Sunday, 15 October 2017

12.00pm – 5.00pm  Policy Executive Meeting

2.00pm – 5.00pm  Registration
Delegates, observers, trade, corporate and accompanying persons
Gladstone Entertainment Convention Centre
56 Goondoon Street, Gladstone

4.00pm – 4.30pm  Trade and Sponsor Briefing

Monday, 16 October 2017

8.30am – 5.00pm  Registration
Delegates, observers, trade, corporate and accompanying persons
Gladstone Entertainment Convention Centre
56 Goondoon Street, Gladstone

9.00am – 4.30pm  Media and Comms Forum

9.00am – 4.30pm  Professional Development Streams

8.45am – 10.45am  DestinationQ Engaging Local Government in Tourism

10.45am – 11.30am  Morning Tea

12.45pm – 2.00pm  Lunch

2.00pm – 4.00pm  Regional Roads and Transport Group Assembly

2.00pm – 5.00pm  Indigenous Leaders Forum

4.30pm – 5.00pm  First Time Delegate Briefing

5.30pm – 7.30pm  Welcoming Ceremony
Gladstone Entertainment Convention Centre
56 Goondoon Street, Gladstone

5.30pm  Opening Act - Cosentino
Experience for yourself, the jaw-dropping talents of visual artist,
Cosentino in a spellbinding performance that pushes the boundaries
of the possible.

Cosentino’s powerful presence and riveting showcase thrills
audiences worldwide, making him one of Australia’s most sought after
international exports and the most viewed Australian magician ever.

Don’t miss his unforgettable appearance at the LGAQ 2017
Annual Conference
5.40pm Welcome to Country
Richard Johnson
Gooreng Gooreng Elder
Port Curtis Coral Coast Traditional Owners made up of the Taribelang Bunda, Gurang, Byellee, and Gooreng Gooreng Language Groups

5.45pm Welcome to Gladstone
Mayor Matt Burnett
Gladstone Regional Council

5.50pm Response
Mayor Mark Jamieson
President, LGAQ

5.55pm Sponsor Address
Tim Fynes-Clinton
Managing Partner
King & Company

6.00pm 2017 LGAQ Journalism Award
Now in its sixth year of inception the LGAQ Regional Journalism Award is dedicated to showcasing excellence in reporting in regional Queensland. Aimed at highlighting the importance of rigorous reporting and analysis of government business decisions affecting Queensland communities, the awards honour the memory of ABC journalists John Bean, Paul Lockyer and Gary Ticehurst.

Listen to the official announcement of the 2017 winner, who will receive a $15,000 prize.

6.10pm – 7.30pm Networking Drinks
Trade Exhibition
Tuesday, 17 October 2017  
Member Council Day  

8.30am  Emergency Briefing and Housekeeping  
Master of Ceremonies – Mr Tim Cox, Journalist  

8.31am  Call to Order by the Chief Executive Officer  
Greg Hallam PSM  
Chief Executive Officer, LGAQ  

8.33am  Presentation of Policy Executive  

8.40am  Welcome to Gladstone  
Mayor Matt Burnett  
Gladstone Regional Council  

8.45am  Official Opening  
His Excellency the Honourable Paul de Jersey AC  
Governor of Queensland  

8.52am  Presidential Address  
Mayor Mark Jamieson  
President  
LGAQ  

9.15am  Keynote Address: Leadership and the Erosion of Trust  
Peter Lewis  
Executive Director, Essential  

10.00am  Morning Tea  

10.30am  Sponsor Address: LGIA Super  

10.35am  Panel Session: Council Show Cases  

- **Digital Start Ups**  
Ipswich CC operates the FireStation 101 innovation hub. Each year they run a hackathon using a range of open government data. Sadly, not much Queensland data - but they have some good stories about how data from different sources can come together to provide unique and valuable insights and new learnings.  

- **Economic Development/Tourism**  
Scenic Rim ‘Eat Local Week’ provides an opportunity for local businesses to showcase the diversity of local produce, and is an initiative that drives some positive tourism outcomes. Over $1m was generated in economic activity across 84 events attracting 23,000 people and was showcased on Landline last year.  
http://www.abc.net.au/landline/content/2016/s4497729.htm  

- **Rural Library Excellence**
Tammy Hickey has worked at Cunnamulla Library for 6 years and previously worked as an admin/tutor/teacher aid at Cunnamulla State School for nine years, which put her in very good stead for her current position. Since being in this position, Tammy has partnered with a range of organisations to create many award winning programs, including an After School Reading Club which won the Queensland Public Libraries Association 2013 Big Ideas Award and a Glamour Photo Good Behaviour Initiative which was the winner of multiple awards in 2015 and 2016. Tammy manages three libraries within the Paroo Shire with Cunnamulla Library being the largest. Outside of work Tammy is a wildlife carer and has quite a menagerie of animals. Among them are two tawny frogmouth owls (which she hand feeds), a kangaroo, seven cats, two German Shepherd dogs and a horse. Tammy often has people come into the library to drop off dinner (mice etc.) for the tawnies. She loves her animals and her family, but her whole family knows the animals really are her number one priority!

- **Lockhart River Aboriginal Council – Establishing small business opportunities in the community**
  To promote economic development within the community through the establishment of localised small businesses, Council embarked on a program to assist workers performing work for council to utilise the skills applied in the performance of the work to set up their own business. The first “cab off the rank” was to assist a local grader operator to start his own construction and roadworks business by providing him guaranteed work during the formative period of the business, access to council equipment on a commercial basis and on-going business management assistance to meet the various governance requirements of owning and operating a small business.

  Council will continue to look to host new service deliveries on behalf of other spheres of government and provide these services to the community with the goal of transitioning this capability that currently only resides in Council within the community into locally owned and operated small business.

  11.55am **Sponsor Address: Telstra**

  12.00pm **Keynote Address: Global trends in changes in delivery of public services**
  Marek Stepniak
  Partner, McKinsey & Company

  12.30pm **Lunch**

  1.30pm **Keynote Address: How Data Analytics and Artificial Intelligence is Changing Local Government**
  Simon Giles, Global Cities Lead, Accenture, London
  Peter Moore, Managing Director, Asia Pacific Japan, Amazon Web Services Public Sector, Singapore
2.00pm Launch of LG Sherlock – The Sherlock Team

2.20pm Council Forums
   - Analytics & Intuition and Big Data & Advocacy for Communities of all Sizes
     - Small – Rural, Remote and Indigenous
     - Medium – Resource and Regional
     - Large – SEQ & Coastal

3.45pm Sponsor Address: Energy Queensland Ltd

3.50pm LGMS Member Update
   Noel Playford, Chair LGMS

4.05pm Sponsor Address: Oracle

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

4.30pm Keynote Address: Good morning Mr Mandela
   Ms Zelda la Grange
   Former Presidential Aide to Nelson Mandela
   Appears by arrangement with Great Expectation Speakers and Trainers

5.00pm Program Concludes

6.30pm for 7.00pm Gala Dinner
   Hosted by Hastings Deering
   Dress: Gold Glamour
   Long Service Certificate Presentations

Wednesday, 18 October 2017
Your Council Day

8.30am Conference Resumes – housekeeping

8.35am AGM/Motions (Debate)

10.00am State Government Update
   Hon Mark Furner MP
   Minister for Local Government and
   Minister for Aboriginal and Torres Strait Islander Partnerships

10.20am Morning Tea

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

11.00am  
**Sponsor Address: Powerlink**

11.05am  
**Debate**

12.10pm  
**Tourism Address**  
Hon Kate Jones MP  
Minister for Education and  
Minister for Tourism, Major Events and the Commonwealth Games

12.30pm  
**Lunch**

1.30pm  
**Sponsor Address: Queensland Treasury Corporation**

1.35pm  
**Peak Services Update**  
Mr Brent Reeman, Managing Director, Peak Services Pty Ltd  
Ms Leanna Muller, Non-Executive Director, LGE Holding Company Pty Ltd

1.55pm  
**Debate**

3.45pm  
**Keynote Address: 100 Things ... What’s on your list?**  
Mr Seb Terry  
*Appears by arrangement with Great Expectation Speakers and Trainers*

4.30pm  
**Plenary concludes**  
Mayor Mark Jamieson, President, LGAQ  
Mayor Matt Burnett, Gladstone Regional Council
The business of the Annual General Meeting is, as follows:-

MOTIONS SECTION .................................................................................................................. 14

A MOTIONS .......................................................................................................................... 18

ASSOCIATION MATTERS...................................................................................................... 18

1 — Association Matters — Reception and Adoption of the President’s Annual Address for 2016-2017 18
2 — Association Matters — Reception and Adoption of the 121st Annual Report by the Policy Executive ............................................................................................................. 18
3 — Association Matters — Reception and Adoption of the Annual Financial Statements and Auditor’s Report ............................................................................................................ 18
4 — Association Matters — LGAQ Constitution — General Amendments .......................................................................................................................... 19

ASSOCIATION MOTIONS ...................................................................................................... 21

5 — Association Motions - Funding - State Government Funding to Local Government – Implementation of New Model ........................................................................................................... 21
6 — Association Motions - Disaster Management – Natural Disaster Relief and Recovery Arrangements (NDRRA) – Water and Sewerage Eligibility .................................................................................. 21
7 — Association Motions - Flying Fox Management ................................................................... 22
8 — Association Motions - Rating – Re-affirmation of Policy Principles for Managing Local Government Rates and Charges ....................................................................................................... 22
9 — Association Motions - Great Barrier Reef ........................................................................ 23

FINANCE AND ADMINISTRATION ....................................................................................... 24

10 — Disaster Management – Natural Disaster Relief and Recovery Arrangements (NDRRA) - Category D ........................................................................................................................................ 24
11 — Funding – Works for Queensland Funding Eligibility ............................................................... 24
12 — Funding – Works for Queensland Funding Eligibility ............................................................... 25
13 — Funding — Works for Queensland .......................................................................................... 25
14 — Funding — Financial Assistance Grant – Identified Road Component ..................................... 25
15 — Funding — Legislative and regulatory framework for procurement ......................................... 26
16 — Rating – Rating Offsets for Valueless Land ........................................................................... 26
17 — Rating — Short Term Visitor Accommodation – Online Bookings ........................................ 27
18 — Rating — Valuations Averaging ............................................................................................. 27
19 — Funding - Transport Infrastructure Development Scheme (TIDS) – Funding Increase .......... 28
20 — Roads - Transport Infrastructure Development Scheme (TIDS) Criteria Review .................... 28
21 — Road Design - High School Car Parking .............................................................................. 29

GOVERNANCE ...................................................................................................................... 30

22 — Elections - Proportionate representation for councils at the Australian Local Government Association National General Assembly ...................................................................................... 30
23 — Legislation — Right to Information Act 2009 (RTI Act) to Prevent Release of CCTV Footage to Un-associated Third Parties ................................................................. 30
24 — Legislation - Local Government Act Amendment – Budget Preparation .............................. 31
INFRASTRUCTURE, ECONOMICS & REGIONAL DEVELOPMENT ...........................................32
25 — Asset Management — Transfer of state-owned street lighting assets to local government ........32
26 — Roads - Elimination of Open Rail Level Crossings .................................................32
27 — Roads — Road Performance Contracts (RPC) and Road Maintenance Performance Contracts (RMPC) – Increase funding to local governments ..................................................33
28 — Telecommunications - Mobile Black Spot Program .................................................33
29 — Telecommunications – Telecommunications Universal Service Obligations (TUSO) ........34

PLANNING AND DEVELOPMENT .......................................................................................35

ENVIRONMENT AND HEALTH .......................................................................................36
31 — Waste Management - Penalty Units for Littering and Illegal Dumping ......................36
32 — Water Resources — Water Catchment Planning .....................................................36

WORKFORCE AND SOCIAL POLICY .............................................................................37
33 — Libraries – Public Libraries “First 5 Forever” Program ........................................37

B MOTIONS .......................................................................................................................38

FINANCE AND ADMINISTRATION .................................................................................38
34 — Funding - Royal Flying Doctor Service ....................................................................38
35 — Disaster Management — Transport of non-residents into disaster areas .................38
36 — Rating — Valuations – Concessions for Farming Properties ................................39
37 — Rating - Rating valuations for solar farms / wind farms ....................................39
38 — Rating – State and Federal Government Properties in Remote, Indigenous and Discrete Communities ............................................................39
39 — Rating - Discount on rates and charges .................................................................40
40 — Red Tape Reduction - Impacts of compliance with Government Regulation on Rural and Remote Councils ....................................................40
41 — Roads - New public schools – excise of off-street car parks to road reserve .......41
42 — Water Resources — Great Artesian Basin Sustainability Initiative (GABSI) ........41

