Monday, 17 October 2016

10.30am – 12.00pm Policy Executive CEO Reference Group Meeting
12.00pm – 5.00pm Policy Executive Meeting
2.00pm – 5.00pm Registration
4.00pm – 4.30pm Trade and Sponsor Briefing (Hall 1)

Tuesday, 18 October 2016

8.30am – 5.00pm Registration

9.00am – 4.30pm Media and Comms Forum
Meeting Room 7

9.00am – 5.00pm Professional Development Streams
Governing councils TS-REG-974
Meeting Room 1

Land Use Planning TS-REG-1006
Meeting Room 3

Financial Reports and Budgets TS-REG-989
Meeting Room 5

10.45am – 11.30am Morning Tea
Trade Exhibition Area: Central Rooms ABC and Hall 1

12.45pm – 2.00pm Lunch
Trade Exhibition Area: Central Rooms ABC and Hall 1

2.00pm – 4.00pm Regional Roads and Transport Group Assembly
Meeting Room 9

2.00pm – 5.00pm Indigenous Leaders Forum
Meeting Room 8

4.30pm – 5.00pm First Time Delegate Briefing
Meeting Room 6

5.30pm – 6.10pm Welcoming Ceremony
Hall 2
Hosted by King & Company
Wednesday, 19 October 2016
Member Council Day

7.45am  Registration
8.15am  Plenary Commences
         Hall 2
8.15am  Security Briefing – GCCEC to speak and provide 2 minute video
8.17am  Call to Order by the Acting President
8.18am  Presentation of Policy Executive
8.30am  Official Opening
         Hon Annastacia Palaszczuk MP
         Premier of Queensland
8.45am  Presidential Address
         Cr Jenny Hill
         Acting President
         LGAQ
9.15am  Keynote Address: New Economy New Politics
         Dr Parag Khanna
         Senior Research Fellow in the Centre on Asia and Globalisation at the Lee
Kuan Yew School of Public Policy, National University of Singapore
10.15am Morning Tea
        Trade Exhibition Area: Central Rooms ABC and Hall 1
10.45am Panel Session: Out of the Box
        Cr Arnold Murray, Mayor, Cherbourg Aboriginal Shire Council (Smart Street Lighting)
        Mr Bruce Gardiner, General Manager, Infrastructure Services, Cairns Regional Council (Truck Road Survey)
        Cr Jo McNally, Deputy Mayor, Southern Downs Regional Council (Budget Preparation)
        Cr Mike Charlton, Deputy Mayor, Moreton Bay Regional Council (Complaints App)
11.55am Sponsor Address: Telstra
        Jason Law
        National Manager for Local Government
12.00pm Keynote Address: Rise of the Sharing Economy
12.30pm **Lunch**
Trade Exhibition Area: Central Rooms ABC and Hall 1

1.30pm **Council Forums**
- Rural and Remote councils – Hall 2
- South East Queensland councils – Meeting Room 6
- Coastal councils – Meeting Room 7
- Resource Regions councils – Meeting Room 5
- Indigenous councils – Meeting Room 8

3.00pm **Keynote Address: Telstra’s Role in keeping Communities connected**
Mr Andrew Penn  
Chief Executive Officer  
Telstra

3.30pm **LGAQ Super Heroes**
Mr Bob Abbot, LGAQ Mayoral Mentor  
Mr Wayne Kratzmann, LGAQ Mayoral Mentor  
Mr Peter Maguire, LGAQ Mayoral Mentor  
Hon Joan Sheldon AM, LGAQ Ethics Advisor

3.45pm **Sponsor Address: Energy Queensland Ltd**
David Smales  
Chief Executive Officer

3.50pm **LGM/LGW Member Update**
Mr Russell Ditchburn  
General Manager Public Sector, Jardine Lloyd Thompson

(Cr Hill will need to be on stage to present the LGM Risk Management Award)

4.05pm **Sponsor Address: Caravanning Queensland**
Ms Kristy Ponting  
Manager – Caravan Parks Association of Queensland Ltd

4.10pm **Local Government Remuneration and Discipline Tribunal Update**
Mr Col Meng  
Chair  
Local Government Remuneration and Discipline Tribunal

4.30pm **Keynote Address: Shift leading through disruption**
Mr Matt Church  
Courtesy of Saxton Speakers Bureau

5.00pm **Program Concludes**

6.30pm for 7.00pm **Gala Dinner**
Arena 2 Room
Thursday, 20 October 2016
Your Council Day

8.30am  Conference Resumes – housekeeping

8.35am  AGM/Motions (Debate)

9.50am  State Government Update
Hon Jackie Trad MP
Deputy Premier
Minister for Infrastructure, Local Government and Planning
Minister for Trade and Investment

10.20am  Morning Tea
Trade Exhibition Area: Central Rooms ABC, Hall 1

10.40am  State Opposition Update
Mr Andrew Powell MP
Shadow Minister for Transport, Main Roads and Local Government

11.00am  Sponsor Address: Powerlink
Mr Matt Myers
Acting Group Manager Business Planning and Performance Powerlink

11.05am  Debate

12.15pm  Presidential Candidate Speeches
Cr Mark Jamieson, Mayor, Sunshine Coast Council
Cr Ray Brown, Western Downs Regional Council

12.30pm  Lunch
Trade Exhibition Area: Central Rooms ABC, Hall 1

1.25pm  Announcement of new LGAQ President

1.27pm  Annual Conference Format Survey
Please complete the survey which you can find in your Conference App Menu under Polls and Feedback
1.30pm Sponsor Address: Queensland Treasury Corporation
Ms Diana Lollato
Executive Director
Queensland Treasury Corporation

1.35pm Debate

3.45pm Keynote Address: Ripples and Waves
Ms Rabia Siddique
Former Terrorist and War Crimes Prosecutor, International Humanitarian, retired British Army Officer and a hostage survivor

4.15pm Plenary Concludes
The business of the Annual General meeting is, as follows:-

<p>| NOTICE OF ANNUAL GENERAL MEETING | 1 |
| MOTIONS SECTION | 2 |
| <strong>A MOTIONS</strong> | 7 |
| ASSOCIATION MATTERS | 7 |
| 1 - Association Matters - Reception and Adoption of the President’s Annual Address for 2015-2016 | 7 |
| 2 - Association Matters - Reception and Adoption of the 120th Annual Report by the Policy Executive | 7 |
| 3 - Association Matters - Reception and Adoption of the Annual Financial Statements and Auditor’s Report | 7 |
| 4 - Association Matters - LGAQ Policy Statement Amendment - Performance Reporting | 8 |
| 5 - Association Matters - LGAQ Policy Statement Amendment – Funding of Infrastructure – Value Capture | 9 |
| 6 - Association Matters - LGAQ Policy Statement Amendment - Disaster Management | 10 |
| 7 - Association Matters - LGAQ Policy Statement Amendment – Fluoridation Funding | 11 |
| 8 - Association Matters - LGAQ Policy Statement Amendment - Sport and Leisure | 11 |
| 9 - Association Matters - LGAQ Policy Statement Amendment - Resource and Mineral Extraction | 12 |
| 10 - Association Matters - LGAQ Policy Statement Amendment - General Amendment | 13 |
| ASSOCIATION MOTIONS | 14 |
| 11 - Association Motions - Industrial Relations - Continuation of Single Modern Award for Local Government | 14 |
| FINANCE AND ADMINISTRATION | 15 |
| 12 - Rating - Removal of Exemption - Publicly Listed Companies Operating in Rail Corridor Land | 15 |
| 13 - Rating - Eligibility of Land Subject to Valuation Offset | 15 |
| 14 - Funding - Asset Replacement to be Prioritised over New Asset Procurement | 16 |
| 15 - Disaster Management - NDRRA - Reimbursement of Local Government Plant Hire Rates | 16 |
| 16 - Disaster Management - NDRRA - Urgent Development of New Methodology | 17 |
| 17 - Disaster Management - Investigation into Emergency Management Effectiveness in Queensland | 17 |
| 18 - Cost Recovery - Expenses Involved In Land Sale or Acquisition | 18 |
| GOVERNANCE | 19 |
| 19 - Councillor Complaints - Removal of Mayor and CEO from the Process | 19 |
| 20 - Councillor Remuneration - Remuneration Tribunal Determination to be Final | 19 |
| 21 - Register of Interest - Clarification of Commencement Date After Election | 20 |
| 22 - Conflict of Interest - Simplified Declaration Procedures | 20 |
| 23 - Elections - Local Governments’ Powers to Conduct Elections | 21 |
| 24 - Elections - Voting Methods - Retention of Optional Preferential Voting (OPV) | 21 |
| 25 - Elections - Investigation of Electronic Voting | 22 |
| 26 - Reporting - Australian Accounting Standards | 22 |</p>
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLANNING AND DEVELOPMENT</td>
<td></td>
</tr>
<tr>
<td>27 - Planning Powers - Local Government Infrastructure Plans - Amend, Simplify and Remove Unnecessary and Irrelevant Statutory Requirements</td>
<td>23</td>
</tr>
<tr>
<td>28 - Planning Powers - Land Valuation Methodology - Statutory Guideline 03/14 Local Government Infrastructure Plan</td>
<td>24</td>
</tr>
<tr>
<td>29 - Native Title/Cultural Heritage Delays - Inability of Respondent Group to Determine Positions</td>
<td>24</td>
</tr>
<tr>
<td>30 — Land Management - Mining Tenures - Local Government and Community Consultation on Tenure Renewal</td>
<td>25</td>
</tr>
<tr>
<td>31 - Land Management - More Accurate Listing of Contaminated Sites</td>
<td>25</td>
</tr>
<tr>
<td>ENVIRONMENT AND HEALTH</td>
<td></td>
</tr>
<tr>
<td>33 - Smoke Free Facilities and Places - State Government Education and Awareness Campaign</td>
<td>26</td>
</tr>
<tr>
<td>34 - Animal Welfare - Delegated Powers from Biosecurity Queensland To Local Governments</td>
<td>27</td>
</tr>
<tr>
<td>35 - Weed Management - Impacts upon Pasture Stocking Rates from Navua Sedge</td>
<td>27</td>
</tr>
<tr>
<td>36 - Coastal Protection - Tripartite Funding for Stormwater Runoff Impacting Coastal Environments and the Great Barrier Reef</td>
<td>28</td>
</tr>
<tr>
<td>INFRASTRUCTURE, ECONOMICS AND REGIONAL DEVELOPMENT</td>
<td></td>
</tr>
<tr>
<td>37 - Road Use Management - Improvements to the National Heavy Vehicle Regulator Processes</td>
<td>29</td>
</tr>
<tr>
<td>38 - Road Design - State Controlled Road Corridors - B-Double and Multi-Combination Vehicle Routes</td>
<td>29</td>
</tr>
<tr>
<td>39 - Road Closures - Land to Vest in Local Government</td>
<td>30</td>
</tr>
<tr>
<td>40 - Road Signage - Investigation into Road Sign Reflectivity</td>
<td>30</td>
</tr>
<tr>
<td>41 - Road Declaration - State Declaration of Local Roads Increasing State Revenue</td>
<td>31</td>
</tr>
<tr>
<td>42 - Water Resources - Balancing Consumption and Environmental Water Requirements</td>
<td>31</td>
</tr>
<tr>
<td>43 - Rail Transport - Corridor Identification - Consideration of Impacts on Affected Communities</td>
<td>32</td>
</tr>
<tr>
<td>44 - Airline Services - Policy to Permit a Regular Transport Passenger (RPT) Service to Operate Within 100 Kilometres of an Existing Service</td>
<td>32</td>
</tr>
<tr>
<td>45 - Traffic Management - councils to Set Speed Limits on State-Controlled Roads through Townships</td>
<td>33</td>
</tr>
<tr>
<td>46 - Crocodile Management - Harvesting of Eggs and Relocation</td>
<td>33</td>
</tr>
<tr>
<td>47 - Vegetation Management - Legislation to Enable Agricultural Development</td>
<td>34</td>
</tr>
<tr>
<td>48 - Electricity Charges - Reduction by 33% for the Energy Queensland Network</td>
<td>34</td>
</tr>
<tr>
<td>WORKFORCE AND SOCIAL POLICY</td>
<td></td>
</tr>
<tr>
<td>49 - Indigenous councils - Federal Government Consultation on Contracts for Job Service Providers</td>
<td>35</td>
</tr>
<tr>
<td>50 - Taxation - Review of “Backpacker Tax”</td>
<td>35</td>
</tr>
<tr>
<td>51 - Australia Post - Improvements to the Mail Services</td>
<td>36</td>
</tr>
<tr>
<td>52 - Regional Arts - Investigating Establishment of Body to Replace Artslink</td>
<td>36</td>
</tr>
</tbody>
</table>
B MOTIONS ................................................................................................................. 37

FINANCE AND ADMINISTRATION ................................................................................. 37
53 - Rating - Amalgamation of Parcels - Improvements to Processing Times .................. 37
54 - Funding - Bridge Replacement and Repair .......................................................... 37
55 - Funding - National Parks - Introduction of Road Access Levy ............................. 38

PLANNING AND DEVELOPMENT .................................................................................. 38
56 - Planning Powers - Ministerial Designations for Community Infrastructure ... 38
57 - Planning Powers - Universities to Comply with Local Government Planning Schemes and Infrastructure Plans ............................................................. 39
58 - Planning Powers - Developer Contributions - Catchment-Based Charges .......... 39
59 - Planning Powers - Guidelines for Infrastructure External to State Government sites and Non-State schools - Revision of Guidelines ........................................ 40
60 - Planning Powers - Poultry Farm Buffer Zones and Odour Modelling ................. 40
61 - Planning Scheme - Amendment Process - Reduced Time for First State Interest Check Reviews ..................................................................................... 41
62 - Building Approvals - Mandate a Minimum of Two Inspections for Class 10a Structures .................................................................................................. 41

ENVIRONMENT AND HEALTH ................................................................................... 42
63 - Pest Management - Additional Financial Support for Local Government ............ 42
64 - Pest Management - Land Protection Fund - Review of Precept Payments .......... 42
65 - Waste Management - Rural Waste Disposal Sites to Operate Under Negotiated Site Management Plan ................................................................. 43
66 - Animal Management - Life Time Registration for Dogs .................................... 43

INFRASTRUCTURE, ECONOMICS AND REGIONAL DEVELOPMENT .......................... 44
67 - Traffic Management - TMR Level 3 Traffic Management Requirements – Amendment of Assessment for Shires and Regional councils ........................................ 44
68 - Water Resources - Allocation for Irrigated Agriculture ...................................... 44
69 - Telecommunications - Access to Standard Telephone Services ...................... 45

WORKFORCE AND SOCIAL POLICY .......................................................................... 46
70 - Transitional Services - Increased Regulatory and Accountability Requirements Particularly for Residential Facilities ................................................................. 46
71 - Historical Records - Access to Births, Deaths and Marriage Registers ............... 47

C MOTIONS .................................................................................................................. 48

FINANCE AND ADMINISTRATION ................................................................................. 48
72 - Funding - Financial Assistance Grants - Review of Rating Capacity .................... 48
73 - Funding - State Government to Reimburse Local Government for Costs of Devolved Responsibilities ................................................................. 48
74 - Asset Management - Clarification of Methods of Valuation and Depreciation .... 49
<table>
<thead>
<tr>
<th>ENVIRONMENT AND HEALTH</th>
<th>50</th>
</tr>
</thead>
<tbody>
<tr>
<td>75 - Pest Management - Flying Foxes – To be a State Government Responsibility</td>
<td>50</td>
</tr>
<tr>
<td>76 - Pest Management - Control of State Declared Pest Animals in National Parks and State Forests</td>
<td>50</td>
</tr>
<tr>
<td>77 - Land Management - State Government Owned Residential Properties - Maintained to Same Standard as Private Property</td>
<td>51</td>
</tr>
<tr>
<td>78 - Public Health - Mandatory Fluoridation of Urban Water Supplies - Cost Borne by State Government</td>
<td>51</td>
</tr>
<tr>
<td>79 - Plastic Bags - Ban on Sale</td>
<td>52</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INFRASTRUCTURE, ECONOMICS AND REGIONAL DEVELOPMENT</th>
<th>53</th>
</tr>
</thead>
<tbody>
<tr>
<td>80 - Infrastructure - State Government to Provide in Designated Growth Regions</td>
<td>53</td>
</tr>
<tr>
<td>81 - Roads - Off Alignment &amp; Undedicated</td>
<td>53</td>
</tr>
<tr>
<td>82 - Road Safety - High Priority Around Schools</td>
<td>54</td>
</tr>
<tr>
<td>83 - Road Reserve Management - Sharing of Road Reserve by Communication Utilities</td>
<td>54</td>
</tr>
<tr>
<td>84 - Mobile Black Spot Programme - Additional Investment required for Regional Queensland</td>
<td>55</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WORKFORCE AND SOCIAL POLICY</th>
<th>56</th>
</tr>
</thead>
<tbody>
<tr>
<td>85 - Taxation - Increase in Remote Area Zone Tax Rebate</td>
<td>56</td>
</tr>
<tr>
<td>86 - Sport and Recreation - Access to State School and College Sporting and Open Space Facilities</td>
<td>56</td>
</tr>
<tr>
<td>87 - Housing Sector Stimulus - Expansion of Queensland First Home Owners' Grant</td>
<td>57</td>
</tr>
</tbody>
</table>
NOTICE OF ANNUAL GENERAL MEETING

In accordance with Rule 4.1 & 4.2 of the LGAQ’s Constitution, all councils are notified of the Annual General Meeting of the Local Government Association of Queensland Ltd ACN 142 783 917 which will be held at Hall 2, Gold Coast Convention & Exhibition Centre, 2684-2690 Gold Coast Highway, Broadbeach, Queensland on Thursday, 20 October 2016 commencing at 8.35am.

The business of the Annual General meeting, is as follows:

Motion 1
Reception and adoption of President’s Annual Address

Motion 2
Reception and adoption of the 120th Annual Report by the Policy Executive

Motion 3
Reception and adoption of the Annual Financial Statements and Auditor’s Report

Election of President
As a consequence of more than one candidate nominating for the position of President, and as required by Rule 6.3 of the LGAQ’s Constitution, a ballot (by secret vote) is to be undertaken to determine the President of the LGAQ for the 2016 to 2020 term.

Other Motions
Any such other business as may be lawfully be brought before the meeting for consideration.

If your Council is not attending the AGM, you may appoint a proxy to vote on your behalf at the AGM by completing the attached proxy form. The completed appointment of proxy form must be returned to the registered office of the LGAQ before the time at which the AGM is to be held; tabled at the AGM or produced when the poll is taken.

If your Council is attending the AGM, you must appoint one or two delegates who are either the Chief Executive or Councillor of your Council to vote on your behalf at the AGM. To appoint delegates you must notify the secretary in writing or by electronic submission in the manner approved by the secretary and notified to members. Any delegation received after Thursday, 6 October 2016 will be invalid and of no effect.
MOTIONS SECTION

SUBJECTS FOR DISCUSSION

The following decisions of previous Annual Conferences have been observed in compiling the Agenda and shall continue to be the procedure until such time as altered by an Annual Conference.

SESSIONAL ORDER – MOTIONS – CLASSIFICATION

That the motions before the Conference shall be classified into three groups:

‘A’ Those embodying questions of principle not previously determined.
‘B’ Those of importance (but not involving a major issue) not previously determined.
‘C’ Those which are affirmations of earlier decisions.

Motions grouped under ‘A’ shall be given priority over all other motions and be discussed in the order in which they appear in the Agenda Paper.

Motions grouped under ‘B’ shall follow discussions of those under Group ‘A’ and be taken in the order in which they appear in the Agenda Paper.

Motions grouped under ‘C’ shall be adopted under the one motion referring them to the Policy Executive for appropriate action. Subject to the reservation that should any Delegate wish any motion to be taken from Group ‘C’ for general discussion, it shall be open to them to request the Conference so to do, not later than the close of business on the first day of the Conference.

Subjects for Discussion

(a) A Member may bring forward for discussion at an Annual Conference any matter connected with the objects or the Association or pertaining to a subject of common concern to Members, upon giving to the Chief Executive officer 6 weeks’ notice, in writing, of such intention.

(b) However:-

(i) The requirement for such notice may be dispensed with by resolution of the Conference if the matter is one which, in the sole opinion of the President:-

(A) Is relevant to all, or substantially all, of the members of the Association; and
(B) Requires an urgent decision in order to protect or advance the interests of members such that it is not possible or practical to refer the matter to the next Policy Executive meeting after the conference to enable the Policy Executive to consider and determine an appropriate response to the matter on behalf of members.

(ii) The Policy Executive, or an Agenda Committee appointed by the Policy Executive under Rule 5.13, may determine that a matter will not be brought forward if:-
(A) The matter has previously been dealt with by a conference and the Executive or Agenda Committee is of the view that there has been no material change in circumstances so as to warrant the matter being brought forward again;

(B) Action has already been taken to implement or response to the matter in accordance with a direction of the Executive or an adopted policy of the Association; and

(C) The matter is outside the proper scope of the objects of the Association.

(iii) The Policy Executive or an Agenda Committee may also amalgamate one or more matters into a single item for consideration by the Conference where those matters relate to the same or substantially the same subject.

(c) The President must rule a matter out of order if the required notice under Rule 25 (a) has not been given and the President is not satisfied as required by Rule 25(b) (i).

(d) A determination by the President under Rule 25(c) that a matter is out of order is a substantive and final decision, and no delegate may move a motion of dissent from that determination or otherwise seek to challenge it at the Conference.

(e) Despite a decision of the Policy Executive or an Agenda Committee under Rule 25(b)(ii), a matter the subject of such a decision may be brought forward if the Conference so decides by resolution.

(f) At any Special Conference no business may be transacted except such as is stated in the notice thereof and other matters incidental or directly relation to that business.

PART 15 – SCHEDULE 1 – RULES OF PROCEDURE FOR DEBATE

1. Motions to be Seconded
   A motion must not be debated unless it is seconded.

2. Motions Not to be Withdrawn Without Consent
   When a motion has been proposed and seconded, it becomes subject to the control of the General Meeting, and may not be withdrawn without the consent of the General Meeting.

3. Amendment May Be Moved
   1) When a motion has been proposed and seconded, and delegate is at liberty to move an amendment thereon.
   2) However, amendment may not be debated unless it is seconded.

4. Only One Amendment At A Time
   A second or subsequent amendment must not be taken into consideration until previous amendment has been disposed of.

5. Further Amendment may be Moved on Amended Questions
   1) If an amendment has been carried, the question as amended then becomes the question before the General Meeting.
   2) A further amendment upon such question may be moved.
6. How Subsequent Amendments May Be Moved

1) If a motion for amendment, whether upon the original question or upon any question amended as aforesaid, has been lost, then a further amendment may be moved to the question to which such first-mentioned amendment was moved, and so on.

2) However, not more than one question and one proposed amendment therefor may be before the General Meeting at any one time.

7. Limitations As To The Number And Duration Of Speeches

1) The mover of an original motion has:-
   a) a right of general reply to all observations which have been made in reference to such motions; and
   b) the right to speak upon every amendment moved in respect of the motion.

2) Subject to Rule 8, every delegate other than the mover of an original motions, has right to speak once upon such motions, and once upon every amendment moved in respect of the motion.

3) Except with the consent of the General Meeting, a delegate must not speak more than once upon any one motion except when misunderstood or misrepresented, in which case the delegate is permitted to correct or explain the misunderstanding or misrepresentation without adding any further observations than may be necessary for the purpose of such correction or explanation.

4) Except with the consent of the General Meeting:-
   a) the mover of an original motion, in his or her opening speech, must not speak for more than three minutes at any one time.
   b) a speaker must not otherwise speak for more than three minutes at any one time.

8. Speakers In Rotation

1) Despite Rule 7, when a motion or amendment has been moved or seconded no delegate may speak further in support of the motion until someone has spoken in opposition to the motion, and thereafter speakers are only entitled to speak for or against in rotation.

2) However, in any case where the same motion has been submitted by more than one Member, a representative from each such Member is entitled to speak.

9. Digression

Every delegate speaking must confine his or her remarks to the matter then under consideration.

10. Imputations

A delegate must not make personal reflections on or impute improper motives to any other delegate.

11. Chairperson To Decide As To Pre-audience

If two or more delegates rise to speak at the same time, the chairperson decides which of the delegates may speak first.
12. **Chairperson To Maintain Order**  
The chairperson must maintain order, and may, without the intervention of any delegates, call any delegate to order whenever, in his or her opinion, the necessity arises for so doing.

13. **Delegates May Raise Questions Of Order**  
A delegate who considers that any other delegate is out of order may call the attention of the chairperson to that matter. The question of order must be dealt with immediately, without further discussion, in accordance with Rule 14.

14. **Questions Of Order – How Dealt With**  
1) Upon a question of order being raised, the delegate called to order must immediately resume his seat, unless specially permitted by the chairperson to offer an explanation, retraction, or apology.  
2) If the delegate is so permitted, he or she may explain, retract, or apologise for the matter or remark alleged to have been out of order.  
3) If such explanation, retraction or apology is considered satisfactory by the chairperson, no further discussion on the question of order is permitted.

15. **Motions Out Of Order To Be Rejected**  
Whenever it has been decided that any motion, amendment, or other matter is out of order, it must be rejected.

16. **Irrelevance Or Repetition In Debate**  
The chairperson may:-  
1) Call the attention of General Meeting to continued irrelevance or tedious repetition on the past of any delegate; and  
2) Direct the delegate to discontinue his or her speech.

17. **Closure Of Debate**  
1) The closure of a debate may be obtained by a motion made, according to the evident sense of the conference, “That the question be now put”.  
2) No discussion is permitted on that question.

18. **How Questions Are To Be Put**  
1) The chairperson must put to the General Meeting all questions on which it is necessary that a vote shall be taken, first in the affirmative, and then in the negative, and the delegates present and voting thereon must vote in the specified manner.  
2) In Rule 18(1), the “specified manner” of voting is the process determined by the Board from time to time.  
3) To avoid doubt, the specified manner of voting:-
   a) must enable each delegate to vote in a manner which gives effect to its voting entitlements; and  
   b) may involve or include the use of electronic devices.  
4) The specified manner of voting to apply at any conference must be notified and explained by the chairperson to General Meeting before the first vote is taken at General Meeting.  
5) The chairperson must declare the result to the General Meeting.
19. **Chairperson May Repeat Question**

The chairperson may:-
1) Put any questions as often as may be necessary to enable him or her to form his opinion as to the results of the voting; or
2) Appoint tellers, to count the number of votes for and against the question.

20. **Questions – How Determined**

Every question is decided by a majority of votes of the delegates present at any General Meeting and voting on that question.

21. **Suspension Of Rules**

1) Any one or more of the following of the foregoing rules of procedure for debates may be suspended by resolution at any conference of the Association.
2) A resolution under Rule 21(1) must state the purpose of the suspension.
# A MOTIONS

## ASSOCIATION MATTERS

<table>
<thead>
<tr>
<th>Submitting council / organisation</th>
<th>LGAQ Board</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Number and title of motion</th>
<th>1 - Association Matters - Reception and Adoption of the President’s Annual Address for 2015-2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion</td>
<td>That the President’s Annual Address for 2015-2016 be received and adopted.</td>
</tr>
<tr>
<td></td>
<td>MOVER: Cr J Hill (Townsville)</td>
</tr>
<tr>
<td></td>
<td>SECONDER: Cr M. Bourke (Brisbane) CARRIED</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number and title of motion</th>
<th>2 - Association Matters - Reception and Adoption of the 120th Annual Report by the Policy Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion</td>
<td>That the Annual Report of the Policy Executive for 2015-2016 be received and adopted.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>SECONDER: Cr M. Bourke (Brisbane) CARRIED</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number and title of motion</th>
<th>3 - Association Matters - Reception and Adoption of the Annual Financial Statements and Auditor’s Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion</td>
<td>That the Annual Financial Statements for the year ended 30 June 2016 and Auditor’s Report be received and adopted.</td>
</tr>
<tr>
<td></td>
<td>MOVER: Cr J. Hill (Townsville)</td>
</tr>
<tr>
<td></td>
<td>SECONDER: Cr M. Burnett (Gladstone) CARRIED</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>4 - Association Matters - LGAQ Policy Statement Amendment - Performance Reporting</td>
</tr>
<tr>
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</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland Policy Statement 2015 be amended by the inclusion of a new clause 1.8 in relation to Performance Reporting:</td>
</tr>
<tr>
<td></td>
<td><strong>1.8 Performance Reporting</strong></td>
</tr>
<tr>
<td></td>
<td>1.8.1 Local government supports the development of performance indicators measuring local government financial sustainability, operational and service delivery proficiency.</td>
</tr>
<tr>
<td></td>
<td>1.8.2 Annual and periodic reporting against agreed performance indicators enables continuous improvement practices and benchmarking with other local governments to improve financial sustainability and operational proficiency.</td>
</tr>
<tr>
<td></td>
<td>1.8.3 Performance reporting against agreed indicators and measures enables an outcomes focus to be achieved driving performance improvement in a far more effective manner than the preparation of multiple plans and compliance reporting.</td>
</tr>
<tr>
<td></td>
<td>1.8.4 Local governments supported by the LGAQ’s Better councils, Better Communities and Ready.Set.Go initiatives will continuously be provided with tools and resources to drive better performance outcomes.</td>
</tr>
<tr>
<td></td>
<td>And that existing policies 1.8 and 1.9 be renumbered accordingly.</td>
</tr>
<tr>
<td></td>
<td>MOVER: Cr M. Burnett (Gladstone)</td>
</tr>
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<td>SECONDER: Cr K. Williams (Redland)</td>
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<td>CARRIED</td>
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<tr>
<td>Number and title of motion</td>
<td>Motion</td>
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</tr>
</tbody>
</table>
| 5 - Association Matters - LGAQ Policy Statement Amendment – Funding of Infrastructure – Value Capture | That the Local Government Association of Queensland Policy Statement 2015 be amended by the insertion of a new clause 3.1.4.5 in relation to the funding of infrastructure by ‘Value Capture’ arrangements:

3.1.4.5 Local Government is opposed to the introduction of any new property based taxes by Federal or State governments for the purposes of value capture from their infrastructure investment believing;

(a) it would adversely impact on local governments’ sole own source revenue base,
(b) better use can be made of existing federal and state taxation and user-pay mechanisms from the beneficiaries of infrastructure provision, and
(c) value capture arrangements need to be considered within the broader context of national taxation reform to ensure local government is not disadvantaged through the erosion of its revenue raising capacity. |

MOVER: Cr M. Bourke (Brisbane)  
SECONDER: Cr L Schmidt (Charters Towers)  
CARRIED
<table>
<thead>
<tr>
<th>Number and title of motion</th>
<th>6 - Association Matters - LGAQ Policy Statement Amendment - Disaster Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland Policy Statement 2015 be amended by the deletion of current sections 3.6.1 and 3.6.2 in relation to Natural Disaster Relief and Recovery Arrangements (NDRRA) and Community Disaster Resilience and Disaster Mitigation and the following new section inserted:</td>
</tr>
<tr>
<td></td>
<td><strong>3.6 Disaster Management</strong></td>
</tr>
<tr>
<td>3.6.1 Natural Disaster Relief and Recovery Arrangements (NDRRA)</td>
<td>Local governments support an upfront reconstruction and recovery funding model over current arrangements including provisions for betterment however, this support is qualified until all the details are developed, assessed and agreed.</td>
</tr>
<tr>
<td>3.6.1.2 Local governments should be able to use their day labour workforce for reconstruction works on council-owned essential assets where this provides better value for money than contract labour.</td>
<td></td>
</tr>
<tr>
<td>3.6.1.3 Where value for money can be demonstrated, local governments should also be able to charge appropriate plant hire rates for recovery and reconstruction works on council-owned essential assets.</td>
<td></td>
</tr>
<tr>
<td>3.6.1.4 Current trigger points for local government expenditure under NDRRA (0.75% of net general rate revenue) should be retained. The trigger points for the State (0.225% of state revenue including grants for the first threshold where the Federal Government contributes 50%, and 1.75 times the first threshold for the second threshold after which the Federal Government contributes 75%) should also be retained.</td>
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<tr>
<td>3.6.1.5 There should be no further reductions to the scope of assets eligible for NDRRA funding.</td>
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</tr>
<tr>
<td></td>
<td><strong>3.6.2 Community Disaster Resilience and Disaster Mitigation</strong></td>
</tr>
<tr>
<td>3.6.2.1 The Federal and State governments should commit to continued funding of the Natural Disaster Resilience Program (NDRP) as a fund to assist local governments to undertake community resilience building projects to reduce the impacts of identified natural disaster risks on communities.</td>
<td></td>
</tr>
<tr>
<td>3.6.2.2 A dedicated mitigation funding program, as identified by the Productivity Commission, is a superior means to rebuilding more resilient infrastructure and should be funded on a 40:40:20 basis between federal, state and local government. The local government share should be flexible up to a limit depending on the capacity of the individual council involved.</td>
<td></td>
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<tr>
<td>3.6.2.3 Priority should be given to communities which are more likely to be affected by natural disasters based on historical records.</td>
<td></td>
</tr>
<tr>
<td>3.6.2.4 Local governments do not support any reduction in Commonwealth recovery funding to pay for mitigation.</td>
<td></td>
</tr>
<tr>
<td>MOVER: Cr J. Hill (Townsville)</td>
<td>SECONDER: Cr F. Gela (Torres Strait Island)</td>
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<td>CARRIED</td>
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<tr>
<td>Submitting council / organisation</td>
<td>LGAQ Policy Executive</td>
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<tr>
<td><strong>Number and title of motion</strong></td>
<td><strong>7 - Association Matters - LGAQ Policy Statement Amendment – Fluoridation Funding</strong></td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland Policy Statement 2015 be amended by the insertion of a new clause 5.5.7.2 in relation to water fluoridation funding:</td>
</tr>
<tr>
<td></td>
<td>5.5.7.2 The State Government should fully fund local government for the capital and recurrent costs of the fluoridation of public water supplies as oral health is a State Government responsibility and it is the financial beneficiary of improved oral health.</td>
</tr>
<tr>
<td></td>
<td>MOVER: Cr J. Hill (Townsville)</td>
</tr>
<tr>
<td></td>
<td>SECONDER: Cr M. Burnett (Gladstone)</td>
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<td><strong>CARRIED</strong></td>
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<th>Submitting council / organisation</th>
<th>LGAQ Policy Executive</th>
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<tr>
<td><strong>Number and title of motion</strong></td>
<td><strong>8 - Association Matters - LGAQ Policy Statement Amendment - Sport and Leisure</strong></td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland Policy Statement 2015 be amended by the insertion of the following clauses:</td>
</tr>
<tr>
<td></td>
<td>7.4 Sport, Recreation, Leisure and Safety</td>
</tr>
<tr>
<td></td>
<td>7.4.1 Sport and Leisure</td>
</tr>
<tr>
<td></td>
<td>7.4.1.1 Local government seeks a more coordinated approach to accessing existing state land and facilities, particularly state schools and colleges, for community based sporting clubs outside normal school hours.</td>
</tr>
<tr>
<td></td>
<td>7.4.1.2 Local government seeks a Memorandum of Understanding (MOU) with the State Government to establish the policies and procedures to achieve the outcome sought in 7.4.1.1. and, and</td>
</tr>
<tr>
<td></td>
<td>That existing policy statements 7.4.1.1 to 7.4.1.4 be renumbered accordingly.</td>
</tr>
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<td></td>
<td>MOVER: Cr M. Bourke (Brisbane)</td>
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<td>SECONDER: Cr A. Lacey (Palm Island)</td>
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<tr>
<td><strong>CARRIED</strong></td>
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<tr>
<td>Number and title of motion</td>
<td>9 - Association Matters - LGAQ Policy Statement Amendment - Resource and Mineral Extraction</td>
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<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland Policy Statement 2015 be amended by the insertion of the following new clauses:</td>
</tr>
</tbody>
</table>

**8.6 Infrastructure**

**8.6.1 Resource and Mineral Extraction**

8.6.1.5 The State Government implement a ‘whole of government’ and ‘adaptive management’ approach to addressing the social impacts arising from resource projects.

8.6.1.6 The State Government should regularly report on the cumulative impacts of resource projects in key resource regions, as well as the actions taken by the State Government, local governments and resource companies to manage these impacts.

8.6.1.7 The State Government mandate the requirement for a Social Impact Assessment (SIA) and Social Impact Management Plan (SIMP) based on the actual and/or potential impact of a resource project on local communities and not just on whether the project has been the subject of an Environmental Impact Statement (EIS) process.

8.6.1.8 With respect to a SIMP, the following requirements should be enacted:

- a) The Coordinator-General must consult with local government on the SIA terms of reference, SIA, SIMP and social impact management conditions.
- b) A project proponent must consult with the relevant local government(s) on its SIA and SIMP.
- c) A Statutory Guideline on Consultation and Negotiation between local government and Resource Companies should be developed.
- d) The SIA should include an assessment of the impacts of resource project activities on local government assets, services and land-use planning scheme(s).
- e) An Infrastructure Agreement (IA) be negotiated between the project proponent and relevant local government(s) to avoid and/or mitigate the adverse impacts of a resource project on local government assets, services and land-use planning scheme(s) and to provide compensation for any unavoidable impacts. This agreement is to be in place prior to the commencement of a project, unless the council(s) agrees otherwise.
- f) Resource companies should fund the reasonable costs of local government participation in SIA/SIMP processes and negotiation of an IA.
- g) A resource project should regularly review and update its SIMP, including when there is a significant change to project operations and, for single-lease projects, at renewal of the tenure, and

That existing policy statement 8.6.1.5 be renumbered 8.6.1.9.

MOVER: Cr A Baker (Isaac)

SECONDER: Cr M. Burnett (Gladstone) CARRIED
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<tr>
<th>Submitting council / organisation</th>
<th>LGAQ Policy Executive</th>
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<tbody>
<tr>
<td>Number and title of motion</td>
<td>10 - Association Matters - LGAQ Policy Statement Amendment - General Amendment</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland’s Policy Statement 2015 be amended as per the additions and deletions highlighted in Attachment 1.</td>
</tr>
<tr>
<td>MOVER: Cr M. Bourke (Brisbane)</td>
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<tr>
<td>SECONDER: Cr K. Williams (Redland)</td>
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</table>
### ASSOCIATION MOTIONS

<table>
<thead>
<tr>
<th>Submitting council / organisation</th>
<th>LGAQ Executive</th>
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<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>01 September 2016</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>11 - Association Motions - Industrial Relations - Continuation of Single Modern Award for Local Government</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland continue to strive for a single modern local government industry award (excluding Brisbane City Council) that regulates the employment conditions of Queensland local government workers. Further, that in the event that the LGAQ is unable to achieve a contemporary and modern single award in the state industrial relations system, the LGAQ pursue referral to the federal industrial relations system.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr M. Bourke (Brisbane)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr K. Williams (Redland)</td>
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## FINANCE AND ADMINISTRATION

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<tr>
<th>Submitting council / organisation</th>
<th>Date of council / organisation resolution</th>
<th>LGAQ Policy Executive district</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gladstone Regional Council</td>
<td>16 August 2016</td>
<td>District 6 - Central Queensland</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td><strong>12 - Rating - Removal of Exemption - Publicly Listed Companies Operating in Rail Corridor Land</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to remove the general rating exemption for publicly listed companies operating in rail corridor land.</td>
<td></td>
</tr>
<tr>
<td><strong>MOVER:</strong> Cr M. Burnett (Gladstone)</td>
<td><strong>SECONDER:</strong> Cr N. Fisher (Rockhampton)</td>
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<tr>
<th>Submitting council / organisation</th>
<th>Date of council / organisation resolution</th>
<th>LGAQ Policy Executive district</th>
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</thead>
<tbody>
<tr>
<td>Central Highlands Regional Council</td>
<td>15 August 2016</td>
<td>District 6 – Central Queensland</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td><strong>13 - Rating - Eligibility of Land Subject to Valuation Offset</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland seek clarification from the State Government that land which has been the subject of a valuation offset (under the <em>Land Valuation Act 2010</em>) where the value of the offset exceeds the current value of the land – (resulting in a negative or zero valuation being attained for rating purposes) is still deemed rateable land for the purposes of levying general rates.</td>
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<tr>
<td><strong>MOVER:</strong> Cr K. Hayes (Central Highlands)</td>
<td><strong>SECONDER:</strong> Cr P. Bell (Central Highlands)</td>
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<td><strong>CARRIED</strong></td>
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</tbody>
</table>
### Submitting council / organisation
NQLGA/Tablelands Regional Council

### Date of council / organisation resolution
26 May 2016

### LGAQ Policy Executive district
District 10 – Far North

### Number and title of motion
14 - Funding - Asset Replacement to be Prioritised over New Asset Procurement

### Motion
That the Local Government Association of Queensland lobby the State Government to ensure that requests from local governments to assist with funding infrastructure asset renewals and upgrades are prioritised over funding for new assets.

