As a membership based organisation, our Annual Report is an important way for us to communicate our activities during the 2018-19 financial year.

We are dedicated to promoting the value of councils as the level of government closest to the community. We have been advising, supporting and representing local councils since 1896, aiding them to improve their operations and strengthen relationships with their communities.

We do this by:

- Connecting them to people and places that count
- Supporting their drive to innovate and improve service delivery through smart services and sustainable solutions
- Assisting them to achieve community, professional and political excellence

As a membership based organisation, our Annual Report is an important way for us to communicate our activities during the 2018-19 financial year.
Queensland Councils

77 Councils in Queensland
579 Queensland Councillors
41,829 Council Employees
294 Occupations

Community Investment

$121 Billion worth of infrastructure
$37 Billion in waste water
$9.7 Billion spent providing services to communities
26 Million visitors & tourists

Services Delivered

1.7 Million Tonnes house holds with recycling services
3,000 Community houses managed
250 Swimming pools
30,000 Food Business
30,000 Art galleries
30,000 Festivals

Infrastructure managed

153,000 km Local roads
2,800 Bridges
76,000 km water & sewer mains
314 water treatment plants
53,000 Hectares parks and playgrounds

at a glance.
Mayor Mark Jamieson
LGAQ President

It truly has been an extraordinary year for local councils in Queensland, a time that has been marked by punishing natural disasters and the integrity and accountability tests thrown up by the Palaszczuk Government’s approach to implementing changes in the wake of the Crime and Corruption Commission’s Belcarra investigation.

But responding to these extraordinary times are not what councils are usually about or strive to achieve every day. Local councils around Australia collect just 3 percent of the nation’s tax revenue but manage to look after 33 percent of all public infrastructure—the libraries that educate our kids, the roads that get our tradies from job to job, the parks and gardens that contribute to healthy lifestyles.

Councils have been trying to preserve and improve the services they provide to their communities at a time when other levels of government have shown differing attitudes to their role in investing in regional infrastructure.

That is the unique feature of local government. Its connection with the community it represents is not replicated at a state or federal level. As such it is a force for good in this State.

And that connection is manifested in how readily Queenslanders express trust in their local council.

Local government has maintained its levels of trust in the public eye because, by and large, local communities think their council is doing a good job in the areas that matter to them.

The challenge for councils looking to the future is how to build on that trust. Councils could just take the road of least resistance and continue to pick the rubbish up on time, fix the potholes, maintain the libraries and mow the grass on the sporting fields. Chances are that approach will not erode public trust.

But we need to do more than the basics to maintain the support of our communities. That is where the LGAQ comes in. Our job is to help councils do the best they can for their communities. Here is how we did it over the past 12 months.
However, these achievements have not detracted from our main task of ensuring the interests of local councils and their communities are heard by other spheres of government in Canberra and Brisbane. The LGAQ’s seven-point policy plan for the May federal election and its associated campaign was the highlight of a busy year in advocacy, which also included the sector’s response to the rollout of significant waste management reforms and the ongoing impact of the so-called Belcarra reforms on integrity and accountability.

Over the past 12 months the ways in which the LGAQ is able to assist its member councils has expanded in both scale and scope. These service offerings are the product of the LGAQ’s mantra of Connect. Innovate. Achieve.

This year will be remembered as one in which many councils realised the economic potential of data analytics. The team at LG Sherlock now has a range of tools geared to ensuring councils operate as efficiently as possible, from Waste Detective to Fuel Detective and the promise of more to come in the future. The Jadu web services platform offers our members flexibility and responsiveness in presenting themselves and their services to the community. These success stories will soon be joined by others as the LGAQ strives to ensure councils understand the power of data and analytics.
Belcarra

Protecting councils' interests in the local government reform agenda which the Queensland Government has pursued in response to the CCC's Belcarra and related investigations was a major priority for the LGAQ in 2018-19. The LGAQ has long recognised the need for increased transparency and accountability in local government and supported implementation of the vast majority of Belcarra recommendations. The LGAQ stepped up to the challenge presented by the Belcarra investigation and, working with Queensland's councils, came up with an appropriate and constructive response – Beyond Belcarra, proposed reforms that went further than even the CCC was prepared to do. The LGAQ did this to demonstrate the local government sector's commitment to transparency, accountability and the integrity of the local government system.