GOVERNANCE ................................................................................................................42
43 — Council Administration – Amendment to Expressions of Interest Invitations ..........42

INFRASTRUCTURE, ECONOMICS AND REGIONAL DEVELOPMENT .........................43
44 — Funding - Primary access roads to rural remote communities ................................43
45 — Roads - Proposed Regulation Giving Effect to Road Damage Powers (Sec 72 LGA) ....43
46 — Telecommunications - Telecommunications Providers – Repair or Replacement of Damaged Infrastructure ..........................................................44

PLANNING AND DEVELOPMENT .................................................................................45
47 — Planning Scheme – SEQ Infrastructure Plans .......................................................45
48 — Land Management - Agricultural Data Collection .................................................45
49 — Planning Powers — Levee bank assessment management .............................................. .............46
50 — Planning Powers - Improvements in maritime infrastructure approvals ............................. .............46
51 — Planning Powers - Review of State Referral Fees ......................................................... .........................46
52 — Planning Powers - Alternative Penalties for Future Development .................................. ................47
53 – Planning Powers - Delivering cost-effective infrastructure - Review of Infrastructure Funding Framework.................................................................................................................................... 47
54 — Planning Powers — Definition for ‘Intensive Animal Industry’.............................................48
55 — Planning Powers — External road infrastructure requirements for education facilities .. 48

ENVIRONMENT AND HEALTH .............................................................................................49
56 — Coastal Protection —Coastal Erosion ................................................... ................................49
57 — Pest Management - Suppressors for Vertebrate Pest Animal Control Programs ......................50
58 — Pest Management —Wild Dog Cluster Fencing............................................................50
59 — Pest Management - Rabbit Fencing ............................................................................50
60 — Public Health - Fire Safety Audits for Budget Accommodation .........................................50
61 — Public Health - State funding for the operation of council CCTV networks ..................... ..............51
62 — Public Health — Management of asbestos ...........................................................................51
63 — Public Health —Mental Health Services in Rural and Remote Queensland ........................51
64 — Public Health - Overcrowding of share houses ................................................................52
65 — Public Health — Local Government Powers to address negligent rental property owners .. 52
66 — Waste Management — Recycling – Market Development ............................................. ...............52
67 — Water Resources — River Trusts .......................................................................................53

WORKFORCE AND SOCIAL POLICY ..................................................................................54
68 — Community Development- Review of Regional Assessment Service (RAS) Provision ........ 54
69 — Community Development — Prevention of Domestic and Family Violence ........................54
70 — Disability Policy — Disability access improvement in rural and regional areas ..................55

C MOTIONS .........................................................................................................................56
FINANCE & ADMINISTRATION .........................................................................................56
71 — Funding - Transport for vulnerable people in regional areas .............................................56
72 — Funding - Uniformity of Parking Infringement Levels .....................................................56
73 — Rating – Valuation - Land Disposal .................................................................................57
74 — Rating — Transfer Duty Exemption ...................................................................................57

GOVERNANCE ..................................................................................................................58
75 — Legislation — Protection of Council Officers........................................................................58
76 — Legislation - Copyright Exemption .....................................................................................58
INFRASTRUCTURE & ECONOMICS AND REGIONAL DEVELOPMENT ......................... 59
77 — Funding — Funding for Resource Communities ....................................................................59
78 — Red Tape Reduction — Mining Lease Red Tape ................................................................59
79 — Roads — Declaration of State Roads ................................................................................60
<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>80</td>
<td>Roads — Department of Transport and Main Roads Licensing Services</td>
<td>60</td>
</tr>
<tr>
<td>81</td>
<td>Roads — Funding for local government controlled access roads to National Parks</td>
<td>60</td>
</tr>
<tr>
<td>82</td>
<td>PLANNING &amp; DEVELOPMENT</td>
<td>61</td>
</tr>
<tr>
<td>83</td>
<td>Planning Powers — Community Infrastructure Designations</td>
<td>61</td>
</tr>
<tr>
<td>84</td>
<td>Planning Powers — Community Residence Provisions</td>
<td>61</td>
</tr>
<tr>
<td>85</td>
<td>Planning Scheme — Amendment to Local Government Infrastructure Plans</td>
<td>62</td>
</tr>
<tr>
<td>86</td>
<td>Roads — Travel Surveys</td>
<td>62</td>
</tr>
<tr>
<td>87</td>
<td>ENVIRONMENT AND HEALTH</td>
<td>63</td>
</tr>
<tr>
<td>88</td>
<td>Pest Management - National Parks</td>
<td>63</td>
</tr>
<tr>
<td>89</td>
<td>Pest Management — Assistance with the eradication of Noxious Weeds (eg. Giant Rats Tail Grass)</td>
<td>63</td>
</tr>
<tr>
<td>90</td>
<td>WORKFORCE AND SOCIAL POLICY</td>
<td>64</td>
</tr>
<tr>
<td>91</td>
<td>Australia Post — Aged Care – Localities and Postcodes</td>
<td>64</td>
</tr>
<tr>
<td>92</td>
<td>Historical Records — Births, Deaths and Marriages – Release of Cemetery Records</td>
<td>64</td>
</tr>
<tr>
<td></td>
<td>Sports and Recreation — Utilisation of educational institutions for community sport</td>
<td>65</td>
</tr>
<tr>
<td></td>
<td>SPEECHES</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>PRESENTATION OF POLICY EXECUTIVE</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>OFFICIAL OPENING</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>LGAQ PRESIDENTIAL ADDRESS</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td>KEYNOTE ADDRESS: LEADERSHIP AND THE EROSION OF TRUST</td>
<td>72</td>
</tr>
<tr>
<td></td>
<td>PANEL SESSION: COUNCIL SHOW CASES</td>
<td>86</td>
</tr>
<tr>
<td></td>
<td>KEYNOTE ADDRESS: GLOBAL TRENDS IN CHANGES IN DELIVERY OF PUBLIC SERVICES</td>
<td>104</td>
</tr>
<tr>
<td></td>
<td>KEYNOTE ADDRESS: HOW DATA ANALYTICS AND ARTIFICIAN INTELLIGENCE IS CHANGING LOCAL GOVERNMENT</td>
<td>110</td>
</tr>
<tr>
<td></td>
<td>LAUNCH OF LG SHERLOCK – THE SHERLOCK TEAM</td>
<td>120</td>
</tr>
<tr>
<td></td>
<td>LGMS MEMBER UPDATE</td>
<td>126</td>
</tr>
<tr>
<td></td>
<td>LOCAL GOVERNMENT REMUNERATION AND DISCIPLINE TRIBUNAL UPDATE</td>
<td>129</td>
</tr>
<tr>
<td></td>
<td>KEYNOTE ADDRESS: GOOD MORNING MR MANDELA</td>
<td>134</td>
</tr>
<tr>
<td></td>
<td>STATE GOVERNMENT UPDATE</td>
<td>135</td>
</tr>
<tr>
<td></td>
<td>STATE OPPOSITION UPDATE</td>
<td>138</td>
</tr>
<tr>
<td></td>
<td>TOURISM ADDRESS</td>
<td>143</td>
</tr>
<tr>
<td></td>
<td>PEAK SERVICES UPDATE</td>
<td>148</td>
</tr>
<tr>
<td></td>
<td>KEYNOTE ADDRESS: 100 THINGS – WHAT’S ON YOUR LIST?</td>
<td>155</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 The Theatre, Gladstone Entertainment Convention Centre, 56 Goondoon Street Gladstone 4680, Queensland on Wednesday, 18 October 2017 commencing at 8.45am.

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 121st Annual Report by the Policy Executive

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

Motion 4
Proposed amendments to the Constitution consequent upon commencement (on 1 March 2017) of the Industrial Relations Act 2016:

1. In Paragraphs A and B (i.e. immediately below the heading: “Preliminary – Registered Name and Address):
   Delete “1999” and insert in lieu “2016”.

2. In Rule 1.2 (Definitions), definition of “Industrial Relations Act”:
   Delete “1999” and insert in lieu “2016”.

3. In Rule 2.2(2)(b):
   Delete “1999” and insert in lieu “2016”.

4. In Rule 2.3(1)(c):
   After the word “Court” insert “, Commission”.

5. In Rule 4.7(3)(a):
   After the words “rules” insert “(other than a change to the Organisation’s name pursuant to section 660 of the Industrial Relations Act)”.

6. In Rule 5.2(1)(c):
   Delete “1999” and insert in lieu “2016”.

7. In Rule 5.2(3):
   a. Delete “1999” wherever it appears and insert in lieu “2016”.
   b. Delete “section 517” and insert in lieu “section 706”.

8. In Rule 5.2(4):
   a. Delete “1999” wherever it appears and insert in lieu “2016”.
b. Delete “sections 518 - 523” and insert in lieu “sections 707 - 710”.

(9) In Rule 11.7, “Example”:
Delete in its entirety and insert in lieu:

*Example: Rule 197(e) of the Industrial Relations (Tribunals) Rules 2011 requires an application for an order under section 661 of the Industrial Relations Act 2016 to “be under the organisation’s seal or be signed by two of the organisation’s officers authorised to sign the application”.*

(10) In Rule 12.6:

a. Delete “section 229” and insert in lieu “section 261”.

b. Delete “1999” and insert in lieu “2016”.

**Other amendments – updated Corporations Act references**

(11) In Part 16 – Schedule 2 – Corporations Act Provisions:

a. Section 124, subsection (1)(e) and subsection (1)(f) - delete and insert in lieu:
   “(e) grant a security interest in uncalled capital;
   (f) grant a circulating security interest over the company’s property;”

b. Section 249D, subsection (1) and subsection (1A) - delete and insert in lieu:
   “(1) The directors of a company must call and arrange to hold a general meeting on the request of members with at least 5% of the votes that may be cast at the general meeting.”

c. Section 249L, subsection (2) - delete and insert in lieu:
   “(2) The notice of the AGM of a listed company must also:
   (a) inform the members that the resolution referred to in subsection 250R(2) (resolution on remuneration report) will be put at the AGM; and
   (b) if at the previous AGM at least 25% of the votes cast on a resolution that the remuneration report be adopted were against adoption of the report (but the same was not the case at the AGM before that):
      (i) explain the circumstances in which subsection 250V(1) would apply; and
      (ii) inform members that the resolution described in subsection 250V(1) as the spill resolution will be put at the AGM if that subsection applies.

   Note: Subsection 250R(2) requires a resolution to adopt a remuneration report for a listed company to be put to the vote at the company’s AGM.”