MOVER:  Cr J. Paronella (Tablelands)
SECONDER:  Cr L. Schmidt (Charters Towers)

LOST

### Submitting council / organisation
WQLGA/Boulia Shire Council; Gladstone Regional Council; Quilpie Shire Council

### Date of council / organisation resolution
18 May 2016
16 August 2016
5 August 2016

### LGAQ Policy Executive district
District 8 – Central West
District 6 – Central Queensland
District 5 – South West

### Number and title of motion
15 - Disaster Management - NDRRA - Reimbursement of Local Government Plant Hire Rates.

### Motion
That the Local Government Association of Queensland lobby the Federal Government to reimburse councils their properly costed plant hire rates including capital and operating costs for NDRAA works as it -
1. represents value for money for the Federal Government;
2. overcomes the inequitable situation of paying higher cost plant hire rates to contractors and not to councils;
3. expedites reconstruction works to the benefit of the community and travelling public; and
4. redresses the unjust retrospective exclusion of capital costs from eligible reimbursement claims.

MOVER:  Cr R. Britton (Boulia)
SECONDER:  Cr S. Mackenzie  (Quilpie)

CARRIED
## Submission from WQLGA/Diamantina Shire Council

**Date of council / organisation resolution**: 18 May 2016  
**LGAQ Policy Executive district**: District 8 – Central West  

<table>
<thead>
<tr>
<th>Number and title of motion</th>
<th>Motion</th>
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</thead>
<tbody>
<tr>
<td>16 - Disaster Management - NDRRA - Urgent Development of New Methodology</td>
<td>That the Local Government Association of Queensland lobby the Federal Government to finalise, as a matter of urgency, the new funding methodology for the restoration of assets under the NDRRA, based on a lump sum allocation derived from mutually agreed unit rates for each local government which take into account the individual circumstances of that council.</td>
</tr>
</tbody>
</table>

**MOVER**: Cr G. Morton (Diamantina)  
**SECONDER**: Cr R. Chandler (Barcaldine)  
**CARRIED**

## Submission from Townsville City Council

**Date of council / organisation resolution**: 23 August 2016  
**LGAQ Policy Executive district**: District 9 - Northern  

<table>
<thead>
<tr>
<th>Number and title of motion</th>
<th>Motion</th>
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<tbody>
<tr>
<td>17 - Disaster Management - Investigation into Emergency Management Effectiveness in Queensland</td>
<td>That the Local Government Association of Queensland lobby on the State Government to fund an external review into the viability and effectiveness of the former Emergency Management Queensland (EMQ) being absorbed within the Queensland Fire and Emergency Services (QFES), and how the EMQ structure, skill sets and training capacity can be made available to best serve local governments and their communities.</td>
</tr>
</tbody>
</table>

**MOVER**: Cr K. Rehbein (Townsville)  
**SECONDER**: Cr L. McLaughlin (Burdekin)  
**CARRIED**
<table>
<thead>
<tr>
<th>Submitting council / organisation</th>
<th>City of Gold Coast</th>
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</thead>
<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>23 August 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District – South East</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>18 - Cost Recovery - Expenses Involved In Land Sale or Acquisition</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to amend the Local Government Regulation 2012 (the “Regulation”) at Sections 140, 141, 146, 149 and 150 to allow recovery of any expenses reasonably incurred by local government in exercising power to sell or acquire land.</td>
</tr>
<tr>
<td>MOVER: Cr T. Tate (Gold Coast)</td>
<td>CARRIED</td>
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<tr>
<td>SECONDER: Cr D. Gates (Gold Coast)</td>
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</table>
## GOVERNANCE

<table>
<thead>
<tr>
<th>Submitting council / organisation</th>
<th>Southern Downs Regional Council</th>
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<tbody>
<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td><strong>LGAQ Policy Executive district</strong></td>
</tr>
<tr>
<td>24 August 2016</td>
<td>District 4 – Darling Downs</td>
</tr>
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<thead>
<tr>
<th>Number and title of motion</th>
<th>19 - Councillor Complaints - Removal of Mayor and CEO from the Process</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to remove the Mayor and Chief Executive Officer from the councillor complaints process.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr J. McNally (Southern Downs)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr R. Kelly (Southern Downs)</td>
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<td><strong>Date of council / organisation resolution</strong></td>
<td><strong>LGAQ Policy Executive district</strong></td>
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<tr>
<td>24 August 2016</td>
<td>District 4 – Darling Downs</td>
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<tr>
<th>Number and title of motion</th>
<th>20 - Councillor Remuneration - Remuneration Tribunal Determination to be Final</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to amend the Local Government Regulation 2012 (Section 247 &amp; 248) removing the provisions for councils to consider or propose variations to the level of remuneration determined by the Remuneration Tribunal.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr J. McNally (Southern Downs)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr R. Kelly (Southern Downs)</td>
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<td>CARRIED</td>
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</tbody>
</table>
### 21 - Register of Interest - Clarification of Commencement Date After Election

**Motion**

That the Local Government Association of Queensland lobby the State Government for an amendment to the relevant provisions of the *Local Government Act 2009* (LGA) to provide that the obligation in relation to the register of interests for councillors commences at the same time for all councillors.

**MOVER:** Cr P. Tully (Ipswich)  
**SECONDER:** Cr A. Antoniolli (Ipswich)  
**REFERRED TO POLICY EXECUTIVE**

### 22 - Conflict of Interest - Simplified Declaration Procedures

**Motion**

That the Local Government Association of Queensland lobby the State Government for an amendment to the conflict of interest provisions of the *Local Government Act 2009* (LGA) to allow a simplified process for declaring conflicts when the conflict has already been declared in the councillors register of interests.

**MOVER:** Cr P. Tully (Ipswich)  
**SECONDER:** Cr A. Antoniolli (Ipswich)  
**CARRIED**
### Lockyer Valley Regional Council

**Date of council / organisation resolution**  
10 August 2016

**LGAQ Policy Executive district**  
District 2 - South East

**Number and title of motion**  
23 - Elections - Local Governments’ Powers to Conduct Elections

**Motion**  
That Local Government Association of Queensland lobby the State Government for an amendment to the *Local Government Electoral Act 2011* to provide local governments with the discretion to conduct local government elections.

**MOVER:**  Cr T. Milligan (Lockyer Valley)  
**SECONDER:**  Cr J. Cook (Lockyer Valley)  
**CARRIED**

### Ipswich City Council

**Date of council / organisation resolution**  
28 June 2016

**LGAQ Policy Executive district**  
District 2 – South East

**Number and title of motion**  
24 - Elections - Voting Methods - Retention of Optional Preferential Voting (OPV)

**Motion**  
That the Local Government Association of Queensland lobby the State Government not to introduce compulsory preferential voting for local government elections.

**MOVER:**  Cr P.Tully (Ipswich)  
**SECONDER:**  Cr M. Bourke (Brisbane)  
**CARRIED**
### 25 - Elections - Investigation of Electronic Voting

**Motion**
That the Local Government Association of Queensland lobby the State Government and the Electoral Commission of Queensland to investigate electronic voting as one option for voters at future local government elections.

**MOVER:** Cr T. Milligan (Lockyer Valley)

**SECONDER:** Cr J. Cook (Lockyer Valley)

**CARRIED**

### 26 - Reporting - Australian Accounting Standards

**Motion**
That the Local Government Association of Queensland lobby the State Government to streamline the disclosure requirements prescribed by the Local Government Act and the Australian Accounting Standards such that a simplification of the reporting obligations can be achieved to minimise duplication and improve transparency of disclosures.

**MOVER:** Cr K. Hayes (Central Highlands)

**SECONDER:** Cr P. Bell (Central Highlands)

**CARRIED**
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<th>Number and title of motion</th>
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<tr>
<td>27 - Planning Powers - Local Government Infrastructure Plans - Amend, Simplify and Remove Unnecessary and Irrelevant Statutory Requirements</td>
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That the Local Government Association of Queensland lobby the State Government to amend the Statutory Guidelines with respect to Local Government Infrastructure Plans (LGIPs) in order to remove the unnecessary cost, resource and time burdens reimposed on local governments, with this to be achieved by:

a) removing obsolete requirements for itemised detailed costing of existing assets plus determination of network catchment demand allocations that are irrelevant under the current adopted infrastructure charges regime (these former “PIP & ICS” requirements were necessary only for determining charge rates and were thus discarded in the 2011 legislative amendments on introduction of adopted charges);

b) removing the requirement for third party reviews of draft LGIPs by an appointed reviewer (note that this matter was raised under motion 28 at the 118th LGAQ Conference to no effect); and

c) simplifying all LGIP review and approval processes to accord with a single process as currently described for an “interim local government infrastructure plan amendment” - this being identical for “making and amending a planning scheme policy”.

| 27(a) | MOVER: Cr T. Wellington (Noosa)  
SECONDER: Cr F. Wilkie (Noosa) |
|-------|--------------------------------|
| 27(b) | MOVER: Cr T. Wellington (Noosa)  
SECONDER: Cr F. Wilkie (Noosa)  |
| 27(c) | MOVER: Cr T. Wellington (Noosa)  
SECONDER: Cr F. Wilkie (Noosa)  |

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<thead>
<tr>
<th>Submitting council / organisation</th>
<th>Brisbane City Council</th>
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<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>29 August 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 1 - Brisbane</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>28 - Planning Powers - Land Valuation Methodology - Statutory Guideline 03/14 Local Government Infrastructure Plan</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to amend the <em>Statutory Guideline 03/14 Local Government Infrastructure Plan</em> to refine the methodology for estimating the current market value of land.</td>
</tr>
<tr>
<td>MOVER: Cr M. Bourke (Brisbane)</td>
<td>SECONDER: Cr K. Marx (Brisbane)</td>
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<th>WQLGA/ Boulia Shire Council</th>
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<tr>
<td>Date of council / organisation resolution</td>
<td>18 May 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 6 – Central West</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>29 - Native Title/Cultural Heritage Delays - Inability of Respondent Group to Determine Positions</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to investigate whether significant infrastructure projects, including roadworks, are being delayed due to Native Title respondent groups being unable to reach decisions within their own groups across Queensland.</td>
</tr>
<tr>
<td>MOVER: Cr R. Britton (Boulia)</td>
<td>SECONDER: Cr A. Martin (Blackall-Tambo)</td>
</tr>
<tr>
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<tr>
<td>Submitting council / organisation</td>
<td>Date of council / organisation resolution</td>
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</tr>
<tr>
<td>Ipswich City Council</td>
<td>28 June 2016</td>
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<table>
<thead>
<tr>
<th>Number and title of motion</th>
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<tbody>
<tr>
<td>30 - Land Management - Mining Tenures - Local Government and Community Consultation on Tenure Renewal</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Motion</th>
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<tbody>
<tr>
<td>That the Local Government Association of Queensland lobby the State Government to institute a formalised local government and community consultation and submission process for all renewals or modifications to mining tenures prior to their determination.</td>
</tr>
</tbody>
</table>

| MOVER: Cr A. Antoniolli (Ipswich)                                                          |
| SECONDER: Cr P. Tully (Tully)                                                             |
|                                                                                           |

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<thead>
<tr>
<th>Submitting council / organisation</th>
<th>Date of council / organisation resolution</th>
<th>LGAQ Policy Executive district</th>
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</thead>
<tbody>
<tr>
<td>NQLGA/Charters Towers Regional Council</td>
<td>20 July 2016</td>
<td>District 9 – Northern</td>
</tr>
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<table>
<thead>
<tr>
<th>Number and title of motion</th>
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<tbody>
<tr>
<td>31 - Land Management - More Accurate Listing of Contaminated Sites</td>
<td></td>
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<table>
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<tr>
<th>Motion</th>
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</thead>
<tbody>
<tr>
<td>That the Local Government Association of Queensland lobby the Department of Environment &amp; Heritage Protection to carry out an urgent review of the Environmental Management Register listing regime, in consultation with expert knowledge, to achieve a more accurate and realistic listing result.</td>
</tr>
</tbody>
</table>

| MOVER: Cr S. Bennetto (Charters Towers)                                                          |
| SECONDER: Cr L. Schmidt (Charters Towers)                                                       |
|                                                                                                   |

CARRIED
## Environment and Health

**Submiting council / organisation**
North Burnett Regional Council

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<thead>
<tr>
<th>Date of council / organisation resolution</th>
<th>LGAQ Policy Executive district</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 July 2016</td>
<td>District 3 - Wide Bay</td>
</tr>
</tbody>
</table>

**Number and title of motion**
32 - Smoke Free Facilities and Places - State Government Responsibility Not Local Government

**Motion**
That the Local Government Association of Queensland lobby the State Government to introduce laws at a State level to prohibit smoking in all outdoor public places, to save unnecessary costs to local government.

WITHDRAWN AT CONFERENCE

**Submiting council / organisation**
Logan City Council

<table>
<thead>
<tr>
<th>Date of council / organisation resolution</th>
<th>LGAQ Policy Executive district</th>
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</thead>
<tbody>
<tr>
<td>23 August 2016</td>
<td>District 2 – South East</td>
</tr>
</tbody>
</table>

**Number and title of motion**
33 - Smoke Free Facilities and Places - State Government Education and Awareness Campaign

**Motion**
That the Local Government Association of Queensland lobby the State Government to resource comprehensive and ongoing education and awareness campaigns to fulfil its role and ensure the success of the State’s recent amendments to the Tobacco and Other Smoking Products Act 1998 that introduced additional smoke free facilities and other outdoor public places in the State of Queensland, on the basis that:

a) “Self-regulation” by smokers is considered the key to the success of the legislation and this can only be achieved by comprehensive and continuing education and awareness campaigns by the State;

b) The extensive numbers of the smoke free facilities and other outdoor public places in Queensland is an enormous task to enforce by any agency and the success of the legislation will be delivered by “self-regulation” by smokers with community support for which again, education and awareness is integral to achieving this.

**MOVER:** Cr L. Smith (Logan)
**SECONDER:** Cr L. Bradley (Logan)
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<thead>
<tr>
<th>Submitting council / organisation</th>
<th>Central Highlands Regional Council</th>
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<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>15 August 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 6 – Central Queensland</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>34 - Animal Welfare - Delegated Powers from Biosecurity Queensland To Local Governments</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to grant councils delegated powers under the <em>Animal Care and Protection Act 2001</em>, to seize, impound and/or destroy animals on private properties where there has been evidence of serious neglect.</td>
</tr>
<tr>
<td>MOVER: Cr K. Hayes (Central Highlands)</td>
<td>SECONDER: Cr P. Bell (Central Highlands)</td>
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<tr>
<th>Submitting council / organisation</th>
<th>NQLGA/Tablelands Regional Council</th>
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<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>26 May 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 10 – Far North</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>35 - Weed Management - Impacts upon Pasture Stocking Rates from Navua Sedge</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the Federal and State Governments and industry to conduct research into the impacts of Navua sedge upon pasture grazing stocking rates to determine the economic loss to the agriculture industry.</td>
</tr>
<tr>
<td>MOVER: Cr A. Ball (Tablelands)</td>
<td>SECONDER: Cr A. Wilson (Cook)</td>
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<th>Livingstone Shire Council</th>
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<td>Date of council / organisation resolution</td>
<td>23 August 2016</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 6 – Central Queensland</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>36 - Coastal Protection - Tripartite Funding for Stormwater Runoff Impacting Coastal Environments and the Great Barrier Reef</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby for a tripartite partnership between local State and Federal Government to provide accessible and definitive funding to councils undertaking infrastructure projects or works which provide a direct response to the impacts of stormwater runoff (quality and quantity) from ‘urban and development related activities’ on receiving costal environments.</td>
</tr>
<tr>
<td>MOVER: Cr B. Ludwig (Livingstone)</td>
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<tr>
<td>SECONDER: Cr J. Kelly (Livingstone)</td>
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<tr>
<td>Submitting council / organisation</td>
<td>South Burnett Regional Council / North Burnett Regional Council / Wide Bay Burnett Regional Organisation of councils</td>
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<tr>
<td>Date of council / organisation resolution</td>
<td>LGAQ Policy Executive district</td>
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<tr>
<td>17 August 2016 - SBRC</td>
<td>District 3 - Wide Bay &amp; Burnett</td>
</tr>
<tr>
<td>20 July 2016 – NBRC</td>
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<tr>
<td>25 August 2016 - WBBROC</td>
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</tr>
<tr>
<td>Number and title of motion</td>
<td>37 - Road Use Management - Improvements to the National Heavy Vehicle Regulator Processes</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the Federal and State Governments for continued improvement to the processes of the National Heavy Vehicle Regulator (NHVR) including:</td>
</tr>
<tr>
<td></td>
<td>1. Coordinated assessment across all levels of government;</td>
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<td>2. Resourcing and system implications for local government;</td>
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<td>3. Removal of the fee structures for access permit applications for B-Doubles and High Performance Vehicles;</td>
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<td></td>
<td>4. Support and assistance required for local government to undertake NHVR requirements;</td>
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<tr>
<td></td>
<td>5. Providing opportunities for additional access for High Productivity Vehicles to utilise more of the road network; and</td>
</tr>
<tr>
<td></td>
<td>6. Amendment to the Heavy Vehicle National Law to remove the term “significant risk” and replace with “reasonable actions”.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr K. Campbell (South Burnett)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr R. Chambers (North Burnett)</td>
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<th>NQLGA/Tablelands Regional Council</th>
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<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>LGAQ Policy Executive district</td>
</tr>
<tr>
<td>26 May 2016</td>
<td>District 10 – Far North</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>38 - Road Design - State Controlled Road Corridors - B-Double and Multi-Combination Vehicle Routes</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to implement a programme to ensure that all approved B-Double or Multi-Combination Vehicle routes within Queensland have a minimum of 0.5m sealed shoulder (Minimum 8.0m sealed pavement width) to provide for improved road safety for all users.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr J. Paronella (Tablelands)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr A. Wilson (Cook)</td>
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<tr>
<td>Submitting council / organisation</td>
<td>Ipswich City Council</td>
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<tr>
<td>Date of council / organisation resolution</td>
<td>28 June 2016</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>39 - Road Closures - Land to Vest in Local Government</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to amend the Planning Act 2016 to include road closure and vesting land powers for local government, similar to those included in Section 124 of the Economic Development Act 2012.</td>
</tr>
<tr>
<td>MOVER: Cr A. Antoniolli (Ipswich)</td>
<td>SECONDER: Cr P. Tully (Ipswich)</td>
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<tr>
<td>Date of council / organisation resolution</td>
<td>16 May 2016</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>40 - Road Signage - Investigation into Road Sign Reflectivity</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government for a review of the makeup/design of the reflective signage on State-Controlled roads as they present a safety hazard for night driving.</td>
</tr>
<tr>
<td>MOVER: Cr L. Bawden (Carpentaria)</td>
<td>SECONDER: Cr J. Young (Carpentaria)</td>
</tr>
<tr>
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<tr>
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<td><strong>LGAQ Policy Executive district</strong></td>
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<tr>
<td>31 August 2016</td>
<td>District 8 – Central West</td>
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<tr>
<td>Number and title of motion</td>
<td><strong>41 - Road Declaration - State Declaration of Local Roads Increasing State Revenue</strong></td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to declare as State controlled roads significant road links which provide an increase to State revenue because of increased transport/ tourist traffic flows, either intra or interstate, or have specific funding packages allocated to alleviate the cost burden on rural and remote councils.</td>
</tr>
<tr>
<td>MOVER: Cr R. Britton (Boulia)</td>
<td>SECONDER: Cr A. Martin (Blackall-Tambo)</td>
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<tr>
<td>15 September 2016</td>
<td>District 5 – South West</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td><strong>42 - Water Resources - Balancing Consumption and Environmental Water Requirements</strong></td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State and Federal Governments to abandon water buy-backs and explore other options, such as water use efficiency and infrastructure works and measures, as a means of achieving desired environmental outcomes.</td>
</tr>
<tr>
<td>MOVER: Cr R. Marsh (Balonne)</td>
<td>SECONDER: Cr L. Godfrey (Paroo)</td>
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<tr>
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<td>Lockyer Valley Regional Council</td>
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<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>10 August 2016</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 2 - South East</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>43 - Rail Transport - Corridor Identification - Consideration of Impacts on Affected Communities</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby relevant State and Federal agencies to ensure that detailed route alignment of any proposed rail projects in Queensland take into account any serious negative environmental, amenity and social impacts.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr T. Milligan (Lockyer Valley)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr J. Cook (Lockyer Valley)</td>
</tr>
<tr>
<td><strong>Result</strong></td>
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<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>16 May 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 11 – North West</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>44 - Airline Services - Policy to Permit a Regular Transport Passenger (RPT) Service to Operate Within 100 Kilometres of an Existing Service</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That Local Government Association of Queensland lobby the State Government to amend its policy to permit a regular passenger transport (RPT) airline service to operate within 100 kilometres of an existing RPT service on a case-by-case basis.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr L. Bawden (Carpentaria)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr J. Young (Carpentaria)</td>
</tr>
<tr>
<td><strong>Result</strong></td>
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<td><strong>Date of council / organisation resolution</strong></td>
<td><strong>LGAQ Policy Executive district</strong></td>
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<tr>
<td>16 May 2016</td>
<td>District 11 – North West</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>45 - Traffic Management - councils to Set Speed Limits on State-Controlled Roads through Townships</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State government to allow speed limits on state-controlled roads through townships to be regulated by the relevant councils.</td>
</tr>
<tr>
<td><strong>MOVER:</strong> Cr L. Bawden (Carpentaria)</td>
<td><strong>SECONDER:</strong> Cr J. Young (Carpentaria)</td>
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<th>Indigenous Leaders’ Forum /Pormpuraaw Aboriginal Shire Council</th>
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<tbody>
<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td><strong>LGAQ Policy Executive district</strong></td>
</tr>
<tr>
<td>09 August 2016</td>
<td>District 12 - Aboriginal and Torres Strait Islander district</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>46 - Crocodile Management - Harvesting of Eggs and Relocation</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to direct the Department of Environment and Heritage to work proactively with indigenous councils to: facilitate the licensing of locally operated crocodile farms to harvest wild crocodile eggs by local people in Indigenous communities; and provide local government rangers the authority to capture and relocate problem crocodiles.</td>
</tr>
<tr>
<td><strong>MOVER:</strong> Cr R. Kendall (Pormpuraaw)</td>
<td><strong>SECONDER:</strong> Cr W. Attwood (Etheridge)</td>
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<td></td>
<td><strong>CARRIED</strong></td>
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</tbody>
</table>
### Motion 47- Vegetation Management - Legislation to Enable Agricultural Development

**Date of council / organisation resolution**
15 June 2016

**LGAQ Policy Executive district**
District 11 – North West

**Number and title of motion**
47- Vegetation Management - Legislation to Enable Agricultural Development

**Motion**
That the Local Government Association of Queensland lobby the State Government to ensure that in considering any changes to policy and legislation relating to vegetation management that full consultation is undertaken with councils, landholders and relevant stakeholder groups, and further that any such changes take into consideration the economic, social and environmental impacts on communities across Queensland recognising the State's diversity and the need for alternative approaches and outcomes.”

**MOVER:** Cr W. Bethel (Etheridge)

**SECONDER:** Cr W. Attwood (Etheridge)

**CARRIED**

### Motion 48 - Electricity Charges - Reduction by 33% for the Energy Queensland Network

**Submitting council / organisation**
Bundaberg Regional Council

**Date of council / organisation resolution**
9 August 2016

**LGAQ Policy Executive district**
District 3 – Wide Bay and Burnett

**Number and title of motion**
48 - Electricity Charges - Reduction by 33% for the Energy Queensland Network

**Motion**
That the Local Government Association of Queensland make representations to the State Government to reduce electricity tariffs as gazetted for the 2016-2017 period by 33% for the Energy Queensland network footprint.

**MOVER:** Cr B. Trevor (Bundaberg)

**SECONDER:** Cr R. Kearney (Goondiwindi)

**CARRIED**
### WORKFORCE AND SOCIAL POLICY

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<th>LGAQ Policy Executive district</th>
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<tr>
<td>Indigenous Leaders’ Forum / Kowanyama Aboriginal Shire</td>
<td>District 12 – Aboriginal and Island councils</td>
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<tr>
<th>Date of council / organisation resolution</th>
<th>Number and title of motion</th>
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<tbody>
<tr>
<td>09 June 2016</td>
<td><strong>49 - Indigenous councils - Federal Government Consultation on Contracts for Job Service Providers</strong></td>
</tr>
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</table>

**Motion**

That the Local Government Association of Queensland lobby the Federal Government to:

1. Commit to not entering into any new contracts with job service providers within Indigenous communities without the endorsement of the respective local government, and
2. Consult with affected Indigenous councils in regard to any new job service provider programs/models.

**MOVER:** Cr W. Butcher (Lockhart)  
**SECONDER:** Cr A. Lacey (Palm Island)  
**CARRIED**

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<thead>
<tr>
<th>Submitting council / organisation</th>
<th>LGAQ Policy Executive district</th>
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| Lockyer Valley Regional Council/ North Burnett Regional Council | District 2 - South East  
District 3 – Wide Bay |

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<tr>
<th>Date of council / organisation resolution</th>
<th>Number and title of motion</th>
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<tr>
<td>10 August 2016</td>
<td><strong>50 - Taxation - Review of “Backpacker Tax”</strong></td>
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</table>

**Motion**

That the Local Government Association of Queensland lobby the Federal Government further investigate the income tax to be applied to itinerant workers due to the potential adverse impacts on the viability of farming industries, including determining how funds collected from the tax can be distributed back to rural communities.

**MOVER:** Cr T. Milligan (Lockyer Valley)  
**SECONDER:** Cr G. Lehmann (Somerset)  
**CARRIED**
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<tr>
<th>Submitting council / organisation</th>
<th>North Burnett Regional Council</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>1 June 2016</td>
</tr>
<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 3 - Wide Bay</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>51 - Australia Post - Improvements to the Mail Services</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the Federal Government to act on concerns about delivery timeframe of Australia Post across Queensland and how this is impacting on the viability of business and the viability of post offices, particularly in rural areas.</td>
</tr>
<tr>
<td><strong>MOVER</strong></td>
<td>Cr R. Chambers (North Burnett)</td>
</tr>
<tr>
<td><strong>SECONDER</strong></td>
<td>Cr B. Ludwig (Livingstone)</td>
</tr>
<tr>
<td><strong>Status</strong></td>
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<tr>
<th>Submitting council / organisation</th>
<th>Scenic Rim Regional Council</th>
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<tbody>
<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>22 August 2016</td>
</tr>
<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 2 - South East</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>52 - Regional Arts - Investigating Establishment of Body to Replace Artslink</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland commits to working with Arts Queensland and the Queensland Regional Arts Working Group to investigate the establishment of a new state-wide body for regional arts development, programming and investment to be undertaken within 12 months.</td>
</tr>
<tr>
<td><strong>MOVER</strong></td>
<td>Cr G. Christensen (Scenic Rim)</td>
</tr>
<tr>
<td><strong>SECONDER</strong></td>
<td>Cr N. Waistell (Scenic Rim)</td>
</tr>
<tr>
<td><strong>Status</strong></td>
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### B MOTIONS

**FINANCE AND ADMINISTRATION**

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<tr>
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<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>1 June 2016</td>
</tr>
<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 3 - Wide Bay &amp; Burnett</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>53 - Rating - Amalgamation of Parcels - Improvements to Processing Times</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to reduce the delay in processing of amalgamation of rateable parcels of land and limit any potential negative financial implications councils may face due to the amalgamation of rateable land parcels.</td>
</tr>
<tr>
<td><strong>MOVER:</strong></td>
<td>Cr R. Chambers (North Burnett)</td>
</tr>
<tr>
<td><strong>SECONDER:</strong></td>
<td>Cr B. Ludwig (Livingstone)</td>
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<th>Blackall-Tambo Regional Council</th>
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<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>17 August 2016</td>
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<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 8 - Central West</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>54 - Funding - Bridge Replacement and Repair</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government for additional funding to repair or replace bridges under control of local governments in Queensland.</td>
</tr>
<tr>
<td><strong>MOVER:</strong></td>
<td>Cr A. Martin (Blackall-Tambo)</td>
</tr>
<tr>
<td><strong>SECONDER:</strong></td>
<td>Cr P. Pullos (Blackall-Tambo)</td>
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</table>
## Submitting council / organisation
NQLGA/Etheridge Shire Council

### Date of council / organisation resolution
15 June 2016

### LGAQ Policy Executive district
District 11 – North West

### Number and title of motion
55 - Funding - National Parks - Introduction of Road Access Levy

### Motion
That the Local Government Association of Queensland lobby the State Government to secure a Road Access Levy for National Parks to offset the road maintenance costs associated with National Park access roads, and that this levy be funded by preserving a percentage of the revenue raised through National Park camping and access fees to offset costs currently being absorbed by local governments.

MOVER: Cr W. Attwood (Etheridge)
SECONDER: Cr T. Pickering (Croydon) CARRIED

## PLANNING AND DEVELOPMENT

### Submitting council / organisation
Brisbane City Council

### Date of council / organisation resolution
29 August 2016

### LGAQ Policy Executive district
District 1 - Brisbane

### Number and title of motion
56 - Planning Powers - Ministerial Designations for Community Infrastructure

### Motion
That the Local Government Association of Queensland lobby the State Government to amend the process for Ministerial designations for community infrastructure to ensure consideration is given to community and local government interests.

MOVER: Cr M. Bourke (Brisbane)
SECONDER: Cr K. Marx (Brisbane) CARRIED
<table>
<thead>
<tr>
<th>Submitting council / organisation</th>
<th>Townsville City Council</th>
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<tbody>
<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>23 August 2016</td>
</tr>
<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 9 - Northern</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>57 - Planning Powers - Universities to Comply with Local Government Planning Schemes and Infrastructure Plans.</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to amend the Sustainable Planning Act 2009, the Planning Act 2016, the State Development and Public Works Organisation Act 1971 and any other legislation as required, to make universities subject to local government planning schemes and infrastructure plans.</td>
</tr>
<tr>
<td><strong>MOVER:</strong></td>
<td>Cr J. Hill (Townsville)</td>
</tr>
<tr>
<td><strong>SECONDER:</strong></td>
<td>Cr K. Rehbein (Townsville)</td>
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<thead>
<tr>
<th>Submitting council / organisation</th>
<th>Sunshine Coast Regional Council</th>
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<tbody>
<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>18 August 2016</td>
</tr>
<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 2 - South East</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>58 - Planning Powers - Developer Contributions - Catchment-Based Charges</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to introduce legislation enabling local governments to apply catchment-based developer contributions for the delivery of non-trunk infrastructure.</td>
</tr>
<tr>
<td><strong>MOVER:</strong></td>
<td>Cr T. Dwyer (Sunshine Coast)</td>
</tr>
<tr>
<td><strong>SECONDER:</strong></td>
<td>Cr M. Jamieson (Sunshine Coast)</td>
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<td>Submitting council / organisation</td>
<td>Sunshine Coast Council</td>
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</tr>
<tr>
<td>Date of council / organisation resolution</td>
<td>18 August 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 2 - South East</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to develop new guidelines to replace the “Guidelines on Arrangements for Infrastructure External to State Government Sites and Non-State Schools – December 1997.”</td>
</tr>
<tr>
<td>MOVER: Cr T. Dwyer (Sunshine Coast)</td>
<td>SECONDER: Cr M. Jamieson (Sunshine Coast)</td>
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<th>Submitting council / organisation</th>
<th>Scenic Rim Regional Council</th>
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<tr>
<td>Date of council / organisation resolution</td>
<td>22 August 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 2 – South East</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>60 - Planning Powers - Poultry Farm Buffer Zones and Odour Modelling</td>
</tr>
</tbody>
</table>
| Motion | That the Local Government Association of Queensland lobby the State Government to work with local government to review the State’s Meat Chicken Farm Guidelines to:  
  • develop odour assessment criteria that more accurately reflects the correlation of odour to actual impacts on surrounding development; and  
  • ensure that intensive poultry farming does not generate emissions of a level that has the potential to cause environmental harm or nuisance beyond the chicken farm’s site boundary. |
<p>| MOVER: Cr G. Christensen (Scenic Rim) | SECONDER: Cr N. Waistell (Scenic Rim) |
| | CARRIED |</p>
<table>
<thead>
<tr>
<th>Submitting council / organisation</th>
<th>Sunshine Coast Council</th>
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<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>18 August 2016</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 2 - South East</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>61 - Planning Scheme - Amendment Process - Reduced Time for First State Interest Check Reviews</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to significantly reduce the time taken to undertake the First State Interest Check reviews required for planning scheme amendments.</td>
</tr>
<tr>
<td>MOVER: Cr T. Dwyer (Sunshine Coast)</td>
<td>SECONDER: Cr M. Jamieson (Sunshine Coast)</td>
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<tr>
<th>Submitting council / organisation</th>
<th>Livingstone Shire Council</th>
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<tr>
<td>Date of council / organisation resolution</td>
<td>23 August 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 6 – Central Queensland</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>62 - Building Approvals - Mandate a Minimum of Two Inspections for Class 10a Structures</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to amend the Building Regulation 2006 to mandate a minimum of two inspections for class 10a structures, namely: 1. after the excavation of foundation material and before either the footings are laid or slab for the building are poured; and 2. at the completion of the building or structure.</td>
</tr>
<tr>
<td>MOVER: Cr B. Ludwig (Livingstone)</td>
<td>SECONDER: Cr J. Kelly (Livingstone)</td>
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</table>

CARRIED
## ENVIRONMENT AND HEALTH

### Submitting Council / Organisation

**Bulloo Shire Council**

<table>
<thead>
<tr>
<th>Date of Council / Organisation Resolution</th>
<th>LGAQ Policy Executive district</th>
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</thead>
<tbody>
<tr>
<td>16 August 2016</td>
<td>District 5 - South West</td>
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</tbody>
</table>

**Number and Title of Motion**

**63 - Pest Management - Additional Financial Support for Local Government**

**Motion**

- That the Local Government Association of Queensland lobby the State Government:
  1. For the cessation of service delivery being transferred to Local Government without any corresponding recurrent funding (cost shifting).
  2. To review the cost shifting that has occurred in recent years in relation to Pest Management and the introduction of the new Biosecurity Act 2014.
  3. Seek a recurrent funding mechanism from the State Government to meet these additional demands placed on local government.
  4. That this recurrent funding be provided through the appropriate regional bodies.
  5. That continuous funding for Pest Management initiatives such as cluster fencing recognise that maintenance costs must be borne by landholders and not local government.

**MOVER:** Cr S. Girdler (Bulloo)  
**SECONDER:** Cr R. Britton (Boulia)  
**CARRIED**

### Submitting Council / Organisation

**Scenic Rim Regional Council**

<table>
<thead>
<tr>
<th>Date of Council / Organisation Resolution</th>
<th>LGAQ Policy Executive district</th>
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</thead>
<tbody>
<tr>
<td>22 August 2016</td>
<td>District 2 - South East</td>
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</tbody>
</table>

**Number and Title of Motion**

**64 - Pest Management - Land Protection Fund - Review of Precept Payments**

**Motion**

That the Local Government Association of Queensland lobby the State Government to expedite the formation of the new State Oversight Group and its review of the methodology for council precept payments to the Land Protection Fund for the operations of the Darling Downs – Moreton Rabbit Board, Wild Dog Fence Panel, Pest Plague Advisory Committee and the On-ground and Research Component.

**MOVER:** Cr G. Christensen (Scenic Rim)  
**SECONDER:** Cr N. Waistell (Scenic Rim)  
**CARRIED**
### Motion 65 - Waste Management - Rural Waste Disposal Sites to Operate Under Negotiated Site Management Plan

**Motion**

That the Local Government Association of Queensland lobby the State Government to allow pre-existing rural waste disposal sites to operate under a site based management plan negotiated and agreed to by the Department of Environment & Heritage Protection for the balance of the sites operating life, as an alternative to one size fits all, as required under the current regulations.

**MOVER:** Cr N. Ferrier (Banana)

**SECONDER:** Cr W. Middelton (Banana)

CARRIED

### Motion 66 - Animal Management - Life Time Registration for Dogs

**Motion**

That the Local Government Association of Queensland lobby the State Government to amend the Animal Management (Cats and Dogs) Act 2008 to allow individual local governments the option to implement life-time registration for dogs.

