operations. All staff were paid/rewarded in some way (free drinks and/or store vouchers).

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The tavern opening hours were reduced in that the opening time was 6pm to 11.30pm. This has reduced the operating costs for security as well as the time required for our volunteers. There were no major complaints and the night flowed smoothly.

There is a need for some new equipment to supplement our operations. This was in the showing of live rugby league games. This requires a tv, laptop and a sports subscription. We hope to be able to purchase what is required and have this on for future events.

We opened the pool table for the first time which turned out to be very popular. With newly purchased pool table equipment we originally planned to open it for only a few hours due to potential safety concerns. A security guard was placed permanently in the dining hall area, however there were no safety concerns and the pool table stayed open for most of the night.

There was a potential issue with some patrons not wearing shoes. This is generally a safety issue, but we do not sell glass containers. We are in our own unique environment of Mornington Island where dress standards in a predominantly indigenous community may be different from the mainland. On the night, a discussion was held with the Mayor who was in attendance and it was agreed that patrons could enter and walk around with no shoes.

We are hopeful that the cold room storage in the Tavern is up and running by the next event and that permanent furniture arrives. This would drastically reduce the time required to set up, prepare and pack down for the event. In addition, the grounds of the Tavern need to be taken care of for aesthetic appeal and security of the venue.

#### Feedback

The feedback from the Community for the Touch Footy event was positive. As it was the first type of organized sporting event for some time, there was some apprehension as to what was involved and how it would be run. Eventually people started coming forward to participate with their families.

A debrief was held with the QPS officer that was in attendance. QPS were again very happy with the way the CLP event was run with no major issues during the event. There was an issue with people coming and going which, we will tighten up for future events.

The number of persons turned away (positive for alcohol) were 8 persons. There were some potential issues with the breathalyzers not detecting alcohol again which may come down to user error. There were approximately 150 patrons that attended this event, so quite a bit less than previously.

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### Expenses

Cowboys house kindly donated a range of prizes for our Touch Footy comp. This consisted of 6 major prizes as well as spot prizes (caps, toilet bags, posters, coasters and more). Support was provided to the event in terms of drinks and food. Save the Children provided a large container of cut up oranges.

Full budget figures were not available at the time of this report, but it was like previous events with no major differences. We currently do not have the capacity on the island to reduce the number of Police officers and replace them with an extra security guard and reduce our costs, so we did so by reducing the opening hours.

### Future Events

The next 3 planned events are as follows.

- Multicultural/CLP event on Saturday 05/06/2021.
- Lelkandu Fishing Competition/CLP event on Saturday 10/07/2021.
- CLP event on Saturday 14/08/2021.

**16.3 HUMAN RESOURCES DEPARTMENT OPERATIONS UPDATE****Author:** Human Resources Manager**Attachments:** Nil**PURPOSE (EXECUTIVE SUMMARY)**

The purpose of this report is to provide the Council of Human Resources Department Operations update for the month ending April 2021.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION****Mornington Shire Council Organisational Structure update:**

Human Resources Department managed to disseminate last 27 April 2021 to CEO, Executive Team, Senior and Line Managers the updated organisational structure ratified last April 2021 Council meeting, Resolution Number 2021-04/39. It was expected that line managers disseminate same structure to their line reports and staff under each directorates without email address.

**Vacancies and Recruitments**

Human Resources managed to fill some key positions, and received new requests to fill identified vacancies.

**Filled Positions as of 30 April 2021**

Position Title	Recruitment Update
Executive Manager-Finance and Human Services	Successful 2 months temporary engagement
Finance and Administration Manager	Successful 3 months temporary engagement
Estimator	Successful 3 months temporary engagement
Housing Administration Officer	Successful full-time, permanent engagement subject to probation
Cleaners	Successful Pool of casual cleaners
Housing Trade Assistants	Successful Casual engagements
Community Engagement Officer	Successful full-time, permanent engagement subject to probation