d. Section 250A, subsections (4), (5) and (5A) – delete.
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.
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 to do so, 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 related 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, a delegate is at liberty to move an amendment thereon.
2) However, an 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.
<table>
<thead>
<tr>
<th>Number and title of motion</th>
<th>Submitting council / organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 — Association Matters — Reception and Adoption of the President’s Annual Address for 2016-2017</td>
<td>LGAQ Board</td>
</tr>
<tr>
<td>Motion</td>
<td>That the President’s Annual Address for 2016-2017 be received and adopted.</td>
</tr>
<tr>
<td>Background</td>
<td>The President’s Annual Address will be read on 17 October 2017, and will be formally received and considered on 16 October 2017.</td>
</tr>
<tr>
<td>MOVER: Cr K. Williams (Redland)</td>
<td>SECONDER: Cr J. Dempsey (Bundaberg)</td>
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</tbody>
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<thead>
<tr>
<th>Number and title of motion</th>
<th>Submitting council / organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 — Association Matters — Reception and Adoption of the 121st Annual Report by the Policy Executive</td>
<td>LGAQ Board</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Annual Report of the Policy Executive for 2016-2017 be received and adopted.</td>
</tr>
<tr>
<td>Background</td>
<td>The Policy Executive’s Annual Report will be formally received and considered on 18 October 2017.</td>
</tr>
<tr>
<td>MOVER: Cr C. O’Neil (Maranoa)</td>
<td>SECONDER: Cr J. Hill (Townsville)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number and title of motion</th>
<th>Submitting council / organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 — Association Matters — Reception and Adoption of the Annual Financial Statements and Auditor’s Report</td>
<td>LGAQ Board</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Annual Financial Statements for the year ended 30 June 2017 and Auditor’s Report be received and adopted.</td>
</tr>
<tr>
<td>Background</td>
<td>The Annual Financial Statements and Auditor’s Report will be formally received and considered on 18 October 2017.</td>
</tr>
<tr>
<td>MOVER: Cr J. Hill (Townsville)</td>
<td>SECONDER: Cr M. Bourke (Brisbane)</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>4 — Association Matters — LGAQ Constitution — General Amendments</td>
</tr>
<tr>
<td>----------------------------</td>
<td>-------------------------------------------------------------</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland Constitution be amended consequent upon commencement (on 1 March 2017) of the Industrial Relations Act 2016.</td>
</tr>
<tr>
<td></td>
<td>(1) In Paragraphs A and B (i.e. immediately below the heading: “Preliminary – Registered Name and Address): Delete “1999” and insert in lieu “2016”.</td>
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<tr>
<td></td>
<td>(2) In Rule 1.2 (Definitions), definition of “Industrial Relations Act”: Delete “1999” and insert in lieu “2016”.</td>
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<tr>
<td></td>
<td>(3) In Rule 2.2(2)(b): Delete “1999” and insert in lieu “2016”.</td>
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<td>(4) In Rule 2.3(1)(c): After the word “Court” insert “, Commission”.</td>
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<tr>
<td></td>
<td>(5) In Rule 4.7(3)(a): After the words “rules” insert “(other than a change to the Organisation’s name pursuant to section 660 of the Industrial Relations Act)”.</td>
</tr>
<tr>
<td></td>
<td>(6) In Rule 5.2(1)(c): Delete “1999” and insert in lieu “2016”.</td>
</tr>
</tbody>
</table>
|                            | (7) In Rule 5.2(3):  
|                            | a. Delete “1999” wherever it appears and insert in lieu “2016”.  
|                            | b. Delete “section 517” and insert in lieu “section 706”. |
|                            | (8) In Rule 5.2(4):  
|                            | a. Delete “1999” wherever it appears and insert in lieu “2016”.  
|                            | b. Delete “sections 518 - 523” and insert in lieu “sections 707 - 710”. |
|                            | (9) In Rule 11.7, “Example”: Delete in its entirety and insert in lieu: 
Example: Rule 197(e) of the Industrial Relations (Tribunals) Rules 2011 requires an application for an order under section 661 of the Industrial Relations Act 2016 to “be under the organisation’s seal or be signed by two of the organisation’s officers authorised to sign the application”. |
|                            | (10) In Rule 12.6:  
|                            | a. Delete “section 229” and insert in lieu “section 261”.  
|                            | b. Delete “1999” and insert in lieu “2016”. |
Other amendments – updated Corporations Act references

(11) In Part 16 – Schedule 2 – Corporations Act Provisions:

a. Section 124, subsection (1)(e) and subsection (1)(f) - delete and insert in lieu:

“(e) grant a security interest in uncalled capital;

(f) grant a circulating security interest over the company’s property;”

b. Section 249D, subsection (1) and subsection (1A) - delete and insert in lieu:

“(1) The directors of a company must call and arrange to hold a general meeting

on the request of members with at least 5% of

the votes that may be cast at the general meeting.”

c. Section 249L, subsection (2) - delete and insert in lieu:

“(2) The notice of the AGM of a listed company must also:

(a) inform the members that the resolution referred to in subsection

250R(2) (resolution on remuneration report) will be put at the AGM;

and

(b) If at the previous AGM at least 25% of the votes cast on a resolution

that the remuneration report be adopted were against adoption of the report (but the same was not the case at the AGM before that):

(i) explain the circumstances in which subsection 250V(1) would

apply; and

(ii) inform members that the resolution described in subsection

250V(1) as the spill resolution will be put at the AGM if that

subsection applies.

Note: Subsection 250R(2) requires a resolution to adopt a remuneration report for a
listed company to be put to the vote at the company’s AGM.”

d. Section 250A, subsections (4), (5) and (5A) – delete.

MOVER: Cr J. Hill (Townsville)
SECONDER: Cr M. Bourke (Brisbane) CARRIED
ASSOCIATION MOTIONS

<table>
<thead>
<tr>
<th>Submitting council / organisation</th>
<th>LGAQ Policy Executive / Central Highlands Regional Council (CHRC)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td><strong>LGAQ Policy Executive district</strong></td>
</tr>
<tr>
<td>8 August 2017 (CHRC)</td>
<td>District 6 - Central Queensland</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number and title of motion</th>
<th>5 — Association Motions - Funding - State Government Funding to Local Government – Implementation of New Model</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland request all political parties contesting the next State election commit to implement the recommendations of the <em>Review of Grants to Local Government</em> Report - if successful in forming government. This includes:</td>
</tr>
<tr>
<td></td>
<td>1. the consolidation of grant programs into a small number of program streams aligned to outcomes, with governance and oversight of each program stream comprising relevant State Government departments and the LGAQ;</td>
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<tr>
<td></td>
<td>2. grant program arrangements that provide funding certainty to councils, thereby supporting long-term planning, improved asset management and financial sustainability; and</td>
</tr>
<tr>
<td></td>
<td>3. recognition that this new model is as an interim step toward a simpler, more efficient centralised model of grant funding to local government, whereby a single State entity oversees consolidated grant funding arrangements.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr A. Baker (Isaac)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr M. Brunker (Whitsunday)</td>
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<tr>
<th>Submitting council / organisation</th>
<th>LGAQ Policy Executive / North Burnett Regional Council (NBRC)</th>
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</thead>
<tbody>
<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td><strong>LGAQ Policy Executive district</strong></td>
</tr>
<tr>
<td>16 August 2017 (NBRC)</td>
<td>District 3 - Wide Bay</td>
</tr>
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<thead>
<tr>
<th>Number and title of motion</th>
<th>6 — Association Motions - Disaster Management – Natural Disaster Relief and Recovery Arrangements (NDRRA) – Water and Sewerage Eligibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State and Federal Governments to include water and sewerage infrastructure as essential public assets in the NDRRA Guidelines to apply from 1 July 2018.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr R. Chandler (Barcaldine)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr J. Hill (Townsville)</td>
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<thead>
<tr>
<th>Submitting council / organisation</th>
<th>LGAQ Policy Executive / Central Highlands Regional Council / Gladstone Regional Council</th>
</tr>
</thead>
</table>
| Date of council / organisation resolution | 22 August 2017 (CHRC)  
5 September 2017 (GRC) |
| LGAQ Policy Executive district | District 6 - Central Queensland |
| Number and title of motion | 7 — Association Motions - Flying Fox Management |
| Motion | That the Local Government Association of Queensland lobby the State Government to provide:  
1. State-wide management recognising that flying-foxes travel large distances across multiple local government boundaries; and  
2. Funding to support the management of flying fox colonies and dispersal activities. |
| MOVER: | Cr M. Charlton (Moreton Bay) |
| SECONDER: | Cr G. Churchill (Gladstone) |
| | CARRIED |

<table>
<thead>
<tr>
<th>Submitting council / organisation</th>
<th>LGAQ Policy Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of council / organisation resolution</td>
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</tbody>
</table>
LGAQ Policy Executive |
| LGAQ Policy Executive district | Executive |
| Number and title of motion | 8 — Association Motions - Rating – Re-affirmation of Policy Principles for Managing Local Government Rates and Charges |
| Motion | That the Local Government Association of Queensland reaffirm key policy principles relating to rates and charges (as outlined below) in light of the impending performance audit by the Queensland Audit Office (QAO) into “Managing local government rates and charges”.  
1. autonomy of local governments to set rates, charges and fees, and to perform all other related budget responsibilities, as a basic tenet of inter-governmental arrangements to allow local government to manage for their communities;  
2. councils should have the ability to set rates, charges and fees on income producing property owned by State and Federal Governments, their departments and instrumentalities, including property used for residential accommodation and property that is leased to private sector entities;  
3. councils require the immediate removal of all caps and other restrictions in any form imposed on councils that limit in any way their ability to set rates, charges or fees permitted under the Legislation; and  
4. where any future State Government decides to impose a restriction on councils’ ability to set rates, charges and fees, the State be required to pay an amount equivalent to the revenue lost to council to compensate communities. |
<p>| MOVER: | Cr J. Dempsey (Bundaberg) |
| SECONDER: | Cr A. Baker (Isaac) |
| | CARRIED |</p>
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<thead>
<tr>
<th>Submitting council / organisation</th>
<th>LGAQ Policy Executive</th>
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<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>LGAQ Policy Executive district</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>LGAQ Policy Executive Executive</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td><strong>9 — Association Motions - Great Barrier Reef</strong></td>
</tr>
<tr>
<td></td>
<td>That the Local Government Association of Queensland lobby the State and Federal Governments to commit to:</td>
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<tr>
<td></td>
<td>1. An independent review of the governance arrangements for the implementation of the Great Barrier Reef 2050 Plan to improve accountability and decision-making; and</td>
</tr>
<tr>
<td></td>
<td>2. A long term investment model that reflects the Great Barrier Reef’s economic and environmental asset value currently estimated at $56 billion</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr J. Hill (Townsville)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr J. Leu (Douglas)</td>
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</tbody>
</table>
## Finance and Administration

### Submitting council / organisation
Scenic Rim Regional Council (SRRC) / Mackay Regional Council (MRC)

<table>
<thead>
<tr>
<th>Date of council / organisation resolution</th>
<th>LGAQ Policy Executive district</th>
</tr>
</thead>
<tbody>
<tr>
<td>(SRRC): 28 August 2017</td>
<td>District 2 – SEQ Western</td>
</tr>
<tr>
<td>(MRC): 23 August 2017</td>
<td>District 7 – Whitsunday</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number and title of motion</th>
<th>Motion</th>
<th>Mover</th>
<th>Seconder</th>
<th>CARRIED</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 — Disaster Management – Natural Disaster Relief and Recovery Arrangements (NDRRA) - Category D</td>
<td>That the Local Government Association of Queensland continue to lobby the State and Federal Governments for agreed policy and procedures setting out clear processes, responsibilities, timeframes and target criteria for Category D projects under the Natural Disaster Relief &amp; Recovery Arrangements with the aim of increasing the level of funding directed towards infrastructure betterment programs.</td>
<td>Cr G. Christensen (Scenic Rim)</td>
<td>Cr K. Williams (Redlands)</td>
<td></td>
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</table>