**MOVER:** Cr R. Mackenzie (Goondiwindi)

**SECONDER:** Cr R. Kearney (Goondiwindi)

CARRIED
### INFRASTRUCTURE, ECONOMICS AND REGIONAL DEVELOPMENT

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<tr>
<th>Submitting council / organisation</th>
<th>Winton Shire Council / Outback Regional Roads and Transport Group (ORRTG)</th>
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<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>23 August 2016</td>
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<tr>
<td>Location / LGAQ Policy Executive district</td>
<td>District 8 - Central West</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>67 - Traffic Management - TMR Level 3 Traffic Management Requirements – Amendment of Assessment for Shires and Regional councils.</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government for an amendment to the assessment requirements of TMR’s newly devised Level 3 Traffic Management Design Course for shires and regional councils with a population &lt; 5,000 so that current personnel are more readily eligible to undertake the training thereby ensuring small remote councils can optimise resources, maintain cost-efficiencies and secure the safety of its team and road users alike.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr R. Britton (Boulia)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr A. Martin (Blackall-Tambo)</td>
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<tr>
<td>Result</td>
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<tr>
<td>Date of council / organisation resolution</td>
<td>18 August 2016</td>
</tr>
<tr>
<td>Location / LGAQ Policy Executive district</td>
<td>District 11 – North West</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>68 - Water Resources - Allocation for Irrigated Agriculture</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State and Federal Governments to ensure engagement with the relevant local governments when reviewing water resource plans to ensure the local government’s plans are considered.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr W. Bethel (Etheridge)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr W. Attwood (Etheridge)</td>
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<td>Result</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 11 – North West</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>69 - Telecommunications - Access to Standard Telephone Services</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the Federal Government to legislate for access to a standard telephone service, particularly for residents living in areas without mobile coverage, with mandated repair times being an important aspect of this legislation.</td>
</tr>
<tr>
<td>MOVER: Cr G. Sealy (Flinders)</td>
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<tr>
<td>SECONDER: Cr K. Downie (Flinders)</td>
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<td>Redland City Council</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 2 – South East</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>70 - Transitional Services - Increased Regulatory and Accountability Requirements Particularly for Residential Facilities</td>
</tr>
<tr>
<td>Motion</td>
<td>a. That Local Government Association of Queensland lobby the State Government to increase the governance and oversight of organisations working in the field of transitional services and drug rehabilitation services, particularly where these services are delivered through a residential facility, and further</td>
</tr>
<tr>
<td></td>
<td>b. That the Local Government Association of Queensland lobby the State Government to review current provisions of “community Resident” in the Queensland Planning Provisions v3.1 and include additional requirements to ensure Community residences:</td>
</tr>
<tr>
<td></td>
<td>• are located in close proximity to public transport, services and possible employment areas;</td>
</tr>
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<td>• address impacts on existing residential amenity; and</td>
</tr>
<tr>
<td></td>
<td>• are not established without consultation with the relevant local government to ensure conformity with the local government planning policies and Queensland Planning Provisions v4.0 which came into effect on 8 January 2016, did not make any substantial policy changes due to the government’s proposed new planning legislation.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr K. Williams (Redland)</td>
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<tr>
<td>SECONDER:</td>
<td>Cr W. Boglary (Redland)</td>
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<td>WQLGA / Barcaldine Regional Council</td>
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<td>18 May 2016</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 8 – Central West</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>71 - Historical Records - Access to Births, Deaths and Marriage Registers</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to allow local governments to have access to historical Births, Deaths and Marriage Registers which relate to their region greatly assisting the collation of valuable historical information which originated within the relevant authorities, community research and the preservation of local history.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr R. Chandler (Barcaldine)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr A. Martin (Blackall-Tambo)</td>
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## C MOTIONS

### FINANCE AND ADMINISTRATION

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</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 5 - South West</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>72 - Funding - Financial Assistance Grants - Review of Rating Capacity</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland requests the Queensland Local Government Grants Commission, prior to the allocation of grants for the 2017/2018 financial year, to reconsider previous Association Annual Conference resolution (08/2014) requesting an alternative calculation method for the distribution of Financial Assistance Grants.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr G. Christensen (Scenic Rim)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr N. Waistell (Scenic Rim)</td>
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<td>Date of council / organisation resolution</td>
<td>25 August 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 4 – Darling Downs</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>73 - Funding - State Government to Reimburse Local Government for Costs of Devolved Responsibilities</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the state government for reimbursement of reasonable expenses incurred for all actions devolved from State Government Departments to local government.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr R. Kearney (Goondiwindi)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr R. Mackenzie (Goondiwindi)</td>
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<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td><strong>LGAQ Policy Executive district</strong></td>
</tr>
<tr>
<td>18 May 2016</td>
<td>District 6 – Central Queensland</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td><strong>74 - Asset Management - Clarification of Methods of Valuation and Depreciation</strong></td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland seek clarification from the Queensland Audit Office on the changes to methodology for the valuation and depreciation of non-current assets to improve the consistency of local government reporting and for improved financial sustainability across the local government sector.</td>
</tr>
<tr>
<td>MOVER: Cr P. Bell (Central Highlands)</td>
<td>CARRIED</td>
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<tr>
<td>SECONDER: Cr K. Hayes (Central Highlands)</td>
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### ENVIRONMENT AND HEALTH

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<tr>
<th>Submitting council / organisation</th>
<th>Southern Downs Regional Council</th>
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<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 4 – Darling Downs</td>
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<tr>
<td><strong>Number and title of motion</strong></td>
<td>76 - Pest Management - Control of State Declared Pest Animals in National Parks and State Forests</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government of Queensland lobby the State Government to ensure National Parks and State Forests are subject to sufficient best practice invasive State declared pest animals control operations to reduce migration from protected lands and to mitigate impacts to primary production, biodiversity and social values.</td>
</tr>
<tr>
<td><strong>MOVER:</strong> Cr. J. McNally (Southern Downs)</td>
<td>CARRIED</td>
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<tr>
<td><strong>SECONDER:</strong> Cr. R. Kelly (Southern Downs)</td>
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<tr>
<th>Submitting council / organisation</th>
<th>Moreton Bay Regional Council</th>
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<tbody>
<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>9 August 2016</td>
</tr>
<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 2 – South East</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>75 - Pest Management - Flying Foxes – To be a State Government Responsibility</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State and Federal Governments to take over the management of flying fox colonies.</td>
</tr>
<tr>
<td><strong>MOVER:</strong> Cr. M. Charlton (Moreton Bay)</td>
<td>CARRIED</td>
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<tr>
<td><strong>SECONDER:</strong> Cr. M. Gillam (Moreton Bay)</td>
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<tr>
<td>Submitting council / organisation</td>
<td>NQLGA/Tablelands Regional Council</td>
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<tr>
<td>Date of council / organisation resolution</td>
<td>26 May 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 10 – Far North</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>77 - Land Management - State Government Owned Residential Properties - Maintained to Same Standard as Private Property</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to maintain its overgrown and unsightly residential properties in line with same regulatory requirements and timelines as private landowners.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr J. Paronella (Tablelands)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr A. Ball (Tablelands)</td>
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<tr>
<td>Motion status</td>
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<tr>
<th>Submitting council / organisation</th>
<th>Gladstone Regional Council</th>
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<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>16 August 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 6 - Central Queensland</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>78 - Public Health - Mandatory Fluoridation of Urban Water Supplies - Cost Borne by State Government</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government that any move to mandate the fluoridation of urban water supplies must be accompanied by funding of all implementation and operational costs.</td>
</tr>
<tr>
<td>Motion status</td>
<td>WITHDRAWN AT CONFERENCE</td>
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<td><strong>Submitting council / organisation</strong></td>
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<tr>
<td>Whitsunday Regional Council</td>
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<tr>
<th><strong>Date of council / organisation resolution</strong></th>
<th><strong>LGAQ Policy Executive district</strong></th>
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<tbody>
<tr>
<td>24 August 2016</td>
<td>District 7 – Whitsunday</td>
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<tr>
<th><strong>Number and title of motion</strong></th>
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<tbody>
<tr>
<td>79 - Plastic Bags - Ban on Sale</td>
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<tr>
<th><strong>Motion</strong></th>
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<tbody>
<tr>
<td>That the Local Government of Queensland lobby the State Government to ban the sale and provision of single use lightweight non-biodegradable plastic shopping bags.</td>
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<tr>
<th><strong>MOVER</strong></th>
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<tbody>
<tr>
<td>Cr A. Wilcox (Whitsunday)</td>
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<tr>
<td>Cr M. Brunker (Whitsunday)</td>
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### INFRASTRUCTURE, ECONOMICS AND REGIONAL DEVELOPMENT

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<thead>
<tr>
<th>Submitting council / organisation</th>
<th>Redland City Council</th>
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<tr>
<td>Date of council / organisation resolution</td>
<td>24 August 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 2 – South East</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>80 - Infrastructure - State Government to Provide in Designated Growth Regions</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to ensure the State accepts its responsibility for the provision of transport, public transport and other vital infrastructure in areas designated by the State as growth regions rather than leaving much of the financial burden to local government.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr W. Boglary (Redland)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr K. Williams (Redland)</td>
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<tr>
<th>Submitting council / organisation</th>
<th>NQLGA/Tablelands Regional Council</th>
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<tr>
<td>Date of council / organisation resolution</td>
<td>26 May 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 10 – Far North</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>81 - Roads - Off Alignment &amp; Undedicated</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to ensure that all requests from local government to resolve matters of roads off alignment or undedicated roads are addressed at no cost to local government as part of any changes to land tenure or boundary re-alignments.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr J. Paronella (Tablelands)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr A. Ball (Tablelands)</td>
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### Submitting council / organisation
Ipswich City Council

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<thead>
<tr>
<th>Date of council / organisation resolution</th>
<th>LGAQ Policy Executive district</th>
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<tbody>
<tr>
<td>28 June 2016</td>
<td>District 2 – South East</td>
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<thead>
<tr>
<th>Number and title of motion</th>
<th>82 - Road Safety - High Priority Around Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to promote and fund road and traffic safety solutions around schools to enable more children to ride or walk to school improving childhood health, reducing congestion and improving pedestrian safety.</td>
</tr>
<tr>
<td>MOVER: Cr A. Antoniolli (Ipswich)</td>
<td></td>
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<tr>
<td>SECONDER: Cr P. Tully (Ipswich)</td>
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### Submitting council / organisation
Brisbane City Council

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<thead>
<tr>
<th>Date of council / organisation resolution</th>
<th>LGAQ Policy Executive district</th>
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<tbody>
<tr>
<td>29 August 2016</td>
<td>District 1 – Brisbane</td>
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<thead>
<tr>
<th>Number and title of motion</th>
<th>83 - Road Reserve Management - Sharing of Road Reserve by Communication Utilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the Federal Government to improve the utilisation of a dedicated communication utility alignment within road corridors by requiring all communication carriers to share dedicated alignments for all associated infrastructure such as ducts and pits, and for communication carriers to seek permission from road authorities prior to undertaking work.</td>
</tr>
<tr>
<td>MOVER: Cr M. Bourke (Brisbane)</td>
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<tr>
<td>SECONDER: Cr K. Marx (Brisbane)</td>
<td><strong>CARRIED</strong></td>
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<tr>
<td>Submitting council / organisation</td>
<td>WQLGA / Central Highlands Regional Council</td>
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<tr>
<td>Date of council / organisation resolution</td>
<td>18 May 2016</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 6 – Central Queensland</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>84 - Mobile Black Spot Programme - Additional Investment required for Regional Queensland</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the Federal Government to provide additional investment into Black-Spot telecommunications funding for regional Queensland.</td>
</tr>
<tr>
<td>MOVER: Cr K. Hayes (Central Highlands)</td>
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<tr>
<td>SECONDER: Cr P. Bell (Central Highlands)</td>
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### WORKFORCE AND SOCIAL POLICY

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<tr>
<th>Submitting council / organisation</th>
<th>LGAQ Policy Executive district</th>
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<tbody>
<tr>
<td>WQLGA/Boulia Shire Council</td>
<td>District 8 – Central West</td>
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<tr>
<th>Date of council / organisation resolution</th>
<th>Number and title of motion</th>
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<tbody>
<tr>
<td>31 August 2016</td>
<td>85 - Taxation - Increase in Remote Area Zone Tax Rebate</td>
</tr>
</tbody>
</table>

**Motion**

That the Local Government Association of Queensland lobby the Commonwealth Government to significantly increase the remote area tax zone rebate including boundaries to encourage workers and families to live and work in rural and remote parts of Australia.

**MOVER:** Cr R. Britton (Boulia)
**SECONDER:** Cr G. Morton (Blackall-Tambo)

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<tr>
<th>Submitting council / organisation</th>
<th>LGAQ Policy Executive district</th>
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<tr>
<td>Brisbane City Council</td>
<td>District 1 – Brisbane</td>
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<tr>
<th>Date of council / organisation resolution</th>
<th>Number and title of motion</th>
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<tbody>
<tr>
<td>29 August 2016</td>
<td>86 - Sport and Recreation - Access to State School and College Sporting and Open Space Facilities</td>
</tr>
</tbody>
</table>

**Motion**

That the Local Government Association of Queensland lobby the State Government to request that State school and college sporting and open space facilities be made available for use by community based sports clubs outside of normal school operating hours.

**MOVER:** Cr M. Bourke (Brisbane)
**SECONDER:** Cr K. Marx (Brisbane)

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### Submitting council / organisation
Gladstone Regional Council

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<thead>
<tr>
<th>Date of council / organisation resolution</th>
<th>LGAQ Policy Executive district</th>
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<tbody>
<tr>
<td>13 September 2016</td>
<td>District 6 - Central Queensland</td>
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<tr>
<th>Number and title of motion</th>
<th>Motion</th>
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<tbody>
<tr>
<td>87 - Housing Sector Stimulus - Expansion of Queensland First Home Owners' Grant</td>
<td>The Local Government Association of Queensland lobby the State Government to expand the first home-owners' grant to include all new and existing dwellings.</td>
</tr>
</tbody>
</table>

MOVER: Cr M. Burnett (Gladstone)
SECONDER: Cr P. Sobhanian (Gladstone)
CARRIED
SPEECHES

Wednesday 19 October 2016

Master of Ceremonies

Good morning ladies and gentlemen and welcome to our 2016 conference. We have got a great program lined up for the next two days for you. I hope you are going to have a really good time while you are here. Celebrate what is great about local government and network, meet, catch up with friends - and go away with a lot of new ideas. I hope you have a most enjoyable time. Thank you.

Call to Order by the Acting President
Cr Jenny Hill
Acting President
LGAQ

Could I now call to order the 120th LGAQ Annual Conference.

Presentation of Policy Executive

Delegates and observers, members of the LGAQ Executive will now be presented to conference

- The LGAQ Acting President, Cr Jenny Hill

Representing:

- District No 1, Brisbane, Cr Matthew Bourke
- District No 2, South, Cr Karen Williams
- District No 2, North, and an LGAQ Board Member, Cr Mark Jamieson
- District No 2, West, Cr Paul Pisasale
- District No 3, Wide Bay Burnett, Cr Jack Dempsey
- District No 4, Darling Downs, and an LGAQ Board Member, Cr Ray Brown
- District No 5, South West Cr Cameron O’Neil
- District No 6, Central Queensland, Cr Matt Burnett
- District No 7, Whitsunday, Cr Anne Baker
- District No 8, Central West, Cr Robbie Chandler
- District No 9, Northern, Cr Jennifer Hill
- District No 10, Far North, Cr Bill Manning
- District No 11, North West, Cr Belinda Murphy
- District No 12, Aboriginal and Island councils, Cr Fred Gela
- District No 12, Aboriginal and Island councils, Cr Alf Lacey

Thank you Policy Executive Members.
Official Opening
Hon Annastacia Palaszczuk MP
Premier of Queensland

Introduction

I now have the great pleasure in welcoming the Premier and Minister for the Arts, Annastacia Palaszczuk to the 2016 Annual Conference. She needs little introduction, having served in Parliament as the member for Inala since September 2006. Since that time Annastacia has undertaken numerous Parliamentary roles including, Deputy Speaker and Chair of the Parliamentary Ethics and Estimates Committee. She has held the Ministerial portfolios of Disability Services, Multicultural Affairs and Transport and of course in 2008 and 2009 was the Parliamentary Secretary to the Minister for Main Roads and Local Government.

Annastacia was sworn in as Premier of Queensland in February 2015. Could you please give a warm welcome for the Premier of Queensland, the Hon Annastacia Palaszczuk.

Hon Annastacia Palaszczuk MP
Premier of Queensland

Well, good morning everyone. Can I start by acknowledging the traditional owners of the land on which we gather, and pay my respects to Elders past and present.

Can I acknowledge our local host, Gold Coast Mayor Tom Tate, Acting LGAQ President and Mayor of Townsville, Jenny Hill; I do also acknowledge all the Policy Executive Team that are with us today; LGAQ Chief Executive Officer, Greg Hallam; the mayors and other representatives from each of Queensland’s 77 councils and I think it’s wonderful to see that so many people are here for this very significant conference.

From the outset, can I also wish Craig all the best, I hope everything is ok. I have known Craig personally for many, many years and I am quite sure all of you would join with me in hoping that he has a speedy recovery.

Ladies and Gentlemen, thank you very much for the invitation to be with you today. It’s exciting to see so many friends in the audience and most importantly it’s great to be in a room where everyone is genuinely committed, to making Queensland a better place.

I know you all want the best for your local communities and I want to help you achieve that. You may have heard me say - I am all about uniting Queensland, not dividing Queensland. On a personal note, I really do want to thank the mayors and the councillors that are here today. From the last time when I was leader of the Opposition and now as Premier, every time I go out into your council areas, the mayors always make me feel extremely welcome.

At the heart of it, you are really at the coal face. You understand those real local issues that are relevant in your local area and through your advocacy, my Government has listened and we have acted. I can always go back and remember when I was first elected Premier, going out and meeting with the Western council mayors and the mayors telling me about how important it was to get some local job projects for roads up and running, because it meant local employment. We listened and we acted in our budget.

I heard the heartbeat of drought that was happening out in the west - and whether it’s travelling up to the Torres Strait and having the incredible honour, of meeting the mayors and the councillors up there, and hearing their unique issues in the Torres Strait - Queensland is an incredible place.

It is so large, it is so unique. But everywhere I go, every single mayor makes me feel welcome and I can’t ask for anything better. So I thank you personally for that. Also for making my Cabinet feel welcome.
We have Community Cabinets travelling across the State. We always involve the mayors and the councillors and we want to continue to work in partnership, because I have said time and time again, I actually firmly believe 'When we work together as one, we deliver for the people of Queensland' and that's what it is all about. It's about the people. It's about listening to them and responding to them. Sometimes we won't agree on everything, but you know, I am pretty happy. Eight or nine times out of ten we seem to get there.

We have already done a fair bit together and I'm going to discuss some of it shortly. But there is plenty more we can do and must do, particularly in the regional areas and I think we are in a good place to do exactly that. I'm of the view that the economy has not only turned around, but is gathering momentum and the data backs me up. I will share some of the facts with you.

We are seeing traditional sectors rebound, which is great news for our regions. We are seeing more activity in new industries as well. But I have said it many times and I'll say it again - some areas of Queensland aren't experiencing the same levels of growth as others. My government has worked hard to put in place policies that directly address some of those challenges. My Government's economic record has featured bigger budget surpluses, higher growth, lower unemployment and a comeback in confidence. Our rate of economic growth leads the nation and Deloitte says it will do so for the next decade - Queensland leading the way!

Our Economic Plan has seen 41,500 new jobs created across the State since January 2015, compared with 26,800 in previous years. Queensland's infrastructure investment is the most active in the nation. Forecast to be ahead of New South Wales and Victoria.

Everyone here would know how passionate I am about tourism. That's because we are in the right location, at the right time, with exactly what the market wants. A lot of dollars, a growing Asian middle class, billions of dollars of new investment in tourism infrastructure across our State. We are on the cusp of a massive tourism boom in Queensland.

We have got 'Destination Q' coming up next week in Mackay. I know that a number of mayors will also be present at that event. But... please believe me when I say... we are going to see phenomenal growth in tourism, in the years ahead and every council has an opportunity to benefit. The growing middle class in China, at the moment only six to seven percent of the Chinese population have visas to travel and the 200 million in the middle class are going to double in years to come and they all want to travel. So Queensland stands to benefit from that.

So, we've been hosting our 'Connecting with Asia' strategy in Cairns, but I will actually make sure that happens across the State. For those councils who (far north or out west) don't for one minute think, that you will not be able to benefit from this boom, because there is so much to offer right across Queensland. That is why we've put $33.5 million into our 'Advance Queensland Connecting with Asia' package. We are breaking records and we've got extra flights coming on. Just last week we saw two significant announcements, with Hong Kong Airlines adding 30,000 new seats a year to their Cairns and Gold Coast routes, and Cathay Pacific starting a regular freight service from Wellcamp and Hong Kong. In December I will be welcoming China Eastern to Brisbane and they will actually be upping their frequency of flights to daily, from Shanghai. So we need that connection of flights to other regional centres so people can capitalise on that.

Our traditionally strong areas of the economy are also seeing blue skies, ahead of some tough times. Resource prices, particularly coal and LPG, are starting to bounce back. We've seen mothball mines reopen in Collinsville, Isaac Plains and Blair Athol.

Our export performance is also gaining strength on other fronts, with agricultural staples of sugar, wheat and cotton showing particular solid growth. There is excitement about the prospects for emerging industries and projects in regional Queensland.
Six new solar energy plants have just received funding. I want to make this point, because sometimes you will hear some criticism about my Government pursuing a renewable energy policy. These jobs are in regional Queensland. These are regional solar projects delivering regional jobs, where it is needed.

We have created a partnership with the U.S. Navy that will allow our biofuel sector to ramp up. The U.S. Navy is coming back in early December because they want to start this agreement happening. We want to get the financiers in the room, we want to get interested parties in the room, and we want to make a new biofuel’s industry a reality in this State. Imagine what that means for regional Queensland.

People may say ‘Can we create a new industry’? Well look at the LNG industry. Queensland was able to do that. We have led the way. We have got the environmental conditions around that and now our LNG exports are helping to contribute to our incredible economic growth rate, leading the nation.

We have also taken decisive action to ensure the job generating powerhouse of the Galilee Basin can proceed, while protecting the delicate environmental balance of the Great Barrier Reef. Once again, I know the mayors of those regional cities understand what that project means for jobs.

There is nothing that drives me more importantly, than making sure that we are creating jobs across our State. As we all know in rural New South Wales, they don’t do new industries - they just do over existing ones. I will let you make your own assumptions about that.

It is no wonder that business confidence in Queensland has been the highest in the nation since July last year and consumer confidence is back to the levels not seen since 2013.

As you can see, our focus is heavily on regional Queensland, because in many parts of the State, they aren’t experiencing the same growth levels as other parts. We will continue to talk with people across the State about what they need and we will tailor packages, to stimulate employment in all regions. If you will remember, I took our working Queensland Cabinet Committee, across regional Queensland before the budget. We listened to the mayors, we listened to the councils about what their needs locally were and we delivered on that.

We are investing in infrastructure with a four year, $40 billion program, half of which is outside the south east. This financial years’ $10.7 billion investment, will support about 31,000 jobs and about half of that money will be spent across regional Queensland.

As I mentioned, the Working Queensland Cabinet Sub Committee, travelled across regional Queensland and out of that we came up with our ‘$100 million Back to Work Program’. That is about getting people back into work. So if you know a small business that wants to employ someone, the Government is there to help that person get a start - a $10,000.00 incentive to hire an unemployed person; or $15,000.00 to take on someone who has been unemployed for more than a year.

We have a record $20 billion roads investment. That includes an extra $90 million over three years we have pumped into the Transport Infrastructure Development Scheme, to upgrade roads of a regional significance. The extra funding forms part of our $375 million commitment to Building Our Regions Policy we developed in close consultation with the LGAQ, prior to the last election.

We are continuing to work closely with the LGAQ and local governments on further policy measures, to further support jobs in regions where unemployment remains unacceptably high.

In our latest budget we have committed $96.5 million for Northern Queensland roads, in addition to the $40 million for the Western Roads Upgrade Program in our first budget, which I spoke about earlier. The State Infrastructure Fund also includes $180 million to significant regional infrastructure investments.
When employers come looking for skilled workers, it’s vital that we can deliver. That is why we brought back the successful ‘Skilling Queenslanders for Work’ through a $240 million investment over four years. That undertaking is part of our drive to boost the average level of education on offer for all Queenslanders.

More than ever, we want to partner with you to further unlock Queensland’s potential. Collaboration with councils and communities will be a key to advancing our Cities and Regions Initiative. Just a couple of weeks ago, I announced this initiative in Townsville with the Deputy Premier and the Mayor of Townsville, Jenny Hill.

Together we can transform our unused land, from being a drain on the public purse, to precincts that provide enormous opportunities for strategic urban renewal. It will mean the green light for more projects like:

- The Transformation of Townsville,
- Revitalisation of Rockhampton CBD;
- The Moreton Bay Renewal Project; and
- Cross River Rail.

Not to mention that many projects underway, already utilise this model. I am talking about North Shore Hamilton; Yeerongpilly Green and the Herston Quarter, to name a few.

But those projects I just mentioned were based in the south east. This Policy is about taking economic development to other parts of Queensland. It means development in your cities and regions and the hundreds, if not thousands of jobs that will go with it. It is all about partnerships between State and local governments working with the private sector - Because we get the best outcomes when everyone works together to achieve common goals and sort through our differences.

We have seen it with the opening of the Moreton Bay Rail Link and in Townsville, where design of the new stadium has begun. The Mayor of Townsville has been influential in helping to secure my Government's $140 million commitment for the stadium. It is not just these big ticket items that can make a big difference.

After years of trying, the LGAQ has finally found a Government prepared to take action on indexing maximum infrastructure charges on new investments. We didn’t wait until the change comes into effect next year under our new Planning Act. We acted immediately to right a wrong that would have cost councils, $26 million by LGAQ estimates.

I know you have all been working with the Deputy Premier, on the 'Draft South East Queensland Regional Plan'. Tomorrow, the Deputy Premier, Jackie Trad will release that draft, right here at your conference, for public consultation and feedback. In the same way that my Government has delivered on the first State Infrastructure Plan in three years, the South East Queensland Regional Plan will look to tackle long term challenges and embrace long term opportunities. I look forward to the South East councils playing an active role, in the formulation of that critical document.

Friends, I did want to touch on one area of public policy where some councils and the State Government respectfully disagree. The use of fluoride in our drinking water has been an issue of debate over many years. For me, personally I am a strong supporter of fluoride. I think the research that says it provides enormous dental benefits over time, is indisputable. I do want to make it clear though, that my Government has no plans to change the current legislative arrangements regarding fluoridating water supplies. However we do not want the infrastructure costs associated with fluoridating water, to be a barrier for councils when considering its introduction.

It was the Newman government that cut the Capital Assistance Program, which funded up to 100% of the lowest cost option, for the installation of fluoride infrastructure for local governments. They not only left the decision making to local government, but they left the financial burden to local government as well.

When the former assistance program was cut, there were numerous councils, including many Indigenous councils, which never had the opportunity to take up the capital works funding. I know that the LGAQ is moving a motion today,
regarding this issue. I am pleased to announce today that my Government will look at reintroducing a similar grants program, to fund the initial capital works costs, for introducing fluoridated water.

In the near future we will finalise the structure of the ‘Grants Program’ and consult with interested councils. It will be capped and priority will be given to small councils with limited financial capacity. If your council makes a decision to introduce fluoride into your drinking water, we will help you pay for the upfront costs. That is my commitment.

Another area where State and local government must stand shoulder to shoulder - is the fight to get our rightful reimbursement of more than $1 billion in natural disaster payments, owed to the State and local authorities, by the Federal Government. Let me assure you, that my Government will keep up the battle and get every last cent that rightfully belongs to Queensland. But we need your support to keep up the pressure.

It's nonsense to say your claims need further assessment. Our current Disaster Recovery Claim was submitted ahead of schedule. In accordance with Commonwealth rules, it was independently certified by the Queensland Audit Office, before being lodged. This money was spent in good faith, to help communities get back on their feet, after Cyclone Oswald in the Bundaberg region, Cyclone Ita in North Queensland and Cyclone Marcia in Central Queensland. It also helped rebuild ferry terminals destroyed during the Brisbane floods. The fact that the Federal Government is withholding disaster money from Queensland, a State that faces natural disasters more regularly than others, is frankly, disgraceful.

With the Bureau of Meteorology only last week predicting a more active cyclone season this summer, Queenslanders' must have certainty, that the Federal Government has got their back. I will urge you to stand with me, and wherever possible urge your local federal representatives to stand up for Queensland and ensure that Canberra does what is right. That way, we can get on with the job.

As many of you have seen just recently, the Attorney General has announced the Expert Panel to review the performance of the Electoral Commission Queensland (ECQ)) in this years’ local government elections. Jim Soorley will Chair the Panel, which will also include Wayne Kratzmann and Pam Parker. All three members have extensive local government experience as mayors, and I think they will do an outstanding job.

Can I finish today by asking you to join me in showing our appreciation, for the amazing contribution to local government in this state by LGAQ stalwart, Greg Hoffman PSM. I am sure everyone here knows Greg and knows the effort he has put in over fifty years, since starting as a rates clerk at Dalby. Greg has been a driving force with the LGAQ and by my calculations I'm the ninth Queensland Premier, since he started there thirty five years ago.

He will retire next week, with the best wishes of many. Please, would you join with me in giving him a round of applause.

In conclusion, once again, thank you very much for the honour to be here today.

Please know, it is on the edge. Our economy is turning the corner. We have an incredibly bright future. But we can only achieve more for the people in Queensland, if we work collaboratively together. I don't just mean local and state... I mean local, state and federal. Because, when we all do things together, we achieve the most for our community.

All of you know the same as I know - Queensland is an incredible State. It is diverse; it is incredibly large. I take enormous responsibility to provide decent education and health services to all Queenslanders, no matter where they live. That's why I am constantly out in regional Queensland. When Parliament is not sitting, I make it my job to get out and listen. Because it is only by listening to Queenslanders (and you would know this just as much as I), it is only by listening to people, can you truly respond to them. Truly respond..... and we have a great State. We have a diversified State.

When I am travelling overseas on trade missions, when the Treasurer is overseas with the other treasurers, talking to international banks, they look at the diversification of our Queensland economy.
Our strong and cultural sector growing from strength to strength;
The drought that has been broken;
Tourism that is going to boom for decades to come;
Our capital infrastructure, creating jobs;
Recognising that people are doing it tough in some parts of our State;
Whereas employment is going well in other parts.

But we need to work together.

I will continue our strong partnership into the future. I have an enormous privilege being Premier of this State - that every one of you sitting here today also has enormous privilege, because you have been elected to govern for your local constituents.

So I look forward to working with you over many, many years to come. Thank you once again, for the honour to address you here today, and I wish each and every one of you all the very best for your conference deliberations.

Thank you.

**Presidential Address**

**Cr Jenny Hill**

**Acting President, LGAQ**

May I acknowledge the traditional owners of the land on which we gather and pay my respects to their elders past and present.

I recognise the Mayor of our host city, Cr Tom Tate, his fellow councillors, CEO and senior staff of Gold Coast City Council.

I welcome our Premier the Honourable Annastacia Palaszczuk and again thank her for opening this event.

Greetings also to our Deputy Premier and Minister the Honourable Jackie Trad, Assistant Minister the Honourable Jennifer Howard, other parliamentarians; and distinguished guests all.

Our conference is back on the Gold Coast. This place is an Australian icon, where images of beach, surf and lifesavers seem to define what is Queensland across the country and overseas.

With the tourism industry flourishing once again, Commonwealth Games in 2018, the broader Gold Coast economy is really lifting and I would like to congratulate Mayor Tom Tate and team.

As with all election years, we see out many old friends and welcome new ones into our local government family.

Can I give a big LG welcome to the newly elected here at our Annual Conference. Please stand up so we can applaud you and again offer our congratulations on your election wins this year.

You are now officially part of the LG family. I also want to especially acknowledge the very large indigenous council contingent here today.

Just over one in four of our members is an indigenous council, a fact of which we are proud of. No other state in Australia has such representation from first Australians.
This year’s gathering marks the 120th birthday of the LGAQ. Not a bad feat in this day and age of technological advance, political upheaval and digital disruption.

Nothing persists in the 21st century if it doesn't adapt to a constantly changing environment and offer enduring value.

And there can be no more timely a theme for a conference than "New World Order" (sounds like a band from the eighties) because it's upon us right here and now.

Unless you live in a shoe box you would recognise that economics and politics - globally and locally - have been turned on their heads in the past few years. Donald Trump as the Republican candidate is a great example of the changing nature of politics.

In Parag Khanna and Jim Minifie - two of our speakers at this conference - we have truly brought you the best people on the planet to make sense of what's happening around us.

When you add in the likes of Telstra CEO Andy Penn, Matt Church and Rabia Siddique, this is close to the best speaker line up we have ever presented to an Annual Conference.

But importantly, it's on a subjects that are pivotal to our role as civic leaders.

These speakers will inspire, entertain and enlighten you.

Our political leaders have a record of using their addresses to annual conference to let us in on the political and policy directions they are pursuing and hopefully that tradition will continue.

Our other speakers will also challenge and inspire us on a personal level.

Then there are council segment breakout sessions to get your teeth into and, finally, a total of 87 motions put by you, our members, to fuel what I’m sure will be fervent debate.

2016 been a year of transition for us all. Those of us in councils and at the LGAQ. We had 41 new mayors elected just seven months ago and a 50% turnover in councillors, not to forget around 20 new council CEOs.

Then there was the 10 changes on the LGAQ Policy Executive you elected mid-year, mostly due to retirements. Our new leadership group is slightly younger, dynamic, bright, articulate and aspirational - a broad representation of the LGAQ’s membership.

Amongst our number of 15 there are four women, two indigenous reps and three who are still under 40.

Only one of the current Policy Executive has served more than two terms. I'm now the second female President in a row, albeit I'm temporary.

Change really is everywhere, because at this conference the LGAQ farewells from our staff ranks the legendary Greg Hoffman, who will step down from his current role at the end of next week.

I will have more to say about Hoffy at tonight’s gala dinner. But in saying good bye to Hoffy we also welcome back Sarah Buckler as the new General Manager of Advocacy - she is here with us today and tomorrow, but doesn't officially start till 7 November.

Sarah’s is returning after a 14 year sabbatical, during which time she worked in councils, the private sector and comes to us from her immediate past post of the Department of the Premier and Cabinet’s Deputy Director-General, Strategic Policy and Intergovernmental Relations.
If you measure success by the increased external funding meter then local government is in the best position it’s been in the past five years due to favourable state and federal budgets, thanks in no small way to targeted advocacy campaigns.

This year we’ve managed to drag back some of the $1 billion in revenue that local government in Queensland has foregone thanks to the cumulative impact of a variety of state and federal government decisions.

The pendulum is swinging the right way but there is still a lot of fiscal ground to be made up. Everyone loves the services councils provides but no one wants to pay for it.

The LGAQ has secured quite a few legislative wins over the past year. On the planning front we convinced this State Government to allow automatic indexing of the maximum infrastructure charge. That’s a $26 million a year benefit to councils right there.

After years of effort by the Association, Canberra has seen sense and agreed that there is value for money to be had in allowing councils to be reimbursed for the cost of using day labour in disaster recovery.

That’s a battle won in the NDRRA front but, as most of us know, the changing criteria that applies to NDRRA means that local government will be paying for more in times of disaster events.

The Federal Government offering of support to local communities hit by natural disasters is diminishing. This is now a serious threat to local government sustainability, yet local councils in Queensland have become an easy target for number crunchers in Canberra.

On the State front, councils won $200 million worth of new investment in local government thanks to a strong lobbying effort in the lead up to this year’s State Budget - the best Budget outcome for local government in Queensland since 2010.

There was extra money for the Transport Infrastructure Development Scheme - or TIDs.

More funds for community infrastructure through the Building Our Regions program.
And, importantly, another $10 million for the Community Resilience Fund, showing that in this State Government we have a partner in acknowledging the value of investing in stronger infrastructure better able stand up to the challenges of Mother Nature.

But the news is not all good and clearly, councils have not won the day on industrial relations. Despite our best efforts, we have failed to convince this Government that a single modern award across local government is the best outcome for local workers and their families.

The Association has fought every inch of the way for the past three years to get councils and their workers some fairness, justice and - above all else - control of our own destiny. We will NOT lie down, we will fight to get a common sense outcome.

I pay special tribute to the LGAQ’s IR team for constantly going the extra mile to get that outcome.

If you lose control of your workforce to another level of government then it’s an uphill slog all the way.

Councils have an obvious interest in ensuring as many people in their communities as possible have a job. It’s good for the community. It’s good for the local economy.

We care for, value and respect our local government workforce. Council workers are citizens in our respective communities and are often relatives or personal friends in smaller places.

This was always about delivering a more secure and properly structured workforce through a modern award, and seeing off the hotchpotch of arrangements where workers on the same job work different hours and enjoy different conditions.

If you haven’t done so already, have a read of the LGAQ’s submission to the parliamentary committee examining the Government’s IR Bill. It and the evidence we presented to the committee make crystal clear the impact on future council jobs if the single award is scrapped. Enough said.

I want to focus on the really positive things the LGAQ has done for you and your council over the past year.

First and foremost membership didn’t cost most members a red cent for those councils that are members of both LGM and LGW - and that is 95 percent of you.

That’s the second year in a row that outcome has been achieved. The greater LGAQ entity has handed back to our members $10 million in real cash payments over the last two years.
That is a million dollars more than we charged for member subscriptions over the past two financial years. It’s your money, not ours and we only take what we need.

I’ll just turn briefly now to explaining how we plan to be in your corner again on the crucial issue of financial sustainability.

Just last week the Queensland Audit Office tabled a report to Parliament that outlined a range of proposals to help councils in their work toward long-term financial sustainability.

I urge you to read the report and consider the recommendations.

As with our IR submission, this report is important.

And when you read it, consider also what it doesn’t say. It makes no mention /no mention of the one ratio that explains much about why it is so difficult for councils to achieve financial sustainability.

That ratio is the take from the national taxation pie: Canberra takes 83%, the states, 14% and councils, 3%.

Remember that when next someone from the other two levels of government have a go at the financial performance of councils.

The Queensland Audit Office examined several councils in preparing its report, but we want to hear from all of you in responding to its recommendations.

The LGAQ will be sending out a questionnaire soon to seek the views of all councils on the challenges and opportunities you see in working toward long-term financial sustainability.

That survey provides a rare chance for you to contribute to an ongoing discussion on measures that will influence the future of local government financial management.
Of course, we will keep responses from individual councils confidential but we will aggregate the findings we make and report back to you at the Finance Summit in April next year.

I don’t want to labour the point but your responses to this survey are important to us across local government. They will help identify key issues and push for changes that will deliver the greatest support to councils.

After 120 years, our services to members stretch much further than advocacy and policy development, important as they are.

There’s the daily support we provide to elected members and staff to help them serve and provide for the well-being of their communities.

The LGAQ is proud of our efforts to try and deal with member councils face-to-face as much as we can. This year that has translated into more than 2200 separate visits to councils, involving a grand total of 1.4 million kilometres travelled by LGAQ staff this year.

The association supports your community through our insurance and workers compensation, procurement, managed services, IT and infrastructure consultancy businesses.

Your LGAQ’s total value to councils is around $140 million a year.

In unity, and in combined council power we find a strong voice and truck loads of savings.

And in fresh thinking, we make sure that local government in Queensland continues to find innovative ways to deliver value for money and effectively tell its story to the community. It’s worth remembering that the LGAQ is there for councils and councils alone. We have no other master, financial or political. It’s us you call for help with your most difficult and sensitive problems it’s your Association after all.

A big thanks to you all for putting up with me for the past four months as your Acting President. It’s been a thoroughly enjoyable experience. I will continue contributing to the greater good as both a Policy Executive and LGAQ Board member over the next four years.

Tomorrow I’ll hand over the reins to whoever you elect as your President for the remainder of this term. Can I wish both candidates the best of luck, elections are hard work.

The President you elect tomorrow must have the time, stamina and ability to be our President.

Our association is made up of varying councils, with varied issues.

What suits the councils in the Cape, Gulf or in the resource sector may be counter intuitive to those in the South East corner of our state and vice versa. The President must be one who has the ability to listen and learn.

Our conference theme “New World Order” implies how our political world is changing. Economic prosperity has not been shared equally across our state. There is a gulf between the south east and the rest of the state.

Hence the QAO report on local government has found that the long term financial sustainability for many local governments is tenuous to say the least.

I have not had the time to travel the state as our previous president, my council is going through transformation, and as mayor I must guide and lead my council. My priority is to my city.
There will be many challenges for the incoming President hence their priority must be to our association, our councils, and our objectives.

On behalf of all our local governments, thanks to all the LGAQ staff for the considerable efforts for us over the past year.

They are a great team of dedicated professionals looking after us and our council’s best interests.

Finally enjoy the next two days. Listen, learn and tonight at our conference dinner, have a little bit of fun.

Cheers
New Economy New Politics

Introduction

Our first keynote address this morning will be presented by leading global strategist and bestselling author Parag Khanna. Parag is a Senior Research Fellow in the Centre of Asia and Globalisation, at the Lee Kuan Yew School of Public Policy at the National University of Singapore. He is also the Managing Partner of Hybrid Reality, a boutique geostrategic advisory firm and Co-Founder and CEO of Factotum, a leading content branding agency.

His extensive international career has included work with the new America Foundation, World Economic Forum in Geneva and the Council on Foreign Relations in New York. He was the Global Governance Fellow at the Brookings Institution, and during 2007, served in Iraq and Afghanistan as a Senior Geo-Political Advisor, to the United States Special Operations Forces. In 2008, Parag was named as one of the Esquire's 75 most influential people of the 21st century.

Parag was born in India and grew up in the United Arab Emirates, New York and Germany. He is an accomplished adventurer, who has travelled to more than 100 countries on all continents. The latest of his numerous books is titled ‘Connectography and Mapping the Future of Global Civilisation’. Could you please welcome Parag Khanna?

Dr Parag Khanna
Senior Research Fellow in the Centre on Asia and Globalisation at the Lee Kuan Yew School of Public Policy, National University of Singapore

Good morning. Thank you so much for that generous introduction. I am delighted to be with you and to be coming right after your President, who used a lot of key words that resonate strongly with me. A lot of her remarks were about the force of devolution, which is something I believe in very strongly. I had to chuckle at her reference to the number crunchers of Canberra and you will see why when I talk about devolution a bit more in the course of this presentation.

I hope that we will have time for Q & A. So I will jump right in to some of the main messages that I want to share with you today, on this topic of ‘The New World Order’.

It begins by taking a step back and pointing out that really, there are even in this time of evil and chaos, certain very, very clear global trends. I don't just mean over the last couple of years or even the last couple of decades since the end of the cold war. I actually mean the grand sweep of human history.

If an alien came from outer space and were invisible to us, and observing us over the last 60,000 years of mankind's wanderings and migration around the planet - but unable to understand us, unable to see our political borders, unable to see our institutions and governments - and he were to return to his far off galaxy after observing us for many, many millennia - what would he say? Would he say that we were a species of people that was naturally divided into these discreet political units, with our lines and borders? Probably not.

What he would observe is that, over literally millennia, we have done exactly two things. Despite all the wars, all the plagues, all the differences, in religion, ideology, despite all the financial crises - we have done two things. We have been building connectivity (infrastructural connectivity) and we have been urbanising. That is directly in proportion or related to, our technological, our engineering capabilities.

So the first megatrend that I want to talk about is this 'Global Connectivity Revolution'. I liken it literally to our building a physical exoskeleton onto the planet and infrastructure. There are three kinds of major infrastructures.

• Transportation - which is all of our highways and railways and so forth;
• Our energy system - which is the oil and gas pipelines, electricity grids, power plants;
• Our nervous system of communications - which is specifically, internet cables which are built on the telegraph lines from over a century ago and now satellites, data centres and so forth.
These three categories of infrastructure have been multiplying, mushrooming, enveloping the world, and we have physically built them. That is our imprint if you will, on the planet, for good and for ill.

That revolution is really barely a century old, in terms of the lasting capability, the technology and the innovation that has gone into it and made it such a permanent feature of the world.