**Recruitment Update**

Position Title	Recruitment Update
Executive Manager-Finance and Human Services ( Full-time,Permanent)	re-advertised 19 April 2021 due to unsuccessful fill
	job add closed 10am, 4 May 2021
	10 applications received by Human Resources
	applicants subject to review and shortlistings
Finance and Administration Manager (Full-time, Permanent)	re-advertised 19 April 2021 due to unsuccessful fill
	job add closed 10am, 4 May 2021
	17 applications received by Human Resources

	applicants subject to review and shortlistings
Workshop Manager (Temporary)	re-advertised 27 April 2021 on 3 month temporary arrangement. Review for permanent recruitment ongoing
	On-going job ad with temporary recruitment platform.
Customer Service Officer (Full-time, Permanent)	Initially advertised dated 23 March 2021 as an urgent fill due to operational requirements, 2 applicants interviewed but none was successful for the position.
	Re-advertised as full-time, permanent dated 4 May 2021, closing date 10am, 18 May 2021.
2x Qualified Plumbers/Drainers/Gas Fitters (Full-time, Permanent)	re-advertised 19 April 2021 due to unsuccessful fill
	job add closed 10am, 4 May 2021
	2 applications received by Human Resources, unsuccessful
	Ongoing Position Description Review with Infrastructure Department.
Administration Trainees	Advertised locally and on island 12 April 2021
	job add closed 10am, 26 April 2021
	2 applications received by Human Resources
	1 applicant for EA to CEO/Mayor Trainee, 1 applicant for Housing Administration Officer Trainee.
	Interview with Department Managers sheduled.
Trade Apprentices-Mechanics	Advertised locally and on island 12 April 2021
	job add closed 10am, 26 April 2021
	4 applications received
	Applications subject to department review and assessment
Trade Apprentices - Plumber	Advertised locally and on island 12 April 2021
	job add closed 10am, 26 April 2021
	0 applicants received as of closing date
Trade Apprentices - Carpentry	Advertised locally and on island 12 April 2021
	job add closed 10am, 26 April 2021
	0 applicants received as of closing date

**New Vacancies as of 30 April 2021**

Position Title	Directorate
Workshop Manager	Infrastructure and Technical Services - Workshop
Accommodation Coordinator	Finance and Human Services- Facilities
Finance Officer	Finance and Human Services - Finance

**Recruitment of Community Bus Driver**

As of August 2020 approved organisational structure, a position of Community Bus Driver under the Finance and Human Services Directorate has been created to address the issues of transportation in the community. This position was envisioned to provide community transport assistance and alleviate the ongoing staff high turn over due to lack of mobility in and around town, to and from work.

However, this position was created outside the budget of the structure and was approved after the financial year budget count.

The position is based on Stream B Level 3 with \$45,292.00 gross annual salary or \$871 per week rate.

To progress with the recruitment of this position, HR is requesting the council for approval of the allocation of budget of \$45,292.00 excluding oncost, or up to \$65,000.00 including oncost.

**Recruitment of Chief Executive Officer**

Human Resources Department acts on a robust recruitment and strategic marketing for Council's Chief Executive Officer and members of the Executive Team. To be able to achieve this, HR recommends that Council considers the following:

- Secure minimum of 3 quotes or proposals from reputable and local government industry recruitment agency experts outlining the service offering, the process, and fee arrangement to deliver an Executive Search and Selection Campaign for the new Chief Executive Officer of Mornington Shire Council.
- Nominate and approve the most economical yet comprehensive quote within the budget

Human Resources is managing all recruitment requests from across council departments, however, every recruitment comes with a cost that needs to be considered.

This is on top of the exhausted resources of Human Resources Department staff.