However, the LGAQ was vigilant in calling out the Government on proposed changes which were not recommended by the CCC in its Belcarra Report, nor were they recommended in the Soorley review of the 2016 local government elections. In response to the Government’s controversial proposed changes to the voting system for local government, the LGAQ launched a vocal social media campaign #HandsOffMyCouncil, backed up by sustained advocacy, and called a Special General Meeting of the LGAQ membership in Brisbane on 2 April 2019.

As a result of these efforts, the Government dropped some proposals (e.g. dual candidacy for mayor and councillor), modified some (e.g. no compulsory preferential voting for councillor elections in undivided councils) and postponed others to allow further consultation (e.g. proportional representation, public funding and expenditure caps).

The timing of the 2019 Elected Member Update sessions enabled the LGAQ to update members promptly on Belcarra related developments as they occurred and seek member feedback to refine our positions.

The LGAQ also established a Local Government Legislation Reference Group consisting of several council CEOs as an effective mechanism to advise the Department on practical implications of reforms under consideration. The Group helped develop the LGAQ’s submission on the Local Government Electoral (Implementing Stage 2 of Belcarra) and Other Legislation Amendment Bill 2019 introduced into Parliament on 1 May 2019 and comments on associated regulation changes. Without the practical support of this Group, the LGAQ would not have gotten the traction we got.

Social media campaigns

Facebook and Instagram reached 5 million people, with nearly 145,000 views of our video material.

On Twitter, we reached nearly 2 million people.
Big changes in waste

The biggest change in waste management in Queensland in decades came in February 2019, when the Queensland Parliament passed the Waste Reduction and Recycling (Waste Levy) and Other Legislation Amendment Bill 2018.

Determined advocacy by the LGAQ, culminating in an appearance before the relevant parliamentary committee in October 2018, drove significant improvements to the legislation. These included a common-sense deferral of the introduction of the waste levy until 1 July 2019, having the levy align with financial years and exempting dredge spoil and serious local events not declared disaster under the Disaster Management Act 2003.

- A three-year waste levy moratorium on council road scrapings for non-SEQ councils;
- Self-haul waste eligible for advance payment; and
- $6 million for a regional recycling transport assistance program;
- Public parks, litter bins, street sweeping and open space eligible for advance payment.

Other local government sector wins included:

Since the levy was first flagged in 2018, the LGAQ worked to hold the Palaszczuk Government to its commitment “that Queensland families will not face the cost of this levy” and that domestic waste would be offset by advance payments to councils. We supported the Government’s commitment that “70% of revenue raised from the levy would go back to councils, the waste industry, scheme start-up, and environmental programs”. This is a much better outcome than that suffered by councils interstate. garding revenue raised by the levy.

However, we continue to argue that all waste levy funds should be fully returned to resource recovery and recycling initiatives focusing on incentives for solutions for problem waste streams and local recyclable material; education campaigns; infrastructure upgrades, research and local innovative product development; and illegal dumping and legacy landfills.
The Impact of drought

Drought response was a challenging issue for the LGAQ throughout the year, and the Association worked hard to ensure its effects on local communities were well understood by decision makers in federal and state government.

Following a formal resolution at the LGAQ’s Annual Conference in October 2018, the Association made two submissions to the National Joint Agency Drought Taskforce. It called on the Federal and State Governments to adopt a whole-of-government approach to managing the impacts of drought. We argued that, while sustaining farm businesses is an essential component of Australia’s national drought strategy, policy settings and programs to sustain local communities and their economies were also required to effectively combat the impact of drought.

Drought needs to be integrated into Queensland’s existing disaster management arrangements, thereby enabling a systematic approach by all levels of government in preparing for and managing drought.

Following on from these submissions, the LGAQ convened five drought workshops across Queensland to discuss with councils the specific initiatives that would be effective in supporting communities and non-farm businesses in preparing for and managing drought. Based on the outcomes of these workshops, the LGAQ has prepared an Eight Point Action Plan on Drought that will form the basis of future advocacy efforts. These efforts will focus on ensuring local government is recognised as an essential partner in preparing for and managing drought; increasing support and funding for all drought-affected businesses; and making a sustained and increased investment in natural resource management and regional economic development to ensure the long-term sustainability and prosperity of our regions.