Typically our maps, the maps that are in your offices, the maps that are in our children’s classrooms, don’t actually show the things that we have built. They show artificial political boundaries that are often invisible. Or they’re maps of natural geography, which are extremely important. They show us the brown for the deserts, the green for the forests and the blue for the oceans.

But we should also be mapping our own footprint, if you will. The more we do, the more we come to appreciate our coexistence with nature. So I am going to be showing you quite a few maps today that overlay if you will, the natural geography, the political geography and now the functional geography, if you will. Appreciating all three at the same time, is how we are going to get to a more prosperous, a more efficient, but also more sustainable civilisation.

I did say that these trends go back centuries, connectivity and urbanisation. It is also bringing about literally a ‘New World Order’. So I wanted to take the theme of your conference very, very seriously. I hope that this is not too political science-y for everyone. But I do think it is important to think back at just how, incredibly rapid the pace of change has been in just the last quarter of a century, because we can all remember exactly this.

It is a perfect year and month to be here, because everyone perhaps remembers where you were sitting and watching television twenty five years ago, right now, because it is exactly when the Soviet Union collapsed. The Berlin Wall had fallen just less than two years earlier. The World Wide Web was born in 1989 as well. We didn’t really appreciate it at the time. But a lot has happened in the last twenty five years.

So since the Berlin Wall fell, since the Soviet Union collapsed, we have experienced this enormous expansion of globalisation, of capital market expansion, integration, of deregulation and privatisation, this infrastructure build out that I have been talking about and the communications revolution all at once. The world has become totally globalised. There is no country that is not in some way shape or form, connected to the world economy. Even sanctions have been lifted on Cuba, sanctions are being lifted on Iran. Even North Korea is gradually, slowly being marketised.

So a lot has happened in the last quarter of a century and it has changed the world from this world of, again, strict divides among sovereign states to what I call a ‘Supply Chain World’, where there is so much more flow of goods, of services, of people, of ideas, of technology, of capital and so forth, around the world.

That ‘Supply Chain World’ holds great promise. It allows us to be so much more efficient, to leverage those ancient economic principles of supply and demand and comparative advantage. But it also means that we can access the world far more easily than possible. Resources can be far more readily extracted, unsustainably, and exploited. We have to guard against the good and the bad of this world of total globalisation.

There is also a shift from an old kind of globalisation, which you could think of as a 20th century, to a 21st century globalisation and the differences are very significant as a result of particularly, some of the technological trends.

That third layer if you will, that I was talking about - the communications revolution. Because we think of globalisation as really, being about how many tankers and oil vessels are floating across the seas, how many airlines are crossing the oceans! But now, the value of trade in global services, digital services, finance, consulting, all of those things that ride on digital waves (the bits, not the atoms, as some people like to say) is rapidly catching up to the value of goods in the world economy, those things that are shipped on the tankers and the commodities and the goods.

So not only is it catching up in value, it is growing much, much, faster. In terms of per capita GDP, this is the fastest growing contribution to the world economy. Now, Australia has a small population, but a large footprint obviously, in
commodities and raw materials. But at the same time, in terms of contribution to your per capita income, it is very, very important to emphasise the services as well.

So, over the years you focussed on education, on broadband infrastructure, all of these priorities that are going to lead to jobs that are created in higher value added sectors of the economy. That is also this new globalisation.

So Australia, given its geography and despite its wealth, has a geographic challenge in making sure that it is as connected to the world as possible. It is this new kind of connectivity - not just your major cities, but to everybody - that has been proven around the world to have a very catalytic impact on individual welfare.

Part of this supply chain world, that is really this irrevocable megatrend, is conflict. But it is a different kind of conflict.

Despite Russia and maybe Ukraine a couple of years ago, there are no major international boundary disputes in the world today. This is another consequence of a lot of what has happened over the last twenty five years. We certainly hope that there won't be any more. You only have to be wrong once in the geopolitical game, to overturn this trajectory. But it is a very important positive trend.

So, while we aren't necessarily worried every minute of every day, about major great power conflict - what we do need to worry about and what every country needs to worry about, is what I call 'The Supply Chain War', which is the relentless competition among economies. This becomes ever more the case, in the digital services world. Not just the things that - God has only given you and put under your soil and not others, and therefore you're not necessarily competing as much with them - but the things that every connected society is now competing over, which is the higher value added sectors of the world economy.

But it is also the physical, in terms of the components that go into electronics, the automobile supply parts and the pharmaceuticals. All of these things that are also physical in nature, are increasingly being competed over and very much here in Asia, as much as in the rest of the world.

So what I am discussing here is, the ways in which government policy (again, as has been emphasised already this morning, federal, state, local – federal, provincial, local) have to work together as many countries are starting to do, to strengthen their role, your country's role, in global value chains.

What you see on the right is a bit complex. It is literally about complexity. It is showing you the countries that could gain the most from increasing the intensity of trade, with countries that are nearby, in higher value added areas that they sort of benefit from.

So, Australia actually ranks decently well. Countries like Canada and Brazil - what it is showing is that, even though they may be prosperous or prospering countries (Canada, certainly very much a first world country), but it could benefit so much more from higher intensity trade in high value added areas, with its immediate neighbour the United States, because most U.S.-Canada trade is actually just raw materials.

What is important here is to look at the fact that, every country is aspiring to be at the sort of yellow end of the spectrum. You want to develop the goods and services that are the least substitutable by a rival.
Let me talk a bit about China, because that's very significant here. China as you know is very, very rapidly moving up the value chain. It has spent the last forty years allowing in foreign investment. It has been setting up special economic zones and industrial parks. It has gotten foreign investors to set up their factories, transfer technology, train local workers and provide intellectual property - such that they now, import much less than what they export.

In fact, today's Wall Street Journal has a very large story titled 'China to World: We Don't Need Your Factories Anymore'. What they're saying is underpinned by some data that I have been researching, which is that, in the Chinese electronics industry (which is the world's largest), they used to import 60-70% of what they export. So they were just at the finishing end of the assembly line - putting together all the high value added things that came from elsewhere - The semi-conductors, the LCD screens, all of the software and components. Now they import less than 30% of the contents of these electronic goods and so Huawei and HTC and ZTE and all of these other companies, have come up and they're now competing for global market share with Samsung, with Apple, with Nokia and so forth. That's happening in every single sector.

So for Australia, for every industry, for every city that is looking at 'what are the jobs here - What are we strong at'? In a world that is totally connected, where every Chinese city (where every interior Chinese city, that quite frankly, neither you nor I have even heard of yet) they are rapidly increasing the quality of their infrastructure, training their workers, connecting the global supply chains. We all face the risk of being outsourced, of competing in this way.

So it is absolutely incumbent, even as you gather here, as municipal and regional entities, to think about the international picture, because everyone feels at risk of being displaced. It has already been referred to - that Donald Trump has been the surprise, popular, breakout political figure, in the United States, by pandering to just this one issue basically. Or two issues if you are leaving aside immigration. The fact that jobs have so rapidly been taken away, much faster than anyone would have predicted. This is the reason why. It's because connectivity, combined with education, combined with global economic integration, has allowed any place to catch up very, very quickly. So this is an element of national/local strategy as well.

This is important because in a supply chain world, we think and act as much according to these supply chains, as we do according to our own nationality. You may have this experience right here in Brisbane or in the Gold Coast region, or other parts of Australia – where, people you know who work in financial services, or in mining, or in real estate, or in education - it feels like they belong to different societies altogether. It is not just what their income levels might be, but
who they associate with and their professional communities. And that is actually underpinned by some very concrete data, which is the share of a national economy that's represented, by people working in the primary sector (like commodities), the secondary sector (such as manufacturing) and the tertiary sector of services.

Funnily, the income levels vary drastically. But these sectors actually operate in tandem globally. You know this very well, because when natural gas prices fall, when commodities prices and the mining industry are hurt here - you know actually, the same thing is happening in countries all around the world. Like in Brazil, like in Canada and so forth. When financial services are hit in New York and London, it is also hurt in Sydney and Melbourne and so forth. So we as people, not just countries competing with each other, but we as individuals, have these associations far beyond our boundaries and we belong to these different circuits.

A successful country is, the one that is doing the most for its entire population irrespective of what circuits, or professional circuits, they belong to, what sectors they belong to. Not just focussing on those that are connected internationally. I think that's extremely important to think about.

There are certain metrics by which we can measure how well a country is doing in meeting the kind of basic goals or ambitions, or metrics that we use to measure, not just prosperity, but overall welfare. Those are things like - infrastructure quality; government efficiency; GDP; innovation; connectedness, all of these sorts of variable.

Now Australia and New Zealand actually rank quite well.
juxtaposed them all. I took a lot of subjective sort of analyses and because they're all so subjective, I put them all side by side and that makes it collectively more objective.

It shows you what really are the best places in the world to live. A lot of them are not surprisingly in Europe, a lot of them are not surprisingly small countries. The two countries that get six dots are Switzerland and Singapore, two of the smallest countries really, in the entire world. It's difficult for a large country to deliver welfare and benefits on this scale. But these are some of the things that you want to aspire to in climbing up those rankings.

I mentioned, as Cr Hill mentioned earlier, 'Devolution'. That is actually one of my favourite words in the English language. I've dedicated a large portion of this recent book 'Connectography', to explaining how devolution is operating worldwide. It is very much as a result of urbanisation that I am going to turn to in a minute.

I won't dwell on every point up here, because a lot of it is very much about developing countries, post-colonial countries and so forth. But I wanted to just point out that, it is in – you know - the European example, as much as many people frown on it today, as a result of what is happening in the euro zone and Brexit. What is actually happening despite the Brexit is that, around the world you have more and more self-determination movements. Whether they are countries literally falling apart, or whether it is just the push for local autonomy - more fiscal control and so forth - what you're experiencing and what you represent here actually (in this organisation), is absolutely a global trend. I have actually gone so far as to say, that it is a more fundamental trend than democracy itself. Because, not all of the world is experiencing democratisation. Some countries are actually back sliding.

What is happening in every single part of the world is devolution, this shift outward, this shift from the centre periphery, this desire for localities, for municipalities, to have more control over their own affairs. So your push in that direction is something that is absolutely part of the global dynamic today. We are seeing this (leaving aside Brexit) you see it in Barcelona, in the Catalan independence movement in Spain, you see it in Venice, you are seeing it really, all around the world and I think that is a good thing.

What is also happening is that you are having aggregation. You are having these smaller scale regions come together into larger units, larger networks, larger associations and that's what I call the 'Aggregation Dynamic'. Aggregation is very important, because that is how you scale and learn in ways that help you, and I'm going to get into that.

I mentioned earlier though - let me just get back to the small states because, whether or not, of course, you know, because Queensland is not going to become an independent country - maybe Western Australia wanted to at some point, or is in and out sometimes depending on the fortunes of the mining sector, in terms of its devolutionary push - but these smaller and smaller units, whether they are new countries, or whether they are provinces, have the ability to become more effective in terms of their governance quality, in ways that small countries do.

So when you think about yourselves as a province, you think about not just, what is your relationship to the Capital, but what can you learn from other small countries, because that's approximately the size that you correlate to. Or to other municipalities and provinces around the world and there is a lot.
Most of the competitive economies in the world are small countries (I showed you some of them earlier), small European countries really dominating the list. Were it not for the market size pillar number ten on the left hand side - that's the factor that makes the United States one of the five most competitive economies in the world. If you were to take away the scale of the United States, it would rank much lower in these other metrics and areas, than Switzerland does. You can see Switzerland’s rankings in all of these areas where it’s extremely, extremely high, other than in market size. The quality of these issues like institutions, investment and innovation, technological readiness, market development, labour markets and so forth.

These again, when you want to improve the quality of your public institutions and infrastructure at the provincial level here, you want to be looking at the Switzerland’s of the world. You want to be comparing yourself to the other very small units (although you are a large province geographically) but demographically, compare yourself to those other small places that have already demonstrated over the last decades, and even in the case of Switzerland, centuries, how they go about initiating these changes.

Urbanisation
So now let me get into urbanisation, which is as I said, alongside this global connectivity build out, the other irrevocable megatrend. Again, centuries of dynamics and forces at work here. It is the one irrepressible, irrefutable, probably irreversible fact of the 21st century, that urbanisation is accelerating.

Again, that alien coming from outer space would go back to his far off galaxy and report, that the human species is about eight billion people, they mostly live in cities and they mostly live on the coasts of the oceans. That’s about the only thing they can say that we all have in common. We can differ on a lot of things, but that’s what mankind has been doing. That is what we are doing now, faster than ever before. Now we are at fifty five, soon sixty and up to 75% of the world population by the year 2030, that is going to live in cities. That’s been happening everywhere. Developing countries and developed countries. People are rapidly urbanising, clustering into existing cities that are becoming
mega-cities, or new cities as towns aggregate and become larger and larger. So what I’ve highlighted here is the entire world’s population is actually on this map. I find it therefore more useful than most political maps that don’t actually show you people. Here you can actually see where every human being is and you can see where the megacities are. I have highlighted them in these dashed ovals. You can see what the megacity clusters are, that are populations that are anywhere from fifteen or twenty million people. Up to in the case of the Pearl River Delta of Southern China - or the Chongqing Changyu megacity cluster in Central China - up to an estimated 80 even 100 million people.

So of course, when I put up this map when I am in Australia, the first thing people say is ‘Oh my God, where is Australia?’ It’s neither good nor bad to be lit up in this way. As you well know, the entire population of Australia would fit into Greater Jakarta. But none of you would trade your home from here to Jakarta, at any day of the week and probably not for the next fifty years.

But Jakarta is on this map and it’s on the map for a good reason. There are two things that are worrisome about the sort of megacity development. The first is of course that these clusters, like Jakarta for example, dominate the entire national economy. It’s a country with a population about ten times the size of yours, but most of the economy is just in one urban area, the capital.

At the Lee Kuan Yew School, we actually gather data around labour productivity in municipal areas across Asia. We can’t even get data for any city in Indonesia other than Jakarta. By the way, the data for Jakarta is not so good, as you can imagine. They are not exactly the most productive workers there.

So the other thing that it highlights is the need to dissipate investment. All the money going into the main capital city like a Manila, a Jakarta, or a Johannesburg in South Africa, is not a good thing. It means you are neglecting, most of where your population lies, which is in all the other cities and towns and also the rural areas. That is hugely, hugely
problematic. So this map tells us, not only perhaps where the centre of action is in terms of, where you may think about the goods and services that you are exporting - what are the key places that your businesses may want to expand outward to, your SME's and your multi-nationals - It is useful for that as a strategy map, but it also tells you where more investment needs to go.

So with most of Australia's population being concentrated here on the eastern coast, there is a lot of conversation going on here in Australia around, how to optimise that geography. So I am going to turn to that in just a bit. But just showing you a different version of the same data.

Here you can see the map, not by demographics, but just by the satellite imagery of the lights at night. These are the fifty mega-cities. If you want to understand the dynamics of where the world’s population is concentrating, where the economic growth is happening in other countries. You want to look at this map.

The reason is, because this is the forecast that is done by the UN and the World Bank, projecting out to the year 2030. So we could come back in here in 2030, I won't change a single dot on this map. These are the cities that are really going to dominate, or where world economic activity is going to be concentrated.

Again, not having Sydney or Melbourne lit up here, is more a function of demographics than anything else. The key lesson here is - what are the cities that you want to be connected to? Go back to the ‘Supply Chain World’. Who are you providing the maximum value added goods and services to as you export them, because this is where the people are. This is where the markets are. Beyond your own borders, beyond that which you do for yourselves, being connected to these cities is going to ensure that you have an important place, in the world economic division of labour.

China has set out to reorganise itself in this way. You take an ancient civilisation with 5,000 more years of continuous history, with very distinct provincial and linguistic and cultural boundaries and despite all of that, they have said - we need to functionally, administratively reorganise. We need to have these coherent urban areas that are very well connected to each other so that people can seamlessly move about for jobs, when jobs are lost because there is a collapse in exports because of the financial crisis of 2008. People can move around within these city clusters very efficiently and find new jobs. Or they can get on the high speed rail network (which is now the most extensive in the world) and travel between cities and find new jobs.
That's why despite the fact that China is so important in world exports and despite there was such a huge contraction in exports in 2008, they managed to contain unemployment. Because people were actually able to move around, recirculate and find new jobs. Mobility - building, developing the infrastructural, mobility for people to find new work when they lose their work and to sort of gravitate toward prosperous geographies, is a very important part of national economic resilience. That is part of the reason China is doing this.

I've argued we don't need to dwell on this too long. We're on the other side of the world from where I come from. But I've argued that the U.S. does need to do this as well. The fifty United States are a legacy of actually, Thomas Jefferson (you may have heard of him. We are talking going back more than 200 years) who thought that the States of the U.S. needed to have two degrees of latitude and four degrees of longitude so they would be roughly of similar size, so they wouldn't compete with each other geopolitically.

Well, you know, secessionism is not really a big problem right now in the United States. What's a much bigger problem is that, by thinking according to only political lines and not according to functional lines, the U.S. economy is incredibly inefficient. If I were to present to you the data on the amount of food that is wasted, or the inefficiency in the cost of moving goods around the United States as a result of poor infrastructural connectivity (without telling you the country I was talking about) you would think I was referring to India, right? That's how bad the situation has become. The proof is - that Donald Trump and Hillary Clinton actually agree on only one thing, which is this map - which is the need to invest very substantially in infrastructure. So again, as a vast continental scale empire that you are as well in this country, think about the efficiencies that can be gained from more connectivity across your provincial boundaries as well, and how that can help you in being a more integrated part of the national economy.

Devolution
So I promised to get more into devolution, because I am such a fan of that, and I want to highlight here (I can't even really fit it all on one slide), all of the examples that I have been gathering from around the world of how municipalities, how cities are, if you will, seizing power. I've put the newly elected Mayor of London, Sadiq Khan's image up there because, he continues tradition that actually began under his predecessor Boris Johnson, on sort of making sure that London is able to maintain maximum flexibility. There is a real irony here, and I'm sure many of you have followed what happened with Brexit.
So, Boris Johnson was Mayor of London, but for political purposes backed the Brexit. But even as he was Mayor, he wanted London to have so much more independence in how it could attract capital, how its financial industry was regulated. He actually wanted there to be a London visa, to attract talent just for London, because he feared that the national immigration backlash, would undercut the need for a global talent to come to London to support its industries - So very, very ironic.

What's happening around the world is that cities are realising - hey, we have certain needs, we have needs for talent, we have need for foreign investment, we need to be connected, we need to trade - and whatever is happening in the capital city, whatever backlash against trade, whatever protectionism, whatever immigration restrictions, we see it differently here. We can calculate much, much better what we need and what connectivity we need with the world. And so you can see cities that are trying to take matters into their own hands in terms of how they zone, what their zoning laws are in their cities, the immigration issue as I mentioned, how what share of taxation revenue they're able to keep to spend internally, how they are able to travel and set up offices abroad to attract investment (at the municipal level, at the provincial level). More and more, every single Chinese city or province, by now has its own Trade Ministries and delegations all over the world.

Scotland have just announced a couple of days ago, that they are going to set up a special 'quote, unquote', Embassy in Germany, just to attract German investment into Scotland, because they don't feel that London sufficiently represents them internationally. Dubai has done the same thing, because it doesn't feel that Abu Dhabi sufficiently represents it. This is happening everywhere and I think it is the right thing.

I have coined a new term for it 'Diplomacity' - the diplomacy of cities. There is actually no reason for it to be a new term, because the entire 5,000 year history of diplomacy has actually - the origin of diplomacy is cities actually communicating with each other, trading with each other and exchanging messages in ancient Mesopotamia. So they were turned to a world in which cities want to transact with each other, and learn from each other, and trade with each other irrespective of what national capitals are regulating, is perfectly natural.

Its 5,000 years old. So every city in Australia should be doing the same thing. Who are your sister cities? Who are your natural allays? Find them. Connect to them. Build those relations. It will benefit you. That is what I call 'Diplomacity' and I have been tracking how it has been spreading in many different areas.

You know there are about 250 international, intergovernmental organisations in the world today - like the United Nations, the World Bank and so forth. There is the exact same number of inter-city learning networks today. It is the C40 Initiative which you have all heard of, which is attempting to reduce climate emissions. It's the habitat network around housing policy, it's around resilience, and it's cities of learning and education. It's how to fight crime in your cities. There are networks among cities to learn from each other, from all of these things. Those relationships matter to you every bit as much as the relationships your Federal Government negotiates with the rest of the world. So participating in these networks is going to help you get yourselves up to speed.

The cities in the world that one can potentially learn the most from are the global cities. Those that are the most connected, those that rank in the top tier.
This is data from DHL and Mackenzie and those that are in the upper echelons of their role in global goods, services, capital, flows of people and data. So again, Australia may be slightly statistically neglected if you will here, or disadvantaged, simply because you're not a gateway to other countries. You are the end market. So don't feel bad. All the rankings of liveability - most liveable cities in the world as you know - five or six of Australia's cities rank in the top ten. Australian and Canadian cities always dominate the indices of the most liveable cities in the world. So you have a lot to be proud of.

But this is really about saying 'what can we learn from the cities that are building the most physical and digital infrastructure, to most efficiently connect to other markets'. That's what this is telling you. So you can look very closely at what New York and London have done in centuries past. What in the last fifty years, Hong Kong and Singapore have done. What even more recently Shanghai has done and San Francisco and now Dubai (which really is a place that was a village, I spent my childhood there, really a village thirty or forty years ago) now has risen to get into this top tier.

You know the Qantas/Emirates partnership (some of you have probably been on that flight, so maybe you transited through) it is the fastest growing city in the history of the world. That is because it has invested in infrastructure. Its geography hasn't changed. It's a very centrally located place that wasn't on the map. How do places that are not centrally located, or how do places get on the map - by connecting themselves. Dubai has invested more in that physical connectivity to the rest of the world, than any other place that I have ever seen.

So, why is investing in infrastructure and connectivity so important? It's because we are about to go through some very major, global structural shifts, that go back to some of the demographic issues.
We all feared about fifteen/twenty years ago, that the world population was going to surge, to even 15 billion people. We talked about a Malthusian crisis of over population. But we were actually way off the mark. It is actually quite astounding that our population predictions were so off. As it turns out, the new estimate of where the global population is going to peak, is right around 9.5 billion or so people. We may never reach 10 billion people. So I actually think that most people in this room are going to live to see the newspaper headline ten or fifteen years from now, that reads 'World Population Peaks - Now Begins to Decline'. So we are going to live to see the maximum number of people that are ever going to live in the world. Which is again, way off from what we thought was going to be the case just a few years ago.

The main driver of that trend by the way, is urbanisation. Of course it has a lot to do with higher quality of life and lower infant mortality, female health care and education, all of those things that have been important in projecting demographic growth since the industrial revolution. But the rapid, rapid pace of urbanisation is really the leading new factor today. That has rapidly bought down population growth in many places.

So we have a young population that is very urbanised. But the population is levelling off which means, that one of the main drivers of economic growth for centuries has been, just the size of populations. Economies grow as their populations grow. In India it was called the ‘Hindu Rate of Growth’. There was nothing happening technologically in India, other than there were lots and lots of people being born. Now finally they're innovating. They're investing in connectivity, in infrastructure, in technology and productivity, skills and education and therefore India is becoming a fast growing economy.

Every country has its version of that story. As their populations level off, either you are going to import more people - but not too many obviously - but you are going to have to invest internally in skills and productivity. That brings it back here to all of you in your cities and regions. How are you going to invest in that productivity for your people?

Smart Cities
Smart cities connotes this notion of like - Songdo, new economic city in South Korea. The sort of gleaming artificial set of high rise towers, Lead Certified buildings and nice Opera houses and parks, but no people. You don't need to build any new cities in Australia. But we can all do a better job. We can all improve and focus on the things that we can do, to make our society smarter. Whether it's the town level, the County level, the city level, the provincial level, and that is - I have heard these terms already today and I think they are extremely important - resilient infrastructure against a catastrophe. Putting away money, saving for that, is extraordinarily important in this time of climatic volatility. As a country you face that as much as any other place in the world.

Access to basic services (I'll talk more about the real estate side of this in a second), more technology penetration to increase the value added. We see already, again in rich countries and poor, there is a measurable increase in the GDP at the city level from having faster broadband access. In America it is helping to revitalise entire cities that we thought were going to be hollowed out, because new jobs are created. People stay where they are, they create new digital industries in places like Tennessee and in Ohio and so forth, just on the back of having faster internet access.

So what are the things we need to see? We need to see more sustainable energy grids, more local power, more alternative and renewables and grid feedback - and that's job creating investment by the way. You know, Hillary Clinton is talking about transitioning America to a green economy and the number of jobs it is going to create, in addition to saving cost on energy and obviously be more ecologically sustainable.

Real Estate
More mixed use development that allows obviously, for more walkable communities, more civic life, more high streets, that kind of thing. Everywhere I go in major cities, even ones that are not megacity scale - like Sydney people complain about the traffic right? – well, think about the planning that is going on. How can we dissipate and spread out population so we are not creating more and more congestion, because you can again, measure the negative impact on GDP at any level (local, provincial, federal) of having really unnecessary traffic and congestion. Then again, digital
services - how can governments be more transparent, provide more data, provide the data that then allows companies to use it to innovate on public services, access to information and so forth.

Let me not go into too much detail, but land policy is very important. Most countries in the world very poorly optimise their land usage. There is a lot of wastage if you will, within our own cities. Under used land, inefficient - you know, a blight if you will - that hasn't been updated. I want to get into here, again this emphasises the need for more mixed use real estate, creating more new kinds of multi modal corridors for transportation.

I was just in Copenhagen last week actually - the things that they're doing to promote individual mobility are fascinating. They reduce (this is behavioural economics at its best), they are removing parking places from down town so that people get frustrated by driving around and not finding parking places. They built these bicycle super highways, this finger plan and really it's incredible. This is a cold country, I was shivering last week - you can probably still hear, I've lost my voice a bit from being in Scandinavia just a few days ago, wearing a thick heavy parker in October. Even in December/January, these people, the Danes, as industrious as they are, are out there on their bikes and so they have really done a lot to promote this kind of community. You are the Gold Coast of Australia here. You have incredible weather, so take advantage of it. Think about the incentives to promote from a regulatory stand point and from an optimisation of land stand point - more individualised commuting.

I know that Australia is thinking about this. This is just my summary of what I think some of the major initiatives that you have underway here are, in terms of your population planning, knowing what your major urban clusters are, investing in transportation, decongestion if you will –

Land Policy: Embrace Progressive Regulations and Disruptive Tech

Unlocking land supply: 15-20% unoccupied or underused land in major US cities; 30-40% in EMs (e.g. Saudi)
Reducing construction costs: Using value engineering at scale could save 30% of project costs
Improving operations and maintenance: Energy efficient retrofits can reduce 20-30% of total housing costs
Lower financing costs for buyers and developers: Government subsidies to guarantee tenants for low-income projects alongside contractual savings programs to support risky loans
Adapt to the driverless ecosystem: As autonomous vehicle services expand, lower parking ratio requirements to free up land for civic space (4x more parking spaces than people in USA)
Maintenance: Preserve non-urban land to balance urban growth (e.g. Copenhagen Finger Plan)

Affordable Housing: ULI recommends five housing policies:

• Create a permanent revenue trust for affordable housing
• Inclusionary housing programs with flexibility for development e.g. new residential mandates a defined percentage of affordable units
• Sell city-owned real estate below market value for affordable housing
• Remove barriers for low-income and minority families to access mixed-income developments and neighborhoods
• Invest in community revitalization

Copenhagen Finger Plan
Here is, on the bottom bullet point of the top section there - calculated annual economic loss from congestion projected to rise. This is your own data. This is your country, so you know what your challenge is and the investment really has to start now, because your population is steadily growing, people are moving into these very liveable coastal areas, such as right here on the Gold Coast. Getting cities connected to each other, is actually what helps to promote a lot more commerce between them and helps to sustain economic growth.

Investing in innovation eco system - I have mentioned a couple of times as well as these smart city frameworks. So again, how much of - as we heard earlier- only 3% of the Federal Budget going to towns and so forth. That is not nearly enough to achieve this agenda. Not nearly enough. A national capital can't simply write a study, because basically I've summarised for you, all of these hundreds of studies that every country does all the time and this is what it says in one or two power point slides - so there you have it.

It is not enough now for Governments to say 'Well, this is what we need to do'. If the Federal Government is not allocating resources such that, every single Municipality can actually accomplish these things, then it's really letting you down. That's how I go around and I judge public policy in countries based unto what extent they are empowering all communities to achieve this agenda.

Again, digital services - Think about the young people, the Millennials. I focus a lot on this demographic. You know, people under 35, people under 30. It could well be that in light of all the industrial policy and competition I have been talking about, jobs in traditional manufacturing areas are going to be difficult to keep. I know what has been happening in this country around aircraft maintenance and repair, and the struggles to keep some of those jobs – there is strong competition from South East Asia. Just like the jobs that Donald Trump wants to bring back, aren't coming back, a lot of these jobs may not come back here either. It's not optimal and the cost of subsidies and maintaining jobs may outweigh the benefits of doing so. But that means you do have to plan ahead.
What is the next generation going to do? In America for example, there are as many millennials as there are baby boomers. If you were to hear the tone of the American election, you would think that everyone was an automobile worker in Detroit, circa 1975.

But that is not what most Americans are. Most Americans in the America of the future are the millennials, who wake up every day looking at their phones saying 'What am I going to do today?' That is not necessarily all that different here. It's, how am I going to function, the gionomy, and the app economy. Not 'what company am I going to work for, for the next forty years?' But, with the co-working space that I am going to rent a hot desk at... and maybe I'll be working with two or three clients today, or ten at any given time, juggling projects. That's the reality.

So connecting young people digitally, empowering them with digital skills, having these sorts of temporary spaces - companies like Leaseworks, which you may have heard of, or you probably didn't hear of exactly two years ago. Suddenly a year ago it had a more than $10 billion valuation and within three years, became the largest lessee of office space in the city of New York, quite disruptive right? Not any investment bank, not any publishing company, not any advertising agency is the largest user of commercial office space in New York City. But Leaseworks, a start-up that provides temporary office space for micro companies, for freelancers. That's the future. That is going to be the reality. That will replicate itself, because it already is in every major city in the world, notwithstanding the demographics of Japan and Italy. By and large we are also a young world as much as we are an old world.

Connectivity I like to say is a currency. The currency of the next generation is being as connected as possible.

I have mentioned already what young people need, because it's the same thing that society as a whole needs. Which is more affordable housing, more short term rentals, more walk-ability, more investment in skills. Better and better research is out there, ranking cities by how well they enable public services, or access to low cost education, to advance technology education to nano-degrees and shorter term kinds of educational sort of investments. That is how young people are making their decisions about where to live. So build and design cities to attract those people, or to retain them, because part of the problem that we do face today of course, is brain drain from smaller cites to larger ones.

Inclusiveness
Again going with the mobility theme. The affordable housing; making mobility a service so that people don't have to invest as much in auto mobile ownership. In Finland today, now a majority of young people say they have no intention of bothering to ever own a car and that's happening again in many other cities. Some of the priorities, there's an Estonian silicon valley start-up called Teleport and they have listed - what do the young, what do the millennials want, as they are deciding where to live - a clean environment, safety, support for entrepreneurship, ethnic tolerance and so forth, and of course public transportation. In New York City it has been demonstrated by a study by New York University (NYU), that living near public transport ultimately, is responsible for a larger share of your income gain than even your education level. Quite remarkable how important connectivity is!

Final couple of points - If we get this right and we have the walkable communities, if we have access to connectivity where everyone is and if we have less of a sort of hydrocarbon based (fossil fuel driven transportation sector), then cities, all of your communities can be less of a contributor to the cataclysmic climate change shifts that are underway.
Cities have been the problem. Industrial cities are responsible for most of the worlds' climate emissions. But as cities become more dense and concentrated in people (give up car ownership and use public transportation) and live in more energy efficient buildings - the per capita emissions actually start to go down. You are a technology powerhouse, you're an urbanised society, you're a wealthy country and you can also lead the way in this area.

So let me end on this note. Because you are also a country of great natural wealth, in abundance and raw materials - finding that harmony between the urban environment and the rural and the resources, is extraordinarily important. There is a body of academics working on this, called 'Extended Urbanisation'. Even the things, even the places that have nothing to do with cities, have a lot to do with cities - the reason is because they are providing the food, they're
providing the energy, they're providing the water for cities. People who live in cities don't often appreciate sufficiently, where those resources are coming from.

So I actually end where I began, with maps. Because maps help us to actually document and visualise the supply chain, the resource chain that literally physically connects the abundance of resources that a country like Australia has, with the cities that are the (really the voracious) consumers of those resources.

The better we document and map, using the new kinds of satellite tools available (some of these I have put online and sited in my own work) the better we are going to be able to sustainably manage that coexistence, between the resources that are so fundamental to your society, to your history, to your future, to your economy, as well as the urban populations that are so critical for your productivity, for your economic growth and for your innovation.

So to me maps tell us obviously, a lot. I've used them in many ways here today. They apply as much and are as useful to other societies, as they can be for you in Australia. I think since I moved to Singapore a couple of years ago, I've been able to visit Australia more and more often and I hope to continue to. It is certainly, really a blessed place, an incredible place. You have an unbelievable past, present and future and of all the countries in the world that can get some of these prescriptions right, Australia certainly stands at the forefront of that. I hope that in all of your efforts and deliberations you get closer and closer to that goal.

Thank you so much for having me here this morning.

Questions from the floor

Question
For the smaller rural remote communities here today, you talked about mapping and connectography and understanding their links to cities and the new world order. If they went home tomorrow, what would be the two things you would say they needed to do to prosper, in this new world order?

Response
Dr Parag Khanna
I wouldn't necessarily limit it to two, but for time constraints maybe I should. One is - I call it the Economic Master Plan, a physical master plan, having the right architects and designers, and the real estate community building things. That is happening everywhere, as I've shown you. My daughter is seven years old and she sees cranes everywhere and she says 'construction is taking over the world Daddy', so building lots of stuff, that's not hard.

The Economic Master Plan is the harder part. It's what is taking stock of your municipalities, again, the economic connectivity to the rest of the country and internationally. Building of a viable Economic Master Plan is extremely important. So every community has to do it.

The second has to be 'what is the potential of the younger population in your city?' How do you invest in them, their talents and their skills? How do you keep them there and how do you ensure that they are fitting into that Economic Master Plan.

Question
Cr Paul Bishop, Redland City Council
Thank you very much. My name is Paul Bishop and I'm a Councillor at Redland City. I certainly don't reflect the view of the majority of councillors though. I just wanted to ask - yesterday in our discussion about budget, many of the regions were talking about the importance of creating connections, maybe sister cities, maybe partnering and collaborating. I am just interested - if we leave the design of that structure to big multi-nationals, big government, big business - do we miss the opportunity for the small, the distributed and the more sovereign places? Can you see a balance between, in terms of sustainability, somewhere between sovereignty and the connections between regions and leaving it to the big powers? How do we negotiate those new conversations?
Dr Parag Khanna: So you mean international connectivity?

Cr Paul Bishop: Well actually amongst regions. Because I think there is a bit of work for us to do amongst councils, between councils, trading across regions to get the currency so we can actually start to get the muscle, to be able to do that globally. If we leave it to the multi-nationals and the big players, we might miss a lot of the niche opportunities that our small regions are doing incredibly well in.

Dr Parag Khanna: I think it is both. When multi-national corporations, banks or consulting companies (whatever the case may be in Australia) go out and create those partnerships - in Singapore I recently had a conversation with people from ANZ Bank, you know, they really want to help.... the reason they are expanding their operations in South East Asia is because they want to get as customers, wealthy Asian businesses to invest in Australia. That is a good thing actually, for you. It is not a bad thing when Australian companies are out there making those connections. In some way your interests are potentially, or likely taken into account in what they are doing, but not necessarily directly. So it is incumbent on you as municipalities at times, to figure out your own degrees of connections as well.

I've seen this happen in the education sector very strongly and I think that's very important. Here in the University of Queensland (UQ) there is a very strong sustainable mining program. So you are actually the leaders in the world in researching this area. Many countries in the world have thriving or expanding mining sectors and it's not sustainable. So many jobs can be created, by a linkage between the innovative research that goes on. UQ with people in companies in the mining sector here and all of the consulting and joint ventures you could be doing abroad, in all the other countries that have large mining sectors. That's an example of an Economic Master Plan meeting local needs.

You know - what's the academic institution here - or what is it that we are strong in here and what are the other places in the world that need it. So that's the kind of scanning and issue based kind of diagnosis, that I think again, everyone needs to do. If companies are helping you with that, great! If they're not helping you, get them to help you.

Cr Paul Bishop: My follow up question was - how do you see the political discord with the economic circumstance? You make it very clear a lot of this is beyond governments, in some sense the economy is just going to roll out its technology. People are bypassing the normal routes that we have known, nations trading with nations and the like. Is it five years, is it ten years? We see Brexit, we see America, and we see our own splintering of the political process in Australia. How long do you think that will run and is there a possibility that there is an uprising, there is some sort of really big push back from communities?

Dr Parag Khanna: Where?

Cr Paul Bishop: Anywhere

Dr Parag Khanna: I think there is, the push back that is going on - and it's very important to clarify the difference between what people are calling anti-globalisation and just political populism, because it gives globalisation a bad name. What's happening right now whether it's Trump or Brexit, is not anti-globalisation. All of you remember perhaps, again not turning on the TV, but just ten/twelve years ago, the real anti-globalisation protests where they were storming the IMF meetings, the World Bank meetings, the World Economic Forum in Davos and the police were out there with water cannons - that was anti-globalisation. That was saying international inequality is our biggest crisis in the world today.

Today's protests are like - occupy Wall Street. There are no more protesters at World Bank meetings. There hasn't been one in like ten years. What they're protesting is domestic inequality, not international inequality. The shift in protests, literally what you see on television in the news, has a very, very concrete statistical underpinning, which is that, fifteen years ago international inequality was worse than domestic inequality. Now domestic inequality is worse than international inequality. So the protests shift from attacking people in the Davos meeting in Switzerland, to protesting their own local governments for mismanaging globalisation.
People don't hate globalisation. If I ask you do you want a cheap CD player (like, no one uses CD players anymore), if you want streaming Spotify music and a cheap pair of jeans, you would say 'yes, that's good'. You know - if you want your cars to be cheaper and so forth, 'yes that's good'. So what you're really against is not trade perse, you are against the fact that your government isn't helping to manage your footing in the globalisation better; that it's letting the gains that the country does accrue, to be unevenly distributed and not doing anything about it. That is what Trump is about. Trump doesn't really use the word globalisation that much. He says he is anti-globalism. But whatever that means it really doesn't matter. At least hopefully it won't matter 25 days from now.

But the point is that, just because people who don't know anything about globalisation use the word, I choose not to confuse proper analysis with it. Where they are a populous and the populous, there's a grain of truth to what they are saying. Are there going to be revolutions in places where federal governments have done a poor job of managing the redistribution of wealth - Yes, you bet! Quite frankly those governments deserve it. America deserves a shakeup. Hopefully not on the scale of Trump, but it deserves a shakeup.

Question

Edwina Marks, Chief Executive Officer, Bulloo Shire Council
Following that argument where local government (we’re the third level of local government), So democracy, representation, identity - When communities are no longer located by place and they are almost intercultural, how does local government actually manage those communities? How do they actually know who they're representing and then how do they advocate? Especially when we talk about the rise of domestic inequality?

Response
Dr Parag Khanna
That's a really difficult question. When you say 'How do you know who you are representing?' do you mean that just because societies are becoming more diverse, you wonder what their loyalties are, or how do you mean that?

Edwina Marks: No, I think what is really obvious in this hyper modern world, is that communities are blurred. They're no longer just defined by boundaries. It's as you say, it's about issues. It's about economic regional planning, or planning as cities, for countries and where we align with that. So with a third level of government, we represent key stakeholders that have a very specific identity located in place.

How do we actually represent well in that space, given that we're being overtaken by, that ‘New World Order’ that's really accelerating communication. And things are being digitally disrupted on a daily basis and changing our lives. It's almost like the future is reinventing us every single day. So how do we represent the past and our own heritage in that space?

Response
Dr Parag Khanna
People are choosing more and more where to live, on the basis of the quality of the services that they find in that place, not necessarily on the size of the city. So again, urbanisation statistically is a megatrend, specifically because developing countries are urbanising so fast. But in mature societies like Australia, you can keep people rooted, or attract new people. Your population can be very, very fluid - you have lots of mobility and connectivity in the country.