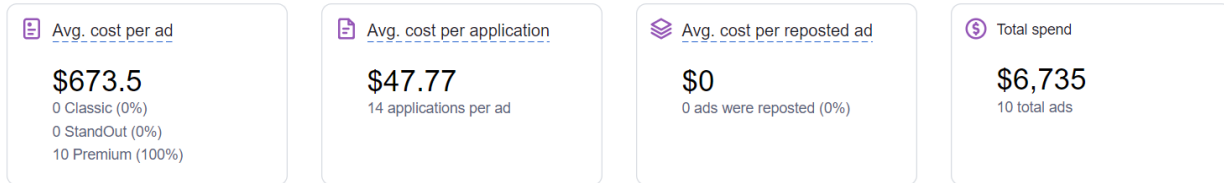
The HR Department has been facing a very high turn over of staffing due to various reasons (lack of available skills, accommodation, remoteness, workplace culture, wage parity among the list)

This affects heavily of the ability of the department to manage the overall HR strategic function as the HR Manager is caught up doing all recruitments year round to fill the high turnover and staffing void across the council. This is on top of being a lone stable staff of the Department.

**Snapshot of Council Cost on Recruitments**

As of April 30, 2021. Mornington Shire Council advertised and re-advertised key positions on recruitment platforms with corresponding charges per ad.

**Seek.com Platform**



**Job Directory Platform**

Advertise With Us



**NOW PLAYING...**

All advertising at The Australian Local Government Job Directory is just **\$225 + gst per role** over the COVID-19 period.

**What do you get?**

A full page advert per role in every edition of the print directory until the closing dates. Ads will also be online until closing date.

Council Direct Platform

RE: Council Direct - Pricing & Package Set youp

HR Human Resources  
To Tony Wills

Wed 21/04/2021 11:22 AM

Council Direct is Australia's highest-ranking Job board for Local Government for Council and Local Government employment searches in Australia. **\*\*Position are listed through a network of Job Board, Employment networks, Social Media Peak Industry Groups and a comprehensive email alert network of over 3.8 million subscribers and have a considerably bigger reach than others in the arena as Independently verified through Alexa.**  
As we discussed, Council Direct has approximately 10 - 14 times the readership than LG Assist. And a significantly higher readership again than that of the Local Government Job Directory, Council Jobs or CareersatCouncil. Please have a look for yourself <https://www.alexa.com/toolbar>.

We are the only Job Board that sponsors all jobs individually through **Social Media** including **LinkedIn**. Council Direct also advertises all the jobs through peak body industry groups and social discussion groups ensuring a high quality of relevant applications.

Given the number of jobs councils will be running with the federal government stimulus for local government to stimulate the economy, the 12-month unlimited package will give great savings to the Council.


Please let me know if I can have the current two positions listed as part of the proposed package giving immediate savings to the council.

I very much look forward to working with Mornington Shire Council for a long time to come and assisting in finding quality applicants for the council's positions and know that you will be more than satisfied with the results that Council Direct achieve.

Kind Regards,

*Tony Wills*

Council Direct  
03 9193 7058  
[tony@councildirect.com.au](mailto:tony@councildirect.com.au)  
[www.councildirect.com.au](http://www.councildirect.com.au)



LGQA- free recruitment Platform being a member

RE: Inquiry on Job Posting via LGQA Member Job Site LGAQ:0247081

A Ask <ask@lgaq.asn.au>  
To Alona Gilhang

Tue 15/12/2020 2:01 PM

Follow up. Start by Tuesday, 15 December 2020. Due by Tuesday, 15 December 2020.  
You forwarded this message on 17/01/2021 4:21 PM.  
If there are problems with how this message is displayed, click here to view it in a web browser.  
Click here to download pictures. To help protect your privacy, Outlook prevented automatic download of some pictures in this message.

Advertising Queensland council jobs is a service available as a result of your councils membership with LGQA and there is no limit to the amount of positions to upload. Please [click here](#) to view our Queensland jobs page on our website.

To advertise a position, simply complete the information below and send to Member Services at [ask@lgaq.asn.au](mailto:ask@lgaq.asn.au). Please be advised we do not upload position descriptions or other pdfs, but rather we link the advertisement to your councils employment website so that people can apply directly there.

POSITION	Job Title
CONTACT	example - Human Resources Officer
PHONE	07 xxxx xxxxx
EMAIL	example - <a href="mailto:email@ccouncil.qld.gov.au">email@ccouncil.qld.gov.au</a>
TYPE	example - Permanent Full Time
SALARY	\$xxxx
LOCATION	Xxxx, QLD, Australia
CLOSE DATE	XXpm, Day, Date Month Year
REF NUMBER	(if applicable)

Advertising using 3<sup>rd</sup> Party Recruitment Agencies

Mornington Shire Council engages lists of reputable and industry expert recruitment agencies to assist Council fill urgent short term, temporary and from to time, permanent positions.