This LGAQ Drought Action Plan makes it clear that when it comes to impacts on our communities, economy and environment, the distinction between severe drought and natural disasters such as floods and cyclones can be artificial.
Federal election strategy gets results

Through this year, the LGAQ was a national leader in advocating for drought policy and programs that recognise drought's effects not just on farm businesses but also on entire communities.

Drought response formed a key plank of our 2019 federal election campaign, along with improved funding for indigenous housing, national leadership on waste management and genuine policy commitments to protecting the Great Barrier Reef.

Planning for the campaign began early in 2018. At every opportunity ROC meetings, elected member updates and annual conference, we consulted members on election priorities, and created content that would feed the campaign. At annual conference in October, we recorded videos of members speaking on these issues. We also briefed MPs, senators and their advisors, putting the LGAQ in a strong position heading into the election year.

A special LGAQ campaign team created targeted communication material, including a printed reader-friendly summary supported by detailed information available on a dedicated webpage.

The push to restore Financial Assistance Grants to at least one percent of Commonwealth taxation revenue was also a core election priority in both the LGAQ and ALGA election campaigns. Our appeal to members to back this push resulted in more than 68 percent of councils in Queensland passing a formal resolution supporting the campaign, providing a strong base for negotiation with the incoming government.

During the campaign proper, the LGAQ rolled out a series of Local Community Report Cards on the parties’ performance regarding our 7 Point election policy plan. This was a different take on previous strategies of producing a single report card at the end of the campaign. It succeeded in leveraging the parties into addressing the LGAQ’s priorities throughout the campaign and, in the end, produced firm commitments.

For example, soon after the first report card was circulated, parties immediately engaged with the LGAQ’s campaign team. This opened the door to more discussions with the parties, eventually producing commitments on the priorities we were pursuing. The final Report Card referenced formal responses received from four of the parties and was released on 15 May.

The movement of overall commitments against the 7 Point Plan can be seen below:

The report cards featured a panel of seven mayors who could speak to the priorities on behalf of all Queensland communities. Several of the mayors recorded longer form videos on priority issues within the 7 Point Plan such as disaster mitigation, road safety and the Great Barrier Reef; these recordings supplemented the videos previously recorded on indigenous housing, Financial Assistance Grants and infrastructure.

The LGAQ used the videos extensively on social media, including paid posts on Facebook to target marginal seats and key issues. Organic posts across Facebook, Twitter and LinkedIn supported the broader messaging. Short animated clips also highlighted the report card scores for each party.

In total 514,026 people were reached in our social media campaign.
Progress on indigenous housing

The LGAQ’s comprehensive #DontWalkAway campaign delivered for Queensland’s Aboriginal and Torres Strait Islander councils.

Federal Government committed

$105 million to the construction of housing in remote and discrete First Nation communities.

While it was not the 10-year funding commitment sought by councils, the move was a significant improvement on the Government’s initial plan to withdraw completely from its long-running Remote Housing Strategy with the state.

Councils continue to address overcrowding in their communities whilst employing and upskilling local people.

This funding will allow councils to continue to address overcrowding in their communities whilst employing and upskilling local people. In acknowledging the funding, the LGAQ and councils have indicated to the government that our push for ongoing funding will continue in order to address the continuing and serious Closing the Gap issues in these communities.
QUEENSLAND
INDIGENOUS
WASTE STRATEGY

A win for indigenous councils was the LGAQ’s success in attracting $210,000 to develop a Queensland Indigenous Waste Strategy.

This strategy recognises that indigenous communities need a different approach to waste management to manage specific challenges. All councils across Queensland are responsible for the day to day management of waste generated by the communities they serve. All have the same goal of tackling the ever-increasing amount and diversity of waste streams efficiently and effectively.

However, indigenous councils have unique challenges, to do with their size, location, isolation and cultural differences. Whether related to bulk scrap metal and car bodies or landfill management, these challenges are real and need sustainable waste solutions.

Other challenges revolve around managing external contractors, lack of economies of scale, freight costs, budgets, biosecurity issues and the legacy issues from decades of inaction in some places.

But there are also many waste management opportunities available to some councils including the Container Refund Scheme (CRS) and the benefits of regional co-operation and contracting.

All these factors will form the basis of a situation analysis of where these communities are placed, while the development of the Queensland Indigenous Waste Strategy will document how they want to be moving forward.