But your task at every single town level is to say ‘What is the quality of services that we're providing?’, and balancing and providing that local heritage, or cultural flair, or inheritance that people want, to settle here and be part of - but at the same time be connected. Providing the high quality services to whoever is in your space at any given time is, in a way, your responsibility. But it is also what makes you the kind of thriving attractive place, for people to want to go and live in.

So I can speak more authoritatively from the American example, where smaller cities like Portland Oregon for example is considered the most liveable city in America, it is certainly not a major dot on this map (on any of my maps). But it is a place that said – we want to preserve local culture, we want people to have a very strong community sentiment, we
want artisanship to flourish and all of these things. So people are actually flocking there. Portland is looking at this globally and saying 'Sure there is competition everywhere but - what are the services that we are going to provide; what is our culture going to be; what is our vision going to be for ourselves - That is when they draw people. It is going to draw more than enough people who find that attractive. So just focussing on what you can do best is going to be the best strategy.

**Question**
Cr PJ Sobhanian, Gladstone Regional Council

Good morning and thank you for the opportunity Parag. I really enjoyed the presentation. In your presentation you spoke about a world that's gradually becoming more open and the example you mentioned, one of the good examples was China. Since President Nixon was in the 70's, the Chinese Government's gradually become more and more part of the global economy. Today it's one of our major trading partners here in Queensland.

I guess my question is, in this world where we are becoming more open, for the next 20 to 30 years do you see any other countries, who might be becoming more opened to global trade and therefore for a resource rich and human resource rich place like Queensland, that we could be looking at them as potential trading partners?

**Response**
Dr Parag Khanna

It's a great question. There's a lot of people who think that globalisation is peaking as defined by (and this is the wrong definition, but this is the definition, or the metric that many economists use) is the rate of growth in world trade and goods in particular. In that there's a deceleration. There's a slowing of commodities exports as you very well know and on the back of that, the economic crisis, there's been a contraction in the acceleration of growth in manufactured goods, trade and so forth. Plus there's industrial policy. So there are a lot of countries (I might give the example of China earlier) that imports a smaller percentage than what it exports, so the intramediate trade in certain components, in electronics, has also gone down.

So there are people who fear a deceleration and even a slow down or reversal in trade. I don't think that's actually true,

I think that given the majority of the world's population lives in emerging economies that are still quite underdeveloped and that are urbanising fast, that need to invest in a lot of infrastructure - you're going to have a huge growth, a steady growth in commodities exports to those countries in the construction industry and in fast moving consumer goods. All of these things that societies want, that people want, as they modernise and get wealthier. So there is a lot of trade that is going to continue in that area.

In fact, you are an Indian Ocean power as well. We are not on that coast at the moment, but Australia is an Indian Ocean power in the greater Indian Ocean region. Africa, Middle East, South Asia, South East Asia, here is the fastest growing area of trade across boundaries, inter-regionally, in the world. That's probably never going to change. Literally for the rest of our lives, the Indian Ocean region is going to be the centre of the major growth in trade. The U.S. / Europe relationship is still the largest trade area, on a daily and annual basis, but the growth is coming from the Indian Ocean region.

So Australia obviously, is a very strong trade relation with China. But you have, particularly your mining companies, you know, have been looking at India very, very strongly to look at how they open up and what minerals they need and what role you can play in helping them harness their own extractive industries, for example.

I would advocate also looking at East Africa, which is a very fast growing region as well. It's really coming together. It's a good example of this aggregation. You have eight or nine fragmented, small, weak, post-colonial countries, that are saying - How can we grow together - how can we build trade corridors and so forth - in order to become a viable economic entity of 250 million people. That is the kind of market you should be looking at and saying 'Hey, what's our relationship with the six East African countries' and 'how can we use Nairobi and Kenya as a hub, to strengthen Australia's relations across the African continent'.
You’re doing the same thing in India. That kind of thinking, across the Indian Ocean region is definitely going to be a big driver, for Australian export growth in the generation ahead.

Session Chair
Thank you very much Parag. My staff will tell you, at the start of the year we spent a lot of time thinking about possible keynote speakers (I think I spent two full days and a month in January when I had a bit more time), going through presentations, internet, reading any number of articles, trying to find the a Keynote Speaker. One name kept coming up, it was Parag’s

I was very fortunate enough to see some of his TED talks and also see him on CNN regularly so he was a standout choice. So when you go home, if you want more Parag, you will be able to tune into him. He is a regular presenter on CNN and in fact, he was on Radio National here in Australia last week. So by any reckoning (and some of the great groups in the world have said this), he is one of the 75 leading thinkers in the world today. Please thank and congratulate Parag!
Panel Session: Out of the Box

Cr Arnold Murray, Mayor, Cherbourg Aboriginal Shire Council (Smart Street Lighting)
Mr Bruce Gardiner, General Manager, Infrastructure Services, Cairns Regional Council (Truck Road Survey)
Cr Jo McNally, Deputy Mayor, Southern Downs Regional Council (Budget Preparation)
Cr Mike Charlton, Deputy Mayor, Moreton Bay Regional Council (Complaints App)

Introduction

Cr Arnold Murray, Mayor, Cherbourg Aboriginal Shire Council (Smart Street Lighting)

In 2013 we were fortunate to be given a grant from DILGP under the Safer Streets Program. The first contract for this program was Ergon Energy. Ergon has the responsibility of street lighting in our community. Despite the efforts of local Ergon employees, not much has been achieved through this process and it has been held up for a considerable amount of time. Through one of the LGAQ conferences, we met with Merrick Spain from Telstra and we spoke about the services that Telstra would provide. So we embarked on a project that we knew nothing about with Telstra.

Council Executive began discussions with Telstra in 2014, engaging in various discussions about the challenges Council faced and opportunities presented by the relevant smart technologies. These discussions were followed with multiple visits to the area to develop a scope of work and what could be achieved with the funding available. The scoping exercise identified a future vision, including a number of other areas where further work could be done to extend the benefits to the whole community.

The objectives of this project were to:
- enhance community safety;
- improve lighting conditions in vulnerable areas;
- allow future integration of other smart technologies;
- provide key public space monitoring capabilities; and
- facilitate future deployments to extend the benefits to other sites.

Since the establishment of Smarter Lighting and CCTV in vulnerable areas, we have seen an increase in the detection and apprehension of offenders in relation to wilful damage, public nuisance and unlawful activities. Although there hasn’t been a reduction in the number of offences, the arrests and detection rate has increased significantly. Stone throwing has stopped and emergency vehicles can now safely enter our community.

Thank you very much for giving me this opportunity to speak about my community.

Thank you very much.

Session Chair

It is a fantastic project. I am sure by agreement and prior arrangement, Arnold would love to have you (any council) to come and have a look at what they have done. It is world class. It is really advanced technology and obviously done in partnership with Telstra. But what these guys have done is going to be rolled out into a bunch of communities.

Our second speaker, Mr Bruce Gardiner - Bruce is the General Manager, Infrastructure Services, Cairns City Council and he’s going to talk about their Truck Road Survey. This is absolutely fascinating.
Mr Bruce Gardiner. General Manager, Infrastructure Services, Cairns Regional Council
(Truck Road Survey)

Thanks very much. Talk about setting me up to fail, particularly after this mornings’ talk about globalised trends. It is bringing us back to earth here, back to ground level talking about roads, drains and footpaths.

Thanks for the opportunity this morning, to talk about a pretty simple project that has come out of a bit of lateral thinking and application, of some pretty common place technology by our maintenance guys (which you will see in a minute).

Just before I start - I was talking to a colleague of mine on Monday about doing this presentation and she tried to convince me that, it is always good to start with a joke when you present. She tried to convince me that it engages the audience, settles the nerves of the speaker. I got to thinking about that, but I think I got to the point where, this is local government, this is pretty serious stuff. The room is going to be full of mayors and CEOs, so... could be a career limiting decision if it's not a funny joke. So I thought about that....

I was sitting at a local Scottish restaurant this morning, munching on my sausage muffin and coffee and was trying to rack my brain, trying to come up with a good joke. The chap sitting next to me leant over and started up a conversation.

He said: Where am I from.
I said: Cairns.
He said: What do you do up there?
I said: I'm with the Council
He said: Oh, that's interesting. How many people work for Council?
I said: On any day about half.

So there's my joke.

The title in the program is 'Garbage Truck Survey'. It is not exactly accurate and I'll show you why in a few minutes. The project came out of a question. We were sitting down working out (apart from getting community complaints and rate payer complaints), how do you know what the condition of your transport assets actually is at any one time, at a macro level or a micro level?

I just slotted a couple of pictures of our latest road projects in the bottom there for you to look at.
What do I mean by transport assets? We're no different to any other council in the State or the country, or probably worldwide. We've got a whole bunch of roads we've got to look after and I've just selected some photos here of these assets. Real photos that show you, that assets can vary widely in condition and state at any one time.

**Roads**

We have got 1,360 km of roads that we look after ourselves.
Kerb & Channel (K&C)
We've got about 1,500 km of kerb and channel, like any other council who have kerb and channel around their towns and cities. Functionally all these K&C’s you can see there, they transport water, but aesthetically they're not very pleasing. So the community doesn't like the look of those even though they work.

Round-a-bouts
We've got 157 in Cairns alone, which is a significant number. Some of them have got vegetation on them, some of them have got lighting and some of them have got nothing. But they all get driven over, they get damaged, they age. How do you know what the state of them is?
Guard Rails
21 km of guard rails just around Cairns alone. You tend to forget about the guard rails. But you can see that they vary from being quite intact on the bottom on the left hand side there, through to old and rusted (bottom right) and damaged when people run into them, which happens occasionally. How do you know when that's happening?

Median Strips
We've got 390,000 m² of median strips - some with garden beds, some with concrete and some with trees. Again, how do you get a handle on what the state of those assets is?
Footpaths
The bane of most councils, footpaths! We would all like our footpaths to be like the bottom right hand corner there - brand new and not a problem. The top right one there - I wonder what is causing that footpath to lift - something to do with trees? The one on the left hand side there - probably an accident waiting to happen.
Bus Shelters

220 around Cairns - They get run into, they get damaged and they get graffiti on them. How do we know at any one time what the state of those is, apart from getting customer complaints?

So why do we want to know the asset condition? There’s a few compelling reasons.

Why do we want know asset condition?

1. Obligation for regular revaluation
2. Ensure levels of service are maintained
3. Preparation of opex and capex budgets
4. NDRRA claims
5. Risk management

All the above require an understanding of the condition of your assets
1. We've all got an obligation to do a regular revaluation of the assets - transport assets, is every four years.

2. We've got to ensure the levels of service are maintained, so the rate payers see they are getting value for money and you can drive around the roads safely.

3. We've got to get our Opex and Capex Budgets together for maintenance and renewal.

   The fourth one there, which is becoming more and more of an issue for us (you heard about it this morning).

4. NDRRA claims. The onus is solely and squarely on the council now, to provide the evidence of what the asset was like before the event, so that you can make your valid claim.

5. General risk management to try to stop people tripping over and having accidents if they're on the road.

All of those require an understanding of the condition of your assets. So how do we traditionally go about doing that?

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**Condition Assessment - Traditional Methods**

1. Engage external consultants
   - Only review a small sample
   - Expensive and infrequent

2. Regular inspection program
   - Time consuming and expensive

3. Field staff respond to customer requests
   - Reactive and inefficient
Well traditionally councils engage external consultants. No disrespect to any consultants in the room or in the hall next door, but you only ever sample a portion of your assets. Maybe five or ten percent of your road network, or your K&C, or your footpaths. It can be expensive and it’s infrequent.

You can try to apply your own staff to a regular inspection program. Again, it is very time consuming getting people out there walking the assets, driving the assets and getting data on them.

Or we can simply do number three there and respond to customer requests and fix problems as they arise. Now that is pretty reactive and inefficient and doesn't really provide value for money.

So when it comes to trying to find out the asset condition, time is money with this.

This is basically what you are talking about. If we wanted to look at our K&C alone, we worked out it would take about 1,700 person hours to get around the network and try to collect the data on the assets. In round figures that’s about a quarter of a million dollars when you provide the vehicle, the hardware, the people to do that. Then try and interpret the data. That is just for the K&C alone.

So some innovative thinking by our maintenance guys - we have street sweepers in Cains that basically go around to all our suburbs every twelve to sixteen weeks - daily or nightly in the CBD. Through a bit of lateral thinking, the guys went down and bought an off the shelf, high definition camera for about $300.00, mounted it in the front of the cab of one of the street sweepers. You can see there, there's the little suburb of Aeroglen just near the airport, and you can see the track of the street sweeper, every ten or twelve weeks in this case, goes around all of those streets. So it covers pretty much your whole transport network in that area.

So what I'm going to do is - we've done a little bit of freeware off the internet, that allowed us to import the movie files from the camera, into this app and play the files (on the top right hand corner there) it has a GPS track of where the actual location is.

I am just going to refer to Kylie who up the back there, hopefully is going to swap over and play a short bit of a video for me. It is really exciting stuff. A block buster I can assure you. If Kylie could do that now?
It is not a block buster by any means, but you can see the level of detail you get on your assets, as you go around travelling at about six to eight kilometres an hour. Basically what we are doing is capturing these files. The top right hand corner is not working for us today, but I can assure you it uses Google Earth and it shows you exactly where the truck is, which direction it is travelling. So you can pick up street names, house numbers and all that kind of stuff from the video.

I mentioned before it would take about 1,700 hours to do our K&C network alone. The trucks, in a 90 hour period capture the whole city. So a significant reduction in time there! We have got the video files, we're working toward linking them to our GIS (we have got a few little glitches there) so if you get a customer complaint, you can go and click on the GIS, bring up the file and you know exactly what's there. Or if you want to get our team to sit in front of the video and watch the boring movie for a few hours - we can actually record the GPS coordinates of defects on the roads, the footpaths and prioritise and schedule your maintenance. The better thing is the history is kept as well, so you've got a history there.

On the condition assessment side - you can't tell the condition exactly of the road, but the other assets we've got a pretty simple approach where, you just apply one to five ratings the same as many councils do.

- One or two it's in great condition, you don't need to do anything;
- Category three - you want to schedule the maintenance and get it on the capex program;
- Or poor condition, you want to get out there and fix it pretty quickly.

We are just playing around with other applications of this freeware and the video. We've got legacy issues - you can see the large melaleuca's there on the left hand side that were planted many years ago. On the right hand side you can see the issues that they're causing. Single trees can take weeks of consultation and communication. The person in the house wants the tree removed. Everyone else in the street wants to keep the tree. You will all know that pretty thoroughly. If we can map where these trees are, we can get ahead of the game and start working over years, to try and remove the problem trees.
Street signs
How many times do you drive around your town, or your city and there are damaged signs that have been run over, grafittied or faded, or are non-existent? Again, you can pick this information up. In about 90 hours around Cairns, you can do the whole city.

There are probably many other applications of this simple technology. You may not have street sweepers, but most places have at least a garbage truck that goes around every resident, every street. Through a bit of lateral thinking and creativity by our maintenance team, we were able to develop this up to this point and hopefully we will be able to take it further.

Session Chair

One of the really bright up and coming young councillors (I can say that because I am 57) from the Darling Downs, is of course Cr Jo McNally. She is the Deputy Mayor of the Southern Downs Regional Council. As I indicated earlier, I was really taken back when I heard about (from her Mayor) what they had done in relation to their budget consultation. So over to you Jo!

Cr Jo McNally, Deputy Mayor, Southern Downs Regional Council (Budget Preparation)

Thank you Greg - I'm glad that you think I'm a younger Councillor. I'm almost 50, so thank you for that compliment.

Deputy Mayor of Southern Downs Regional Council - Just to give you a brief update on a snapshot about the Southern Downs - We're located just under two hours from Brisbane. We have a population of 36,000 based predominately in Warwick and Stanthorpe, our two major towns. Key industries are agriculture, horticulture, manufacturing and tourism. A higher proportion of our residents are aged over 65 years old. Our Budget is approximately $66 million, our Operational Budget. That pales in comparison to what I heard last night from the Gold Coast, which was $1.3 billion.
Capital Works Budget of approximately $28 million and unfortunately we have a relatively high debt level at this time. It is approximately $28 million and we still remain on the State Government financial watch list.

We did hear that Cairns has 1,300 kilometres worth of roads that they maintain. In the Southern Downs we actually have 3,000 km's of roads we maintain - 1,500 are sealed and 1,500 are unsealed gravel roads. So we have a huge road network to maintain, with very few rate payers.

**Budget Process**

So our Budget process - What was our previous process that we used to undertake?

**Council Officers:** The Council would ask the Officer's to prepare an Annual Operational Budget, along with a One Year Capital Works Program and of course the Budget would be prepared as per the Government regulations.
Once finalised the Budget would be voted upon in a confidential Council Meeting, with the recommendation to adopt or not adopt - being endorsed in the open Council meeting. There was a no adopted budget timeframe and community involvement and comment was minimal. Most of the comment that we had from the public, was obviously after we had handed down the Budget and people got their rates notices - and it usually wasn't complimentary.

New Budget Process
So the new process - we decided to take a new tack last year. Council officers prepared a Draft Budget for councillors in an adopted timeframe. The capital component of the Budget is forecasted for the next three years, to give us some surety going forward. Once the Draft Operational and Capital Budget is prepared, Council resolved to place the Draft
Budget on public consultation and exhibition for 28 days, to receive feedback from the community. So we were putting the Budget back out to the community and saying 'it's in your court. Tell us what you like, what you don't like, what you think we should change', rather than just waiting till the end till we heard - it was usually quite negative feedback as I said.

We had our information sessions held in Warwick, Stanthorpe, Allora and Killarney, with councillors and Officers present. We also went through our Budget in comparison to other councils of similar sizes - other councils that are in our category. A lot of the feedback that we always received was, that our rates (I'm sure you all get the same thing), our rates are so much higher than every other council in Queensland and why do we pay so much money. In comparison we were very well placed.

The sessions outlined the highlights of the Draft Budget that related to services, capital works and debt management, and also provided the community a clear indication of where Council Services income, in the form of grants, fees, charges and the delivery of services. So, people could give us feedback on the night, on forms, or they could put online feedback.

As part of the submission process, groups or individuals were invited to present at special meetings of Council in our big towns of Warwick and Stanthorpe, where we hold our general meetings.

Councillors had the opportunity then to seek clarification from the submitters in these meetings. Sometimes what they put on paper, there were some bits left out, so we could ask them for some further clarification.

In total, approximately ten groups or individuals presented to Council on the issues they had identified. Out of the submissions, we received 50 formal submissions covering a variety of different issues, relating both to services and infrastructure. Then we had the opportunity to alter or vary the Draft Budget, to accommodate the issues raised in the submissions. Of course this Budget was the Budget that was handed down this year, with our new Council. So it wasn't a huge timeline to be able to do that. But we obviously took those recommendations and submissions into consideration. A lot of the submissions actually will be considered in this year's Budget as well.

Where to going forward?
Post the adoption of the Budget, we saw that there was a significant opportunity to improve communications with the community, and start Budget consultations even earlier. We also believe that, there was more required in relation to educating the community as to the services and infrastructure delivered by Council and is separate to the services and infrastructure delivered by other levels of Government. Of course everybody believes that Council is responsible for everything, but we know that the State and Federal Government do have their part to play as well.

We also saw the real benefit in seeking to have the community involved in the Budget process. As well as understanding the limitations of what can be delivered by a local government authority, as we are on the watch list and could remain to be. The Budget process will continue to evolve, as the needs of the community and organisation change. We're of course in our new Budget cycle, where we're preparing next years' Budget and as a council we've made a concerted effort to work together as a team.

My link to the ‘New World Order’ theme of the conference is - New World Order in local government, should be about people working together as a team. The time for grandstanding I believe has gone. People need to work together as a team and the Budget is an integral part, of delivering to our community. If we lead and be positive, the community will pick up on that. I know, in the six months that we've had a new council, that that positivity is spreading to our community.

So who would have thought that the Southern Downs is an innovative leader? We don't have a great deal of money to deal with. This was something that we could be innovative with, be out of the box. Take the draft Budget, be the first council in Queensland to take a Draft Budget out to the community. I am very proud that our Council is a leader in that. Thank you.

Sessions Chair

Our final speaker is someone who is really well known in local government. I can't remember an LGAQ Conference Mike has not been at - The Deputy Mayor of Moreton Bay Regional Council talking about their Complaints App, Cr Mike Charlton.

Cr Mike Charlton, Deputy Mayor, Moreton Bay Regional Council (Complaints App)

Thanks Greg and good morning ladies and gentlemen. There has been some great innovation shown to us already and I hope you enjoy what we've got to put on the table.

Obviously - What is digital transformation? – Well, Council’s Customer Request App is nothing new and it's not unique to MBRC (Moreton Bay Regional Council). Many other councils have gone through this similar journey, however for those of you who haven't played in this space yet, we hope we can share a little bit about it.
I guess as a councillor, when the staff come to you and say 'We want to do something innovative in the digital space' - it's a fairly natural to think - how much is that going to cost? Are we going to have a whole new department, and where do we go from there?

I hope you take out of this brief presentation that, you don't have to go down that journey. You can do it simply, effectively and make a significant difference to the operation of your organisation.

Digital transformation is change associated with the application of digital technology in society. How is it affecting local government? Well I think it is affecting in pretty well every part. It is changing community expectations. It's changing how and when we interact with our community and our residents, and it's forcing us to consider whether we deliver and the way we deliver traditional services. As I said, it can be a daunting prospect and one that it's only too easy to put in the too hard basket. As I said, it has concerns around financial time and resource investment.

You can't ignore it. If you try to ignore it, others are going to take you there, which was part of our journey. So it's transform or be transformed. I don't know if any of you have ever heard the financial advisor Noel Whittaker talk - but he says when change happens you've got two choices, be part of the steam roller, or be part of the road. So I will leave you to envisage that one.
In 2012 Council experienced growth from third party mobile apps. As I said, you can’t ignore it. Others are going to take you into this space. There is Neat Streets, Snap Send and Solve and at this stage Council didn’t have a single mobile app. So we had some issues and those requests submitted to Council via email through those third party apps - we weren’t in control of that. Poor integration with Council systems - because the system didn’t allow us to respond directly to our customers, it was difficult to process. There were high administrative costs and as I said, poor customer service outcomes, at a time where people thought they were doing something that was going to give them a much better experience and service outcome.

So Council was unable to communicate directly with the customers. We were unable to seek clarification and further information on the request. The options for better innovation were costly. So we had to look at other avenues.

How were customers interacting with our Council?
- In 2012, 235,000 were through the call centre;
- 53,000 the service centre;
- 1.4 million hits on the website; and
- 7,800 digitally with remote devices.
I think that paints a picture of where it was going. The online requests were clearly growing. There was low volume, with a potential for high administrative cost, high website interaction and 14% of website users were on mobile devices - this is back in 2011/2012. It was obviously going to lead to likely growth in the online requests.

Why did we invest in our own app?

- There was growing demand for the service;
- There was significant risk and administrative burden from substitute products;
- There were opportunities for long term service improvement and cost savings;
- Of course councils do like to be in control of the processes when they are dealing with their residents.
How was it developed?
If you have got any technical questions on this, our Officer Janet Kirkwood is at the DLGIP stand and she will be only too happy to answer the technical questions. Council released MBRC Request Website App and we had one particular Councillor who was very, very excited about that.
There are basically two different types of apps. One is your website app which is based on the web. It is very similar to an app store type app. But, it allows you to do it at a much lower cost. There are no third party approvals or registration fees and as I said, it is cheap to develop. It allows you to get in the game and look like an app store app, to our users in particular. So we developed it using internal online service expertise and we used technology to import directly into the Council systems. It allowed Council to test the app, before taking the next step into the app store app, which is what we did.

So we transitioned to the app store type app, which gives the community (it works off line) a better interactivity and it allows us to get into that space, without the significant risk of having external providers design it for us.

So we engaged a developer to build for Apple and Android. We utilised existing services built for the website app and it cost around $15,000.00, including to load into the online stores - which is not a lot of money, when you look at the results and the savings that I am going to show you in a second. The online store only costs us $100.00 per year, with that ongoing cost to Council, but, it doesn’t matter how many apps we have on that. So it is $100.00, which I think is a pretty good investment as we go forward in this age and this technology.

It addressed cellular coverage issues for the users and it has been downloaded over 3,600 times so far.

What does it do?
It’s a customer service application. It allows customers to lodge a request instantly via a mobile or tablet device. They select a category, including missed bin collection, vandalism, illegal dumping. It provides Council with GPS locations of the incident or request and records customer contact details. They can upload photos and it lodges to Council’s corporate systems. It provides status tracking for our customer, so they can go in and see where their request is at, which is a great customer service facility I believe.
How is it saving us money?
You will see here some comparisons. For an email, which is what the third party apps were going to do for us, it's $7.12, $5.23 for a phone call and $4.09 for the MBRC request app (per application at this stage). So that is driving our costs down, it's giving us those efficiencies. Our CEO is always pleased when we have financial efficiencies. It allows us to do other things and the councillors are very happy with the financial efficiencies, because it allows us to do the things that people can see and want.

So our gross in customer requests since 2011/12 (you can see on the graph here) there's been a significant increase, particularly through the website, the service centre and the online enquiries.
MBRC Request: how it’s saving us money

MBRC Customer Requests Administrative Cost Comparison

- MBRC Request App: $4.09
- Phone Call: $5.23
- Email: $7.12

MBRC Request App
$4.09

57% saving

Third Party App
$7.12

Moreton Bay
What's planned next?
We're looking to enhance the integration with our Council systems; enable further automation; reduce administrative and processing costs - get it down toward cost neutral if possible; to boost our customer experience; to continue to expand our services; to integrate with other Council apps and this is where it really starts to give you value add; promotional challenges around encouraging greater usage of our request and app.

It’s transforming us by providing access to our library services and information. There is a great app, which is in conjunction with the centenary of the Commemorations of World War 1, ‘Once Upon a Wartime’ app. Can I tell you to have a look at that? It is incredible and our community have found it enlightening. Students and people who’ve been engaged, have really been very pleased with this app. It is an educational app that interactively chronicles the region’s war history. There is a web app for sports fields so we can notify people, close our sports fields remotely and people aren’t ringing and wondering what’s happening. Of course we are working toward road closures and other remote activities as well, to give us those efficiencies as we develop the apps. It allows staff to lodge a safety and a risk audit as well.
So thank you very much for listening and I’m happy to answer any questions if I can and as I said if you have any technical questions, Janet is far more equipped than I am to answer those. Thank you very much.

Session Chair

Fantastic! Four really different presentations, but we heard some fantastic stuff earlier from Parag about where the world is at and the cleverness out there. But we’ve seen so much practical cleverness where people on the ground, have put in place systems to improve the life of their residents.
Questions from the floor

Question
Cr Denis Chapman, Fraser Coast Regional Council

Greg, this is one question to you. With technology changing all the time, there are a lot of apps and different things out there. The LGAQ - have we thought about trying to make a system where councils can go to the LGAQ and have a look at these apps? The other thing is - if any councils out there can actually feed the apps into the LGAQ, we can then buy a few at a reduced price, like they do with the Australian Standards through engineering and things like this.

Response
Greg Hallam

We have done it Denis. Four years ago I think. We created the world's first Local Government App Store. So Lou Boyle can grab you later on and he can tell you how it works.

Question
That app that you were using with the street sweeper - do you know what name that was called please?

Response
Bruce Gardiner

Yes, it is actually called Registrator Viewer. I actually went to look at the new version of it this week and if you try to find the new version, (the guy who invented it unfortunately passed away last year) the app is not being supported at the moment. It is still there, but it's Registrator Viewer and hopefully some smart person will design another, or develop another app, or take it up.

Question
Jo. With the budget that you put on display, to what level of detail did the Budget go on to display? Was it the whole budget or did you try and make it a little bit easier to read for the public.

Response
Cr Jo McNally

Obviously it didn’t go down line by line. It was a high level budget. But, it highlighted the projects that we were going to undertake.

Question
Jo. Did you include your Works Program, your schedule of what you were going to do, project by project?

Response
Cr Jo McNally: Yes we did.

Question
Session Chair, Greg

Arnold, these are contentious issues and I was talking to the Yarrabah mob a couple of weeks ago, about their thinking about some of the same issues, party houses….. Tom Tate has got the same issue with party houses down here. Apart from the technology part of it, how did you take the people with you in terms of what you were going to do? How did you convince the community this was the way to go?

Response
Cr Arnold Murray

We are just trying our best. We are a new council and we are trying to get all the support we can from different organisations. Like I said yesterday, I just spoke about CCTV cameras. It is so sad that we had the Minister for Aboriginal and Torres Strait Islander Affairs up at Cherbourg, and he came and sat with us for about ten or fifteen
minutes (I'm talking about Nigel Scullion) and like I just spoke about, trying to get security cameras in my community. He goes into the next town called Murgon and he gives them $350,000. He is the Minister for Aboriginal and Torres Strait Islanders, but you know, he gives another $25,000, to another organisation in Murgon and he gives us Jack Shit, you know.

Session Chair: You might be related to Peter Maguire.

Cr Arnold Murray: No, I think he might be related to Donald Trump.

Question
Ian Bodill, Chief Executive Officer, Longreach Regional Council
Jo, could I just get some idea what sort of response you had with the advertising of your Budget?

Response
Cr Jo McNally
We had about fifty formal submissions. But we also had (myself and probably other councillors, they can probably answer that) we actually had people informally making submission, but fifty formal submissions for our first year. Obviously that's why this year we are going out for a longer feedback period.

Session Chair
We have had four really interesting presentations. Very different, different sets of issues, but it just shows again what great stuff local government is doing. Please thank our four presenters, Arnold, Bruce, Jo and Mike.
Session Chair

Telstra is a valued supporter of local government, is a Platinum Conference Partner in 2016, which involves support for a range of LGAQ events during the year. Could you please welcome Telstra's National Manager for Local Government, Jason Law.

Jason Law
National Manager for Local Government, Telstra

Thank you and thank you Greg for putting that Dad Joke there, I'll put mine away now. So you have done my job for me.

Congratulations to Acting President Jenny Hill and CEO Greg Hallam on yet another successful conference and for the innovation that the LGAQ continues to demonstrate. We are certainly proud to be here again for this, your 120th year event and to have been a partner with the LGAQ for well over a decade now.

In that time we have seen some significant change in technology and the use of that technology by our communities. Who would have thought that as little as last year, we would see kids and young adults running around the streets chasing Pokémon in a virtual reality augmented world. That YouTube videos and online TV, would dominate the consumption of video and that we would see millions of people watching the Olympics via the Telstra app.

What does this all mean for our communities? It means that with these changing needs, we need to be more strategic with our approach. Our partnership with councils and the LGAQ has enabled us to do some special things.

We've been connecting communities and enabling councils to work smarter from the Torres Strait to Cherbourg, from Carpentaria to Cairns, from Livingstone and the Central Highlands, through the Sunshine Coast and Moreton Bay. We are working with councils like Cherbourg and Moreton Bay, to improve public safety, councils like Cairns and Longreach, to improve asset utilisation and councils like the Sunshine Coast, to connect their community in videos, to understand how to improve services at major events.

It is not about the technology of course. Technology is but an enabler and the New World Order is about the co-creation of outcomes for the community. It’s about making the sum of the parts greater than the whole, to bring vibrancy to our communities and make them more liveable.

I am personally excited to be here, for a couple of reasons. Firstly our CEO has come for the first time, to present at the conference and he will be speaking at 3pm. Secondly, we have such a large contingent from our team here today, from our local Telstra Country Wide Areas, General Managers (of which we have all of them here today) to represent your local communities. Our National Lead for Telstra Air and our National Manager for Infrastructure, who are all here to learn more about your communities and your challenges.

So on behalf of Telstra, I thank you all for your support. Please come and speak with the members of our team to find out how we can work better together, to make your community more vibrant and more liveable.
Rise of the Sharing Economy

Dr Jim Minifie
Productivity Growth Program Director
Grattan Institute

Introduction

Our second Keynote Address this morning will be presented by Dr Jim Minifie. He is one of Australia’s leading economists and directs the Grattan Institutes Productivity Growth Program, which is focused on policy reforms to drive Australian living standards. Jim has a PhD in Applied Economics from Stanford University and Honours and Master’s Degrees in Economics from the University of Melbourne.

Prior to joining Grattan in 2012, he spent thirteen years at the Boston Consulting Group, including seven years as Chief Economist for Australia and New Zealand. In that role he was responsible for leading the firm’s thinking on economic challenges, including the Global Financial Crisis, the resources boom, climate change and their implications for Australian policy makers and corporate leaders. His team at the Grattan Institute is currently focussed on structural change in the Australian economy. Could you please welcome Dr Jim Minifie.

Dr Jim Minifie
Productivity Growth Program Director
Grattan Institute

Hi, so exciting to be here and Greg thank you so much for setting this up. Some of what I’m going to touch on has already been flagged in the panel discussion we just had. What I want to run you through is, the rise of the Peer to Peer, or sharing economy.

At Grattan Institute what I try to do is, to focus on technologies that can really make a step change difference to productivity. We were excited to learn about the sharing economy, because it gives you the opportunity to squeeze more out of your asset base, to link up people with skills to people in firms that want to buy those skills more effectively and to drive transaction costs out of the economy. So, all of those things can drive productivity and living standards.

Agenda

Collaboration platforms build trust and grow the pie
Transport and accommodation are big opportunities
Platforms can change how people work
How can your government get the most from platforms?
First though, it’s important to realise that there is a much bigger transformation that’s occurring in the economy. Sharing is part of that, but the bigger picture has been summarised with the statement that ‘software is eating the world’.

So at the bottom, I guess of a set of infrastructure, you’ve got the cloud. You’ve got a set of functions that are increasingly commoditised around location, payments, identities, security, then emerging artificial intelligence functions. Then we all access those functions through networks using our smart devices. On top of this slide what I’ve set out there, is just a tiny fraction of some of the platform services from search, buying and selling, learning, consuming and sharing, use of assets and so forth -that people are building on top of this software infrastructure. You really are seeing sector after sector of the economy being transformed.

How big it’s ultimately going to be, and how much of this transformation is the sharing component versus bigger artificial intelligence, robotics and so forth, I think needs to be seen. But the sharing is certainly one of the first cabs off the rank.

What these sharing platforms do, is they bring together buyers and sellers, or participants. They help them to find a match and then they help them to complete the deal. Now different platforms have got very different approaches. Some of them are very prescriptive about the product set, or service set that’s available. They are very prescriptive about how to search and what the price is. Some of them are much thinner platforms that, really just provide a match maker function.
But what all of them do, is they build on our human heritage of market place and, buying and selling. What I have put up here on the slide is four well known market places from around the world - the London Metal Exchange, the Tokyo Flower Exchange (at the top right), Chicago Board of Trade (on the bottom left) and the Tokyo Fish Market - all of these markets have got unique institutional features, around how prices are set, how transactions are made. The platforms that you are seeing emerge, essentially seek to solve the problem of bringing people together and finding a way to make a deal, using technologies that are out there.
What I have put up on the slide here, is a set of four Australian firms that are making a global success in the sharing economy. You have got:

- Freelancer.com - a global e-work platform;
- Redbubble - a huge art and design business platform which owns zero assets, but brings together designers and t-shirt buyers and other art producers and consumers;
- 99 Designs and Envato do similar things in a purely virtual world.

None of these firms have significant material assets. They're all selling all over the world. They're hosting transactions all over the world and they are very, very, successful businesses. But what is also really striking, is just how much bigger Uber and Airbnb are, than the rest of these platforms.

So what I have charted here is the market capitalisation, or other estimates of the value of Uber, Didi Chuxing which is essentially an Uber equivalent out of China, Airbnb and then a range of much smaller finance and work platforms. My assertion is that really, these huge platforms are the first ones to provide, services for travels using smart phones. So essentially you have had a gigantic change, in the way people who travel access services.
It may turn out down the track that we get equivalently big platforms in other sectors, but the internet has been around for a while. We've had Amazon and what have you, for a long time. It’s not clear to us whether you are going to see the kind of explosive growth you’ve seen, for those two traveller focussed platforms. Let me just dig a little bit into what the value propositions are.

What this chart shows is, a map of all of the Uber trips that either started or finished, at a railway station in Brisbane in August this year. You can see there is really, very dense coverage. What Uber would propose, and I think they’re right to say this, is that the lower cost Uber proposition compared to taxis, essentially adds to the public transport network. That adds huge value for people who otherwise wouldn't be able to get to work at a reasonable cost, and so forth.... So that is one of the big upsides. You are really complimenting your existing assets.
You can also tap variable capacity. What this chart shows is the number of rides taken across a week. You can see huge peaks on Friday and Saturday nights. Now taxis have a similar one, but this is even more marked in the world of Uber, because you are able to draw additional capacity into the market. The combination of those two features, you are tapping variable capacity, you are able to (at low cost), complement existing assets... means that ride sharing is really driving additional value for end users. Not surprisingly, you’ve seen a huge fall in taxi licence values as a result of the rise of ride sharing in Australia.
Governments have had to think through in terms of fare regulation, managing safety, disability access and so forth. All of the State Governments have struggled through with different approaches, but most of them at this stage, have recognised the upside.

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**Options for regulating ride-sharing**

- Safety and insurance
- Disability access
- Fares
- Administration
- Licences and compensation

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**Notes:**
- All data points except late 2015/early 2016 are from December each year.
- Latest data points reflect a small number of transactions in some cases.
- Sources: Australian Taxi Industry Association (2014); State transport departments.
Let me now turn to a quick sequence of slides about accommodation. This is a map of all the entire residences and single room availabilities, around Sydney on the most successful, but not the only accommodation, platform. Airbnb – it’s growing very quickly.

You can see around New South Wales (across motels, hotels, serviced apartments) there are about 200,000 bed nights available. Airbnb is servicing about 30,000 bed nights by the start of 2016 - so about 15% of the accommodation market. They went nowhere five years ago and they are mostly in tourist areas.

**Airbnb is growing fast**

Thousands of bed spaces, NSW, six-monthly

Source: Inside Airbnb - Sydney

Notes: Latest Inside Airbnb data is from January 2016. Non-Airbnb premises do not include those with under 15 rooms. The number of people a listing accommodates is used as a proxy for bed spaces; availability in the year ahead as at January 2016 is used to adjust listings for availability.

Sources: ABS catalogue number 8635.0; Inside Airbnb
You can see here - Tamarama, Bondi, North Bondi on the left there, with well over 10% of dwellings listed on Airbnb. They're not all fulltime and they're not all full premises, but that is quite a material fraction of the housing stock in those tourism attractive suburbs of Sydney.

Airbnb listings are mostly in tourist areas

Dwellings in Sydney suburb listed on Airbnb, % of all dwellings

Notes: There is a minor upward bias as Airbnb listings in 2016 are compared to 2011 Census data. Some hosts may list multiple private rooms in a single property, or list both rooms in a property and the entire property. Not all listings are available full-time.

Sources: Inside Airbnb; ABS Census 2011

Much of that capacity is fulltime. If you look, just by counting premises, it looks like the non-primary residences might be as low as 10% of what's listed on Airbnb. But by bed nights it's much, much higher, because obviously those are available all the time. You get slightly different numbers, bigger numbers actually with different methods - we've been quite conservative here.
So I think it's fair to say that, a quite significant fraction of the availability (maybe as much as half of the availability on Airbnb), is in full time, 100% listed premises. Those short stay rentals, do attract more complaints from neighbours - for noise, for other anti-social behaviour, for a range of different reasons - the limited data we've got, suggests the disruption to neighbours is significantly higher.

Now it still looks

Options for regulating short-term stays

Seek to manage individual disruptions
– zoning as a last resort

Empower owners’ corporations to hold short-stay operators accountable

Permit owners’ corporations to limit full-time short-term letting
objectively pretty low on average. We’re talking about less than one complaint per year, for one of these premises. But again, there is very weak data on this and clearly there are the party houses. But for that reason, it really does fall to local councils to think through, how we are going to regulate these short term stays. We looked at this issue in a report we put out earlier in the year and what we proposed - to the extent that it’s possible, managing disruptions on a case by case basis, rather than zoning in the first instance, looks like a more flexible way to go.

But you do have capacity constraints as local governments - very costly to manage repeat offenders and so forth.... and in many states you don’t have the full power set that you need to manage this problem well.

So we’re also proposing that, owner corporations are empowered to take additional steps where their residents are affected and we go into a bit more detail in the report. We think it ought to be possible, to get a significant fraction of the upside for local communities - because clearly there are spill overs, in terms of essentially lowering tourism costs.