Fees and charges are based on quotes per position.

Conclusion:

It is therefore recommended that Department Managers and requesting officers take closer reviews of the positions that can be filled locally and positions that require expertise sourced from off island. This is to ensure recruitment costs are managed and recruitment ads are carried out efficiently and effectively.

Recruitment of Trainees and Trade Apprentices Update:

Human Resources Department received less to minimum interest on the recruitment of Trainees and Trade Apprentices. Traineeship is a 12-18 months commitment of both study and work while Trade Apprentices is a 3-4 year commitment of study and work.

While Council can source funding bodies to support Traineeship and Apprenticeship, all applicants have to consider commitment upon signing up to avoid losing funding, termination of training contracts and zero outcome of completed trades.

### **On Island Delivery of Traineeship and Apprenticeships Trainings**

Human Resources has been liaising with the current Training Contract Provider Busy at Work and multiple training providers to assist Council with on island delivery of Traineeship and Apprenticeship Trainings, however it poses a lot of restrictions and challenges that the council has to consider.

Following are the challenges that hinder delivery of Traineeship and Apprenticeship On-Island

- Viability for Training Organisations to complete onsite trainings requires 4-5 students per trade.
- Trade Training Facilities within Mornington Island is not well suitable and well equipped for overall training requirements standards.
- Very limited list of onsite training providers

While on island training delivery options are continually explored, ongoing arrangements of sending students to the closest training provider locations still in place. This arrangement poses high cost implications to the council training budget.

Training Expenses for Off Island Trainings

- Accommodation per student per day depending on number of days of trainings
- Travel Allowance per student per day depending on number of days of trainings
- Return flights per student per training requirements
- Salaries and wages of trainees and apprentices
- Other employment oncost

The Department of Training, Employment and Small Business provides subsidy for accommodation at \$30/day per student, and shoulders booking of flights per student on a strict policy that flight notice has to be issued at least 30days prior to departure. Non-compliance to this results to council or student paying the cost.

### **External Training, Employee Development and Upskilling**

Human Resources, together with the Department Program Managers identified the training requirements to upskill, develop and meet the operational requirements of the organisation.

External Training Programs requested from various departments. HR is currently seeking Service Providers and Funding Bodies to deliver the trainings on island.

Certificate III in Civil Operations	Technical Services
Certificate II in Cleaning Operations	Facilities Department
Machine Operations Training	Technical Services
Developing Essential Supervisory Skills	For all supervisors
Leadership Development	For Managers
Report Writing	For Managers
Dealing with Hostile and Violent People	For Managers and Supervisors
Fraud Awareness	For Managers and Supervisors

## Internal Programs and Trainings

Human Resources organized the following internal trainings to be delivered as scheduled.

New Employee Induction and Orientation: Internal training scheduled on 20 May 2021 at the Council HR Training Room from 9am-12noon.

Cultural Awareness Program Induction: All new non-local employees have been booked for the training this 21 May 2021 as a mandatory requirement when working for the council.

Basic Numeracy and Literacy Trainings for identified staff

Basic Computer Trainings for Supervisors

Basic Business Correspondence for Supervisors-including how to read emails, send emails and open mailboxes.

HR is constantly liaising with training providers and training funding bodies to support ongoing employee development, upskilling and skill retentions and improvement.

## Human Resources Management System

HR Manager has been investigating on Human Resources Management System that will address the document and report compliance of the council.

During the Y2021 Indigenous Council HR Manager's Conference, it has been discussed that to ensure all Remote Indigenous Council provides consistent and uniform government required reports, a HR system ELMO has been best recommended to be used.

HR has put forward to Y2021-Y2022 budget report for the cost to be included on the financial year based on the submitted proposal.