The situation analysis report is due in mid October with a draft strategy by December this year. Stage two of the strategy will involve the development of regional plans that will focus on the specific needs, priorities and opportunities for these communities. This is the first time all indigenous councils have been reviewed at the same time and provides a basis upon which to build fit for purpose local solutions to enhance social, environmental and economic outcomes leading to new employment opportunities for these communities.

GETTING ROAD
TRANSPORT RIGHT

The LGAQ’s Project Manager – Heavy Vehicle Access continued to keep local government road managers up to date on key opportunities and initiatives in the heavy vehicle access landscape.

The LGAQ approach in encouraging a collective effort by Queensland councils in responding to heavy vehicle access initiatives, has been recognised in this review and other States are now being encouraged to follow its example.

Achievements over the last year include:

Queensland becoming the only State to have all councils consent to a special purpose vehicle notice following collaboration with the Crane Industry Council of Australia and the National Heavy Vehicle Regulator.

All Queensland councils providing consent to the B-double Notice;

All Queensland councils providing access under pre-approval for new Australian Defence Force vehicles using depots and training facilities;

Increased pre-approvals for all classes of vehicles, saving council and transport operators time; and

Queensland local government represented during the federal Oversize Overmass Review.
The LGAQ helped councils ensure they drove improved water quality in the Great Barrier Reef, convincing the State Government to fund a wastewater stewardship initiative as part of the first stage of the Great Barrier Reef’s Major Integrated Projects program.

The project delivers Reef councils a package of alternative options for improving water quality from sewage treatment plants and avoiding expensive tertiary treatment. It will evaluate a range of wastewater treatment alternatives and partner with local governments to identify suitable sites for trials and implementation.

The LGAQ will continue its advocacy to secure an additional investment in the Great Barrier Reef of $57 million over seven years, to deliver three new initiatives in its Reef Councils Major Rescue Plan.

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The award-winning QCoast2100 program built on previous successes, with 32 coastal councils received financial and technical support to complete strategies to adapt to climate hazards.

Douglas Shire Council was recognised as the first local government to finalise and adopt its plan in May 2019.

The Queensland Climate Resilient Councils program also succeeded in building councils’ capability to take action to respond to a changing climate in a strategic, cost efficient and effective way.

More than 50 percent of Queensland councils take part in the program, which provides them in-house briefings with specialists on the implications of climate risks to councils and community interests; detailed resources for governance assessments to support best practice decision making; and a framework for climate risk management.

Caring for the reef

Building climate resilience

32 coastal councils receiving support to complete their hazard adaption strategies.

More than 50% of Queensland councils are pursuing climate resilience program.
On the latest available figures, local governments in Queensland invest $260 million a year in natural resource management to encourage biodiversity, control invasive plants and pests and better care for the State’s river catchments. This makes councils the State’s biggest principal investor in natural resource management. An LGAQ review of NRM arrangements put councils in better shape to access existing funding, realise efficiencies and improve the delivery of outcomes from this core local government responsibility for Queensland communities.

NRM funding is now focussed on regionally based programs that often exclude local government. Despite this, local councils have delivered some effective NRM programs such as:

- The redevelopment of Small Creek in the Ipswich suburb of Raceview from a concrete channel to a living waterway.
- The Naturally GC program on the Gold Coast, which connects residents and visitors with the city’s natural environment through activities like bush walks and tree planting.
- The State through the Department of Natural Resources and Energy award $27 million in NRM grants in 2018, while the Federal Government is spending $450 million over five years to support the delivery of NRM.

Local government has become the principal investor in NRM in Queensland Investing $260m a year
Trade and Investment

The mission reinforced a strong message about Queensland’s interest in being smarter and wanting to adopt world’s best practice. It worked to change international perception about Queensland and put us on the map for innovation. The ‘hunting in packs’ strategy delegates followed is certainly paying off.

It is too early to assess significant outcomes from the mission, and we are continuing to encourage all those who participated to work hard on their follow up as a certain degree of trust must be established before further business can be done.

The Taiwan Mission

Councils are key players in establishing economic partnerships. A vital source of local intelligence, they promote and support external investment in their regions as a means of diversing business and employment growth. They provide a strong link between overseas investors and the local community. The LGAQ-led Taiwan Mission in March 2019 – the largest ever delegation from Queensland to Taiwan – was judged a roaring success, with the scale and diversity of the representation, across several different sectors and all three levels of government, seeing it stand out at the event.