You get spill overs for the rest of your tourism businesses. You don’t want to clamp down more heavily than you absolutely need to.

The other big area that platforms are beginning to shift, is how people work. Now there are a lot of Australians (about 12,000,000 Australians in the workforce) of them over 2,000,000 would like more hours. When you ask them ‘why don’t you work more hours?’, some of the reasons they give are around - I can’t find a good match; I’ve got family obligations that make it difficult for me to work full time, or part time on a regular basis..... So there is good reason to believe that the additional flexibility you get from working on a platform, where you don’t have to pre-commit, is going to be attractive for some fraction of that group - that very large group of under employed or unemployed Australians.

Over two million Australians want more work

Millions of people

<table>
<thead>
<tr>
<th>Population (15+)</th>
<th>Not in the labour</th>
<th>Not attached</th>
<th>Marginally attached</th>
<th>Not looking</th>
<th>Looking</th>
<th>Unemployed</th>
<th>Employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>18.6</td>
<td>5.3</td>
<td>1.0</td>
<td>0.4</td>
<td>0.4</td>
<td>0.8</td>
<td>6.0</td>
<td>10.4</td>
</tr>
</tbody>
</table>

Now the downside is the temporary worker can be insecure. This chart is 30 years old, it’s an ad for an American firm called Kelly Girl. The main proposition that Kelly Girl made to its corporate clients was, that their so called Girls (and it really was a different era), ‘Never asks for a raise’, ‘Never costs you a dime for slack time’, ‘Never has a cold, at least not on your time’ and so forth. Now that’s all very well if you are working for a temp agency and they manage some of those things for you.
Temporary work can be insecure

Never asks for a raise
Never costs you a dime for slack time
Never has a cold
(not on your time)
Never costs you for social security payments
Never costs you for fringe benefits
Never fails to please

But if you are on a platform, where you’re not employed and you’re fully exposed to the vicissitudes of what work is available at the time - you are potentially exposed to a lot more insecurity. So essentially offsetting the potential flexibility against this insecurity, has been a major focus for people analysing the peer economy.

Few people work regularly on platforms - yet

Estimated income-earning participation on platforms (per cent of working-age adults)

<table>
<thead>
<tr>
<th></th>
<th>Ever earned</th>
<th>Actively earning</th>
<th>Actively working</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>0.4-0.7</td>
<td>0.3-0.8</td>
<td>1</td>
</tr>
<tr>
<td>US</td>
<td>5?</td>
<td>4-18?</td>
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</tr>
</tbody>
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Sources: As cited in ‘Peer-to-peer pressure’. ‘Active’ earning or working is defined as within the previous month.
What struck us when we actually looked at the numbers is, that the fractions of people who work on these platforms, (a fraction of the workforce) is very, very, small. So in Australia our estimate is, that less than half a percent of people work on a platform like an Uber, or an Airtasker, or a Freelancer in any given month toward the end of 2015. Those numbers are rising. There are more people who have earned money on a platform through renting out an asset - whether it’s Airbnb. Then, if you ask people 'have you ever earned money on a platform', you might get 5%. Or in the U.S. up to up to 18% of people would say that they have done that. So again, it's very, very, early days. Potentially some big challenges for how our labour market is regulated.

But the emerging signs seem to be, that many people who work on these platforms are actually stabilising their incomes, because they're able to offset fluctuations from the rest of their working life, by essentially topping up using, you know, driving on Uber, or selling services on Airtasker or what have you.

So on balance, what we’ve seen so far looks positive. But there are a range of reform options that I know the Commonwealth Government is reviewing actively, about:

- do you just insist that the platforms make more workplace information available to workers;
- do you expand the definitions of about who’s a worker to ensure that.... for example an Uber driver is subject to Workers Compensation arrangements;
- do you tighten the test for whether you're a contractor or an employee.

And there are a range of other options that different proponents have put forward including, defining a whole new category of platform worker, or making it much easier for platform workers to collectively bargain, or contest unfair dismissals and so forth.... We think those latter ones are really premature, but down the track you may need them. I think it’s a really interesting question how these platform opportunities play out regionally.

So some of them are clearly very city based, but there are many others that are much more regionally available, to people who are able to sell services remotely. You can be a graphic designer in the back of beyond and still make a great living selling to a global market. Obviously if you are a property owner and you lease out on ‘Short Term Platforms’, you can again, tap a market that you weren’t able to access before.
What are your opportunities?

- Service delivery
- Operations and workforce
- Procurement
- Community engagement

Programs, not just projects

Empathy & insight

Value intangibles
So let me now just wrap up by posing questions, which I think were already posed by the previous panel, which is:

- What are your opportunities?
- How can you change what your proposition is to the community?
- How you develop services?
- How you offer those services?
- How you engage with the community?
- How you procure services on behalf of your constituents?
- How you manage your own operations and workforce by using this new set of peer to peer platforms?

Not everything that we do is subject to those things. I think at Grattan for example, we’re heavy users of cloud based computing. We occasionally hire people using Freelancer or Airtasker for specific tasks - but the bulk of what we do is still relational. We work in small teams, with high levels of trust. But over time, these platforms are replacing and improving on, the low level of trust that you might have with non-permanent employees if you like. So there is an opportunity to, over time, shift your business model to increase the flexibility with which you tap into resources only when you need them.

Let me just finish with some of the design principles that we think Government should be thinking about when they look at exploiting these new tools.

First - maybe initially you think about this at a project level, but to really get value you need to think at a more program level. You need to be thinking about - well, what are my service delivery streams and what are my cost steams and so forth, how do I tap into platforms in a more structured fashion?

The second model on the bottom left is to have insight and empathy, for your users, for your providers, to really understand where the difficulties are, that these platforms potentially can help people to overcome or value, that you can drive.

Finally on the right - just to bear in mind that often the value that is driven through the use of platforms, whether it's peer to peer, or other, may not show up on the bottom line. It certainly may not show up in terms of an owned asset. You are often driving additional value from an existing asset, or you're supporting a less tangible form of value for the community and so being open to a broader set of values also makes sense.

There's big literature out there on platforms, the Peer Economy and the Sharing Economy, that you can tap into increasingly. It's a mature set of propositions that are available. From our point of view, we believe that the Platform Economy is going to drive significant productivity growth across the Australian economy. Peer to Peer is an important part of that. Probably the first cab and the most aggressive cab off the rank, for driving value. But there's a broader opportunity there.

So let me now close and see whether there are questions.

Questions from the floor

Session Chair
Thank you very much Jim. I am really interested in the opportunities for rural, remote and indigenous communities. So people who are isolated from a lot of other economic activity. Subject to people obviously being able to engage in a commercial sense, do you see this as an enabler for those sorts of communities?

Response
Dr Jim Minifie: So anecdotally, you do hear about the jewellery designer in Broome, or the graphic designer in the far north that's running a roaring trade and accessing these global markets. They may still need to travel to town, go to trade shows and what have you. Whether that's material, I don't know. I think the other side of this though, is there is
huge opportunity for learning and human capital development, through these remote technologies. So you can imagine a model where, you know, you spend as an indigenous kid in a remote community, you might spend a fraction of your time in a person setting. But you could really drive ahead aggressively, learning IT or what have you over the web.

Question
Session Chair: One of the things we've been playing with for fifteen years, is the enormous amount of equipment we own in local government. I think the last time I looked (and we own the insurance company that insures a lot of this stuff, so we are pretty confident about these numbers) 27,000 items of plant, either driveable or towable, that has got a Main Roads sticker on it, so it's good to go on a road. It's either a tractor, trucks, devices we are using in construction and maintenance. Have you seen anything out there around the share economy; that might affect the current supply chain, where we've got established firms? Do you think there could be share economies between councils, or a broader share economy around chainsaws or backhoes, or whatever it is?

Response
Dr Jim Minifie: It's impossible to believe that there isn't a huge opportunity to work that capital stock much harder. Let me give you one example. In the world of disabled taxis - Australian cities have struggled, with getting wheelchair accessible taxis on the road. It turns out there are a lot of wheelchair accessible vehicles that are not part of the taxi fleet, that are very ad hoc (part time basis), that are owned, whether it's by hospitals, retirement villages and so forth. There's a huge opportunity to get those things out. I know people writing Peer to Peer Driving Platforms, are thinking about accessing that. But you know, maybe you guys are going to be the first to get that - how many was it, 27,000 - mobile assets more intensively utilised. It looks like a huge opportunity.

Question
Cr Rick Britton, Mayor, Boulia Shire Council
I just think you might need to talk to the Telstra man that was on there before, for giving rural remote areas to get that opportunity. We're waiting for that. Bring it to us, and we'll show you what we can do for the economy of Australia.

Response
Dr Jim Minifie
I will find him right after this.

Question
Eileen Demaal-Hall, CEO Wujul Wujul Aboriginal Shire Council:
I'm one of those Aboriginal councils. One of the things I was really interested in the last two months was looking at the Airtasking, because one of the big challenges for us is around NDIS, when that rolls out and then how do we prepare the community for that particular program, when it comes through. With Airtasker, have you looked at it potentially for families to actually be part of that process? For example - one of the things we are looking at, say Selena here, is allocated the contract - actually getting her family to be part of the economy, supporting her care?

Response
Dr Jim Minifie
I know that there's active "App and Business Model Development" in the context of the NDIS. So people are looking at how they can use apps for scheduling, for rating service providers, and for providing feedback on what is working well and what isn't working well for people who are part of that system.

I'm not aware of something that specifically looks at family carers. But that has, obviously for a long time, been the main way in which people with disabilities are cared for. So I agree with you, it would be a great opportunity to ensure that those two are well dove tailed. But I don't know whether there has been work in that area as part of the NDIS.
Its a hundred years next year that my grandparents settled on the Darling Downs as immigrants. They were part of a co-op - mostly mad Irishmen - but a dairy co-op. When I grew up there were co-ops for everything, every single produce. Admittedly it was closed markets, guaranteed prices and all those things. Do you see opportunities, particularly in agriculture, to do things differently through co-op sharing models?

Response
Dr Jim Minifie
I think that the full profit models, are always in competition with Not for Profit. There are areas where Not for Profit, including co-ops, are clearly superior and they stand the test of time. It is not inconceivable that for example, an Uber would be subject (as their functionality becomes commoditised) would be subject to competition from a co-op style model. They will obviously be thinking hard about how to avoid that, make it difficult for drivers to leave, but.....

Session Chair: So you could have a Pensioners United across Australia that, has their own Uber or something like that.

Dr Jim Minifie: Yes. I think it’s conceivable.

Session Chair
If there are no further questions, please thank Jim.
Telstra's Role in keeping Communities connected

Mr Andrew Penn
Chief Executive Officer
Telstra

Introduction

Andy became Chief Executive Officer in May 2015, after serving as Telstra's Chief Financial Officer and Group Executive Telstra International. He’s an experienced Senior Executive with a career spanning more than 30 years. Prior to joining Telstra, he was with Axa Asia Pacific for 20 years where he held a number of positions and ultimately the position of Group Chief Executive. Andy is a Fellow of the Chartered Association of Certified Accountants. He has an MBA from Kingston University London and is a graduate of Harvard Business School's Advanced Management Program.

In addition to his business activities, Andy participates widely in Not for Profit and community organisations. He is also passionate about the visual arts, and supports Telstra's programs with the National Gallery of Victoria, Museum of Contemporary Art and the National Aboriginal and Torres Strait Islander's Art Award. Could you please welcome Andy Penn?

Mr Andrew Penn
Chief Executive Officer, Telstra

Thank you very much David for that kind introduction. It really is a great pleasure and privilege to be here today. David was actually asking me, before he was introducing me, does he refer to me as Andy or Andrew - so for those of you who might pick up a slight hint - I did actually grow up in the UK, but I came to Australia 25 years ago. But my family christened me as Andrew and that's what it says on my passport. I came to Australia 25 years ago and of course one of the first things that happened when I came to Australia is, people fondly abbreviated my name and decided they would call me Andy. So the only person now who calls me Andrew any more I have to say, is my mother (who's 85) when she's cross with me and I'm additionally embarrassed to say that she still does get cross with me. So I do keep Andrew in the written form, so that's a little bit of history about me.

But look, it is a real privilege to be here today. Can I firstly acknowledge the Acting LGAQ President and Mayor of Townsville, Cr Jenny Hill and also recognise LGAQ CEO Mr Greg Hallam. Greg, great to see you! And of course to all mayors and councillors here today, thank you for the opportunity to join this event and to speak with you.

I would also if you may allow me, also recognise some of the Telstra team that are here today, because these are the people that you interact with on a regular basis and play a critical role, in supporting Telstra in the regional communities within Queensland. Can I in particular recognise Jason Law who is, the Telstra newly appointed, National General Manager for Local Government. In fact this is a new role, and it's a mark of this new role how important local government is to us and the role that Local councils play, across Australia and across Queensland.

I would also like to make mention of Martin Blennerhassett, the GM of Networks. Also our Queensland Area of General Managers, May Boisen, Rachael Cliffe and Darren Clark, who are all here today as well. They are here in the front row to my left, but they will also be here on our stand, if there are any particular issues in your particular area, or your constituency, that you want to follow up and address.

For now, there are really four aspects that I would like to address in my presentation to you today.

Firstly what I would like to do is, to give you an overview of Telstra's long history of investment in regional Australia. My purpose for doing this is, to give you a clear sense, of the long term nature of that investment and the long term nature of our commitment. Because connecting people to the things that they love and the people that they love, is what we have always done. Every moment in every day, our network is touching millions of Australians, connecting
friends and families, connecting businesses and enterprises, connecting governments and essential services across Australia and indeed around the world.

Secondly, I would like to talk about how technology is changing our world and creating amazing opportunities, for all Australians.

Thirdly, while the future is exciting, as Australians we do face specific challenges of geography. I want to describe how Telstra, is lifting the level of investment to create world class networks for all Australians. In this though, we of course remain conscious, that we do not get it right all of the time, but you do have my commitment that we are dedicated to endeavour to do so.

The fourth and final thing that I wanted to touch on was really about risk, because all of us need to be honest about the risks. The key risk for us today, is to ensure that we have the right regulatory settings and environment, to support investment into the future and for the benefit of all communities across Australia.

With all that said, I am also here today to listen and to get feedback from you, so that we can find better ways to deliver the products and services, that the regional communities across Queensland deserve and need.

Let me start by giving you a sense of Telstra's history in Queensland, because we've been here for a very long time. We laid the first telegraph lines between Brisbane and New South Wales in 1861. This was truly nation building stuff and pioneering work, that required courage and tenacity, and of course in Queensland's climate, quite a bit of sweat too. In many ways this is a journey that continues today, except that Telstra's workforce today, includes software engineers, data scientists, alongside our traditional linesmen and field technicians.

Indeed, last month we announced the appointment of a further thousand technicians, across Australia in the field, including 150 in Queensland. Their job is to accelerate installation and fault repair work, to improve the customer experience and help satisfy what has become, an insatiable demand for connectivity.

Telstra has extensive business and operations across Queensland and there are three aspects to these.

Firstly and perhaps most tangibly, our network underpins so much connectivity across the state. Our network covers 99.2% of the Queensland population; it includes 928 exchanges; 1,760 mobile sites - including 600 of those sites which we recently upgraded to super-fast 4GX; and 48,000 kilometres of fibre optic cable. We also provide services, to over half of the NBN enabled homes and properties in Queensland. We have 850 Wi-Fi hot spots which are active in Queensland and more will follow as part of our ‘Telstra Air Wi-Fi Roll Out’ nationally.

Secondly, both directly and through significant global partnerships with companies like Microsoft and Ericsson, Tesla and Facebook, Google - we are bringing cutting edge technology solutions to Queensland customers. To do that, we have invested ourselves directly in software, video and other technology capabilities.

Our third connection with Queensland is obviously as a very significant employer. I have already mentioned some of our key account and representative executives here today. But our workforce is 9,000 people across Queensland, with staff in all of the major cities and all of the towns across the State. So in summary, Telstra is very seriously invested in regional Australia and Telstra is very seriously invested in Queensland.

Let me now turn to the incredible changes that we are seeing in the worlds of telecommunications and technology, particularly as these two worlds start to converge. There is an explosion of media, digitisation and the use of cloud computing, which is driving huge increases in network traffic. To give you a sense of the scale of this, over the past five years, the volume of data on our network has increased more than 60% per annum. That is a seven fold increase. Indeed we expect it to triple again, over the next few years on both our mobile and fixed networks, because people use their mobile connections and their internet connections, for about four hours every day now - which is up four fold since 2011. Mobile video consumption has increased eight times since 2011, with two times as many people, watching four times as much media, on a mobile device.
In business and enterprise, digital payments have grown at nearly 60% per annum in Australia over the last five years, as more and more businesses rely on digital points of sale. If we have seen this much change in the last five years, just imagine what it's going to look like, as the rate and pace of technology innovation continues to accelerate towards 2020 and beyond.

But what does this mean for regional Australia and the municipalities that you serve? As you and I both know, there are particular challenges and opportunities facing regional Australia.

- There is the challenge of lifting productivity, in a world where over the next twenty years, 50% more food will be needed to be produced to feed the growing world's population.
- There is the challenge of meeting increasing demand for minerals, energy and water.
- There is the challenge of delivering better health services, where studies show, that regional Australians have less access to health care, than people living in major cities.
- There is the challenge of meeting the educational needs of young students.
- Of course there is the challenge on digital inclusion, where it is the most disadvantaged people in our communities and our societies that often get left behind in the periods of greatest change.

Technology and connectivity can play a great role in addressing all of these challenges. It can profoundly improve lives through the way health care is delivered, the way children learn, the way we grow and harvest our food, and the way we stay connected or call for help, no matter how remote or distant we are.

An example of the work that we are doing on the Internet of Things (IoT) and the 5G Network that will enable it. 5G in the next generation of wireless technology and we are actively engaged in setting new international 5G standards and preparing to bring this technology to Australia. Our testing, has already delivered download speeds greater than 20 gigabits per second, which has confirmed 5G will be a quantum leap in terms of speed, latency and overall capability.

These advances make possible, technologies that will apply to farmers in multiple ways.

- Farms will be enabled by connected sensors, that can monitor and track machinery and be proactive about maintenance;
- Farms that have autonomous guidance sensors, that enable precision planting and cropping activities;
- Farms where performance data can be aggregated onto a farm wired dashboard that provides an integrated view of operations, around the clock across the whole property.

In a sector which is facing challenges including competing in a globalised market, these technologies can help our farmers, do much more with less.

It is a similar story in mining, where technology enables autonomous machinery and is creating breakthrough productivity and safety gains.

Perhaps nowhere more is the tyranny of distance, a bigger factor than in healthcare. Australians living in regional areas, have far fewer opportunities and access to health services than those in major cities, even though they experience high levels of chronic disease and mental illness. Regional Australian’s access to GP services is, nearly 30% less than those in major cities and have 25% less access to psychological services.

We have created a new healthcare business that can help deliver better service for regional communities. This includes work on sensors that use advanced force feedback and stereo vision capabilities, for remote medical procedures. The technology means that an ultrasound operator could be located in Brisbane, with a patient in Weipa, and they can conduct a sensor and a scan remotely. It’s already been successfully demonstrated across Telstra's 4G network.

Similarly in education where studies show that kids in the country, are less likely to meet international standards and national standards, than those studying in cities - a trend which increases with remoteness. Connectivity and technology can help remove that disadvantage.
There is also strongly believe, an exciting future for regional Australia and I am committed to bringing to bare the resources of Telstra to help make that a reality.

Which brings me to my third theme for today. The importance of investment and building the telecommunication networks of the future, because all of the opportunities I mentioned earlier depend on network coverage. Improving coverage takes investment. The ability to leverage new technologies like 5G, requires skilled teams on the ground, in the right places. The ability to work through in partnerships with all levels of government, through programs such as the Mobile Black Spot Program, which I know is the subject of emotion at this meeting today and I know which many mayors and councillors are extremely passionate about.

These are real solutions to coverage and Telstra is investing in all of them, because we have a long and proud history at Telstra, of investment. There are times in our history where we have substantially increased our investment, to achieve a step change in experience for our customers. We believe the chance to do that, the opportunity to do that, is here again now today. In this regard, we announced in conjunction with our results in August, that we will be investing a further $3 billion incrementally over our normal capital program, over the next three years. Our normal capital program extends to somewhere in the order of $3.5 to $4 billion. So that takes the total investment to $14 to $15 billion over the next three years. This will allow us to significantly improve the scope of performance of our networks, including in regional Australia.

In the very near term, we will further improve service levels in our ADSL Fixed Broadband Network, to deliver faster speeds to more customers, and provide more ports in certain areas where they are restricted. Mobile network enhancements will also be made, to enable greater in-building coverage in metro and coverage - particularly 4G coverage - will be extended in regional areas, provided the regulatory settings support investment. I will talk more on this in a moment.

In Queensland this year, we invested $137 million, via a partnership that was announced between the Queensland Government and Telstra, to provide broadband upgrade to 1,000 schools. As part of this, more than 450 schools will get fibre optic broadband upgrades, with three quarters of Queensland schools connected, by the end of next year. Other projects being completed in partnership with local government include those in Barcoo and Diamantina Shires, where the wet season is great for the farmers, but does create some real challenges for our construction teams.

Wet season or not though, I would like to say to Mayor Bruce Scott, we should have 4G coverage launched in Stonehenge and Jundah, in the Barcoo Shire before Christmas, and Windorah early next year.

In Queensland this year, we invested $137 million, via a partnership that was announced between the Queensland Government and Telstra, to provide broadband upgrade to 1,000 schools. As part of this, more than 450 schools will get fibre optic broadband upgrades, with three quarters of Queensland schools connected, by the end of next year. Other projects being completed in partnership with local government include those in Barcoo and Diamantina Shires, where the wet season is great for the farmers, but does create some real challenges for our construction teams.

Weather permitting, can I say to Mayor Derek Walpo, our team should have 4G tuned up and turned on there, in time for Christmas.

With the Federal and State Government’s and the Burke Shire, we have built new fibre to Burketown. As we speak, I am pleased to announce to Mayor Ernie Kamp, Deputy Mayor Paul Poole and the Burke Shire, that our technicians are ready to turn 4G on this week. Literally this week, it will be going on.

Through the Mobile Black Spots Program, we will also build a further 68 sites in Queensland. In addition to this program of investment, we will continue our digital inclusion work, something that we have done in partnership with all levels of government, including local government.

Finally, investment is not just about dollars. With every investment comes employment. Employment not only for the businesses that benefit from the increased coverage, but employment literally from the investment itself. Every mobile tower requires equipment to be acquired, but it also requires, civil and construction work to lay the fibre, to build the tower and that will bring further employment to Queensland.
What many people do not always realise, is that Telstra's investment in the mobile network, is heavily skewed towards regional and remote Australia. Over the last ten years, 15% of our investment in mobile access has gone to provide services to 2% of the population. This weighting toward regional Australia, is part of our desire to provide a strong point of differentiation to other operators, through our unique national coverage. Even through many of these regional sites, are never going to make a commercial return in themselves, their contribution to regional communications and national coverage is really important.

There is a unique dynamic that is in play here, because if you think about it, telecommunications is different and more special than most other businesses. If you were a car company (for an example) and you invested in a new car yard in Roma, customers on the Gold Coast really would not care less. However, an extension of mobile coverage in regional Australia, drives purchasing decisions in suburban shopping centres, because people buy Telstra's network because we have the best networks and the best coverage. That competition drives investment, and investment grows the network and results in Australians that are able to use their phones to do more things, in more places, than ever before.

Competition has also delivered mobile price declines, in real terms, of around 50% since 1998 and data allowances have tripled over the last two to three years, as we have seen this rapid growth in data volumes. Competition has also driven world leading technology rollouts, including Telstra's commitment to deliver 4G coverage to 99% of the population of Australia, by July of next year.

Regional and rural customers in particular, benefit hugely from competition because the earning from the much larger base of metropolitan customers, pay for the mobile network coverage expansion into regional areas. Also with mobile services that are priced on a national basis, all customers benefit equally from strong network based competition, whether they're in Mooloolaba or in Mt Isa.

Yes, Telstra does charge a bit more for its mobile services, but that's because we invest a lot more in coverage for more Australians. This dynamic however, is currently under threat because of an inquiry into mobile domestic roaming. For those of you that are not aware, the declaration of domestic mobile roaming, would allow our competitors to utilise Telstra's network, in areas where we have invested to provide coverage and they have not.

Let me be clear - it is the fact that today, the regulatory environment, already allows for mobile operators to locate their radio access equipment on each other’s towers. So today our competitors can put their radio access equipment on our towers, but they're choosing not to, because they would rather leverage Telstra's investments and Telstra's infrastructure for their own benefit.

Australia has one of the best mobile industries in the world and that has not happened by accident. Despite our dispersed population, approximately 99.3% of Australians enjoy mobile coverage today. That is because to win in a highly competitive market, Telstra has disproportionately invested in regional areas, to cement our place as the number one network for coverage and quality in Australia. This competitive dynamic, which has benefited regional Australia and regional Queensland, would be put at risk if roaming were to proceed. If you put yourself in our shoes, why would anybody invest in maintaining or upgrading their regional networks, when they can hitch a ride on somebody else’s network and there is no longer any competitive differentiation or greater network coverage?

I mentioned earlier, our participation in the first round of the Mobile Black Spots Program. We have also recently submitted our proposal for the second round of Mobile Black Spots, which we will be supporting thoroughly. However, this is exactly the type of program in the future that would be under threat, if mobile roaming were to be declared.

The principal advocate of mobile roaming is a multi-national company, that has chosen not to invest to the same extent that Telstra has - a multi-national company that, is both larger than Telstra and has argued against mobile roaming in other markets where it suits it to do so. We are hopeful for the benefit of all Australians, that the Company’s regulatory campaign will not succeed, and mobile domestic roaming will not be introduced.
We are carefully explaining the effects of this to the ACCC and we believe that it's important all regional communities understand them as well. Because Telstra has had a long history of investing in Australia, in regional Australia and in Queensland, to keep people connected. In a world where technology innovation is accelerating, at a rate and pace which is becoming quite extraordinary, it is going to be critically important, that that connectivity continues in the future. We're committed to continue with that investment providing the regulatory environment allows us to do so.

So thank you very much for the opportunity to be here today, to address you. Thank you for your support and your partnership, as I know we do business with all of your communities. We're committed to continue to support them and we would love the opportunity now, to hear some thoughts from you and take any questions. Thank you.

Session Chair

Thank very much Andy. I've got to say, it was quite an experience late last year - Andy is the first and only CEO of Telstra to have sat in my office, unbuttoned, sleeves rolled up and had a one to one discussion for an hour. That's the sort of calibre of the guy and his commitment to genuine partnership. It certainly didn't go unnoticed. So thank you.

Question from the floor

Question
Cr Lisa Bradley, Logan City Council
Our Mayor has made a very bold and grand statement - that we will have the next CBD in Queensland, yet we have really, really, poor Telstra coverage. I'm just wondering if that is going to be addressed in the near future.

Response
Mr Andrew Penn - Chief Executive Officer, Telstra
I'll need to get one of my colleagues to actually go through the specifics of your particular area and what the connectivity is. I would make a couple of points. One is, fundamentally we are looking to continue to invest and expand. As I said in my comments, we've increased the level of investment. That's in both fixed line services (even ahead of the NBN coming, if the NBN's not already in your area) but also in the depth and the breadth, of the mobile coverage.

There are also things that we can do within existing areas, where technology has been rolled out, but the coverage experience is not as you would expect it to be. So we can absolutely look at your individual area. And I'm not sure - Martin's waving his hand there - and Darren can have a chat with you afterwards and literally go through the specifics of that particular area.

Question
Cr Yve Stocks, Southern Downs Regional Council
Congratulations Andrew on what you have already achieved and your plans for the future. I live in Warwick, we don't have the NBN. That is not helpful in us attracting new business to the town, which means jobs, which we very much need. So my question is - why don't we have the NBN and when will we have it?

Response
Mr Andrew Penn
NBN do have a Rollout Plan, which I believe is available on their website. Ultimately the sequencing of the rollout of the NBN is a decision that is being made by NBN Co. We are doing most of the planning and design work for NBN. We're doing a lot of the build work for them and we're supporting them in every way we can, in relation to the rollout. But the actual sequencing and the decisions around which areas are getting the NBN, in which order of priority, is unfortunately not a decision of Telstra's. It's a decision of NBN Co. But we can again through the team here, connect you with their plans, because they have made public their plans and the sequence with which they're rolling it out.

Session Chair: It might make you feel a little bit better - I haven't got it in Hamilton, Brisbane either. But NBN is not Telstra either.
Question
Edwina Marks, Chief Executive Officer, Bulloo Shire Council
Andrew, given mobile coverage is such a critical thing to national prosperity and you're talking about 5G - its music to our ears to hear 15% for 2% of the population.

The first question - will that continue?
Secondly - you've had a chequered year I think, as a telco, in relation to providing continuous mobile coverage yourself. What did you learn from those lessons and how secure is mobile coverage for Australia?

Response
Mr Andrew Penn
Thank you very much Edwina. The first part of the question is - How long will it continue, that we will continue to invest a disproportionate amount of our capital in regional Australia? Well, for as long as the regulatory settings allow us to do so.

Let me address this issue on mobile roaming head on. Telstra like any other company (we're a public company) we have shareholders. Actually most of you in the room will be shareholders, because your superannuation funds will be invested in Telstra - so like all of you, we have constituents that we need to deliver returns for and be accountable to. So we have chosen to differentiate as a company, as many companies do differentiate, we have chosen network leadership, network coverage, superior networks, as our point of differentiation. That is why we do differentially invest in our coverage, because we believe that our customers value it. As I said in my comments - yes we do charge a bit more for that, but that's because we invest substantially more as well. Ultimately we believe that's what customers want.

This risk on roaming, what that effectively would mean, would be that other operators would be allowed to use our network for their customers, which would not increase coverage at all. Basically what it means is that they would just be directing their traffic onto our infrastructure. Of course once that happens, or if that happens - it would mean that we would no longer have a network coverage differentiation. That follows that it would no longer make economic sense to invest in that, as a point of differentiation. So, we're committed to continue to invest in regional Australia, we've put out money where our mouth is, we've done that on Mobile Black Spots One, we're doing it on Mobile Black Spots Two, but it's why it's so important regulatory settings enable us to do so.

On your second point - yes we had two mobile outages earlier in the year and we did learn something from them. The two outages, one was in February, one was in March, were both for up to a period of about two hours. It was obviously very frustrating and disappointing. The first thing I should say - is that stuff does happen. Telstra's network includes about a quarter of a million kilometres of fibre optics; 170,000 routers and switches and other pieces of hardware; 8,500 mobile sites, so stuff does happen. Hardware fails from time to time, people unfortunately put diggers through pieces of fibre optic, we have storms such as in South Australia last week and you get software failures as well.

What we learnt is that in, today's world, customers need and demand, to be connected permanently and ubiquitously, has grown very significantly. One of the aspects we found was that, because of that, when we had a fault and the fault actually on the second one (just interestingly for people, as a consequence of a storm off the coast of Guam, which affected a piece of fibre which was four kilometres below the sea, and it fractured the fibre) the issue with that though, was it triggered a knock on effect, where a number of customers were disconnected from the mobile network at the one time. But we had to reconnect about a million customers and it took too long to get customers reconnected.

We've invested $250 million in a program of work to improve resiliency. One of the reasons we announced this incremental $3 billion of investment, is to prepare for 5G, to prepare for the networks of the future. But one of the critical pieces of that will be, to continue to invest and expand resiliency, redundancy and back up, as we move forward in the world. As I said, with technology innovation, peoples need to be connected for so much longer and more ubiquitously, will just continue to increase in importance.
Question
Cr Otis Ogg, Somerset Regional Council
I suppose my situation can be expanded Australia wide. During the establishment (long, long travelling establishment of NBN) ADSL too, seems to have been bought to an end and upgrade of our local boxes with extra ports to cater for them, of course has come to an end. Even though there is room within those boxes. That's not the issue.

We have to use Wi-Fi, I'm very heartened by my new 42G or 4G plus 1, I would like to report that works exceptionally well. What doesn't work well and I think this would be a major issue for, the vast majority of Wi-Fi and rural users throughout Australia, is the bill. I pay $125.00 for 15 gig of data.

These are huge costs that give us a two part economy. Those people who can afford, because as they draw down, obviously, free TV and they aim us toward Netflix or Stan or so forth, we have a different economy. We can't possibly afford that luxury that is put in front of us. I don't know how you work between the ISGN and the 4G, and all of these different technologies and how this fits in, with you being a major shareholder in the NBN. I believe the NBN will be aiming at putting the same price for their wireless technology, as for their fixed line. But I'd like to know what you feel you could do, to make it a more reasoned price structure for data for rural users?

Response
Mr Andrew Penn
Thanks very much Otis, a couple of quick sort of comments there. Firstly, I understand there are not all areas of Australia getting the ADSL access they want to. But just to be clear, we invested - we put another 90,000 ports in across Australia in the last twelve months. In our program of investment going forward, we will be opening up more ports as well, in areas that don't already have them. In addition, we have actually increased the average download speed across ADSL and across ADSL2. We are continuing to invest in that regard, so a larger proportion of the population has access to faster speeds.

Of course to your point: that's coinciding at exactly the same time, where there is this growing demand for data through the use of media in Australia. Netflix accounts for 15% of all data traffic across the internet today. That has been a dramatic impact obviously on everybody.

We are committed to invest ahead of the NBN. I should point out - we're not a shareholder in NBN. NBN obviously is owned by the Government and controlled and run by, an independent Board. So, we have commercial contracts with NBN, where we provide services to them that they have asked us to provide. But we don't actually set their strategy or, have any influence on the rollout, the sequence of the rollout, or the technologies they use, or the prices that they charge. They will charge us the same price that they charge other retail service providers.

I am not sure exactly what plan you are on, but if you buy a $90.00 mobile plan from Telstra today, our Premium Plan, you will get 20 gig of data, you'll get cloud storage, you'll get three months of free access to Netflix, you'll get a range of other services. I do accept and I acknowledge that, even at that price, that's beyond and that's expensive. But we do have Plans which have got lower data capacity at lower prices. I'd need to get Darren or one of the Regional Managers to go through exactly where you're at and make sure you're on the right Plan.

One of the dynamics is of course, with technology innovation increasing and developing very rapidly, it's really important (and we do reach out to customers to try and make sure that they're on the right Plan that suits them). But you should always come back and ask us if you feel you're not getting the best deal, or the right answer. It may well be, that there are things that we can do. There are new Plans coming through, as we try to bring down the price of data, to actually help to address that and improve the overall value proposition.
Session Chair
Thank you very much Andy. I'm sure you will all agree we've been extraordinarily fortunate to have the CEO of one of Australia's top ten companies here for 45 minutes and indeed earlier, talking to some folks. So thank you very much from all of us, for your time, your commitment and we look forward to an ongoing relationship with Telstra. Thanks Andy Penn.

LGAQ Super Heroes
Mr Bob Abbot, LGAQ Mayoral Mentor
Mr Wayne Kratzmann, LGAQ Mayoral Mentor
Mr Peter Maguire, LGAQ Mayoral Mentor
Hon Joan Sheldon AM, LGAQ Ethics Advisor

Introduction
The Association provides a range of unique support services, to help members to better serve their communities. The Local Government Association of Queensland was the first State association to pioneer, the appointment of Mayoral Mentors back in 2012. It was also the first state association to appoint an independent Local Government Ethics Advisor. Together these services combine to ensure that all Queensland councils, have access to independent and expert advice, complementing the broader support services of the Association.

With this new term of local government in Queensland now reaching its eighth month, it's timely we check in with these true Super Human Heroes of the LGAQ, Bob Abbot, Peter Maguire, Wayne Kratzmann and Joan Sheldon. To speak first on behalf of the Mayoral Mentors, please welcome Wayne Kratzmann.

Mr Wayne Kratzmann, LGAQ Mayoral Mentor

Thanks David. I must say that I certainly didn't have any expectation to be here in 2016, but it will be nice to be at Hoffy's last dance tonight. I can assure you that, our segment will be shorter in time and length, than Otis's question that we just heard before.

For 75 of the 77 councils in Queensland, a New World Order was indeed welcome on the 19th March 2016. With 250 new councillors and 41 new mayors being elected to office. In every council except for Livingstone and Aurukun, new elected members were welcomed into council chambers. This quadrennial renewal is part of our local government story. It heralds the chance to review, reorganise and re-energise local government. It provides a chance for returning councillors to catch a breath and for newly elected councillors to indeed, enter a new world.

Communities expect that the Elected Members they choose at the election, will work together to progress the matters of highest order. They expect that their council chambers will be civil places where good and passionate debate, will result in better community business. And they expect that the local leaders they have picked will do just that, and that is to lead, through good times and bad, managing the business of the day, but also having one eye on the future.

With over a century of collective experience between the three of us, it has been a privilege to step into the role of your Mayoral Mentors This afternoon I wanted to quickly touch on some of the insights and stories, we've been witness to over the last few months.

Firstly by way of explanation, our role is to provide independent and confidential support to the State's 77 mayors. All Elected Members have a challenging role, but mayors particularly carry a unique set of responsibilities, day in and day out.

Between the three of us we have divided the State into three territories - Bob Abbot provides support to seventeen Mayors from those Aboriginal and Islander Communities, where indigenous residents form the majority of the population. Peter Maguire, (Maggot to most of us), has a patch that runs below the Tropic of Capricorn, picking up the...
councils from here on the Gold Coast, out to Diamantina in the west and up to Rockhampton. I look after the councils above the Tropic of Capricorn, up into the Gulf, across the Flinders Highway, out to Mt Isa and up into the Cape.

For Bob, Maggot and myself, the opportunity to contribute something meaningful back into local government, is something that is indeed, very special to the three of us. Importantly, it is not our job to tell any mayor how to do their business. It is our job however to listen, to ask questions and to share our experiences. Although our focus has been on assisting the newest mayors, we care equally about returning mayors. The one thing that is true, is that no matter what forum, or indeed what council we visit, we have been welcomed with open arms wherever we have been.

So where have we been? What have we done, and most importantly in the context of this weeks’ conference, what have we seen? With thanks to the LGAQ, Bob, Maggot and I have had the opportunity, to already visit a large number of communities and meet privately with the mayor. The three of us, along with Joan, were also in attendance at the Civic Leaders Summit held here on the Gold Coast just a few months ago. When we’ve been out on the road, we’ve had many mayors keen to show us their town, a number of them proudly driving us around the local streets. These tours have helped us to understand better, the communities we have visited. But to be frank, often it is the conversations we've had in those cars, or in the coffee shops, or a bar, that have been of the greatest value.

Speaking of cars, special mention and vote of thanks must go to Warren Devlin the Mayor of Etheridge, who offered me the loan of his mayoral Prado, to complete a road trip I went on to the gulf, after I picked up a couple of punctures at the same time in my hire car. It was a great example that the spirit of local government runs deep and in many ways, we are certainly a family.

So on the subject of the ‘New World Order’, how the three of us retired ex-mayors have seen the last few months. To summarise in just a few words - that unique local government spirit that Warren Devlin displayed, is indeed pervasive. Pleasingly, there is a broad optimism around the State. There is evidence everywhere we go of momentum. There are leaders that we have met, that have had a clear sense, of where they would like to take their community for the next four years. On the whole, it is the positive vibe that we have found out there. You are all to be congratulated. You have helped shape a great start to this term.

Now that's not to say that there are not challenges. And that's not to say, we don't have some councils that are focussing and facing some significant local challenges, both from external head winds and from within their own organisations. The big ticket items that have been talked about with us, came as no surprise. In many ways they are, and have always been the same, which is about doing the best for the community with what you have, and trying your best to make your patch better.

The LGAQ and their ‘Elected Member Update Program’ (EMU) had some words for these big ticket items. They refer to it as ‘The Big Three’. Our business, our people and our story! For any mayor, indeed for any elected member focussing on these elements, this is perhaps a worthy set of goals for your term.

- Firstly - Is our business running smoothly? Are we efficient? Are we being productive? Are we looking after all those important community assets?
- Secondly - Are we looking after our people? Have we got the right people with the right skills, organised the right way, doing the highest value work for the community that they serve?
- Thirdly - Are we getting better at telling our own story? Not only to our community, but to stakeholders, to government, even internally within our own business.