### Submitting council / organisation:
Lockyer Valley Regional Council

<table>
<thead>
<tr>
<th>Date of council / organisation resolution:</th>
<th>LGAQ Policy Executive District</th>
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<tbody>
<tr>
<td>23 August 2017</td>
<td>District 2 – SEQ Western</td>
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<thead>
<tr>
<th>Number and title of motion</th>
<th>Motion</th>
<th>Mover</th>
<th>Seconder</th>
<th>CARRIED</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 — Funding – Works for Queensland Funding Eligibility</td>
<td>That the Local Government Association of Queensland lobby the State Government to redefine the eligibility criteria for <em>Works for Queensland</em> funding to ensure all regional Queensland local governments can access this funding program regardless of their geographic location, in the interests of equity and to genuinely target unemployment in regional Queensland.</td>
<td>Cr T. Milligan (Lockyer Valley)</td>
<td>Cr K. Williams (Redlands)</td>
<td>CARRIED</td>
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<tr>
<td>Submitting council / organisation</td>
<td>Logan City Council</td>
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<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>29 August 2017</td>
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<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 2 - SEQ Southern</td>
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<tr>
<td><strong>Number and title of motion</strong></td>
<td>12 — Funding – Works for Queensland Funding Eligibility</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to expand the eligibility of the Works for Queensland Program to include South East Queensland local governments.</td>
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<tr>
<td><strong>MOVER</strong></td>
<td>Cr K. Williams (Redlands)</td>
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<tr>
<td><strong>SECONDER</strong></td>
<td>Cr R. Chambers (North Burnett)</td>
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<tr>
<td><strong>Result</strong></td>
<td>LOST</td>
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<thead>
<tr>
<th>Submitting council / organisation</th>
<th>Quilpie Shire Council</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>14 July 2017</td>
</tr>
<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 5 – South West</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>13 — Funding — Works for Queensland</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland continue to support the initiative of the State Government Works for Queensland funding and advocate for the program to be made permanent.</td>
</tr>
<tr>
<td><strong>MOVER</strong></td>
<td>Cr S. Mackenzie (Quilpie)</td>
</tr>
<tr>
<td><strong>SECONDER</strong></td>
<td>Cr J. Hewson (Quilpie)</td>
</tr>
<tr>
<td><strong>Result</strong></td>
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<table>
<thead>
<tr>
<th>Submitting council / organisation</th>
<th>Scenic Rim Regional Council</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>28 August 2017</td>
</tr>
<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 2 – SEQ Western</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>14 — Funding — Financial Assistance Grant – Identified Road Component</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the Federal Government to consider increasing the level of funding for the Identified Local Road Component of Financial Assistance Grants and undertake a review of the local road distribution methodology.</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. O’Carroll (Scenic Rim)</td>
</tr>
<tr>
<td><strong>Result</strong></td>
<td>CARRIED</td>
</tr>
<tr>
<td>Submitting council / organisation</td>
<td>Sunshine Coast Council</td>
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</tr>
<tr>
<td>Date of council / organisation resolution</td>
<td>17 August 2017</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 2 - SEQ Northern</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>15 — Funding — Legislative and regulatory framework for procurement</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to undertake an immediate review of the legislative and regulatory framework for local government procurement so that it is more agile and adaptive to a constantly evolving digital environment, more responsive to innovative proposals and products, and can be better utilised by councils to support start-ups and entrepreneurialism.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr T. Dwyer (Sunshine Coast)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr J. Hill (Townsville)</td>
</tr>
<tr>
<td>Result</td>
<td>CARRIED</td>
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</tbody>
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<thead>
<tr>
<th>Submitting council / organisation</th>
<th>Central Highlands Regional Council</th>
</tr>
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<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>8 August 2017</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>16 — Rating – Rating Offsets for Valueless Land</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to review the legislation to remove the valuation offset provisions relating to site values at this time, or introduce changes to the Local Government Act to clarify the rating requirements of such impacted land.</td>
</tr>
<tr>
<td>Result</td>
<td>WITHDRAWN</td>
</tr>
<tr>
<td>Submitting council / organisation</td>
<td>Noosa Council</td>
</tr>
<tr>
<td>Date of council / organisation resolution</td>
<td>17 August 2017</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 2 – SEQ Northern</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>17 — Rating — Short Term Visitor Accommodation – Online Bookings</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to formulate a clear policy and response to the use of residential properties for short term accommodation where facilitated by on-line booking agencies including:</td>
</tr>
<tr>
<td></td>
<td>1. Requiring the on-line booking agencies to provide Councils with property addresses so that they can help to ensure properties comply with appropriate planning schemes and rating requirements;</td>
</tr>
<tr>
<td></td>
<td>2. Consideration of the long-term impact on local communities including the availability of rental accommodation stock, impact on housing affordability, impact on local amenity and potential impact on existing tourism properties.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr T. Wellington (Noosa)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr F. Wilkie (Noosa)</td>
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<td>CARRIED</td>
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</table>

| Submitting council / organisation                  | Central Highlands Regional Council      |
| Date of council / organisation resolution         | 8 August 2017                           |
| LGAQ Policy Executive district                    | District 6 – Central Queensland         |
| Number and title of motion                        | 18 — Rating — Valuations Averaging     |
| Motion                                             | That the Local Government Association of Queensland lobby the State Government to amend the Local Government Regulation 2012, to allow for the averaging of valuations to be applied to reducing valuations where a number of decreasing valuations have occurred from previous years. |
| MOVER:                                             | Cr K. Hayes (Central Highlands)         |
| SECONDER:                                          | Cr A. Baker (Isaac)                     |
| CARRIED                                            |                                        |
### Motion 19 — Funding - Transport Infrastructure Development Scheme (TIDS) — Funding Increase

**Motion**

That the Local Government Association of Queensland lobby the State Government to increase current funding levels in the Transport Infrastructure Development Scheme (TIDS) program by 100%.

**AMENDED**

**MOVER:** Cr K. Marx (Brisbane)

**SECONDER:** Cr M. Bourke (Brisbane)

**CARRIED**

### Motion 20 — Roads - Transport Infrastructure Development Scheme (TIDS) Criteria Review

**Motion**

- Review the funding criteria for TIDS to allow the introduction of flexibility around timeframes for delivery of TIDS funded works over a rolling two year window, in line with current arrangements for Department of Transport and Main Roads (DTMR) works as published in Queensland Transport and Roads Investment Program (QTRIP), to enable projects to be strategically focused, and with a regional perspective, with the investment to be based on asset management principles, such as preservation of existing assets versus the “new” construction that the current TIDS funding model stipulates.

- Allow the funding model for rural and remote councils to be moderated to remove the matching funds requirement for local government roads to a reduced 75%-25% funding split.

**MOVER:** Cr C. Rolfe (Central Highlands)

**SECONDER:** Cr A. Baker (Isaac)

**CARRIED**
<table>
<thead>
<tr>
<th>Submitting council / organisation:</th>
<th>Lockyer Valley Regional Council</th>
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<tbody>
<tr>
<td>Date of council / organisation resolution:</td>
<td>23 August 2017</td>
</tr>
<tr>
<td>LGAQ Policy Executive District</td>
<td>District 2 – SEQ Western</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>21 — Road Design - High School Car Parking</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to recognise the impending requirement for additional student car parking around the all high schools and identify new funding to provide improved car parking and/or public transport services in these locations. AMENDED</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr M. Hagan (Lockyer Valley)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr J. Leu (Douglas)</td>
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</table>
GOVERNANCE

Submitting council / organisation
Moreton Bay Regional Council

Date of council / organisation resolution
22 August 2017

LGAQ Policy Executive district
District 2 - SEQ Northern

Number and title of motion
22 — Elections - Proportionate representation for councils at the Australian Local Government Association National General Assembly

Motion
That the Local Government Association of Queensland lobby the Australian Local Government Association to adopt at its annual National General Assembly, the same weighted councils voting methodology as which applies to the LGAQ’s Annual Conference

AMENDED

MOVER: Cr P. Flannery (Moreton Bay)
SECONDER: Cr K. Williams (Redlands) CARRIED

Submitting council / organisation
Logan City Council

Date of council / organisation resolution
29 August 2017

LGAQ Policy Executive district
District 2 – SEQ Southern

Number and title of motion
23 — Legislation — Right to Information Act 2009 (RTI Act) to Prevent Release of CCTV Footage to Un-associated Third Parties

Motion
That the Local Government Association of Queensland lobby the State Government to amend the Right to Information Act 2009 specifically to disallow release of CCTV footage under the RTI Act to un-associated third parties, with the exclusion of law enforcement agencies.

MOVER: Cr K. Williams (Redlands)
SECONDER: Cr K. Marx (Brisbane) CARRIED
<table>
<thead>
<tr>
<th>Submitting council / organisation</th>
<th>Maranoa Regional Council</th>
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<tr>
<td>Date of council / organisation resolution</td>
<td>13 September 2017</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 5 – South West</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>24 — Legislation - Local Government Act Amendment – Budget Preparation</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government for a change to the Local Government Act 2009 to remove the two sections first added in 2012 (s 12 (4) (b) and s 107A of the Local Government Act 2009) that places responsibility for preparation and presentation of a budget solely on the position of Mayor.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr C. O'Neil (Maranoa)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr D. Schefe (Maranoa)</td>
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### Number and title of motion

<table>
<thead>
<tr>
<th>Motion</th>
<th>25 — Asset Management — Transfer of state-owned street lighting assets to local government</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOVER:</td>
<td>Cr P. Antonia (Toowoomba)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr A. Glasheen (Toowoomba)</td>
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### Number and title of motion

<table>
<thead>
<tr>
<th>Motion</th>
<th>26 — Roads - Elimination of Open Rail Level Crossings</th>
</tr>
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<tbody>
<tr>
<td>MOVER:</td>
<td>Cr M. Bourke (Brisbane)</td>
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<tr>
<td>SECONDER:</td>
<td>Cr K. Marx (Brisbane)</td>
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<td>Status:</td>
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</table>
### North Burnett Regional Council

**Number and title of motion**
27 — Roads — Road Performance Contracts (RPC) and Road Maintenance Performance Contracts (RMPC) – Increase funding to local governments

**Motion**
That the Local Government Association of Queensland lobby the State Government to reinstate the awarding of RPC/RMPC to councils based on the local government viability principle; and that the Department of Transport and Main Roads review decisions to increase the amount of works being delivered in-house by RoadTek, where those works were previously delivered by local government.

**Mover:** Cr R. Chambers (North Burnett)  
**Seconder:** Cr A. Baker (Isaac)  
**Carried**

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### Central Highlands Regional Council/Western Queensland Local Government Association

**Number and title of motion**
28 — Telecommunications - Mobile Black Spot Program

**Motion**
That the Local Government Association of Queensland lobby the Federal Government to provide additional investment into Black Spot telecommunications funding for Queensland, with priority given to areas with no existing mobile services.

**Amended**

**Mover:** Cr K. Hayes (Central Highlands)  
**Seconder:** Cr G. Churchill (Gladstone)  
**Carried**
<table>
<thead>
<tr>
<th>Submitting council / organisation</th>
<th>Central Highlands Regional Council/Burke Shire Council</th>
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<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>LGAQ Policy Executive district</td>
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<tr>
<td>22 August 2017 (CHRC)</td>
<td>District 6 - Central Queensland (CHRC)</td>
</tr>
<tr>
<td>17 August 2017 (BSC)</td>
<td>District 11 – North West (BSC)</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>29 — Telecommunications – Telecommunications Universal Service Obligations (TUSO)</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State and Federal Government for Telecommunications Universal Service Obligation beyond 2020 and ensure rural and remote areas maintain access to landlines until a suitable and reliable alternative is available.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr K. Hayes (Central Highlands)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr A. Baker (Isaac)</td>
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### Submitting council / organisation
Moreton Bay Regional Council

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<tr>
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<tbody>
<tr>
<td>22 August 2017</td>
<td>District 2 – SEQ Northern</td>
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</tbody>
</table>

| Number and title of motion | 30 — Planning Powers – Alignment Between State Government and Local Government Consultation and Public Notification Responsibilities for Planning Processes |

| Motion | That the Local Government Association of Queensland lobby the State Government to amend the Planning Act 2016 to apply the same public notification and submission response obligations that currently apply to the preparation of local planning instruments to State planning instruments and Ministerial designations. |

| MOVER: | Cr M. Charlton (Moreton Bay) |
| SECONDER: | Cr P. Flannery (Moreton Bay) |
| Status: | CARRIED |
### Environment and Health

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<tr>
<td>22 August 2017</td>
<td>District 6 - Central Queensland</td>
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<tr>
<td><strong>Number and title of motion</strong></td>
<td><strong>31 — Waste Management - Penalty Units for Littering and Illegal Dumping</strong></td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to increase penalty units for littering and illegal dumping.</td>
</tr>
<tr>
<td><strong>MOVER</strong></td>
<td>Cr C. Rolfe (Central Highlands)</td>
</tr>
<tr>
<td><strong>SECONDER</strong></td>
<td>Cr A. Baker (Isaac)</td>
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<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>23 August 2017</td>
<td>District 4 - Darling Downs</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td><strong>32 — Water Resources — Water Catchment Planning</strong></td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to legislate local government's involvement in catchment planning for surface and underground water management.</td>
</tr>
<tr>
<td><strong>MOVER</strong></td>
<td>Cr N. Meiklejohn (Southern Downs)</td>
</tr>
<tr>
<td><strong>SECONDER</strong></td>
<td>Cr T. Dobie (Southern Downs)</td>
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<td><strong>CARRIED</strong></td>
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<td>Submitting council / organisation</td>
<td>Douglas Shire Council</td>
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<tr>
<td>Date of council / organisation resolution</td>
<td>22 August 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 10 – Far North</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>33 — Libraries – Public Libraries “First 5 Forever” Program</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to extend the program funding for the “First 5 Forever” public library program beyond 2018 for a further 4 years.</td>
</tr>
<tr>
<td>MOVER</td>
<td>Cr J. Leu (Douglas)</td>
</tr>
<tr>
<td>SECONDER</td>
<td>Cr A. Noli (Douglas)</td>
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### B MOTIONS