The mission provided opportunities for participants they would not normally have accessed, such as meeting key stakeholders in the market, making connections for future opportunities and opening the door for further relations and partnerships. Participants were also able to benchmark themselves against what is happening in other countries – not only in Taiwan but around the world – in relation to smart cities policy and practice and trade and investment generally.

This overseas mission was a first for the LGAQ to work in collaboration with TIQ and Austrade, and we believe that the message of the three tiers of government working together also conveys an unequivocal representation of our united approach.

Outcomes

$1 million investment by the Taiwan Government and a major company to do a ‘Proof of Concept’ project within two Queensland councils.

One of Taiwan’s largest companies is looking to establish a production facility and head office in Queensland.

Strong interest in whether the benefits of the Taiwan Indigenous Currency and Blockchain initiative can be repeated in Queensland.

Key lessons in leading local businesses on a trade and investment mission.

LGAQ-led delegation to the World Foreign Direct Investment Forum

The World Forum for Foreign Direct Investment coming to Australia in June 2019 was a once in a lifetime opportunity for Queensland investment promotion stakeholders to participate and learn from the best.

The event brought together global leaders and executives, as well as friends and partners from around the world, to network and discuss the most pressing issues facing economies everywhere. Topics included workforce development and talent retention, agribusiness and agritech.

The value of partnerships and collaboration was the key message from the mission.

The event saw more than 400 delegates from 39 countries converge on Sydney.

Having a trade and investment mentor is a pioneering move for the LGAQ and after nine months we have learnt a great deal, not just about delivering a successful program but more importantly about what local government is doing in the trade and investment space. The local government sector is working well with Trade and Investment Queensland and we hope to see further collaboration to maximise these positive outcomes for the communities of Queensland and Australia.
The positive promotion of local government was a central focus of the Better Councils, Better Communities public relations campaign and this year significant investment continued with the Proud to be your Council initiative.

We invested $1.8m across different media channels to promote the good work of councils.

- FACEBOOK campaigns reached 871,375 users
- INSTAGRAM drove 102,143 campaign video views
- TV catch up TV in-stream video ads delivered 724,059 impressions to 171,320 people.
- YOUTUBE drove cost effective brand awareness, with 2,266,303 impressions

Pleasingly many councils looked to augment the campaign at the local level with some notable efforts highlighting the commitment of local officers to their community and efforts to showcase the diversity of work that councils do for the benefit of the community.

The Association’s inaugural and well attended LGx event was held in October 2018. This event recognised the important role that council media, digital and communication teams play and was aimed at strengthening the networks between these individuals.

It remains a fact that when added together the number of council officers employed in communication roles makes it arguably the largest newsroom in the state, with a regional presence that is unsurpassed. The Association is committed to supporting these officers through the development of syndicated content, development of new tools and resources and providing professional development opportunities – as well as scheduling a second LGx event in 2019.
CEO induction program

The LGAQ knows that CEOs are the linchpin of council success and seeks to provide them with the knowledge and services to do their job from day one. We offer newly appointed council CEOs the opportunity to visit Local Government House in Newstead for a comprehensive induction into both the sector and the Association.

We program a full day’s worth of meetings with key experts and service providers, aligning with the member council’s current and future needs. The day is the perfect opportunity for new CEOs to gain insights, connect to local government expertise and arm themselves with a toolkit to kickstart them in their new role.

Eight new CEOs attended induction days in 2018/19

“It was a productive day and it’s encouraging that I have support ‘on tap’”. Mitchell Murphy, Longreach

“Fantastic to have the opportunity to meet everyone and have dedicated time” and “lots of information for me to digest but I picked up a number of gems that will help me no end at this early stage”. Steven Boxall, Barcaldine
Local government workforce of the future

In December 2018, the LGAQ released its groundbreaking Local Government Workforce and Future Skills Report. The report followed on from earlier LGAQ research confirming that the next two decades of work will be shaped by technological advances, digital connectivity, globalisation, an ageing workforce and changing economic structures.

This was expected to lead to the restructuring of labour markets throughout Australia, including local government.

As well as producing the most comprehensive profile ever of the local government workforce in Queensland, the report examines the likely implications of these megatrends on the current and future skill needs of the sector and provides a blueprint for improving future workforce capability and capacity.

The blueprint proposes strategies for councils individually as well as at an industry and even national level. The report has been well received by the State and Federal governments, with the LGAQ already advancing a number of the strategies.