Benefits of HR Management System for Mornington Shire Council:

- Centralised secure records of all staff across the organisation
- Oversee of staff movements and data archives
- Self-Service options creating greating staff engagement
- Integrated Data reporting and extractions
- Consistent and Coherent Reporting Method
- Provides single set data that saves time and resources
- Increased data accuracy while dramatically improves reporting and analytics
- Provides high compliance and less risk on errors
- Due to high staff turnover, this system will form consistent basis of employee informations

**Employee Assistance Program**

Council reported zero usage of the Employee Assistance Program for the month of April 2021.

All employees are encouraged to utilise this free service.

# Mornington Shire Council

## April 2021

### Monthly Service Referral & Utilisation Snapshot

**Ongoing Human Resources Projects**

- Human Resources Management System
- Review and Updating of Expired Policies
- HR Employee Orientation and Onboarding Program Presentations
- Employee Online Trainings, Upskilling and Developments
- Manual and Electronic Employee Files Clean Up Drive
- Ongoing development of Human Resources Operations Manual
- Exit interviews and Assessments
- Ongoing Review of Employment Contracts
- Ongoing Compliance of Industrial Relations Audit

**FINANCIAL & RESOURCE IMPLICATIONS**

There are no known financial or resource implications resulting from this report.

**RECOMMENDATION**

That Council receive and notes the report.

**16.4 REPORT ON COUNCIL INTERNAL AUDIT PLAN 2020-2021**

**Author:** Acting Executive Manager Finance and Human Services

**Attachments:** 1 Internal Audit Plan 2020-21

**PURPOSE (EXECUTIVE SUMMARY)**

For Council to view and adopt the Mornington Island Shire Council Internal Audit plan for the financial year ending 30 June 2021.

**BACKGROUND & PREVIOUS COUNCIL CONSIDERATION**

In December 2020 the Acting Executive Manager of Finance and Human Services presented as part of the report to Council a summary of the Internal Audit Plan for the 2020-21 financial year. The internal Auditors Grant Thornton are on the Local Buy preferred supplier under category BUS 272 and are qualified to undertake the work outlined in the plan. However the actual plan from the Internal auditors was not attached to the December report and there was no recommendation and subsequent resolution from Council to adopt the plan.

While the Local Government Act and Regulation are silent on the matter, after discussion with the Council's current external auditors and another firm which acts as the internal auditor for a number of Councils, they agree this is the process that should be used and it is a process most councils use.

Attached is a copy of that Internal Audit Plan and a recommendation for the Council to adopt the plan.

**FINANCIAL & RESOURCE IMPLICATIONS**

As detailed in the plan.

**RECOMMENDATION**

That Council adopt the Internal Audit Plan for the financial year 2020-2021 from Grant Thornton as attached to this report.



# Mornington Shire Council



## Annual Internal Audit plan 2020 / 2021

November 2020





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# Executive summary

## Summary

Grant Thornton has prepared a 2020 / 2021 Internal Audit plan (the Plan) that sets out the scope of the planned internal audit activity to be undertaken for Mornington Shire Council (MSC) during the year ending 30 June 2021.

The Plan was developed based on the consideration of the following:

- MSC's risk profile, as developed by management
- Our understanding of MSC's core business processes
- Current issues and trends within the Local Government sector
- Our experience with Councils of a similar size and nature
- Discussions with the MSC Executive Manager Finance and Human Services and Project Accountant.

Through these activities, potential internal audits were identified and prioritised in order to prepare the Plan.

### 2020 / 2021 Annual Internal Audit Plan

Remotely - December	Remotely - December	On-site - January
Risk Management Maturity	Financial Statement Maturity	Probity and Contract Management

## Why the activities have been selected?

**Financial Statement Maturity** – From next year, the Queensland Audit Office ("QAO") is intending to incorporate the financial statement maturity of Council into the traffic light assessment of the effectiveness of the financial statement preparation process and internal controls.

The QAO Financial Statement Maturity module provides a baseline for measuring the maturity of MSC. This can be used to re-assess financial maturity in subsequent years as a means of measuring progress as well as providing an opportunity for 'course-correction' to ensure Council stays on track to achieving its financial reporting goals.