**FINANCE AND ADMINISTRATION**

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<tr>
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<th>Central Highlands Regional Council</th>
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<td><strong>Date of council / organisation resolution</strong></td>
<td>12 September 2017</td>
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<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 6 – Central Queensland</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>34 — Funding - Royal Flying Doctor Service</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the Federal Government to increase its funding allocation to the Royal Flying Doctor Service to allow it vital primary and preventative health services to be enhanced and sustained, particularly in rural and remote communities that struggle to access such health care. Supportive technologies and infrastructure investment is also encouraged to allow for alternate health care delivery methods such as tele-health, or mobile units to be developed as supplementary to an RFDS aviation platform, so access is improved to those in need.</td>
</tr>
<tr>
<td><strong>MOVER:</strong></td>
<td>Cr C Rolfe (Central Highlands)</td>
</tr>
<tr>
<td><strong>SECONDER:</strong></td>
<td>Cr G. Churchill (Gladstone)</td>
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<th>Submitting council / organisation</th>
<th>Whitsunday Regional Council/Northern Alliance of Councils Inc</th>
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<td><strong>Date of council / organisation resolution</strong></td>
<td>12 July 2017</td>
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<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 7 – Whitsunday</td>
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<tr>
<td><strong>Number and title of motion</strong></td>
<td>35 — Disaster Management — Transport of non-residents into disaster areas</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to develop and promote guidelines to support Section 77(a) and (b) of the Disaster Management Act 2003 to restrict tourism and transport operators transporting non-residents into the affected region, so as to minimise the risk to human well-being and the impact on damaged utility services and accommodation.</td>
</tr>
<tr>
<td><strong>MOVER:</strong></td>
<td>Cr L. McLaughlin (Burdekin)</td>
</tr>
<tr>
<td><strong>SECONDER:</strong></td>
<td>Cr J. Hill (Townsville)</td>
</tr>
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<td><strong>CARRIED</strong></td>
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<tr>
<td>Submitting council / organisation</td>
<td>Southern Downs Regional Council</td>
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<tr>
<td>Date of council / organisation resolution</td>
<td>23 August 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 4 – Darling Downs</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>36 — Rating — Valuations – Concessions for Farming Properties</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to review the turnover threshold levels for granting a property primary production status and gaining a valuation concession.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr N. Meiklejohn (Southern Downs)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr T. Dobie (Southern Downs)</td>
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<tr>
<td>Date of council / organisation resolution</td>
<td>8 August 2017</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>37 — Rating - Rating valuations for solar farms / wind farms</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland seek advice from the State Government as to the basis of valuation for land used for energy generation through solar and wind farms, and confirmation that this will be applied consistently across the state for its application to Local Government rating.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr K. Hayes (Central Highlands)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr T. Wellington (Noosa)</td>
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<td>Date of council / organisation resolution</td>
<td>15 August 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 10 - Far North Queensland</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>38 — Rating – State and Federal Government Properties in Remote, Indigenous and Discrete Communities</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State and Federal Governments to make ex-gratia general rates payments for services consumed in remote indigenous communities with a low rate base.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr V. Malone (Torres)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr E. Newman (Northern Peninsula Area)</td>
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<td>Central Highlands Regional Council</td>
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<td><strong>Date of council / organisation resolution</strong></td>
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<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 6 – Central Queensland</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>39 — Rating - Discount on rates and charges</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to amend the Regulation, to provide for removing the terminology of “discount” to replace with early payment “incentive” to remove the ambiguity from the wording. Alternately the discount provision in the Regulation is removed altogether, so payment in full is required within the specified time.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr K. Hayes (Central Highlands)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr C. Rolfe (Central Highlands)</td>
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<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 11 – North West</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>40 — Red Tape Reduction - Impacts of compliance with Government Regulation on Rural and Remote Councils</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to ensure Regulatory Impact Statements assess the impact of government regulation on the capacity of rural and remote communities to implement the regulation economically and efficiently, and apply dispensations where appropriate.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr L. Bawden (Carpentaria)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr C. Young (Carpentaria)</td>
</tr>
<tr>
<td><strong>Result</strong></td>
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<td>Ipswich City Council</td>
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<tr>
<td>Date of council / organisation resolution</td>
<td>19 September 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 2 – SEQ Western</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>41 — Roads - New public schools – excise of off-street car parks to road reserve</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to discontinue their practice of excising off-street car parks, which are constructed as part of new schools, to road reserve and making them a Local Government asset to operate and maintain.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr A. Antoniolli (Ipswich)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr P. Tully (Ipswich)</td>
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<th>Diamantina Shire Council/Western Queensland Local Government Association</th>
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<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>31 May 2017</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 8 – Central West</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>42 — Water Resources — Great Artesian Basin Sustainability Initiative (GABSI)</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State and Federal Governments for funding support to continue for the Great Artesian Basin Sustainability Initiative (GABSI) bore capping scheme for an additional 10 years.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr G. Morton (Diamantina)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr S. Cramer (Diamantina)</td>
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<td>Cairns Regional Council</td>
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<td>Date of council / organisation resolution</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 10 - Far North</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>43 — Council Administration – Amendment to Expressions of Interest Invitations</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to rescind the requirement of a Council resolution for inviting Expressions of Interest, prior to going to tender.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr B. Moller (Cairns)</td>
</tr>
<tr>
<td>SECONDER</td>
<td>Cr T. James (Cairns)</td>
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<td>Date of council / organisation resolution</td>
<td>17 August 2017</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 11 – North West</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>44 — Funding - Primary access roads to rural remote communities</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to provide unmatched additional funding to local governments for roads under their control that are the primary access road to a neighbouring Shire community, when the local government is limited in its ability to increase revenue through rates.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr E. Camp (Burke)</td>
</tr>
<tr>
<td>SECONDER</td>
<td>Cr P. Pool (Burke)</td>
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<tr>
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<th>Isaac Regional Council</th>
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<td>Date of council / organisation resolution</td>
<td>29 August 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 7 - Whitsunday</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>45 — Roads - Proposed Regulation Giving Effect to Road Damage Powers (Sec 72 LGA)</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to consult with local governments and establish a Regulation that gives effect to Section 72 of the Local Government Act 2009 by prescribing certain activities (including exploration and other activities conducted under the authority of the Mineral Resources Act 1989) to which Section 72 would apply.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr D. Wheeler (Isaac)</td>
</tr>
<tr>
<td>SECONDER</td>
<td>Cr K. Hayes (Central Highlands)</td>
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<td>Burdekin Shire Council</td>
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<td>22 August 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 9 - Northern</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>46 — Telecommunications - Telecommunications Providers – Repair or Replacement of Damaged Infrastructure</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the Federal Government seeking to impose requirements on Telecommunications Providers to undertake the timely repair or replacement of their infrastructure located within footpaths and road areas where it is creating a hazard for pedestrians and road users due to subsidence or damage.</td>
</tr>
<tr>
<td>MOVER</td>
<td>Cr L. McLaughlin (Burdekin)</td>
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<tr>
<td>SECONDER</td>
<td>Cr J. Woods (Burdekin)</td>
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<td>29 August 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 2 - SEQ Southern</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>47 — Planning Scheme – SEQ Infrastructure Plans</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to implement an SEQ focused Infrastructure Plan aligned with the South East Queensland Regional Plan and reform the forward budget cycle of Treasury from four years to a minimum ten years to deliver long term infrastructure projects outlined in the State Infrastructure Plan.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr K. Williams (Redlands)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr K. Marx (Brisbane)</td>
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<td>Date of council / organisation resolution:</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 2 – SEQ Western</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>48 — Land Management - Agricultural Data Collection</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to coordinate with the Australian Bureau of Statistics to make publically available agricultural data (by volume/tonnage and dollar value) by local government area.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr T. Milligan (Lockyer Valley)</td>
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<tr>
<td>SECONDER:</td>
<td>Cr M. Hagan (Lockyer Valley)</td>
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<td>Submitting council / organisation</td>
<td>Goondiwindi Regional Council</td>
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<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>23 August 2017</td>
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<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 4 – Darling Downs</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>49 — Planning Powers — Levee bank assessment management</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to amend the Planning Act to have the State Government as the assessment manager of levee bank applications.</td>
</tr>
<tr>
<td><strong>MOVER</strong></td>
<td>Cr R. Kearney (Goondiwindi)</td>
</tr>
<tr>
<td><strong>SECONDER</strong></td>
<td>Cr S. Mackenzie (Quilpie)</td>
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<td><strong>Result</strong></td>
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<td><strong>Date of council / organisation resolution</strong></td>
<td>14 August 2017</td>
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<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 1 – Brisbane CC</td>
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<tr>
<td><strong>Number and title of motion</strong></td>
<td>50 — Planning Powers - Improvements in maritime infrastructure approvals</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to improve assessment and referral processes for approvals associated with maritime infrastructure.</td>
</tr>
<tr>
<td><strong>MOVER</strong></td>
<td>Cr K. Marx (Brisbane)</td>
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<tr>
<td><strong>SECONDER</strong></td>
<td>Cr M. Bourke (Brisbane)</td>
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<td><strong>Date of council / organisation resolution</strong></td>
<td>23 August 2017</td>
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<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 10 - Far North</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>51 — Planning Powers - Review of State Referral Fees</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to review its State Referral Fees with a view to reducing the charge to ensure they are commensurate with the scale of the development being assessed and do not exceed the Local Government application fee for the development.</td>
</tr>
<tr>
<td><strong>MOVER</strong></td>
<td>Cr T. James (Cairns)</td>
</tr>
<tr>
<td><strong>SECONDER</strong></td>
<td>Cr B. Moller (Cairns)</td>
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<tr>
<td><strong>Result</strong></td>
<td>CARRIED</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to consider an amendment to the Planning Act 2016 and related legislation to provide for options for alternative penalties (other than solely financial) where a development offence has been committed in a Character Precinct or in relation to a Heritage Listed site.</td>
</tr>
<tr>
<td>MOVER: Cr T. James (Cairns)</td>
<td>SECONDER Cr B. Moller (Cairns)</td>
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</table>

<p>| Motion | That the Local Government Association of Queensland lobby the State Government to undertake a holistic review of the infrastructure funding framework which ensures local government has the capacity to send appropriate price signals to the market about the real cost of development within the different growth fronts of a local government whether they be infill or greenfield. |
| MOVER: Cr M. Charlton (Moreton Bay) | SECONDER Cr P. Flannery (Moreton Bay) |</p>
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<tr>
<th>Submitting council / organisation</th>
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<tr>
<td>Date of council / organisation resolution</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 4 - Darling Downs</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>54 — Planning Powers — Definition for ‘Intensive Animal Industry’</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to review the definition for ‘Intensive animal industry’ under the Planning Regulation 2017 to ensure the definition captures only those operations that are intensive in nature.</td>
</tr>
<tr>
<td>MOVER: Cr N. Meiklejohn (Southern Downs)</td>
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<tr>
<td>SECONDER: Cr T. Dobie (Southern Downs)</td>
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<td>23 August 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 7 - Whitsunday</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>55 — Planning Powers — External road infrastructure requirements for education facilities</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government in regard to costs associated with requests for additional roads infrastructure to support bus and light vehicle access to parking and pick up locations around existing schools.</td>
</tr>
<tr>
<td>MOVER: Cr K. Williams (Redlands)</td>
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<tr>
<td>SECONDER: Cr L. McLaughlin (Burdekin)</td>
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## ENVIRONMENT AND HEALTH

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<tr>
<th>Submitting council / organisation</th>
<th>Torres Strait Island Regional Council</th>
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<tr>
<td>Date of council / organisation resolution</td>
<td>21 August 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 12 - Aboriginal and Island Councils</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>56 — Coastal Protection —Coastal Erosion</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State and Federal Governments to establish a 50/50 policy and funding program for the protection and remediation of coastal public infrastructure, at immediate threat of damage or loss due to tidal, storm surge and inundation and erosion.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr K. Fell (Torres Strait Island)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr V. Malone (Torres)</td>
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<th>Logan City Council</th>
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<td>29 August 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 2 - SEQ Southern</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>57 — Pest Management - Suppressors for Vertebrate Pest Animal Control Programs</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to give ministerial support for permitting the lawful use of suppressors/silencers on firearms used by local government officers employed in vertebrate pest animal control. Through Ministerial exemption or amendment of the Act, Regulations or Policy provide the lawful ability for local government officers/agents engaged in vertebrate pest animal control to be licensed to possess and use silencers/suppressors.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr K. Williams (Redlands)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr K. Marx (Brisbane)</td>
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<td>Submitting council / organisation</td>
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<tr>
<td>Quilpie Shire Council/Western Queensland Local Government Association</td>
<td>District 5 – South West</td>
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</table>

**58 — Pest Management — Wild Dog Cluster Fencing**

**Date of council / organisation resolution**
14 July 2017

**Number and title of motion**
58 — Pest Management — Wild Dog Cluster Fencing

**Motion**
That the Local Government Association of Queensland lobby the State and Federal Governments to continue providing funding for wild dog control measures and request additional ongoing funding for cluster exclusion fencing including fences that incorporate a smaller number of properties.