For the first time in history there are five generations in the workforce.
Queensland’s next big infrastructure challenge is all about water

The State’s dispersed population means public water and sewerage utilities are obliged to service relatively few customers (compared with urban areas) across multiple regional communities. Council service providers maintain over 370 public supplies, 88 percent of which are potable, some up to 100 km apart. Two thirds of these potable water services supply towns with fewer than 1000 residents, with half servicing fewer than 500 people.

Council providers maintain

- 370 Public supplies
- 88 percent are potable
- up to 100km apart
- 2/3 supply to towns fewer than 1000 residents

The Queensland Water Regional Alliances Program (QWRAP) exists to assist councils explore alternative regional approaches to their business considering the different challenges and opportunities affecting each area. QWRAP has been encouraging regional collaboration among water service providers since September 2011.

Thirty councils currently participate in the program through five groups covering 55 percent of the State’s land area and 21 percent of the State’s population, or more than 200 communities outside of southeast Queensland. Three ‘emerging regions’ have begun discussions on potential collaboration opportunities.

The program and regional initiatives has attracted more than $7m in State Government support.

During 2018/19, QWRAP won two Queensland awards (from the Australian Water Association and Institute of Public Works Engineering Australasia - IPWEA) in 2018 and in both cases was short listed as the State nominee for national awards.

Participating councils, LGAQ and qldwater have contributed more in financial and in-kind contributions. The program has not only improved the safety, security and sustainability of Queensland’s public water and sewerage services but also paid dividends for participating councils through savings on projects funded through QWRAP.

An independent review by Deloitte Access Economics in 2018 estimated that the widespread benefits from QWRAP are at least 2:1.
Web services

The power of collaboration was on show this year as the LGAQ matched one of the world’s leading digital services providers with one of Australia’s most remote places to deliver better council services for the community.

Without an easy-to-use, easy-to-understand website, councils risk failing residents, local businesses, visitors and employees, all of whom expect seamless transactions and advice online.

Even a place as small and remote as the Northern Peninsula Area in Cape York (NPARC) can realise benefits from improving their digital services. NPARC was the very first indigenous council to enlist the services of UK-based Jadu to transform its digital presence.

Jadu’s out-of-the-box functionality and versatility allowed the LGAQ to help NPARC move all their ferry bookings and camping permit applications online.

The LGAQ is helping more than 40 member councils make the jump to Jadu from their old digital platform.

Councils know that when residents and visitors deal with them, they expect the same web no-fuss, efficient experience as they would with a bank, airline or global retailer.

100 council websites will migrate, to this world’s best practice platform.

Further strengthening the service has been the welcome addition of two new councils, and expressions of interest from several others. This represents a further significant vote of confidence in the quality and capabilities that these new digital tools will bring to local government in Queensland.

Power of data

This year marked a step change among Queensland councils in their understanding of how data analytics could produce dramatic improvements in efficiency and open up new insights into how they service their communities. The LGAQ’s Big Data initiative, dubbed LG Sherlock, powerd ahead with the development of its Energy Detective product, which uses analytics to quickly and simply inform councils about their energy usage and identify where savings can be made.

One Council saved $37K in one day after signing, with all involved councils predicting benefits from enhanced analytics.

Another breakthrough was a growing acceptance among councils that real benefits could be found by bringing together data from across the sector, making it possible to share data in a professional, secure and meaningful manner.

Additional data projects on the horizon cover areas such as fleet, fuel, waste and development applications, initiated following requests from councils.
Planning, development and innovation

Whilst the new planning legislation commenced in 2017, the year saw the LGAQ working with councils to ensure they were able to make best use of the new laws. We also sought to anticipate the next tranche of reforms on the horizon and influence emerging issues such as the growth of short-term holiday letting industry, infrastructure charging and emerging issues surrounding professional indemnity insurance and private building certification.

In July, the LGAQ held the Future Cities, Smart Communities Summit in Cairns. Building on the successes of the Future Cities Summit 2016, the 2018 Summit brought together international, federal, state and local government leaders along with private sector champions who are leading the way in adopting new technology, new thinking and new public policy responses to the management of our urban communities.

The Summit’s delegates explored what it means to be a smart city and smart community, how moving people and products around can be done differently, and how our citizens want to engage in an increasingly participative democracy.