**Risk Management Maturity** – The QAO's fraud and corruption control self-assessment tool (2015) provides guidance for QLD government agencies to implement a sound fraud control framework. Due to recent high profile and material fraudulent incidents that have occurred in local government, a number of local councils have been assessing their frameworks against the tool.

Also, due to the diverse range of services local councils provide (e.g. cash handling, procurement, regulatory enforcement and operation of many functions within the community etc.), fraud is an inherently high risk.

**Probity and Contract Management** – Council has a large number of contracts which includes contracts for procurement of goods and services, grant agreements, leases and managed services.

## Proposed fees

We have provided a fee estimate for each of the projects based on work days and hourly rates. Refer to Appendix A for schedule of rates.

# Internal Audit plan – 2020 / 2021

The 12 month Internal Audit plan for the period to 30 June 2021 is detailed below. Working with management, we will regularly appraise the priority of the proposed reviews and respond accordingly. This strategy will be formally reviewed by Internal Audit and Management on an annual basis.

The specific objectives, scope and approach for each audit will be agreed with Management responsible for the process or area subject to Internal Audit.

Audit area	Indicative objectives and scope	Work days	Fee (\$) ex. GST	Timing
Financial Statement Maturity	<p><b>Objectives:</b></p> <p>The objectives of this engagement are to:</p> <ul style="list-style-type: none"> <li>Assess Council's financial statement maturity using the QAO financial statement preparation maturity self assessment tool.</li> <li>Review and recommend any necessary improvements to Council's financial reporting processes to ensure the Council continues to deliver timely financial statements and strives towards achieving green traffic lights for quality and year-end processes.</li> </ul> <p><b>Scope:</b></p> <p>The scope of the review is as follows (but not limited to):</p> <ul style="list-style-type: none"> <li>The four components of the QAO financial statement preparation maturity self assessment tool, namely:                             <ul style="list-style-type: none"> <li>Quality month end processes including reconciliations, reporting and internal quality controls.</li> <li>Early financial statement close processes including early close, stocktakes, asset valuation and audit committee involvement.</li> <li>Financial statement preparation processes including the use of technology, integration and data quality, staff skills, internal controls and tailoring of disclosures.</li> <li>Timely identification and resolution of financial reporting matters including identifying matters, performing an analysis and communication with the Audit Committee and external auditors.</li> </ul> </li> </ul>	5	11,275	14 to 18 December 2020

# Internal Audit plan – 2020 / 2021

Audit area	Indicative objectives and scope	Work days	Fee (\$) ex. GST	Timing
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**Objectives:**

The objectives of this engagement are to:

- Assess Council's fraud controls using the QAO Fraud and corruption control self-assessment tool (2015).
- Assess Council's Enterprise Risk Maturity using the QAO risk management maturity model.
- Review and recommend any necessary updates to Council's Fraud and Corruption Prevention Policy to ensure it meets contemporary standards.
- Compliance with applicable legislative and regulatory requirements (Local Government Act 2009 and Local Government Regulation 2012).

**Scope:**

The scope of the review is as follows (but not limited to):

- **Risk Management Maturity**
  - The 6 attributes of the QAO risk management maturity model, namely:
    - Leadership
    - People and accountability
    - Process integration
    - Response
    - Monitoring
    - Achieving outcomes and innovation
  - The 16 attributes of the QAO fraud and corruption control self-assessment tool, namely:
    - Fraud control strategy
    - Senior management commitment
    - Ethical framework
    - Fraud awareness
    - Fraud risk assessment
    - Internal controls
    - Line manager responsibility
    - Responsibility structures
    - Compliance with applicable legislative and regulatory requirements (Local Government Act 2009 and Local Government Regulation 2012).