**MOVER:** Cr S. Mackenzie (Quilpie)
**SECONDER:** Cr J. Hewson (Quilpie)

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<tr>
<td>Toowoomba Regional Council</td>
<td>District 4 - Darling Downs</td>
</tr>
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</table>

**59 — Pest Management - Rabbit Fencing**

**Date of council / organisation resolution**
19 September 2017

**Number and title of motion**
59 — Pest Management - Rabbit Fencing

**Motion**
That the Local Government Association of Queensland lobby the State Government to provide funding equity between the Wild Dog Check Fence and the Rabbit fence by contributing 50% towards the cost of maintaining the Rabbit Barrier Fence.

**MOVER:** Cr A. Glasheen (Toowoomba)
**SECONDER:** Cr T. Milligan (Lockyer Valley)

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<tr>
<td>Cairns Regional Council</td>
<td>District 10 - Far North</td>
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**60 — Public Health - Fire Safety Audits for Budget Accommodation**

**Date of council / organisation resolution**
23 August 2017

**Number and title of motion**
60 — Public Health - Fire Safety Audits for Budget Accommodation

**Motion**
That the Local Government Association of Queensland lobby the State Government to fund and implement mandatory fire safety audits for all short-term accommodation including Bed and Breakfast, homestays, and room letting.

**MOVER:** Cr B. Moller (Cairns)
**SECONDER:** Cr T. James (Cairns)

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<td>22 August 2017</td>
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<td>LGAQ Policy Executive district</td>
<td>District 2 – SEQ Northern</td>
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<tr>
<td><strong>Number and title of motion</strong></td>
<td>61 — Public Health - State funding for the operation of council CCTV networks</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State and Federal Governments to allocate a dedicated revenue source to support the operation of council CCTV networks.</td>
</tr>
<tr>
<td><strong>MOVER</strong></td>
<td>Cr M. Charlton (Moreton Bay)</td>
</tr>
<tr>
<td><strong>SECONDER</strong></td>
<td>Cr P. Flannery (Moreton Bay)</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 6 – Central Queensland</td>
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<tr>
<td><strong>Number and title of motion</strong></td>
<td>62 — Public Health — Management of asbestos</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to amend the legislation so that Workplace Health and Safety Queensland can manage the collection and disposal of debris comprising asbestos containing material which is not associated with a worksite or home renovator.</td>
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<tr>
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<td>31 May 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 8 – Central West</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>63 — Public Health — Mental Health Services in Rural and Remote Queensland</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State and Federal Government to enact their respective commitments to mental health and wellbeing by increasing funding, and the availability and accessibility of mental health services and programs in rural and remote Queensland.</td>
</tr>
<tr>
<td><strong>MOVER</strong></td>
<td>Cr C. Rolfe (Central Highlands)</td>
</tr>
<tr>
<td><strong>SECONDER</strong></td>
<td>Cr K. Hayes (Central Highlands)</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 7 - Whitsunday</td>
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<tr>
<td>Number and title of motion</td>
<td>64 — Public Health - Overcrowding of share houses</td>
</tr>
<tr>
<td>Motion</td>
<td>The Local Government Association of Queensland lobby the State Government to amend the Local Government Act 2009 to increase an authorised officer’s right of entry to a private property to address potentially life-threatening issues such as overcrowding.</td>
</tr>
<tr>
<td>MOVER</td>
<td>Cr L. McLaughlin (Burdekin)</td>
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<tr>
<td>SECONDER</td>
<td>Cr J. Woods (Burdekin)</td>
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<td>Date of council / organisation resolution</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 9 - Northern</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>65 — Public Health — Local Government Powers to address negligent rental property owners</td>
</tr>
<tr>
<td>Motion</td>
<td>That Local Government Association of Queensland lobby the State Government to make appropriate changes to existing local government laws and regulations, to grant regulatory powers to local governments to enforce building maintenance on residential rental properties to an acceptable building standard with failure to do so resulting in enforcement notices and cumulative fines that are attached to the offending property.</td>
</tr>
<tr>
<td>MOVER</td>
<td>Cr K. Rehbein (Townsville)</td>
</tr>
<tr>
<td>SECONDER</td>
<td>Cr J. Hill (Townsville)</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 6 - Central Queensland</td>
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<tr>
<td>Number and title of motion</td>
<td>66 — Waste Management — Recycling – Market Development</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to establish suitable incentives and sustainability for regional areas to participate in the recycling industry and avoid market failures for regional Queensland.</td>
</tr>
<tr>
<td>MOVER</td>
<td>Cr K. Hayes (Central Highlands)</td>
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<tr>
<td>SECONDER</td>
<td>Cr C. Rolfe (Central Highlands)</td>
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<td>Result</td>
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<tr>
<td>Date of council / organisation resolution</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 4 – Darling Downs</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>67 — Water Resources — River Trusts</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to consider either the abandonment of River Trusts or the reallocation of the resources currently committed to River Trusts to local government authorities.</td>
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<tr>
<td>MOVER: Cr N. Meiklejohn (Southern Downs)</td>
<td>SECONDER Cr T. Dobie (Southern Downs)</td>
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### Workforce and Social Policy

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<td><strong>LGAQ Policy Executive district</strong></td>
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<tr>
<td>15 June 2017</td>
<td>District 11 – North West</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td><strong>68 — Community Development- Review of Regional Assessment Service (RAS) Provision</strong></td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the Federal Government to request Regional Assessment Service (RAS) Providers to review their structure to ensure Aged Care Clients in rural &amp; remote areas of Queensland are provided a face to face assessment as entitled.</td>
</tr>
<tr>
<td><strong>MOVER</strong></td>
<td>Cr J. McNamara (Flinders)</td>
</tr>
<tr>
<td><strong>SECONDER</strong></td>
<td>Cr L. Schmidt (Charters Towers)</td>
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<th>Redland City Council</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td><strong>LGAQ Policy Executive district</strong></td>
</tr>
<tr>
<td>23 August 2017</td>
<td>District 2 – SEQ Southern</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td><strong>69 — Community Development — Prevention of Domestic and Family Violence</strong></td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland commit to provide leadership in preventing domestic and family violence through:</td>
</tr>
<tr>
<td></td>
<td>1. Advocacy to other levels of government to increase resources in clarifying, enhancing and further implementing legislation and influencing social norms for more equal relationships between men and women.</td>
</tr>
<tr>
<td></td>
<td>2. Building capacity within the organisation and the sector to understand the prevalence, seriousness and preventable nature of the problem and roles that local government can play in addressing gender equity and promoting respectful relationships.</td>
</tr>
<tr>
<td></td>
<td>3. Promoting local government's role, achievements and best practice in preventing domestic and family violence to the sector and other levels of government. In addition, championing 'whole of community' approaches to raising awareness and responding to opportunities to promote respectful relationships.</td>
</tr>
<tr>
<td></td>
<td>4. Assisting local governments in developing policy framework and toolkits to address domestic and family violence in their workplace and community.</td>
</tr>
<tr>
<td><strong>MOVER</strong></td>
<td>Cr K. Williams (Redlands)</td>
</tr>
<tr>
<td><strong>SECONDER</strong></td>
<td>Cr K. Marx (Brisbane)</td>
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**Submitting council / organisation**
Central Highlands Regional Council

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<th>Date of council / organisation resolution</th>
<th>LGAQ Policy Executive district</th>
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<tbody>
<tr>
<td>22 August 2017</td>
<td>District 6 - Central Queensland</td>
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</table>

| Number and title of motion | 70 — Disability Policy — Disability access improvement in rural and regional areas |

**Motion**
That the Local Government Association of Queensland lobby the State Government for partnerships and funding programs to support the successful delivery of the State Disability Strategy particularly to enhance the access of disabled community members to local government infrastructure and services in rural and regional areas.

**MOVER:** Cr C. Rolfe (Central Highlands)  
**SECONDER:** Cr K. Hayes (Central Highlands)  
**CARRIED**
### 71 — Funding - Transport for vulnerable people in regional areas

**Motion**
That the Local Government Association of Queensland lobby the State and Federal Government to promote funding and accessibility to transport for vulnerable people (low socio-economic demographics, elderly, people with illness and no means of support, people with disabilities, young people without a driver’s license and people with mental health challenges).

**MOVER:** Cr C. Rolfe (Central Highlands)

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

**CARRIED**

### 72 — Funding - Uniformity of Parking Infringement Levels

**Motion**
That the Local Government Association of Queensland lobby the State Government to develop a consistent and equitable approach between agencies to the level of parking fines across Queensland.

**MOVER:** Cr M. Bourke (Brisbane)

**SECONDER:** Cr K. Marx (Brisbane)

**CARRIED**
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<tr>
<th>Submitting council / organisation:</th>
<th>Lockyer Valley 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>23 August 2017</td>
<td>District 2 – SEQ Western</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>73 — Rating – Valuation - Land Disposal</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to consider changes to the Local Government Regulation 2012 to only require valuation of land for disposal where it is cost effective to do so.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr M. Hagan (Lockyer Valley)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr T. Milligan (Lockyer Valley)</td>
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<td>Status:</td>
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<td><strong>Date of council / organisation resolution:</strong></td>
<td><strong>LGAQ Policy Executive district</strong></td>
</tr>
<tr>
<td>23 August 2017</td>
<td>District 10 - Far North</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>74 — Rating — Transfer Duty Exemption</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td>That the Local Government Association of Queensland lobby the State Government to exempt local government from payment of Transfer Duty when acquiring land for community use</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr B. Moller (Cairns)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr T. James (Cairns)</td>
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<td>Status:</td>
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## GOVERNANCE

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<tr>
<td>Date of council / organisation resolution:</td>
<td>23 August 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 2 – SEQ Western</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>75 — Legislation — Protection of Council Officers</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to consider changes to s340 of the Criminal Code 1899 to ensure the offence of serious assault against public officers also applies to officers who are authorised persons under the Local Government Act 2009.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr T. Milligan (Lockyer Valley)</td>
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<tr>
<td>SECONDER:</td>
<td>Cr M. Hagan (Lockyer Valley)</td>
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<th>Cairns Regional Council</th>
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<td>Date of council / organisation resolution:</td>
<td>23 August 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 10 - Far North</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>76 — Legislation - Copyright Exemption</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the Federal Government to exempt local governments from the requirement to pay a license fee to Copyright Agency Limited for staff reproducing copyright material of third parties without their permission. This would require exemption from aspects of the Copyright Act 1968.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr B. Moller (Cairns)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr J. Paronella (Tablelands)</td>
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<th>Central Highlands Regional Council</th>
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<tr>
<td>Date of council / organisation resolution</td>
<td>8 August 2017</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>77 — Funding – Funding for Resource Communities</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to establish formal mechanisms to be established to recognise the financial contribution to the State Government from resource communities and return the appropriate allocation of funding to these communities to maintain infrastructure and services.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr K. Hayes (Central Highlands)</td>
</tr>
<tr>
<td>SECONDER</td>
<td>Cr C. Rolfe (Central Highlands)</td>
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<th>Submitting council / organisation</th>
<th>Paroo Shire Council</th>
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<tr>
<td>Date of council / organisation resolution</td>
<td>15 August 2017</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 5 – South West</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>78 — Red Tape Reduction — Mining Lease Red Tape</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to investigate the red tape and time associated with the acquisition, renewal and surrender of mining leases and claims in Queensland.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr J. Woodcroft (Paroo)</td>
</tr>
<tr>
<td>SECONDER</td>
<td>Cr J. Hill (Townsville)</td>
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<tr>
<td>Submitting council / organisation</td>
<td>Boulia Shire Council/Western Queensland Local Government Association</td>
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<tr>
<td>Date of council / organisation resolution</td>
<td>31 May 2017</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 8 – Central West</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>79 — Roads — Declaration of State Roads</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to declare as State roads, or have dedicated funding for those local roads that contribute significantly to state revenues due to increased industry traffic flows.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr A. Antoniolli (Ipswich)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr G. Morton (Diamantina)</td>
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<tr>
<th>Submitting council / organisation</th>
<th>Barcaldine Shire Council / Western Queensland Local Government Association</th>
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<tbody>
<tr>
<td>Date of council / organisation resolution</td>
<td>31 May 2017</td>
</tr>
<tr>
<td>LGAQ Policy Executive district</td>
<td>District 8 – Central West</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>80 — Roads — Department of Transport and Main Roads Licensing Services</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to return licensing and Queensland Government Agent Program (QGAP) services to smaller and remote communities.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr R. Chandler (Barcaldine)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr G. Morton (Diamantina)</td>
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<tr>
<th>Submitting council / organisation</th>
<th>Burke Shire Council</th>
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<tr>
<td>Date of council / organisation resolution</td>
<td>17 August 2017</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>81 — Roads — Funding for local government controlled access roads to National Parks</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State and Federal Governments to create and enact a funding scheme for Local Government entities to meet the cost of maintaining their local roads that provide primary access - with attributable disproportionate traffic volumes - to non-rateable National Park and/or World Heritage areas.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr P. Poole (Burke)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr J. Leu (Douglas)</td>
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## Submitting council / organisation
Cairns Regional Council