Outside of these big ticket items, we have canvassed one hundred other questions. Simple things like meeting procedures, ceremonial etiquette, through to more complicated issues like performance management of senior staff and how to deal with personality clashes, between elected colleagues. No matter what the question or issue, your association the LGAQ, stands ready to help. For the mayors in this room, Maggot, Bob and myself, are happy to share our lessons learnt, our war stories and if required, our full and frank advice.
We were appointed to impart our wisdom to the mayors in our patch. For me in a lot of cases, it has been in fact the other way round. I’ve learnt so much in the last four months, from the mayors that I supposedly mentor. These champions of local government simply love the community they serve, it flows in their veins. Unlike other tiers of government, in local government you have to have skin in the game and that's what we offer at the LGAQ.

We are simply there to help and often we simply confirm, what you had already decided to do. I have always learnt the most from the answers that I feared to ask in those tough questions. So let's continue the conversation, it's amazing what we can achieve together.

Once again, congratulations on the commitment you have made to your local communities. We are one big local government family. Undoubtedly, we will be stronger the more opportunities we can find, to work together, both within your council chamber, across council boundaries within regions and across the wonderful State of Queensland. Any 'New World Order' starts locally and as local leaders that responsibility undoubtedly rests, on your broad shoulders. Good luck.

In additional to the services of the Mayoral Mentor Team, your interests are also well served by the Local Government Ethics Advisor. Joan Sheldon AM is a former deputy premier and treasurer of Queensland. During her time in state politics, Joan was the deputy chair for the Members Ethics and Parliamentary Privileges Committee and was instrumental, in introducing the first Code of Ethical Standards into the Queensland Parliament. This background made her an ideal choice for the role of Queensland local government’s Independent Ethics Advisor. A role she has fulfilled since June 2011. To share her thoughts, please welcome Joan.

Hon Joan Sheldon AM, LGAQ Ethics Advisor

Thank you Wayne and thank you Ladies and Gentlemen for having me here today. Certainly the role of the Ethics Advisor is a unique one and its history stems from what was, rising community concern regarding integrity and accountability of elected representatives. Not just local government, but through every government, state and federal. But, we are particularly concerned with local government.

The establishment of the Ethics advisor role by your association was, I think, a practical demonstration of local government's collective commitment to improving integrity. I know in my day to day contacts with many of you, you all wish to have that integrity and for your community to know that. It's important to emphasise, that although the role is 100% funded by the LGAQ, I contract my services to the LGAQ - I operate totally independently.

This degree of separation is, critically important. It means I’m able to deal with you in a confidential way, with intricate and sometimes personal matters. Those who seek out my advice are able to do so with complete confidence, knowing that the confidentiality of the matter will be protected. That is vitally important. I could only say that I wish I’d had that same ability to be able to contact someone, when I was in government and speak to them in a confidential manner. Particularly if you are in a leadership role, it is very difficult and it can be very isolating. That's why I was so keen to make sure that we introduced into the Parliament, when I would have preferred to call it a Code of Conduct, but was called a Code of Ethical Standards.

My services are available to mayors and to councillors, to CEOs and indeed I can advise a council as a whole and I don't know whether you realise that latter situation. The best news to you of course is that it's free and it's further benefit that is provided to you, by your association.

So what advice can I give ‘Elected Members Class of 2016”? I know many of you and have dealt with many of you over the last five years. But there are new councillors, new mayors and new CEOs who may not know me and may not know what my role involves. As the Ethics Advisor I often get enquiries that at their heart, relate to the foundational elements of local transparency and decision making. Namely this relates to issues predominately around conflicts of interest and MPI's (Material Personal Interest).
More often simple questions relating to a technical interpretation of what is an MPI or a COI, could well be answered by your CEO, or by reading the Act. Or by going to your mayor if in fact, you are a councillor and relate well to your mayor. But I am always there to answer whatever the question is regarding - do you have a conflict, do you have an MPI, do you not? Because, be aware, it is very important that you understand the rules and understand the implications and the penalties, that can arise, if you act in ignorance of these situations.

Certainly, there have been many particularly interesting and involved stories over the last five years. I get enquiries from individuals seeking guidance, as to how also, to respond to certain complex political situations and you would know that, you work in a political environment. Local government is not without its politics. There are only really two councils to my knowledge in Queensland, who have party politics - that is, Townsville and Brisbane. But there is politics always, not necessarily of a party nature, but certainly of a political nature, that you have to deal with in your councils and within your communities. The same as there are politics within corporations. I'm sure the boss of Telstra that we've just heard from, would indicate it certainly does happen in corporations.

Sometimes the advice I need to give is not what you want to hear, but I can assure you, I hope it is unquestionably the right advice. It will be full and frank, that is the way I operate. I think I've been called forthright in the past. Not necessarily meant as a complimentary term.

As everyone here will know all too well, Elected Members and CEOs, have a very high integrity bar they need to clear. Local communities expect that local issues are well understood and that decisions have been made properly and made in their best interests. More and more so, I think more demands, are being put on elected representatives, be it local, state or federal. Any suggestion that these important processes, have been unfairly or improperly influenced, are never looked on by the community kindly. At the extreme end of this spectrum, evidence of improper processes or unfair influence has significant implications. Sadly it is also a reality that bad behaviour is corrosive. A single instance whether substantiated or not, cannot only tarnish an individual, but by association, your council. In many ways it will undoubtedly contribute to reduced public confidence, in local governments more broadly.

The famous, (or should I say infamous) former deputy mayor of Auburn Council in New South Wales, is perhaps a topical case in point and one that I know was discussed during Elected Member Updates or EMU's, which most of you would have attended. His alleged actions of failing to declare interests have seen him removed from office, his council dismissed, then slated for amalgamation. Legal proceedings brought to bear against him and if media reports are to be believed, he has now left Australia.

Do believe, that Local Government Department will put in administrators if they feel you are not running your council - be it your Elected Member, CEO or office bearers - in the way that is appropriate for your community.

As I have said, the public interest test on integrity of Elected Members is very high. Consequently, it's beholden on all in public office, to be aware of their obligations, understand where the boundaries lay and ensure that in all that we do, the public interest test prevails.

The issue of ethics and integrity is important for all councils, not just for our largest councils. Often it is the smaller communities and the smaller councils where everyone is connected to everyone, where issues are perhaps more likely to raise their head, and often do, particularly in small communities in which the councillors themselves, are the business owners and often, say in a small community, may own all the road making equipment, may own various other aspects of how that community lives. So how you as a councillor handle your personal interests and compare those with your interest with the council - you have to be very clear and make very sure that any conflicts, or any matter of pecuniary interest, are well noted down.

The conference theme this time is that of a New World Order. For this term of local government, I would suggest that local government's 'New World Order' is to ensure that our communities, gain greater faith in our operations. Stronger understanding of our commitment to local outcomes and importantly, that the public regard for councillors and for senior officers is enhanced, not diminished.
Your Mayoral Mentor Wayne Kratzmann in his earlier comments, talked about the LGAQ's Big Three's, specifically, the theme of our story. How best, do we tell our story, to the community? Collectively we share the responsibility to build:

- greater community confidence;
- greater confidence in decision making;
- greater confidence in the approach to local priority setting; and
- greater confidence in the way in which we listen to our communities.

Our story in many ways is a physical manifestation, of our own ethics and integrity.

So what is going to be needed to build this greater confidence? In many ways it's a simple question and it starts with you, each of you. There are three simple elements.

Firstly - Understand the rules. These rules are written down on paper. They are in an Act. They are contained in legislation and they are required to be practiced by all of you. There is no excuse for not knowing the rules. Your CEOs are always a first great point of call.

You also have access to the Elected Member’s Handbook, which was provided to all of you in your LGAQ Elected Member Kits. I suggest that if you haven't read that, that you do. Because it blow by blow, clause by clause, goes through the Act, which can be very complicated to read (a Statute) if you haven't done so before. It explains in operative and laymen’s terms if you like, what the meaning of those clauses are and how they relate to each other. In particular read the parts (if you haven't), if you haven't, that relate to conflicts of interest, that relate to MPI’s, that relate to registers, that relate to donations, that relate to how you control and act during an election. I think more and more these days, the latter is vitally important.

Secondly - I think it's always important to look at the public interest test. What do I mean by that you might say? When you are sitting in a meeting in a discussion with a colleague, or anyone for that matter, imagine that a conscientious member of the public just happened to walk in on that conversation. How would you feel? If you think you would feel uncomfortable at that point, then you quite simply, I suggest, that you have got an integrity issue. Closed door discussions where you are provided with confidential information and secret negotiations and associated deal making, along with favouritism, bias and punitive actions, are all opportunities for the integrity of yourself and your council to be rightly questioned. I think the current pantomime of the American presidential election highlights that everything matters and that everything said and done, can influence and does influence public opinion.

Also if you do require help, I've mentioned that you have your handbook, that you've got your CEO, that you have the mayor, don't forget the role of the deputy mayor, but you also can contact LGAQ who have trained officers who can speak with you on issues. You can certainly always contact me, if not directly (if you don't have the number or haven't got it from the web) if you ring ASK or ring the number at LGAQ, they'll put you through to me, or give me your contacts and I will ring you back.

So if you look at all those aspects of how you can access help and information, they are there to be readily accessed. I can assure you, I do not mind if you ring me. If it is not something that I personally think comes under my role, or I can deal with - I will direct you to where you can get that help and information.

I mentioned three things and lastly, I think it's really important to seek out guidance early. All too often I am asked the question after the horse has bolted. It is important that you know what you are going to do about a situation, before you go into a meeting. To preface that, it is also important that you read your meeting agenda and notes. All too often, I will get a call from someone and it can be quite a complex issue, and they've all of a sudden realised that they are going into this meeting in ten minutes. They're reading their agenda, they think they could have a conflict or an MPI and they're not too sure and of the further implications.

There’s premise on the fact that you can get me immediately, which sometimes you can’t and that I can answer that complex question to you immediately, and you need that in ten minutes. It makes common sense that, you do your
homework before you go into any meeting and if you're on a board, and as a director, you've got to read your board papers. So I do flag to you, it is in your best interest, to make sure you know what the agenda is and what the issues are that could arise for you personally.

It is really important to talk and to discuss, to moderate and at times to compromise. Because as I've mentioned before, you're handling is in a political framework and you are dealing with people, who are operating on exactly the same basis. It's fair to say that, if you don't do anything wrong, you never have to hide.

Doing the right thing doesn't automatically bring success, but compromising ethics almost always leads to failure and a lack of faith in you as an individual, who may well feel you have compromised the ethics in which you came into local government. Could I say here, that I think most people do come into local government with a good ethical reason - they want to serve their community. Can I also say that in my experience, most people do serve their communities well and with ethics and integrity.

In closing, remember that I am always there to help you. That is my role. As with the Mayoral Mentors, I'm on the phone, I'm on email and I will give you confidential practical advice and help. I would just like to say that in the five and a bit year's I've worked with you all and with local government, I really have enjoyed the role intensely. Much more so than I thought I would when I began, and every year I enjoy it more. So thank you very much.

Session Chair
Thank you very much Joan and thank you also to Wayne, Peter and Bob.

Sponsor Address: Energy Queensland Ltd
David Smales
Chief Executive Officer

Introduction

Ergon Energy has been one or our long standing Annual Conference supporters. We are now very pleased to have Energy Queensland Limited, involved in the conference. Could you please welcome Energy Queensland Limited's Chief Executive Officer, David Smales.

David Smales, CEO, Energy Queensland Ltd

Ladies and Gentlemen, Energy Queensland values our partnership, with LGAQ and councils and are very pleased to be a part of your 120th Annual Conference ‘New World Order’. This is day fifteen for me in my role as inaugural Chief Executive Officer with Energy Queensland, so it is great to be here with you today on the Gold Coast.

Our business is a big supporter of Queensland. We are Queensland in every sense. Our people live right across the State and are part of our communities. We manage infrastructure to underpin economic growth for Queensland, from the Tweed, to the Torres and through to Thargomindah.

Before going into some brief detail about the future, I guess I should tell you a little bit about my past that has resulted in me being given this wonderful opportunity, to lead the largest electricity distribution company in Australia.

I have spent all of my working life to date in the energy industry, both here and in the UK. Most recently I was with Origin Energy, holding responsibility for all aspects of a large portfolio of energy assets. I now have over three decades of experience, working with large energy companies. Importantly, I have a real passion to deliver world class customer services.

So going back to Energy Queensland, as I said we're the largest electricity distribution company in Australia. We have a network that covers virtually all of Queensland, with assets valued at over $24 billion. We connect and supply
electricity to 2.1 million customers across the State and we have about 205,000 km of electricity network, both overhead and underground. That is 115 time the distance from Brisbane to Cairns.

We also have an energy retail business ‘Ergon Retail’ that sells electricity to about 733 customers in regional Queensland. We also have a new energy services business that will provide a range of products and services, to give customers greater control over their energy use and also access to new and emerging technologies.

Our vision for Energy Queensland is, to remain at the core of how Queenslanders choose to use electricity. As the Energy Queensland Group, we can make greater inroads, in minimising the impact of network costs on customers and we can grow our business to provide a range of new products and services to customers.

Through a stronger and more commercially focussed business, we can also contribute to the State’s economic prosperity and we can also post the returns we provide to our shareholder, the Queensland Government, which then in turn can be invested in services for all Queenslanders.

Ergon Energy and our Energex Services, will continue to support the homes, families, businesses and communities who count on them, to provide a safe and reliable electricity supply.

We remain committed to find better and more efficient ways, to enable Queensland communities to thrive. We will also be there for Queenslanders after the storms, floods or cyclones, which we have faced head on for many years. So to me, our business continues to make a significant and growing contribution to Queensland.

I've already been fortunate enough to meet a few of you including Mayor Jenny Hill, who I met in Townsville on my first day in the role, a couple of weeks ago. So I think there's a lot we can do together, to realise the vision that council have, to build their communities and to meet the energy opportunities of the future.

Our team is here at the conference today, tonight and tomorrow. So please see them at our trade display. Or indeed, contact my office at any time if there are any issues or opportunities I can assist with.

Thank you.

LGM/LGW Member Update
Mr Russell Ditchburn
General Manager Public Sector, Jardine Lloyd Thompson

Introduction

We now have an update on Queensland Local Government's two self-insurance schemes - Local Government Mutual and Local Government Work Care. The schemes are owned and controlled by the Member councils and overseen on their behalf, by the LGAQ. When I'm not being forced against my will to be Greg Hallam's 'Chief Voiceover Guy', my day job is to coordinate that process.

The LGAQ engages international insurance broking and risk specialist, Jardine Lloyd Thompson to do the day to day management of the schemes. Could you please welcome JLT’s General Manager Public Sector for Queensland and Northern Territory, Russell Ditchburn.

Russell Ditchburn, General Manager Public Sector, Jardine Lloyd Thompson

Thanks very much David. It's a pleasure to be here once again. This presentation was going to be a double act this afternoon, with the Chair of the scheme's LGM Liability, LGM Assets and LGW, Noel Playford, but unfortunately he was not able to be here. So I'm going to try to do this by myself.
There are two parts to this presentation. The first one is the update (as David was saying) of where we're at the moment with these scheme's. The second part is to do a presentation of the LGM Queensland Excellence Awards.

So firstly, you can see on the screen our new logo, LGMS, which stands for Local Government Mutual Services. This is a new innovation that came about in 2015, as a result of us being able to commence the LGM Assets Scheme. So we now have the ability to be a one stop shop, for all of your risk and insurance needs, across the areas of assets, liability and workers compensation. It's something that we had been working towards for a very long period of time.

The Liability Scheme commenced in 1994. The Workers Compensation Scheme commenced in 1998 and has seen a lot of work go into planning for the Assets Scheme, given the nature of our Queensland environment.

LGM Liability
I'll firstly have a little bit of a talk about LGM Liability. As everyone I think can appreciate, the liability exposure of councils and local government in general, is extremely broad. The moment that we walk outside the door here, we're traversing footpaths, roads, recreation areas, foreshore's, natural areas, all to which Council is responsible for and we know, millions of our constituency are walking in that environment.

Councils are also responsible for the decision making and some of the stuff that Joan Sheldon was talking about, in the previous presentation. So the Liability Program encompasses all of those broad liabilities. The scheme’s been operating since 1994, and since 2008 we have had a significant self-insured retention in place. So rather than all of the program going to the market, a proportion of that, which we might call the working losses, is being managed by our team at LGM Queensland.

The graphic that I've got up on the screen at the moment, is an indication of the fund years from 2009 to 2016. The red bar on the left is an indication of, what the scheme actuary has compelled us to put aside at the commencement of the fund year, and that goes into the contributions that all the councils pay. So that's an amount of money that is set aside to pay those claims. It can take up to 20 years for us to resolve those claims, given the nature and the profile of those claims, bearing in mind that young people have up to 21 years after an incident to make a claim. So the money that is set aside has to last a long time.
The blue column next to it indicates what the actuary says today, what those particular fund years are worth from a claims perspective. You’ll see there’s quite a differential between those two columns. That differential represents Members’ Equity in the scheme. So that’s the hard work that’s being done by Council Officers working in conjunction with the team at LGM Queensland, working in conjunction with the claims people, to make sure that we get the best outcome that we can, and we don’t spend the money, unless we absolutely have to. So rather than that differential being profit, which might go away to an insurance company and their shareholders enjoy it, that money remains within the control of local government within the scheme. So it is Members’ Equity in LGM Queensland.

You’ll know that over the last couple of years, LGM Queensland has been able to distribute some surplus funds. So there’s a Capital Management Plan in place, to determine how much money the scheme should be retaining for future claims issues and an amount of money that can be distributed back to members. It’s quite a complex process as you can imagine, with the actuaries involved. But clearly with the work of everybody working intensively together, we can enjoy these sorts of benefits.

The more recent years (in talking about those claims), you can see that they are going to take a little bit longer for us to determine, exactly what the claims cost will be. But this is the sort of things that can be done by a collective effort.
Local Government Workcare

This is a similar sort of graphic for Local Government Workcare. The differential isn't quite as great. The scheme - the claims are a little bit less volatile, a bit easier perhaps, to be determined. But once again, we're seeing a positive differential there, through the efforts of the LGW team and councils working together to reduce claims. That's money back in the pocket of local government.
Just another look at LGW there. The graphic on the left indicates the scheme rate. So that's the rate and the dollar, that's being charged against wages for councils. It can be seen - when the scheme started (so going way back to when it started) the rate was in excess of 3.5%. It's now down at 1.35%. So significant saving for councils over a long period of time, through that intensive effort together, to make sure that we can reduce losses.

The graphic on the right is a more recent look at history and you can see the falling number of claims being received in this area. That's due to the work that's being done, once again collectively, between the scheme’s and their Council Members. The blue line, if we track that back to when the scheme started, that indicates the number of claims per thousand employees. When the scheme started there were 98 claims per thousand employees. Now we're down to below 60 claims per thousand employees.

Clearly that is a saving in dollars. But it's also a significant saving in people's lives - people being injured - people being able to be sitting in their workplace, doing the things they are employed to do. Very positive results, both from a financial perspective and a human perspective in our view! A really great result and really, that work that we're all doing together, to make sure that the losses are contained and there's no leakage of costs.

LGM Assets
LGM Assets as I said earlier is a very new innovation for us and commenced last year, the middle of last year. We are very pleased to say that we've already got 40 members, who have joined the scheme since that time and as of today we did hear that we've got one more. So that was very nice - to be here at our trade stand outside and have a new member come and join us, as a result of our work together over the last few months, for them to understand what the scheme's all about.
Similarly to LGM Liability and LGW, the intention is over the long period of time, to intensively look at the risk, the underlying risk, and improve that. In the assets here, that entails looking at particular assets and looking at their particular resilience to loss. So whether that be fire, wind, hail or flood, all of those sorts of things - making sure that we are as resilient as possible. Working collectively together, we can over the long period of time, save money for councils and have facilities available to your constituents, in a more substantial way.

Already in the first twelve months there was an upfront saving of $1 million that we estimated, because we were able to utilise the money that was available to us without charging an additional fee, which was previously the case for councils in their existing arrangements. All of that work was done based on some catastrophe modelling and utilising the data that we were able to glean over the last, five to ten years. So it has been a very big job in the lead up, to get to that point.

You'll see the graphic there. We've got a nice spread of councils at this stage, which is terrific, to make sure that we've got a diversification of risk - those councils in the north, on the coast obviously, are imperilled by wind and cyclone. But we all know that across the State, each particular location has its own challenges. Whether that be floods - South East Queensland has hail and to some degree flood; we have bushfire risk and also, we're no strangers in Queensland to catastrophes. Once again the longer and the harder that we work at intensively managing this, and understanding the risk and having a helicopter view of our exposures, we will be able to come up with better results.

Intensive management, whether it be risk management or the like, has to achieve better results. So we're pretty excited about this. The take up has been very much on the basis that, this is a long term gain and we hope that those council members that have joined already clearly understand that that is what it is about. We’re not about a cheap price today, or the market fluctuations, or anything like that. Members who would be looking at market forces to achieve savings, are riding the roller coaster of how the market works and the economies of the world, and where this capital is derived from. The best way in our opinion to drive better outcomes is to actually manage the risk, the underlying risk and that is what we’re trying to do.
So we're outside, we'd love to talk to councils who aren't currently a member of LGM Assets and talk more about those sorts of issues, at your convenience. So please come and see us. My colleague Nathan Turner heads up the LGM Assets Team and he has already been over the State many times already, looking at that.

So that's our position at the moment with the Scheme's. They're going really well. Obviously we've got some surplus money. We've got more surplus money to distribute next year, which I hope all the councils will be excited about receiving.

**LGM Queensland Excellence Awards**

Part two of my presentation, is to recognise excellence in the area of Risk Management from councils. This award has been going since 2005 and JLT has been very proud to sponsor it over that period of time. The underlying reason for doing it in the first place, was to try to recognise the wonderful work that's being done by a lot of people across the State and trying to reduce risk in all of their respective councils. The information that we gather from these Awards is shared on our website and hopefully other councils can benefit from some of the information that their peers have been able to generate through projects or the like.

We've assessed the submissions that we've received and once again there have been some tremendous submissions provided. We have two awards to present. One is for larger councils and the other one is for smaller councils, so we are trying to make sure we give some recognition to councils of all different sizes.

**Noosa Shire Council, Risk Management**

The award will be presented by LGAQ Acting President, Cr Jenny Hill. So the first award goes to Noosa Council. The reason for this is the submission from Noosa Council essentially outlined how risk management commitments, frameworks and processes, had been established and operationalised within a Council, as a mechanism to support the establishment of the new local government, following the de-amalgamation from the Sunshine Coast Regional Council on the 1st January 2014.

The submission demonstrated how the process was aligned with the Australian Standard. It provides example to other Members, on the inherent benefits that can be achieved, by adopting and implementing an Enterprise Risk Management Framework, particularly during a period of significant change and organisational upheaval. The award is going to be accepted by Deputy Mayor, Councillor Frank Wilkie - if I can ask him to please come up and join us on the stage.

**Bulloo Shire Council, Innamincka Road Upgrade**

The second award goes to the Bulloo Shire Council, for the ‘Innamincka Road Upgrade’. The submission from the Bulloo Shire Council provides an overview, of how risk management was integrated within the project, to the upgrade to the Innamincka Road between Jackson and Naccowlah.

The project was completed in April of 2016. The submission demonstrated how the implementation of a Risk Management Approach aligned with the AS/NZSISO 31000: 2009 Risk Management, Principles and Guidelines, that can assist members to deliver significant and essential infrastructure projects such as the Innamincka Road Upgrade. To accept the award is Cr Alison Petty Cr Shirley Girdler and CEO Edwina Marks.
Sponsor Address: Caravanning Queensland
Ms Kristy Ponting
Manager – Caravan Parks Association of Queensland Ltd

Introduction

It's great to once again have Caravanning Queensland as a major sponsor of the annual conference. Could you please welcome back to the conference, the Manager of Caravanning Queensland, Kristy Ponting

Ms Kristy Ponting

Good afternoon everybody and thank you for having us here again at the LGAQ Conference for 2016. Just to get us started, I thought it might be nice, just to give you a glimpse at some of the promotional activities that we do here for Caravanning Queensland.

Transcript of video presentation

Located on the banks of the Pioneer River and smack bang in the middle of Queensland's east coast, you'll find the acclaimed city of Mackay. Just a stones' throw away from several natural wonders of the region, including Eungella National Park and the Whitsunday Islands. Mackay is your gateway to the iconic Queensland holiday.

The town itself is a vibrant mix of cultures that's sure to satisfy, any kind of traveller. And thanks to our very good mates at Caravanning Queensland, Mackay is part of the ‘Community Welcomes Recreational Vehicles’ program, meaning that all forms of RV travellers will have their needs catered for in this beautiful part of the world.

I'm sure everybody could hear the distinctive tone of 'Macca' from What's up Downunder, broadcast nationally around Australia. We are Caravanning Queensland.

I'm here to tell you a little bit about who we are, what we do and about our industry. I know there's a lot of new councillors and mayors at our conference this year, so I thought it might be a good opportunity to introduce our industry to some degree. Give you a couple of facts, but not overwhelm you of course.

For instance - did you know that commercial caravan parks in Queensland contribute on average, in excess of $1.26 million in economic stimulation to their local economy per year? This figure as well, does not include the flow on effect of tourist spending, within other businesses in our region. Commercial caravan parks stimulate the local economy in many ways and spend considerable dollars marketing the regions to drive tourism.

As small businesses, the commercial caravan parks in your region, do significant work in marketing, providing for and spruiking other small businesses, to the drive tourism market. Caravan and camping visitor expenditure remains stable in 2015, with visitors spending an estimated $8.6 billion when travelling in Australia, with domestic market accounting for 79% of all this expenditure. This is why it is so important to support your commercial caravan park operators and their small businesses. As without the commercial caravan parks, your region potentially misses out on this impressive tourism spend in your region.

Caravanning Queensland works with the commercial caravan parks in your region, as well as tourism operators, the local and regional tourism organisations and other tourism agencies, to ensure every corner of Queensland is exposed to this lucrative market.

Local government has an enormous responsibility, in ensuring the viability of these small businesses, as decisions made by these local government's regarding drive tourism, have the potential to positively or negatively, affect the commercial caravan park operators.
What we are here to do, is to ask you to engage with the commercial caravan parks around Queensland, your small businesses, and have them involved. As with a united front, there are endless opportunities to grow.

Transcript of video presentation
Thanks for sharing my very first caravanning adventure, as I wind my way confidently, from 1770 North to the Capricorn Coast. It’s a drive of about three and a half hours, much of it on the highway. Welcome to a little spot between Yeppoon and Emu Park, that really, is just perfect for this rig, you know, Central Queensland - it’s a big place! Their caravan parks are big and they welcome caravanners with open arms.

So with the winter season coming to an end, many regions have enjoyed a boost to their economy through the drive market. The caravan parks across Queensland have worked tirelessly, to accommodate visitors to your regions. With the drive market in the mind of so many right now, it’s an important time to reflect on what your local caravan parks do, to ensure your region receives the most benefit, from the drive market.

As we like to put it - Caravan Parks are public relation machines. Providing exposure through film shoots, print and digital advertising, social media, exposure, in-house events and promotions, and this is all at no cost to your local government or your rate payers.

In addition, these small businesses are financial supporters and sponsors, of your regional tourism organisations, your local visitor information centres and of course, don’t forget the charities through fundraising events in-house, at these caravan parks. In addition to all these benefits to your region, your local caravan park brings your community after hours service, including weekends, public holidays and outside of regular trading hours. The caravan park operators’ dedication to the guest delivers outstanding service, which budgets across all the boards benefit. Including of course, and especially, councils, by reducing the demand of hours at the visitor information centres.

Caravan parks offer all Queensland councils support in dealing with local issues, including illegal camping practices, misuse of dump points, the review of directional signage, encouragement of investment in new caravan park establishments and the review of local laws which regulate the caravan park and camping grounds, just to name a few. We are here to help you!

Caravanning Queensland represents the caravan parks, camp grounds, service providers, manufacturers and dealers, and we welcome discussion with you in all councils across Queensland

With of course, the launch of our industry signage program in 2015 and with now over 615,000 (I will just let that sink in), 615,000 registered vehicles around Australia, now is the time to partner with a peak industry body in Queensland.

We are here for the remainder of the duration of the conference, we are just outside those doors by the caravan and we would love to speak with you.

Thank you very much for having me.

Session Chair
Thanks Kristy and thanks Caravanning Queensland.
Local Government Remuneration and Discipline Tribunal Update
Mr Col Meng
Chair, Local Government Remuneration and Discipline Tribunal

Introduction

To provide an update from the Local Government Remuneration and Discipline Tribunal, we are pleased to once again have with us, the Chair of the Tribunal, Col Meng. Col has been a member of the Tribunal since July 2014 and took over as Chair from Adrian Bloomfield in July 2015.

Many of you will no doubt recall that he served as Mayor of Mackay Regional Council from 2008 to 2012, and then as the Queensland Boundaries Commissioner, overseeing the Council De-amalgamation process during 2013. He has also previously served as Chair of the Mackay Hospital and Health Service, Chair of the Mackay Electricity Board and been a member of the Ergon Retail Board. Could you please welcome Col Meng.

Mr Col Meng - Local Government Remuneration and Discipline Tribunal Update

Thank you very much - Acting President Jenny, only a short time to go! To mayors, councillors - can I just have a show of hands, how many new councillors and mayors do we have in the room? Thank goodness I've got a couple, because the aim of today was, just to talk a little bit about where we're going to the future. Also I need to acknowledge my fellow members - Deputy President, Adrian Bloomfield and Brian Bartley, who assist with this Tribunal.

Just a little bit, to let you know a little bit of the background on where this Tribunal was formed. It started off back in October 2007 as the Remuneration Tribunal and it was established mainly to look at the levels of pays and salaries, of councillors and mayors. I suppose in those days we had 70 - that was the beginning of the 72 councils back in March 2008. In July 2010 it was reconstituted as Local Government Remuneration and then they put Discipline in there as well. So there were two new members that came on, I was one and Brian came on later on.

In July 2014, I then resumed as Chair. I came on the Committee originally as a member and then came on as Chair. I suppose each year we look to see what we need, or what we believe is the way to go. Then every four years it needs to be completely overhauled. Hence in 2015 we completely overhauled the whole structure. We reduced the number of categories of the Local Government to eight, from ten. Incorporating a new category in local government's between the previous Category Three and Category Four levels.

- We elevated Mareeba Shire to a new category, Level 2;
- Townsville City Council to the new category six level; and
- Logan Council to the new category seven level;
- We reassigned Maranoa, Mt Isa City and the Somerset Region Council to the newly created Level 2.

I suppose when we talk about those levels, unless you go and have a look at our website (and I encourage all the new members, new and old, to have a look at our website) and just see why and how we work out some of those categories, and there's an explanation there for you to do that.

We also reassigned the Western Downs Council to the new Category 3; and the Rockhampton City Council to the new Category 4.

So we then decided to increase the maximum remuneration levies, previously determined for each of the category of the Local Government Association (as well as the new Category 2 level), by 2% as of 1st July 2016. I suppose some are saying 'Yeah, well we knew about that, we came in in March and our pay packet starts in the 1st July 2016' and the reason for that is and we are told, firstly it is part of Legislation - it's not our decision, it's the Government's decision, it's part of Legislation regarding budgetary requirements.
I suppose one of the areas that we need to think about across the board, is making sure councillors are attending their work, their days of work. Make sure they're attending meetings and particularly the running of the business and I call all councils businesses. So it's a matter of making sure they're allocated the funds that are required, to run that business properly.

We certainly have taken a number of delegations today, I think we've had six today and we're more than happy for you to write to us. If you haven't submitted it, or your Mayor hasn't submitted it, you might like to talk to he or she and suggest if there needs to be submitted, to submit it. It needs to be done by the 28th October, because we need to get our recommendation to the Government by the 1st December. So no later than the 28th October, we'll take submissions up until.

Today as I say, we met six councils and a number of those had mayors, councillors and CEOs with them to explain either, they were getting too much, or they weren't getting enough and we then will take all those discussions into the future.

One of the other things that we do is the discipline side of councils. I need to just say, as councillors (you heard Joan Sheldon talk earlier about conflicts), my thing to that is, if you have it - as Joan said - just walk! If you think you've got it, still just walk and then you can always go back at a later date.

So we've had a number of issues this year that have come through. I think some of the issues and probably the worst issues, are whether people that sit in closed meetings, Council Meetings, and whatever is discussed in that closed meeting, should be kept in that room. Many forget - whether they would like it because they go outside and want to have a skite to someone down the local, or whether they just forget and it slips out that 'mmmmmm... I shouldn't have said that, it was in a closed meeting'. Or the media get onto it. So just think about those types of things.

Social media is one of the worst things, because once you put it there, it's there. So if it's something that happens in your Chambers, or it is in a closed meeting, regardless of where it is, make sure that is where it stays.

We have had a number of those issues today, well not today, but up till today. I think it is serious, and it is something that you just need to remember - what is confidential is to remain confidential.

Something a bit curious - I'm a bit curious to see, we are thinking of what our next salary increase will be for councillors and mayors. So I would like to do a bit of a straw ballot today.

Can I just ask:
- How many in the room think that it should remain as zero increase, so no increase for councillors and mayors?
- How many would think that it should go to CPI, 2%?
- Who thinks it should go to maybe, 3 or 4% - a couple over there.

I'll take that on board. I'm sure my fellow members at the back of the room, took that on board. It is a serious issue, we are well aware. But it is the Act that tells us how, after we give the Government what we believe the increase is. Then how it's bought in after that is purely legislation.

So on behalf of the Committee, can I thank each and every one of you for attending this afternoons' late session. I know there's some to go. If there is ever, anything you would like to discuss, I'm always available through LGAQ and I'm sure that all of the Department would be happy to take your conversations.

Thank you very much.

**Keynote Address: Shift leading through disruption**

*Mr Matt Church – Courtesy of Saxton Speakers Bureau*

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Thursday 20th October 2016

State Government Update
Hon Jackie Trad MP
Deputy Premier
Minister for Infrastructure, Local Government and Planning
Minister for Trade and Investment

Introduction

I had the pleasure this morning to welcome the Hon Jackie Trad to the LGAQ Annual Conference, but also the Assistant Minister for Local Government, Jennifer Howard and the Shadow Minister for Local Government, Andrew Powell.

Jackie is of course the Deputy Premier, Minister for Transport, Minister for Infrastructure Local Government and Planning and Minister for Trade and Investment. She is the Member for South Brisbane and was first elected to the Queensland Parliament in April of 2012. Would you please make our Deputy Premier welcome. Thank you.

Hon Jackie Trad MP

Good morning, or perhaps for some of you it's not so good hey. It's a pleasure to be here. Can I start by acknowledging the Traditional Owners of the land on which we meet, the Yugumbir People and pay my respects to Elders past and present. Can I acknowledge Mayor Jenny Hill, the Acting President of LGAQ; Can I acknowledge of course, Greg Hallam, the CEO; Can I acknowledge my Assistant Minister, Jen Howard, who is here today; Can I also acknowledge my Parliamentary colleague Andrew Powell; To Mayor Tom Tate who is hosting us here in beautiful downtown Gold Coast and can I also acknowledge Greg Hoffman the General Manager, Advocacy, LGAQ.

I would also like to acknowledge each and every single Mayor, Deputy Mayor and Councillor here today. Over the course of the conference, it is a long commitment you've put into the conference, but I'm sure in the true LGAQ tradition, it has been incredibly fruitful and worthwhile.

I would also like to extend a particular acknowledgement to those representatives from Kowanyama Indigenous Council, who are here and express again the State Government's condolences on your recent tragedy in your community. As we have said often - the State Government stands ready to help you and assist you, in any way you need us to going forward.

It is always a privilege to address the LGAQ and my colleagues in local government from across Queensland. Since taking on the role of Local Government Minister, I've been incredibly focussed on building a genuine collaborative partnership, between the State and local governments. Together we've been able to drive many new reforms and initiatives. I would like to take the time to acknowledge the proactive and passionate leadership of the LGAQ, who have been such strong advocates for local government.

I can't miss this opportunity today, to again, publicly acknowledge Greg Hoffman, who leaves the LGAQ shortly, after so many years of dedicated service to local government - in fact 50 years of dedicated service. His passion and articulate advocacy for local government will certainly be missed by the Palaszczuk Government and I wish him, Colleen and your family, all the best for the future.

Of course the change continues, with a new President to be elected today, signalling an exciting new era for the LGAQ. We are lucky to have two excellent candidates and no matter the outcome, I know that they will carry on the LGAQ's tradition, of being fearless campaigners for the local government sector.

Queensland is a vast and diverse State, with a population that is more decentralised than anywhere else in Australia. This means that from Brisbane to Burketown, Local councils are absolutely integral to providing local services to, and
advocating for, their communities. Mayors and councillors are important representatives for their local communities.

This means you all carry significant responsibilities.

- To meet community expectations;
- to model leadership for your Council; and
- to ensure that community interests are always put first.

This is, and must be the core driver for all of us, who are called to public service. I am reminded again of the words of Greg Hoffman last night, when he reflected on his role in Government and particularly on the matter of Leadership.

This is what binds us all as elected representatives. No matter the size of your Council, your political views, or your professional background. We all know that the best outcomes are achieved, when we work together for the interest of Queenslanders. That is why, as Local Government Minister I have worked to forge a new era of cooperation with councils, starting with the ‘Partners in Government Agreement’ which outlines our shared interests, in delivering good rule and government to Queensland.

We have seen some great examples of councils and Government working together in the past year on some very, very, big reform initiatives. Just this morning I joined with South East Queensland Mayors and representatives, to launch ‘Shaping SEQ’ - the new Draft South East Queensland Regional Plan.

For the first time, we are looking beyond the regulatory boundary of a 25 year plan, including a 50 year vision. Looking ahead to the region's longer term future and how SEQ responds to global changes. It provides the framework for growth, whilst ensuring we can keep the special character of our towns and suburbs, as well as our critical green spaces.

The Plan also matches growth with infrastructure and ensures we foster a strong future for our rural communities, and we did it together - Mayors and Ministers. We know that an extra two million people will call South East Queensland home by 2041, swelling the population to more than 5.3 million people. Across Queensland, our population is expected to grow from 4.7 million, to seven million by 2036 and ten million by 2061.

These new Queenslanders’ will need places to live, work and raise their families. That's why the new South East Queensland Regional Plan is so important, and importantly, we are working hard to ensure the plan does much more than just accommodate a growing population.

The SEO Regional Plan not only plans for population growth, but also for economic growth. We know that the key to happy and healthy Queenslander is centring communities around opportunities for employment. With this in mind, unlike previous regional plans, there is a deep emphasis on areas where there will be significant employment growth. With a specific focus on our emerging knowledge and innovation sectors.

Queensland has established an enviable foothold in the fields of education, science and health, which have grown in precincts of likeminded enterprises. It's important that we encourage development in well serviced and accessible locations such as transport centres and maximise the efficient use of existing urban centres. This Plan is about providing affordable living, not just affordable housing. The focus is on creating cities, towns and neighbourhoods that work for their residents and not the other way around. With this in mind, we recognise that finding innovative design led solutions to our challenges, will become more and more important.

North Queensland Regional Plan

Friends - our next partnership is the new North Queensland Regional Plan. Earlier this month on the 6th October, I met in Townsville with the mayors and Local Members of Parliament, as the North Queensland Regional Planning Committee met to begin its preparations. I would like to take the opportunity to congratulate Mayors McLaughlin, Schmidt, Jayo, Lacey and Hill, for taking this historic step and acknowledge the work you have done so far.
I also want to particularly call out to Palm Island who (and I know Mayor Alf Lacey and representatives are here) I am the Ministerial Champion for Palm Island. I know they come to this body of work, with great ambitions for their Island and a great vision for how they can create the next century of economic prosperity and social success.

The future prosperity of Burdekin, Charters Towers, Hinchinbrook, Palm Island, Townsville and most importantly your region as a whole, will benefit from the integration and cohesion a Regional Plan brings.

I said earlier that there is much in the SEQ Plans vision, with the potential to benefit wider Queensland. While that's true, it's even more important to remain mindful of the very distinct characters of the desperate parts of our far flung state. That's why a North Queensland Regional Plan developed for North Queensland, by North Queensland, is so important.

That first meeting in Townsville was a very exciting first step, as the committee will ensure the Plan will be a true reflection of the community and councils aspirations. The region is diverse and its distinct local government areas each have their own opportunities and challenges. A Plan that addresses those matters of regional significance and reflects the shared, long term vision for North Queensland, particularly at the time that the Federal Government is pursuing a city deal with the State and the Council, is essential.

The Draft North Queensland Regional Plan is expected to be released in mid 2017.