7 to 11  
December  
2020

11,275

5

# Internal Audit plan – 2020 / 2021

Audit area	Indicative objectives & scope	Work days	Fee (\$) ex. GST	Timing
<p><b>Objectives</b></p> <p>To assess the adequacy and effectiveness of the MSC's contract management processes to ensure:</p> <ul style="list-style-type: none"> <li>• An appropriate contracts management policy and procedures are in place and adhered to.</li> <li>• Financial delegations are established and adhered to.</li> <li>• A formal tender process is in place and is adequate to ensure appropriate contractors are engaged.</li> <li>• Formal agreements have been established with both parties prior to contractors commencing.</li> <li>• Contracts are adequately understood, disseminated and monitored to ensure both parties are meeting expectations / requirements (including meeting expectations with regard to agreed budgets and timeframes).</li> <li>• Appropriate engagement of contractors to ensure MSC is obtaining value for money and the contractor has the required skills and experience for project delivery.</li> <li>• Quality review of project outcomes and deliverables.</li> </ul> <p><b>Scope</b></p> <p>The scope of the review is as follows (but not limited to):</p> <ul style="list-style-type: none"> <li>• A review of relevant and applicable policies and procedures.</li> <li>• Review of financial delegations.</li> <li>• Review of processes for entering into contracts such as managed services, grants, leases and procurement of goods and services.</li> <li>• Monitoring of contractors (including renewal and termination of contractors).</li> <li>• Compliance with applicable legislative and regulatory requirements (i.e. Chapter 6 Local Government Regulation 2012) and Procurement Guidelines for QLD Government.</li> <li>• Review of contract management mechanisms in place and contractual documentation.</li> </ul>	10	18,700	19 to 29 January 2021	
<b>TOTAL WORK DAYS / TOTAL FEE</b>		<b>20</b>	<b>41,250</b>	

# Appendix A – schedule of rates

**Fees**

Our fees and services will be based on hourly charges for professional time incurred by us in performing the internal auditing services.

Our agreed fees will be on a progressive basis for services rendered based on the status of the projects.

Rates per hour for each resource level within the Internal Audit team for the 2021 financial year are:

Employee classification	Standard hourly rate \$	Mornington Shire Council special hourly rate*
Partner	490	370
Senior Manager	350	250
Manager	300	200
Assistant Manager	275	150
Senior Associate	230	130
Associate	170	100
Undergraduate Accountant	155	70

\* Exclusive of GST

**Out-of-pocket expenses**

Out-of-pocket expenses incurred as part of our work will be re-charged on the basis of costs incurred. Out-of-pocket expenses will primarily relate to the expenses incurred for our team travel to Mornington Island.

In 2021 we propose to perform a number of projects remotely in order to reduce the out-of-pocket expenses.

# Acknowledgement

**Acknowledgement**

We are in agreement with the scope document for the internal audit of the following projects:

- 1. Financial statement maturity
- 2. Risk management maturity
- 3. Probity and contract management

**Executive Manager Finance and Human Services**

Signed:

*O Jensen*

Name:

*OWSEN JENSEN*

Date:

*17/11/2020*

**Internal audit**

Signed:

\_\_\_\_\_

Name:

\_\_\_\_\_

Date:

\_\_\_\_\_



**17 CONFIDENTIAL REPORTS****RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 275 of the Local Government Regulation 2012:

**17.1 Report On Minor Tyre Fitting Charge to Rex Airlines by Council Workshop**

This matter is considered to be confidential under Section 254J3(g) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government;

**17.2 Report on the Queensland Indigenous Waste Management Strategy - Situational Analysis, indentifying a staged implimentation strategy for waste management at the Gununa Waste Refuse**

This matter is considered to be confidential under Section 254J3(c) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the local government's budget;

**17.3 Confidential Report Staff Matter - Staff Attending GRAC Meetings**

This matter is considered to be confidential under Section 275(b) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with industrial matters affecting employees.

**17.4 Review of the Operation Maintenance Cost of the Airport when applied against the Landing Fee**

This matter is considered to be confidential under Section 254J3(c) and 3(g) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the local government's budget; and negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government;

**17.5 Queensland Reconstruction Authority, Contractual Concerns**

This matter is considered to be confidential under Section 254J3(g) and 3(i) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government; and a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State..

**18 NEXT MEETING****19 CLOSURE**