## Date of council / organisation resolution
23 August 2017

## LGAQ Policy Executive district
District 10 - Far North

<table>
<thead>
<tr>
<th>Number and title of motion</th>
<th>Motion</th>
</tr>
</thead>
<tbody>
<tr>
<td>82 — Planning Powers — Community Infrastructure Designations</td>
<td>That the Local Government Association of Queensland lobby the State Government to improve local government engagement and approval processes for proposed Community Infrastructure Designations to ensure consistency and/or compliance with relevant local government planning instruments and other strategies.</td>
</tr>
</tbody>
</table>

**MOVER:** Cr J. Paronella (Tablelands)  
**SECONDER:** Cr L. McLaughlin (Burdekin)  
CARRIED

## Submitting council / organisation
Redland City Council

## Date of council / organisation resolution
23 August 2017

## LGAQ Policy Executive district
District 2 – SEQ Southern

<table>
<thead>
<tr>
<th>Number and title of motion</th>
<th>Motion</th>
</tr>
</thead>
</table>
| 83 — Planning Powers — Community Residence Provisions | That the Local Government Association of Queensland lobby the State Government to review the current provisions for “Community residence” in the Planning Regulation 2017 and include additional requirements to ensure community residences:  
  - are located in close proximity to public transport, services and possible employment areas;  
  - address impacts on existing residential amenity; and  
  - are not established without consultation with the relevant local government to ensure conformity with local government planning policies. |

**MOVER:** Cr K. Williams (Redlands)  
**SECONDER:** Cr K. Marx (Brisbane)  
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<tr>
<th>Submitting council / organisation</th>
<th>Cairns Regional Council</th>
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<tr>
<td>Date of council / organisation resolution</td>
<td>23 August 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 10 - Far North</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>84 — Planning Scheme — Amendment to Local Government Infrastructure Plans</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland continue to seek amendments to the Statutory Guidelines associated with Local Government Infrastructure Plans (LGIP’s) to remove the imposed unnecessary cost, resource and time burdens on local government.</td>
</tr>
<tr>
<td>MOVER</td>
<td>Cr J. Paronella (Tablelands)</td>
</tr>
<tr>
<td>SECONDER</td>
<td>Cr J. Hill (Cairns)</td>
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<tr>
<td>Date of council / organisation resolution</td>
<td>14 August 2017</td>
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<tr>
<td>LGAQ Policy Executive district</td>
<td>District 1 – Brisbane CC</td>
</tr>
<tr>
<td>Number and title of motion</td>
<td>85 — Roads — Travel Surveys</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to commit to conducting comprehensive travel surveys.</td>
</tr>
<tr>
<td>MOVER</td>
<td>Cr K. Marx (Brisbane)</td>
</tr>
<tr>
<td>SECONDER</td>
<td>Cr K. Williams (Redlands)</td>
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## ENVIRONMENT AND HEALTH

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<tr>
<th>Submitting council / organisation</th>
<th>Etheridge Shire Council/Northern Alliance of Councils Inc</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>15 March 2017</td>
</tr>
<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 11 – North West</td>
</tr>
<tr>
<td><strong>Number and title of motion</strong></td>
<td>86 — Pest Management - National Parks</td>
</tr>
</tbody>
</table>
| **Motion**                                 | That the Local Government Association of Queensland lobby the State Government for:  
1. Councils be compensated for the loss of rate revenue when rate-paying properties become National Parks;  
2. Grazing be allowed on National Parks as a means of managing fire fuel loads;  
3. National Parks take a more active role in controlling invasive plant and animal species on the properties to reduce migration to adjoining properties and mitigate impacts on primary production and biodiversity. |
| MOVER:                                    | Cr J. McNamara                                            |
| SECONDER:                                  | Cr L. Schmidt (Charters Towers)                           |
| CARRIED                                    |                                                           |

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<tr>
<th>Submitting council / organisation</th>
<th>Gladstone Regional Council</th>
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<tr>
<td><strong>Date of council / organisation resolution</strong></td>
<td>5 September 2017</td>
</tr>
<tr>
<td><strong>LGAQ Policy Executive district</strong></td>
<td>District 6 – Central Queensland</td>
</tr>
</tbody>
</table>
| **Number and title of motion**             | 87 — Pest Management — Assistance with the eradication of Noxious Weeds  
(eg. Giant Rats Tail Grass)                  |
| **Motion**                                 | That the Local Government Association of Queensland lobby the State Government to be accountable for all costs associated with management, control and eradication of noxious weeds (eg. Giant Rats Tail Grass —GRT) that discharge from State Government past, present and future research / trial plots within the local council area. |
| MOVER:                                    | Cr G. Churchill (Gladstone)                              |
| SECONDER:                                  | Cr R. Hansen (Gladstone)                                 |
| CARRIED                                    |                                                           |
### Submitting council / organisation
Central Highlands Regional Council/Western Queensland Local Government Association

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<td>District 6 – Central Queensland</td>
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| Number and title of motion               | 88 — Australia Post — Aged Care – Localities and Postcodes |

**Motion**
That the Local Government Association of Queensland lobby the Federal Government to realign locality and postcode areas in regional and remote areas to improve consistency; and support and enhance communication by post and parcel delivery by means of reduced inefficiency associated with misdirected mail services.

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

**SECONDER:** Cr C. Rolfe (Central Highlands)

CARRIED

### Submitting council / organisation
Barcaldine Regional Council/Western Queensland Local Government Association

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<tr>
<th>Date of council / organisation resolution</th>
<th>LGAQ Policy Executive district</th>
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<tr>
<td>31 May 2017</td>
<td>District 8 – Central West</td>
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</table>

| Number and title of motion               | 89 — Historical Records — Births, Deaths and Marriages – Release of Cemetery Records |

**Motion**
That the Local Government Association of Queensland lobby the State Government to enable councils to gain access to burial registers for old cemeteries within their region.

**MOVER:** Cr R. Chandler (Barcaldine)

**SECONDER:** Cr G. Morton (Diamantina)

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<td>Date of council / organisation resolution</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>90 — Sports and Recreation — Utilisation of educational institutions for community sport</td>
</tr>
<tr>
<td>Motion</td>
<td>That the Local Government Association of Queensland lobby the State Government to commence discussions on partnering with local councils to better utilise education facilities.</td>
</tr>
<tr>
<td>MOVER:</td>
<td>Cr K. Hayes (Central Highlands)</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cr G. Churchill (Gladstone)</td>
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AMENDED
CARRIED
Good morning ladies and gentlemen and welcome to our 2017 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 Greg Hallam, Chief Executive Officer, LGAQ

Could I now call to order the 121st LGAQ Annual Conference.

PRESENTATION OF POLICY EXECUTIVE

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

* President, Mayor Mark Jamieson

Representing:

- District No 1, Brisbane and an LGAQ Board Member, Cr Matthew Bourke
- District No 2, South, Cr Karen Williams
- District No 2, North, Cr Mike Charlton
- District No 2, West, Cr Paul Tully
- 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 and LGAQ Board Member, Cr Jennifer Hill
· District No 10, Far North, Cr Bob Manning (absent)

· District No 11, North West, Cr Belinda Murphy

· District No 12, Aboriginal and Island councils, Cr Fred Gela (absent)

· District No 12, Aboriginal and Island councils, Cr Alf Lacey

Thank you Policy Executive Members.

OFFICIAL OPENING

His Excellency the Honourable Paul de Jersey AC
Governor of Queensland

Introduction – Mayor Mark Jamieson, President, LGAQ

It is my pleasure this morning to introduce His Excellency the Honourable Paul de Jersey AC, who as you are aware is the Governor of Queensland and the representative of Her Majesty Queen Elizabeth II and Queensland's Head of State. The Governor was appointed as a judge of the Supreme Court of Queensland in 1985 when aged 36, becoming the 17th Chief Justice of Queensland on the 17 February 1998. He served in that role for more than 16 years until just prior to being sworn in as Queensland's 26th Governor in July 2014.

I invite His Excellency the Honourable Paul de Jersey AC, Governor of Queensland, to come forward and open our conference. Please welcome His Excellency the Honourable Paul de Jersey AC, Governor of Queensland.

His Excellency the Honourable Paul de Jersey AC, Governor of Queensland

Thank you ladies and gentlemen and thank you Mr President, Mayor Jamieson, for your kind introduction.

My wife Kaye and I are delighted to be in Gladstone to join you all for this important event in the Queensland Local Government calendar. Gladstone Mr Mayor, is something of a barometer of Queensland's industrial development. Mayor Burnett assures me that some understandable corrugations aside, the region is faring very well industrially. That ladies and gentlemen reflects our State's industrial economy. Speaking of corrugations, the challenge for Local Government is to navigate them with foresight, measure and resilience. Three features which I believe, characterise this important tier of Local Government.

May I now acknowledge the traditional custodians of the lands around Gladstone and express my respect to Elders past and present.

Queensland's regional shire and city councils occupy a very special place in the store of wonderful memories and experiences, which Kaye and I have built up since my swearing in, in 2014, now more than three years ago.

In each location we've travelled to (there have been hundreds across this vast decentralised State of ours) I've sought where possible a briefing upon arrival, from the Mayor and Council representatives. Those meetings have been invariably highly informative and remarkable for the warm welcome we have received, for the respect shown to the office which I have the honour to serve and the clear commitment of each Council to the people it serves.
May I take this opportunity to thank you all most sincerely, for the critical role you’ve played in supporting my duties as Governor and in deepening my understanding of the character, resilience and warm heartedness of Queensland’s regional communities, in both good times and bad. Few personified as richly and energetically, the warm and genial spirit of regional Queensland, than did our dear friend the late Winton Mayor, Butch Lenton. Kaye and my two visits to Winton during this Governorship were made all the more remarkable by Butch’s welcoming friendliness and trademark humour. His leadership I know was greatly valued by his own community and admired by so many of you here. I extend to Ros and Butch’s family, friends and colleagues, Kaye’s and my most sincere condolences.

**LGAQ PRESIDENTIAL ADDRESS**

*Mayor Mark Jamieson*

*President, LGAQ*

I would like to acknowledge the Port Curtis Coral Coast People as the traditional custodians of this land and pay our respects to the elders both past, present and future for they hold the memories, the traditions, the culture and hopes of all Indigenous people.

Can I also take the opportunity to express on behalf of all our members a warm appreciation of the respect the Governor shows for the place local councils hold in the Queensland community.

Welcome all to the 121st annual conference of the Local Government Association of Queensland.

We gather here in the beautiful city of Gladstone at a testing time for our sector of government.

The job of representing local communities has never been easy but the challenges that face local councils today are of a size and nature that would have been unimaginable a generation ago.

The theme of this conference refers to those waves of change that are affecting us.

But I would rather focus on the second part of that theme: the oceans of opportunity that technological change has brought to our doorstep.

The opportunity is there for us as local councils to ride those waves of change to achieve better prosperity and quality of life for our communities.

And isn’t that what keeps us in this game? The opportunity to make a difference?

Just three years ago, my predecessor as your President, Margaret de Wit, stood before conference and spoke of how we would respond to the big federal agenda at the time, reform of the taxation system and of federation.

Unfortunately, neither of these reforms got off the ground for several reasons, mostly to do with the direction of politics federally.

I believe we have learned the lesson of these reform failures.

I believe we have learned that our own sphere of government should set the agenda, not respond to one imposed on us.

Certainly, Canberra plays a big part in terms of paying for the big ticket items that we in councils often dream about to help our communities.
But the thing is it’s our dream - we know how best to ensure our communities thrive and what is needed to protect their interests.