Advancing Our Cities and Regions Strategy
The other major policy initiative announced this month was, the exciting Advancing Our Cities and Regions Strategy. This strategy is quite simple really. It's all about putting unproductive Government land back into use, with the potential to breathe new life into communities in the process. The strategy compliments our new emphasis on infill development and making best use of what we have.

In Brisbane it's an essential part of the transformational potential of Cross River Rail, becoming the driver behind thousands of jobs and the driver behind economic growth. In Townsville and Rockhampton, Advancing Our Cities and Regions, is part of revitalisation projects that are transforming city centres. The strategy is helping the northern cities cyclone recovery efforts and the realisation of tourism opportunities.

In the bush it's about delivering a boost to jobs and the economy. Seniors in Cloncurry, Barcaldine and Ravenshoe, will be the first to benefit from the trials of the Ageing in Place Strategy, part of Advancing Our Cities and Regions, which will see nine, two bedroom, single story houses (new homes) built across three towns. As well as the jobs benefit, ‘Ageing in Place’ will enhance regional liveability, by enabling people to stay in their communities, the communities that they know and love, close to family and friends) in their latter years. Access to services is a critical part of enhancing liveability in regional and remote areas. In Burketown, our Regional Liveability Strategy has just seen the launch of ‘Crimson Edge’, an eighteen lot residential estate.

As well as providing housing choice for locals, this fast track new housing stop can help attract and retain professionals and professional services to the town.

Projects like these, delivered, as the ‘Advancing Our Cities’ and ‘Regions Strategy’ proceeds, will drive job growth, while also delivering important social and community outcomes.

Importantly, these projects are just the start and I want to encourage your ideas, for how we can work together to use public land that might be growing weeds today, to instead growing new jobs and new opportunities tomorrow.

Local Government Grants
As well as using our land better, I also want to talk about how we can do local government Grants better. This year, more than $50 million in local, jobs boosting grants, is offered through the Local Government Grants and Subsidies program, the Community Resilience Fund and the National Disaster Resilience Fund. This was due to a new streamlined applications approach adopted this year. Along with local knowledge and the close working relationships
your councils enjoy with my Department - the intent of the new streamlined system, was to make life easier at your end in preparing one lot of EOI's. Removing the need to determine which projects would be submitted for different funding streams. My Department is currently undertaking the work to assess these projects and match them up with the appropriate funding source. So hopefully - that was a factor in the record number of applications received.

It is certainly evidence that councils across Queensland have great projects ready to go, to benefit their communities. Today I am very pleased to announce the first 49 projects that have been fast tracked, have been approved, due to the work already done by councils to ensure these projects stack up and are ready for immediate funding.

These first projects will benefit 33 councils across Queensland. My Department has assessed nearly 450 EOI's and determined that these first tracked projects (all of which require a subsidy of up to $150,000) are ready to go now. This will help get jobs and projects going in local communities faster. Successful councils for this first stage, ‘Fast Tracked Funding’ are currently being notified and the Department will work with them to get these critical projects delivered now.

But this is only the first round of funding announcements. The remaining EOI’s are still being assessed, with the Department working with councils, to gather additional information to support their applications. And I look forward to announcing more projects in the coming weeks.

While there have been many exciting initiatives coming to fruition, there have also been some challenges that emphasise the importance of State Government and Local councils standing together. The biggest example of this, was the Federal Government's proposed NDRRA funding reforms and their failure to reimburse the State in the last Federal Budget, for money owed under this agreement. As we all know, Queensland suffers more natural disasters than any other State. When disaster strikes, funding arrangements are the last thing on anyone’s mind - It's imperative that our Disaster Resilience and Community Recovery funding arrangements are clear and certain.

That's why the Federal Government's decision to retrospectively change, the determination around reimbursement for plant and equipment is so blatantly unfair. The decision has left over 30 Regional councils, drought affected councils, facing serious financial liability, when all they did was deliver their recovery programs according to the rules in place at the time.

The Palaszczuk Government is fighting alongside you, like we did to secure day labour exemptions to 2017. It is my commitment to you, that we will continue to oppose these changes that are harmful to our Queensland communities, and I know that I will have your full support.

To demonstrate this commitment, I am pleased today, to also announce that our Government, the Palaszczuk Government, will reimburse councils for the States’ share of the plant and equipment expenditure, reconstruction works, related to the 2014 events.

We do not accept the Federal Governments’ retrospective application, of the new determination and I ask you to join us in standing up for Queensland Communities rebuilding after natural disasters.

Finally I would like to take this opportunity to discuss the important trade and export work that I am pursuing in my role, as Minister for Trade and Investment. I take a special interest in the work that local government's are doing, to engage with the global community. I applaud the efforts that so many mayors and councils have made to foster closer relationships overseas and to seek new markets for exporters and tourism and education providers overseas, as well as the strong personal ties formed through these meetings.

Trade matters for all of us, because one in five jobs are sustained by exports. In the coming months, we will be unveiling our brand new, whole of Government, Trade and Investment Strategy, which will chart the future for Queensland exports. This strategy will open up opportunities for new partnerships, to ensure that we maximise the benefits for all of our communities. Most of all, this strategy is about delivering jobs for Queenslanders. Something I
know, that everyone here is passionate about. We are already talking with the LGAQ about how we can better connect the work that we do at a State level, to the efforts of councils, including through sister city relationships.

As we move into an exciting new era for the LGAQ, I would like to once again reaffirm the Palaszczuk Government’s commitment to Governing, in a genuinely collaborative and consultative way. Through our Local Government Initiatives, we are delivering on our vision for Queensland: Connected Communities; Sustainable Growth; and fulfilling employment opportunities in the city and in the bush.

Thank you again, for all of your hard work and I look forward to working with you in the years to come. Thank you.

Session Chair

Thank you very much Deputy Premier and can I say, the announcement of $11 million being now paid back to local government's will be I can imagine, more than warmly welcomed. The Deputy Premier has offered to take questions from the floor. So if I could ask her to take a seat, or if there are any questions for her?

Questions from the floor

Question
Cr Paul Bishop - Redland City Council
Thank you very much for the South East Queensland Regional Plan, which I think people are eagerly awaiting and wanting to consult with, and we look forward to come consultation in Redlands at some point.

Jackie I was just wondering if your Trade is discussing and considering cross regional trade within the State - Intra-connections between different regions? I wonder whether there might be opportunities there, to deepen relationships among trading partners. Yesterday we had a presentation talking about the need for regional trade and I think there might be opportunities in that space. Have you got plans or strategies, to allow councils with support of Government, to get networks of, for example food distribution, in a more reconnected, re-localised regional approach?

Response
Hon Jackie Trad
Thank you very much for that question Paul and I have to say that hasn't been top of mind in terms of the whole of Government Trade Investment Strategy. But certainly you having raised it, is important (and I think that it's definitely something that we can talk about in the communication with the LGAQ). About how we work together, through the Whole of Government Trade and Investment Strategy, to make sure that I guess, all of our export and investment ambitions for Queensland and our local communities are, as efficient and interconnected as possible. So thank you.

Question
Acting President Cr Jenny Hill
I do have one question for you if I can Deputy Premier. A lot of the local councils are involved in Sister City Arrangements, that with a little bit of help could also encourage a bit more trade, particularly into South East Asia. But it's about that training and support for some of the smaller councils, in terms of managing and understanding, how they can benefit from those relationships. Is there something in the new Policy that will help look after that for local councils?

Response
Hon Jackie Trad
Yes, the short answer is yes. To give you more detail, would be to give away the contents of the Plan and we really do want to make sure that it's launched properly. I might just leave it there. We are definitely...... What I will say is - the Palaszczuk Government really understands, that there are councils who are doing extraordinary things in the trade and investment area.
Places like the Sunshine Coast Council for example, doing fantastic things in terms of inviting investment, looking at export opportunities, service export opportunities particularly. Councils right across Queensland who are doing fantastic things!

We want to support that work and we know that Trade & Investment Queensland (TIQ) has been a fantastic support for Local councils. But we want to notch it up, because we know, that in terms of the future, the whole centre of economic gravity is moving toward Asia. We are perfectly, geographically positioned, to optimise that to the fullest. That means that we need to be prepared, we need relationships, we need an understanding of markets and we need to be collaborating internally in Queensland and this is exactly what this strategy seeks to do.

Question
Cr Lyn McLaughlin, Mayor, Burdekin Shire Council
Good morning Deputy Premier. Just on that concept from Cr Hill. You mentioned Sunshine Coast. We heard that wonderful discussion yesterday about globalisation, but that's a huge challenge for smaller councils and it becomes a lower priority, when we have limited ability to raise funds. Could I suggest that perhaps, the State Government take into consideration the smaller councils, and assist in promoting what we have to offer in that area, because we need someone to assist us.

We've had some discussions with Townsville about, you know, how we can market the whole region. But I think with so many smaller councils that may not have the resources, we are needing help in that area.

Response
Hon Jackie Trad
Thank you Lyn. I think that is a really important question and you're absolutely right. The role that smaller councils can play in terms of the big globalisation agenda is a really critical question. I think the North Queensland Regional Plan is a really important base document for that. Resolving land use management is going to be key to bringing confidence into investment opportunities, within the region. The things that you can do in your Council can be enhanced. It can be part of the value chain, in terms of exports from Townsville. So there are enormous opportunities. I think the first port of call is resolving a lot of the land use management processes and plans for the North Queensland, and then your place in that - how that plan speaks to the economic development opportunities for the region and how that speaks to exports and investments.

Questions
Cr Will Attwood, Etheridge Shire Council
Just in relation to veg management clearance. Having the situation at the moment, with the Federal Government trying to promote development in the north, of course we see out in the middle, the only way we can develop, is by vegetation clearance. Then we have the situation where the State Government changed and philosophies changed quite considerably. Of course, I think that led to a bit of panic clearing that went on at the moment. I guess what I'm asking is, is there scope for the two philosophies to meet together, so that the development in the north, can have some sort of certainty with veg management clearance?

Response
Hon Jackie Trad
Thank you Will for that question. In terms of the economic and development opportunities for North Queensland, the Palaszczuk Government has been abundantly clear about its support for the Northern Australia project. We have in Queensland, a number of mechanisms to enable projects to proceed. Large scale projects!

The priority one is of course, the Coordinator-General and I know that there are projects in your region that are really big economic opportunity projects for your region, that are being considered by the Coordinator General.

In terms of vegetation management, those regulations are one element of how projects can proceed. There are a number of other mechanisms that can be used, that can be triggered, to make sure that projects come online. But ultimately all projects in North Queensland have to stack up. They need an EIS, you know, water allocations and use
needs to be accounted for. As does vegetation, you know - their offset provisions. So in terms of pursuing economic prosperity for the north, there are mechanisms, they have always been there.

We've seen agriculture thrive and grow under the Vegetation Management Legislation of the past. Export earnings grew by an incredible amount over the ten years of the previous Labor Governments’ Vegetation Management Laws and we believe we can do that.

**Question**
Cr Desmond Tayley, Mayor, Wujal Wujal Aboriginal Shire Council
I just wanted to mention - will there be any investment into Cape York and in particular, our part of the area, lower Cape York? As you are aware, we do get a lot of tourism up in our area, but there has been a lack of investment in terms of infrastructure. We spoke about connectivity yesterday - the biggest downfall that we have - we certainly encourage tourism in the area but - you know, our infrastructure is very poor. The road needs a lot of work done to it, we look at the toilet facilities, parking, camping, all those types of facilities; how do we encourage investment into Cape York? As all we desire is, trying to get some injection into our local economy. What kind of investment would the Government put into Cape York?

**Response**
Hon Jackie Trad
Thank you very much for that question Desmond and I think you make an incredibly important point about the criticality, and the complexity, of delivering infrastructure in the remote parts of our State. We do know (and this government has been very clear about its roads investment, particularly in regional Queensland) that has been about ensuring regional communities benefit from increases, significant increases in the Transport Infrastructure Development Scheme.

We have also seen through ‘Building Our Regions’ a bigger investment in term of money for councils, for local infrastructure. I’m pleased to say that through the State Infrastructure Fund, we have also seen the allocation of money for, really important local tourism infrastructure projects, as well as service infrastructure, or social infrastructure like fire stations, and police stations as well.

We know that Queensland is an ‘Infrastructure Hungry State’ and that's why, we are really determined to deliver the State Infrastructure Plan. To make sure that those ambitions, those infrastructure ambitions of local councils and communities, could be articulated through a section of the State Infrastructure Plan (the community driven ones), that through the Maturing the Infrastructure Pipelines (so that's the $20 million worth of money to help communities bring projects into the feasibility assessment phase), that money was allocated to help councils get those projects ready for investment.

So a couple of things I think - making sure that the planning is there, making sure that the projects are demonstrated in the State Infrastructure Plan. But also making sure that there is money to help councils to assess these projects. So that when investors are interested, there is work there and there's a clear articulation of the type of projects that local communities want to see, come on board in their local communities and the economic benefits that they will bring.

**Question**
Cr Stuart Mackenzie, Mayor, Quilpie Shire Council
Morning Deputy Premier, good to see you sparked up pretty well considering you weren't that early last night either. Firstly, thank you very much for that announcement you just made. It's certainly significant for us, the NDRRA announcement. I can assure you that we will put that money to good use (depending on the Council), preferably back into roads etc. It is really genuinely received, thank you.

The South East Queensland Regional Plan and the one further north as well - are there moves to expand those plans across the State, because you talk about the population increase that's coming. Obviously most of them will be in the south east and up the coast, but we do desperately need population out our way. Is that something that's on your radar?
Response
Hon Jackie Trad
You've got infrastructure investment happening in your area too. Definitely we can talk about that Stuart obviously and I do want to just before I leave, so yes, absolutely, let's keep talking.

But just in terms of the Plant and Equipment Funding, I do want to make clear that the Queensland Governments’ proportion of that is 25% of the $11 million. Just so councils aren't under the impression that the State is providing $11 million. Our contribution will be the 25% as per the NDRRA Agreement. But what that does mean is that we need to continue to make the case for Queensland councils, that this money, and these funding arrangements should be honoured, as they existed at the time that the work was undertaken.

Thank you very much everyone.

Session Chair
Thank you very much Deputy Premier

State Opposition Update
Mr Andrew Powell MP
Shadow Minister for Transport, Main Roads and Local Government

Introduction

Our next speaker this morning is Andrew Powell. Andrew is the LNP Member for the seat of Glass House and Shadow Minister for Transport, Main Roads and Shadow Minister and Local Government. During his first term as the Member for Glass House, Andrew served as the Shadow Spokesperson for the Environment. Following the 2012 election, he was appointed as Minister for the Environment and Heritage Protection. He held that position until the 2015 Election, where he was appointed the Shadow Minister for Energy and Water Supply. Andrew was appointed as Shadow Minister for Transport, Main Roads and Shadow Minister for Local Government in May of 2016.

Prior to entering Parliament Andrew’s career included working with the Department of Defence and roles with the Department of Premier and Cabinet, and Department of Child Safety where he specialised in community engagements. Ladies and Gentlemen, please make welcome Andrew Powell.

Mr Andrew Powell MP

Thank you very much Mayor Jenny. How many hours to go? Two, one? One, two?

Good morning Ladies and Gentlemen. Can I start by acknowledging the Traditional Owners of the land on which we meet and pay my respects to their Elders past and present. Can I also acknowledge the many, many, mayors and councillors in the room and thank you for your service to each of your communities and to the broader State of Queensland!

Can I also pay particular acknowledgement to Greg Hoffman - It was wonderful to join you last night at the gala dinner, and see the recognition he was given for his 50 years of service to local government. But I particularly want to thank Greg for his advocacy and particularly that advocacy where it has involved portfolio’s that I have worked in. During my time as the Environment Minister we had a number of very worthwhile conversations. I would like to think I listened to what Greg had to say, and acted on what Greg had to say. But I suspect it wasn't always the case was it Greg? But thank you for the way in which you undertook that advocacy and for the friendship and the relationship we've developed.
A former British Prime Minister once said ‘the duty of an opposition is very simple - To oppose everything and propose nothing’.

Hopefully after my short contribution this morning you'll see that this quote doesn't really apply to the LNP in the State of Queensland. The LNP has always been a supporter of the work of local governments, of Mayors and of Councillors, and of everything that you, your CEO's and your staff do in our great State.

So I must admit it was with some surprise and a little bit of trepidation, but also a lot of excitement, that I accepted the role that Tim and Deb offered me in May this year, of Shadow Minister for Transport, Main Roads and Shadow Minister for Local Government. For those of you who may not have been aware of that pairing, I can see the light switch on in your eyes when you realise that potentially, I'm a one stop shop for lobbying, when it comes to projects in your Council areas.

I know there are a number of you who are questioning why the LNP has chosen not to prepare the 'Traditional Portfolio's' of Local Government and Planning and instead, put Transport and Main Roads, and Local Government together. Well, what I can say is, during my travels around the State when I have met mayors, councillors and Council staff, it becomes readily apparent that what Tim and Deb did in putting this portfolio together, was eminently sensible. That often local government issues go hand in hand with transport (particularly in South East Queensland) especially with roads, particularly in regional and rural Queensland. You could say the Portfolio's belong together and I think the fact that I hold both, says a lot about how the LNP, sees the issues faced by councils and how we'd approach them if given the chance to be in Government again.

My intention is to be the local governments biggest supporter. Indeed the LNP has always considered itself a friend of Queensland councils. Following the forced amalgamations, we gave communities, an opportunity to make their case when they thought it wasn't working. We, like you, watched in disbelief as the ‘Partners in Government Agreement’ with local government was torn up. We signed a new Agreement with you in 2012. We started working immediately to repair the relationship between the State and councils. We know councils work best when they are empowered to stand up for their local communities.

In Government our approach was to listen, act, then get out of the way. Devolution of local powers to local communities was our number one priority. We consulted and reviewed the Local Government Act. We reduced red tape that councils had to wade through. We listened and partnered with mayors and councillors as equals. I want to reassure you, that we maintain that same consultative and collaborative policy in Opposition. Our door is always open to you all. My door is always open, to each and every one of you.

But I will admit we didn't get it all right. Some will say we went too hard, too fast. Others will say we missed the mark completely. Let me just say, we know some of the decisions we took to repair the State's finances hurt. For example, I know the reduction in Transport Infrastructure Development Scheme (TIDS) funding was unsustainable and ultimately meant that important local roads projects, couldn't be delivered. Again I want to reassure you we've learnt and we've listened, and next time given the opportunity we will be different.

We've also listened to councils across the State, who aren't happy with what is being done to our Royalties for Regions Program. It's become smaller, shorter and narrower and this is on top of regional infrastructure investment also being shrunk. Our State, but particularly our regions, can't afford cuts to infrastructure.

Earlier this year we announced the LNP would reinstate and enhance, our flagship program. Royalties for Regions will once again, be about getting royalties, for the regions. We want the program to be ‘Key’ in unlocking the economic potential of our regions, improving liveability and creating much needed jobs.

Our reinstated Royalties for Regions Program will be a $495 million package that, will deliver real projects across the State. We will prioritise projects that foster job creation in rural and regional Queensland. Projects that lead to more investment in the regions and projects that help rural and regional communities become economically sustainable.
Under the new program, local governments, Community Leaders and Stakeholder Groups, will all be encouraged to submit their proposals. But don't get me wrong, this isn't about taking projects away from local councils - I encourage and fully expect councils to be the major instigators and recipients of funding grants, especially if you as councils can contribute to the project. This is how our original program worked and this is how the new program would work.

We also know that sometimes there are projects that community groups, could and should deliver, as would you. We want Royalties for Regions to be available for these groups as well. To make sure we get the best outcome for your communities.

When I said I was going to be the local government's biggest supporter, that doesn't stop at fighting for your interests in the Queensland Parliament. I have literally just flown back yesterday from Canberra - flying the flag for Queensland and making sure we get the funding for the projects we so desperately need.

Many of you, including your LGAQ representatives, have spoken to me about the issue of the retrospective changes to the NDRRA. Many of you have also expressed concern to me, about what this funding will look like as we move forward. In Canberra, I sat down with the Minister responsible for natural disaster funding, Michael Keenan, as well as the Local Government Minister, Fiona Nash. I relayed to them what the $10.6 million shortfall from 2013/14 means for Regional councils, especially those out west. That money goes a long way to building and rebuilding the roads, rural and remote communities desperately need.

I told them about how crucial the work of local government is, to getting a community back on its feet after a disaster. We also spoke about where we go from here, with natural disaster funding. It is fair to say I think, firstly they got the message about the retrospective nature of their decision. But they also clearly understand that the tiers of Government best placed to drive, direct, make decisions about where disaster funding goes in the future, are the State and the local government, in partnership with financial support only, from the Federal Government.

I made sure my Federal colleagues knew that it's about betterment, it's about resilience and it's about mitigation - not just about reconstructing like for like. I can't give you promises, but I am confident that we're on the same page as our Federal Colleagues and can hopefully see some movement to a simpler, fairer system. Whilst like you, I welcome the decision today by the State Government to fund their contribution to your plant and equipment costs for that 2013/14 year, the fight hasn't stopped in terms or making sure we get the remaining $8 million, from our Federal colleagues.

It would have been remiss of me to be in the Nation’s capital and not be highlighting the infrastructure investment opportunities in Queensland. By the end of the trip, I am sure the Federal Ministers were sick of hearing about Queensland’s priority projects. As a State Member for both the Sunshine Coast and Moreton Bay Regional councils, I have to say, I had a little bit of bias. But I made sure they were also aware of the M1 in Brisbane and down here on the Gold Coast, the Bruce Highway, the Warrego Highway, Projects in Rockhampton, Townsville, Mackay, Cairns, out west and all points in between.

They were also left with no doubt about the investment required in rail, both passenger and freight, throughout the State, the north coastline, the Townsville Port access, the inland rail. I was also encouraged by their imminent investment in regional communities, through the Stronger Regions Fund. I think this investment compliments our Royalties for Regions Program perfectly.

Let me be clear, after an eighteen month infrastructure freeze, Queensland needs investment in our highways and in our rail, and I will fight to get that investment which benefits all of our communities.

If I can turn to industrial relations matters - you are all aware of the industrial relations changes in front of a Parliamentary Committee as we speak. I know just last week, the LGAQ attended one of these hearings, to warn about the risks to Council jobs these changes will bring. I was interested to see analysis by the LGAQ that showed between 2014 and 2016, councils under the single modern award, collectively recorded a 1.61% in job numbers. While the remaining councils collectively recorded a 2.04% decrease. Rest assured our Shadow Minister for Industrial
Relations, Jarrod Bleijie, will continue to fight for a fair and sensible IR System that protects jobs and lets councils get on with delivering good services for their rate payers.

I hope what you take away from today, is that the LNP is unashamedly about jobs and infrastructure investment, especially in our regions where locals are doing it tough. We know that local government's want the same as what we do - local jobs; better roads; better public transport; investment that will help grow your local economies. We want to partner with you to get Queensland moving again. Our door will always be open to your ideas about what we can do to support you, and what we can do to grow this State. Doing nothing is simply not an option.

Our Shadow Cabinet will continue to travel throughout Queensland. Please reach out to them. We are always keen to talk about our plans. We are keen to hear your plans and we're keen to hear the concerns of your rate payers. Finally the LNP will always be unashamedly Pro-Council and will always fight, for empowering local communities. Thank you Ladies and Gentlemen.

Session Chair
Thank you Andrew. Are there any questions from any of the delegates or observers?

Questions from the floor

Question
Cr Matt Burnett, Mayor, Gladstone Regional Council
Thank you for that. Just wondering your position, or the State LNP's position, on the Federal Government's decision not to reimburse Queensland Government for NDRRA?

Response
Mr Andrew Powell MP
Apologies if it wasn't clear Mr Mayor, in my address then. That was one of the primary reasons I was down in Canberra. Making sure the Federal Government knew - we, like the Government, are not happy with what has happened and that they have to address that immediately. Without giving details, I certainly received a very considered response from Ministers Keenan and Nash and I think the message was received. Possibly clearly for the first time! Amazing what a face to face can do - and it's my hope that you will see some movement on that very shortly.

Session Chair

I want to say thank you to Andrew for attending the conference. I remember working with you when you were Minister for Environment and (Mr Andrew Powell: crocodiles and flying foxes if I recall), crocodiles and flying foxes and we're not allowed to sic the crocodiles on the flying foxes.

Greg: Jenny and I said he is one of the most decent nice human beings, so he's....

Mr Andrew Powell: Coming from you that means a lot Greg.

Session Chair: Thanks very much Andrew.
Sponsor Address: Powerlink

Mr Matt Myers
Acting Group Manager Business Planning and Performance
Powerlink

Introduction

Powerlink is another of our very long standing annual conference supporters. Please welcome Powerlink's Acting Group Manager, Business Planning and Performance, Mr Matthew Myers.

Mr Matt Myers

Thank you very much. I'm pleased to be here today, representing Powerlink Queensland at the Local Government Association for 2016. It has been a great few days sharing information, on everything from Powerlink's work in the community, our commitment to safety and our role in enriching peoples lifestyles and the economy in your communities. As a long term sponsor, we view this conference as integral to our positive engagement and relationship building, with Council representatives around the State.

By way of background, I will quickly explain a little about Powerlink, who we are and what we do. Powerlink is a leading Australian provider of high voltage electricity transmission services. Our transmission network is integral. It's an integral part of the Queensland electricity supply system and we have a strong history of connecting customers to the energy they need, providing electricity to almost four million people here in Queensland. For us, working with councils in relation to future planning and development, is critical to do what we do and it helps to ensure we can provide a safe, reliable, cost effective supply of electricity to all of Queensland.

Just as important is Powerlink's role in contributing to a renewable energy economy. Our network will play a key role in delivering a lower carbon future. Our network extends 1,700 kilometres from north of Cairns to the New South Wales border and can be used to transport electricity from renewable generation, to other parts of the country, through the interconnected national electricity market.

I must say, there is a strong interest in new large scale renewable generation across Queensland, with Powerlink currently responding to more than 80 enquiries about potential connections to our network. Six Queensland solar farms recently received Arena Funding (Australian Renewable Energy Agency) and we'll be looking to progress these projects in the near future. Powerlink is well placed to support the development of these energy sources for large scale generators. In some instances, our involvement in these developments will require us to call on our strong working relationships with councils around the State.

Throughout 2016, Powerlink has been proud to support local Queensland communities, through our equipment sponsorship with the SES. This partnership has seen us donate $50,000 worth of much needed equipment to SES groups and is part of a joint sponsorship with Ergon Energy and Energex. With storm season about to start, having local communities prepared for natural emergencies is vital. We hope this new equipment will help play some role, in helping local communities respond to Queensland’s sometimes destructive weather.

We would be keen to hear from you with any questions you've got. Or if you are seeking more information about Powerlink, please visit us at our stand. Thank you again for letting us join you in 2016 and for your time today. Much appreciated.
Presidential Candidate Speeches
Cr Mark Jamieson, Mayor, Sunshine Coast Council
Cr Ray Brown, Western Downs Regional Council

Session Chair

As I said earlier this morning we're both an ASIC Company, but also more importantly in this instance, a registered industrial organisation and there are very strict rules about elections and the supervision. Apart from anything we do in here, the Registrar, the AIRC has had a hand in these proceedings as well.

If I could call Mark Jamieson please?

Cr Mark Jamieson, Mayor, Sunshine Coast Council

Ladies and Gentlemen, I would like to commence by acknowledging the Traditional owners of the land on which we gather, the Yugumbir people and pay my respects to their Elders both past and present. I would also like to acknowledge my fellow member of the LGAQ Policy Executive and the LGA staff - in particular my fellow Board Members, Acting President Jenny Hill and Cr Ray Brown. Importantly, acknowledge each of you - the mayors, Deputy mayors and councillors of the great State of Queensland.

It's a tremendous honour for me to be here today, and I seek your support for the role of President of the Local Government Association of Queensland. An organisation with a long and proud history, with over a century of representation and I look forward to continuing this into the future. Whether that be as a current member of the Policy Executive, or a member of the Board, or indeed as the President of the LGAQ subject to your vote today.

You'll be familiar with the saying 'If you want something done, give it to a busy person'. When I decided to put my name forward in May of this year, I did not do so lightly. Nor did I do so without a clear intention of making a full commitment. Yes, I like 76 others in the room, am a Mayor and indeed a Mayor of a large Council with a comprehensive and progressive agenda. But I'm also supported by a very competent and supportive Deputy Mayor, a committed group of Councillors and a professional and capable Executive Team - who combined, stand as one in support of my nomination.

I've every confidence they will continue to progress our Council's key initiatives with great vigour, whilst supporting the broader LGAQ community financially, professionally and politically. To this end I acknowledge our Deputy Mayor Tim Dwyer and our Chief Executive Michael Whittaker who are both here today.

Now those of you who know me well, will know that I have a significant capacity for work and a good understanding of contemporary leadership. Colleagues, effective leadership is not about time, in fact it's more about timing and indeed about interpreting the future in the present. It's also about energy, capacity and will. It's about charting a collaborative course that achieves success and the desired outcomes for our association.

I assure you I am well able, to balance multiple commitments at any one time, as I have demonstrated in my life in the past. Whether that's been as a player or coach in rugby league, working for over thirty years in Senior Executive roles in media throughout Queensland, or as a mature age student studying through distance education, whilst trying to build my career as the Mayor of a community of 300,000, or most importantly to me, being able to remain a good husband and great father. I know I can achieve my goals, by helping you achieve yours.

Councillors, it will be no different if you elect me as President of our LGAQ today. I thrive on the challenges that come with shaping an organisation and working with people to achieve results and I have a long track record of achievement in this space.

As I said at the outset, our LGAQ has stood the test of time. It's an organisation I'm proud to be associated with and honoured to contribute to. It does some outstanding work, but it cannot stand still. Nor can it rely on continuing to
approach the role in the same way that it has always done. It needs to do more in the areas that matter most to us. Like how we improve the future productivity of our councils, through the advocating for a more competitive industrial relations regime and how we achieve greater financial sustainability. Like how our regions connect with new markets, access the digital economy and connect with one another - which helps also to bolster our sustainability in the global environment. How we capture new opportunities to address our traditional challenges like roads and infrastructure funding, and how we can foster stronger Indigenous councils and develop opportunities for the future of their communities.

The LGAQ can be better engaged with our constituency, to confront the changing environment that local government is experiencing, our LGAQ needs more than just a new face as the President.

Mayors and councillors remember, if nothing changes, then nothing changes. I invite you to see me as an agent of renewal, the start of the next chapter and a person who is fiercely independent, with no political party allegiances. I’ve the ability to work across the political divide with whomever may be in power at a State or Federal level.

What I offer is a ‘Strong Committed Leader’ who listens and is always focussed on opportunities and the results that they deliver. A fresh collaborative approach to councils, on the issues that will shape the future prosperity of all of our communities! Someone at the helm, who recognises the ‘Cookie Cutter Approach’ for local government, doesn’t work. I know it from my own personal experience and I know you will as well.

I've grown up, lived, worked, married and raised a family in regional communities, right across Queensland. I’ve called Springsure, Hervey Bay, Maryborough, Toowoomba, Rockhampton, Caloundra and Buderim home. In many of these communities, I’ve worked closely with councils and assisted to publicly advocate and promote their areas of interest. In the last few months I've visited many of your communities, from the Torres Strait, to Mt Isa and Burketown, and from Cairns to the Gold Coast. I'm looking forward to the opportunity to visit each of you and meet with your community. That is what I do. Engage directly, seek advice, understand your objectives and see how we cannot only do good, but do better.

Ladies and Gentlemen, many people do not fully appreciate, the Council is often the body that brings communities together and generates the opportunities for the future. I would suggest that at times, this is indeed, not well understood by the State and Federal Government levels. If they did we would not have the continual struggle over things like, a fairer share of taxation revenue, or certainly over disaster relief arrangements.

As your voice on the LGAQ, I thank you for your encouragement and I seek your support this afternoon. Thank you very much.

Session Chair
If I could ask Ray Brown now to come to the Lectern

Cr Ray Brown, Western Downs Regional Council

Madam Chair, fellow councillors, Delegates - I too acknowledge the land on which we leave our footsteps today and thank them for their part of our country.

I am here today, to not only show my pride and passion in the Local Government Association of Queensland, but to show to you, that I can listen and I can deliver the outcomes that will maintain and continue to be a strong driver for local councils in Queensland.

This time last year, I deliberately announced that I would resign from being a Mayor and I will put my hand up to run as President for the Local Government Association, to represent the 77 councils of Queensland. I informed my community before I went to the election this year that this was the choice that I was attempting to do, if given the opportunity by you. So my community knew about it, my Council has supported me and I thank them greatly for that.
I'm 54 years young and I want to make sure that we continue, to have a wonderful local government family that drives Queensland. It's not just what the Local Government Association can do for you in representation, we actually need to run several entities that help contribute, to make sure your membership and subscriptions don't go through the roof. I have made a big point of this over the last (this is now my second term on the Board of Directors and on the Executive), to make sure these entities are run to the capacity, to fulfil the needs of you our councils.

This is what we have to look after in Queensland. When you look at that and when you see the large numbers there, we still have to deliver a balanced budget - every Council! The arguments about depreciation - why aren't the State depreciating things, why aren't the Federal Government depreciating things, but Local councils do. So when you see those sorts of numbers up there, you realise how important local government is to Queensland. It's all of Queensland. It's not just the South East corner where the large populations are. We heard this morning the enormous growth the Deputy Premier is predicting ahead of us. It is a huge State, the State of Queensland.

The big issue - very glad to hear this morning, particularly in relation to NDRRA. Being somebody that has been through the mill over many, many, years of trying to get funding for your communities - It is crucial. Now it is our job to support the State, to make sure the $1.1 billion actually comes back to Queensland. So it is our job to put pressure on our Federal Government, because local government (even though we are a love child of the State), we have our responsibility to our community and through the Federal Government.

The funding is a huge thing. Financial Assistance Grants have a huge impact on smaller councils and isolated and remote councils. It is a crucial revenue stream that needs to be addressed. The methodology itself - is it correct, should it be adjusted? It certainly should be reviewed. When 83% of all tax collection goes to ‘Capital Hill’ in Canberra, 13% George St in Brisbane and between three and four percent goes to local government - it is very hard when local governments have to deliver 80% of the services.

There's 125 taxes in Australia.
- 99 - Federal
- 25 - State
- 1 - Local Government. It's called rates and it's sectional. It is only on those that actually own land.

So if we're going to deliver legacy projects (particularly in water and sewerage), we need to maintain and get funding to deliver for regional, remote and also our big cities, in funding.

I've heard a lot during this conference on telecommunications. Wonderful to hear that over 99% of the population of Australia has access to mobile phones. Well I can tell you what - that is not the percentage of the area of Queensland that has access to mobile phones or NBN Networks. This is crucial for the development of all industries, whether it's agriculture, tourism. But if we wish to move and change and move into the centuries ahead, we need to have this great update.

The Coastal Adaptation Plan - this is a key thing. There have been a lot of sceptics in relation to climate change. Address it, get over it and move on. Let's make sure that we can keep a sustainable future for Queensland. The grants are there to utilise and I ask councils to make sure you use those grants, to look after your communities. We've got to make sure that we are not hindered by minority groups that are stopping development. We actually need to work with them, to get a sustainable development, particularly in relation to tourism.

Roads and Water
The roads and water infrastructure is not only the funding that goes to it, it must be maintained. We've heard discussions in relation to things like the new electric cars. That's fine - we pay a fuel excise, thirty eight odd cents in the dollar. Very little of that actually comes back to roads. When we have electric cars, do you think they are going to pay their fuel excise? But they'll want the road to drive on. So how are we going to, in the future, fund those roads?

These are the key issues ahead and as President, I wish to bring them to the forefront very quickly, before we have an incident in relation to the electricity issues, which has come about by renewable energy. I'm extremely optimistic in
relation to Lynham’s comments about new dams for Queensland. The energy sector, mining sector, all need to be looked at, because it's alright to have certified, fully qualified people with certificates, but it's important that they have jobs. Housing issues need to be addressed, the environment.

But what I put to you is, don't ever feel isolated. The LGAQ is a mechanism to voice your Council and I'm asking you to support me, to support you. Thank you.

Announcement of new LGAQ President

Ladies and Gentlemen, in my capacity as the Returning Officer for the Local Government Association of Queensland, it is my pleasure to announce that Councillor Mark Jamieson has been elected the President of the LGAQ.

Mark carries two hats in that role. In a constitutional sense, he is President of the LGAQ and he is Chair of the Board of LGAQ Limited. By convention the Acting President or the President, whoever that may be, carries through to the end of the conference and Cr Jamieson takes on that role from 4.00pm this afternoon, or whenever we finish.

Sponsor Address: Queensland Treasury Corporation
Ms Diana Lollato
Executive Director
Queensland Treasury Corporation

Introduction

I mention each year how much councils and the LGAQ value their relationship with Queensland Treasury Corporation. The QTC provides a broad range of support to local government and part of that support is its active involvement in the Annual Conference. Could you please welcome the Executive Director of QTC's Local Government Advisory Team, Diana Lollato.

Ms Diana Lollato, Queensland Treasury Corporation

Good afternoon everybody. I'd just like to start by congratulating Mark Jamieson, on your new role as President and Chair of LGAQ. I look forward to working with you over your term.

A big thank you to LGAQ for organising such a wonderful event and for their ongoing commitment and support to the local government sector - QTC values its relationship with LGAQ and we've had a long standing partnership and we are delighted to be sponsors of this event.

This is my first LGAQ conference and before I came, my team gave me a bit of a heads up on... kind of what to expect. I'd have to say, you've exceeded all my expectations. Last night was amazing, the quality of the speakers are just so inspiring. It just made me sit back and think 'Wow', it's really great to be part of this 'local government Family'.

It was also a great opportunity for me to spend some time with all of you. I've met some amazing people over the last day and a half, and it's just lovely to hear all the stories. Those stories are everything from challenges that you are all facing, to how you are dealing with some of those challenges, how you are thinking outside the square and also, all the wonderful things that you are doing for your communities.

For those that I haven't met and I'm sure there's lots of you out there, my name is Diana Lollato and lots of people have issues calling me Diana so, I am very happy for people to just call me Di or Dee.

It's always nice I think to know a little bit about the person on the stage. So just a little bit about me! I've been with QTC for two years, almost to the day. I've worked my whole career in banking. I've been in financial markets for banks, both in Australia and offshore. About two years ago I was lucky enough to get a job with QTC. So I pushed myself
completely outside my comfort zone, kind of grasped the change, tried to convince my family (and successfully did that) and actually moved from Sydney to Brisbane.

So I had my own disruption, my own 'New World Order' and I'm sure that we're all facing some of those things on a daily basis. I'm pleased to say that I haven't looked back. It's just been a fantastic experience. I will mention though, I haven't traded in the blue jersey yet, but give me a few years and I might.

QTC has also gone through a significant amount of change and transformation, over the two years that I've been there. It was part of this process - I was delighted when Philip Noble asked me to actually lead, the Local Government Client Advisory Business. It's something that is quite foreign, because I've really not had a lot to do with local government. But in the three months that I've been in the role, everyone's been just so wonderful and sharing so many of their experiences. It's been a really nice challenge.

So the Advisory Team has been set up with client needs in mind. We've done quite a lot of work around getting people with lots of different skills, capabilities and experience. Together we hope that we can actually bring some value to your business and some value to your communities.

We can provide independent advice, for your projects and business decisions and to help you find more efficient and better ways, to deliver your services and infrastructure.

In addition, we've done a lot of work around our culture and a lot of work around our organisational design. The purpose of that is really, to make sure we're all flexible in our job and able to adapt to change very, very, quickly. I think a lot of the messages that we've heard over the last day or so, is that we need to be connected, we need to be resilient, we need to be able adapt. So we've tried to ensure that, we start to instil some of those behaviours and beliefs in our own business.

I have some of my team here today and they're a great team. If you haven't met any of them, we've got a booth just out the front - I think it's five and six - we've got a coffee machine there, so always happy to have a coffee with you. So feel free to come along. We're always happy to hear about your plans for next year and anything that you may need some help with.

On a final note, just a quick plug - LGAQ and QTC have joined together in a partnership again, for the fifth Annual Local Government Financing Summit, which will be held in Cairns next year at the end of March. This will be a two day event, where we'll have a whole bunch of educational workshops which, I think, you will get lots of benefit from - as well as some amazing speakers. So put it in your diaries. You will see a date saver come through shortly and it will be great to see you up there.

So thank you for your time. I really look forward to catching up with as many of you as possible and enjoy the rest of the conference.