It’s in that same vein that we are working very well with the government of Premier Annastacia Palaszczuk, delivering in a true sense of partnership the Works for Queensland program.

Every time I get a chance to talk about Works for Queensland, I talk about the central role that local government has played in its implementation.

It’s a different approach to some other jobs and infrastructure programs.

And I believe the success we have seen with the rollout of the first stage of the program show it is a better approach.
In fact, we will be pursuing both the Government and the Opposition to extend that partnership model with local government to an ongoing, state-wide allocative funding program for building works, covering roads, water and community infrastructure.

It’s been a big year for local government, one where there were a lot of highs and quite a few lows.

It was a year when – once again – many councils had to deal with the devastation caused by cyclones and flooding.
As in previous years, the response from councils affected by Tropical Cyclone Debbie and its aftermath was nothing short of heroic.

Humbling as it was, it was no surprise that those councils – along with the LGAQ – were honoured as Queensland Greats later in the year.

I’m not underplaying the contributions of federal and state governments to effective natural disaster response.

But, time and again, it is local governments that are there for their communities before, during and after these events, because they know intimately how natural disasters can tear at the social and economic fabric of communities and the urgency of doing the repair jobs that are necessary.

Let me mention just a few of the wins we have achieved as a sphere of government this year.

The LGAQ deferred the potential expiry of local government waste management provisions that provides councils the certainty to deliver waste services most appropriate to their local communities.

On coastal protection, we had great success with the QCoast2100 program this year, with the Government awarding funds to nearly half of all eligible councils to help them with strategies to deal with coastal hazards like sea level rise and storm tides.

Federally, of course, it has been a really significant year, with Canberra agreeing to include so-called day labour and plant and equipment under natural disaster relief funding as well as moving to restore the indexation of Commonwealth financial assistance grants.
They were big wins that came from sharp, focussed and sustained lobbying by the LGAQ, by the Australian Local Government Association, and by individual councils.

And we were helped in no small way by Queensland’s federal parliamentary representatives.

I’d like to make special mention here of LNP Senator Ian MacDonald, who never wavered from putting local government’s case for reform of natural disaster funding. The sector owes him a great debt.
I also acknowledge the advice of some of Queensland's senior bureaucrats, Dave Stewart and Frankie Carroll chief among them, to help bolster our case for reform.

It's been a mixed bag for councils regarding industrial relations this year. In some ways we were trapped between the imperatives of a former conservative LNP government who introduced some quite radical reforms, and then the ALP government – with its own brand of reform.

But there are two very important things that came out of this rollercoaster ride.

Firstly, despite some setbacks, local governments are in a much better position now industrially than they were when we began this process. Award coverage is simpler with only three awards where once there were in excess of 20.

And secondly, local councils were confirmed as good employers that valued their workforce as a part of the community rather than just an added cost to business.

That won't change and I think we are in a good space to make sure the existing industrial framework produces outcomes have the interests of our communities front and centre.

I had the great pleasure in 2017 of visiting most of the discrete Aboriginal Councils and their communities on the Cape.

A trip to the tip of Cape York is probably on most Australians' bucket list – and I would thoroughly endorse that goal – but can I add that people would only get to have half the experience unless they included a visit to an indigenous community while they are on the Cape.

These communities have much to offer and the mayors and the councils have my utmost admiration and respect for the very positive efforts they take to advance their communities' interests.

You have made real and lasting progress in looking after your communities in the face of the twin challenges of distance and disadvantage.

The magnitude of those challenges spurred the LGAQ to fight long and hard for the successful restoration of the State Government Financial Aid funding that was removed back in 2012.

While that fight is won, we battle on other fronts – like the campaign for a replacement of for the need for a replacement National Partnership Agreement on Remote Indigenous Housing program, telecommunications links as well as other initiatives.

I hope I’ve been able to outline how local government as a sector can be proud of where we took the state over the past year. In that time, there have been some tough periods and a lot of mudslinging from our critics.

Too much mudslinging, I think. No one is perfect and there have been some hard lessons to be learned regarding the importance of ensuring councils are financially sustainable and able to properly manage their communities.

We need to demand fairness and equity on electoral funding matters.

It’s got to be a case of do as I do, not do as I say. To that end, I note that the ALP was receiving developer donations right up to the very last day and got less than a pass mark from the ECQ for its electoral donation bookkeeping – at the very same time we were being told to pull up our socks.

In some ways we are wrestling smoke – to be specific “the perception of corruption” as Mr MacSporran said in his report.
Be very clear about this, neither the 2005 Needham CMC nor the 2017 MacSporran CCC exhaustive inquiries found a single case of proven council corruption around development approvals.

In truth we have to do better to improve perceptions, and the LGAQ in advance of the Belcarra Report proposed campaign donation limits and, we have also gone further than Belcarra in recommending that any councillor who received a donation from a developer or a gift of over $500 from the same source has to leave the council chamber. This is practical, good sensible reform that's capable of being implemented and passes muster with the community.

Finally, this problem is more one of the inadequacy of the existing laws and their administration - read the ECQ, rather than unlawfulness by councils. If you read Belcarra from cover to cover that's essentially its findings – the rest is political hyperbole.

Everyone in local government will be feeling the angst and pressure that is brought to bear on people when these issues of trust are raised by the community.

But we cannot be distracted. We need to set as good an example as possible.

We need to get on with the job, concentrate on the good job that councils do while acknowledging there have been some negatives.

As for the positives of local government, they are there for all to see:

….the preparations for the Commonwealth Games next year on the Gold Coast…
….the successful push for a world-class stadium to be built in Townsville… the opening up of the Galilee Basin.

Local councils have played a key role in all these big developments in the life of the Queensland economy.

And in my social area of interest – connectivity – the drive for improvement is coming as much from councils as it is any other level of government.

Perhaps more so, and from some unlikely quarters.

The completion of the rollout of a 550 kilometre fibre optic cable to serve outback Queensland is testament to the tenacity and vision of Barcoo and Diamantina shire councils.

This community building project will deliver enormous benefits to the region through lifting the potential for health, education and emergency services, local business and tourism.

That's the beauty of improved connectivity. Networks of roads or rail were important in the past and will continue to be but things like broadband, data centres will drive a lot of the economy into the future.

For our part, the LGAQ is pursuing game changers like our LG Sherlock data analytics tool – which we will officially launch later today – as a way of helping our member councils continue to achieve efficiencies and savings while helping to set their communities up to benefit from the digital age.

We’ve also worked on some productivity improvements of our own, merging our procurement, IT, training, infrastructure and shared services businesses into one - Peak Services.

I urge you to go along and visit the Peak Services booth sometime over the next couple of days.

You'll find some familiar faces but also a fresh approach to offering up the business solutions you need.
I’m convinced that tools like LG Sherlock are the key to councils improving their productivity and performance in the medium term.

Riding that wave of change is not an easy task but a necessary one.

Enjoy the next couple of days, ensure your debates on motions are robust and dip into those oceans of opportunity that await you as local councillors.

Thank you.

KEYNOTE ADDRESS: LEADERSHIP AND THE EROSION OF TRUST

Peter Lewis
Executive Director, Essential

Introduction

Last night the LGAQ Team, while you were off at one of the many venues that Matt Burnett talked about enjoying a bit of networking and dinner, the LGAQ team was hard at work around a campfire toasting marshmallows, singing Kumbaya and just generally regrouping after a busy couple of days in the lead up to the conference. I’m pretty sure you’ll agree with me that once again the conference program is terrific and the venue looks tremendous. They do their work and it really pays off. So last night we had the chance to have a bit of a de-brief on how we’re going and what the next couple of days hold.

There were three of us left at the campfire and two of them were speaking a language I didn’t understand to be quite frank. One of them was Greg Hallam who continues to surprise me. The more I get to know Greg the more layers to him I find out there are. But he was talking in great depth, detail and with considerable insight to our keynote speaker this morning.

Peter Lewis is the Executive Director of Essential and Pete’s been Director there since 1999 and has over twenty years of experience in public affairs and media. He has driven ground breaking projects such as the successful ‘Every Australian Counts’ campaign to gain bipartisan support for the National Disability Insurance Scheme. He provides regular public and media commentary on key issues, especially around the insights from our exclusive Essential Report.

Peter and Greg were having a very in depth conversation about polling, about the methods of polling, about some of the science of polling and I was left looking at my Facebook on my phone. So I had nothing to bring to it. But Pete’s insights are very highly sought and I’m very happy to say that I’ve known this bloke since we were both thirteen, as we went to school together in Sydney. I think you will find what he has to say this morning provocative and we should hopefully have time for some questions and answers before morning tea. So would you please welcome from Essential, the essential Peter Lewis ladies and gentlemen.

Peter Lewis
Good morning everyone. It is a great honour to be asked as the keynote... I’m normally the guy that comes on at about four o’clock in the afternoon when everyone is falling asleep between the afternoon tea and the drinks. It’s great to come up here and give you a bit of my take on the national mood. I’ve worked around politics for the best part of two decades as Tim said, but I’ve never put my hand up to be a leader. I’ve sort of watched on the outside and tried to make sense of it. I guess what brings everyone in this room together whether you’re an elected rep or a GM, you’re the people that have put your hands up and entered the public arena and as you know the various pressures, the policy pressures, the economic pressures and the pressures of public expectation are what makes the job particularly challenging.
So what I want to do today is take you through some of the insights from our weekly poll and maybe give you something to go away to think about, that might make your day to day jobs a little bit easier in understanding those humans that vote every three or four years. In a way, I'll speak to you today as kind of, not so much an ambassador but an interpreter of what's going on in your electorates. As Tim said I'll whizz through. I've got a whole bunch of slides. I'll whizz through them and then if there's a chance for some questions at the end, happy to take them.

The Essential Report is a weekly poll that we run in partnership with Guardian Australia, which is one of the newer news websites in Australia. It's what's called a weekly omnibus. We put about ten questions in the field, the two party preferred and who you are going to vote for questions. But also, we get a chance to ask a heap of other questions about the issue of the day, longer leg questions on public mood. It goes out to a panel of a thousand every week, different people, statistically valid and we get to benchmark a whole bunch of issues.

For me, polling is a bit like a moment where science meets art. You get a bunch of numbers, then you've got to make sense of them. People that work in finance have probably had the same experience, but for me the numbers give me an opportunity to try to understand and tell a story. So that is what we are going to try to do today. Look at a whole bunch of numbers and see what sort of stories come out of it.

I guess the starting point of this is a trend that we've been picking up... really since that horrible period in Australian politics where it was like it was a cage fight between Tony Abbott and Julia Gillard, and everything felt like it was being dragged down. Maybe that was politics as usual, but it seemed particularly venomous at the time. What we saw at that point was trust in our public institutions on the decline.
If you have a look at this slide:

**Most institutions have Lost the Public’s Trust**

Q. How much trust do you have in the following institutions and organisations?

<table>
<thead>
<tr>
<th></th>
<th>Total trust</th>
<th>A lot of trust</th>
<th>Some trust</th>
<th>A little trust</th>
<th>No trust</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal police</td>
<td>71%</td>
<td>22%</td>
<td>44%</td>
<td>19%</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>State police</td>
<td>67%</td>
<td>19%</td>
<td>43%</td>
<td>4%</td>
<td>16%</td>
<td>3%</td>
</tr>
<tr>
<td>The High Court</td>
<td>61%</td>
<td>22%</td>
<td>39%</td>
<td>10%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>The ABC</td>
<td>52%</td>
<td>17%</td>
<td>35%</td>
<td>26%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>The Reserve Bank</td>
<td>49%</td>
<td>13%</td>
<td>36%</td>
<td>32%</td>
<td>13%</td>
<td>7%</td>
</tr>
<tr>
<td>Charitable organisations</td>
<td>46%</td>
<td>13%</td>
<td>38%</td>
<td>33%</td>
<td>12%</td>
<td>4%</td>
</tr>
<tr>
<td>Environment groups</td>
<td>42%</td>
<td>9%</td>
<td>33%</td>
<td>35%</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>Your local council</td>
<td>38%</td>
<td>7%</td>
<td>31%</td>
<td>21%</td>
<td>4%</td>
<td>4%</td>
</tr>
</tbody>
</table>

different organisations levels of trust, total trust (which is actually adding up a lot of trust and some trust into the one number) and what you will see here is a bunch of our institutions. The numbers were dropping every six months, we polled this. But the one that’s interesting there is, local councils. Now I know that Greg has done some broader research for you, that shows people have a high regard for Queensland Councils, and maybe it is the company you keep. But in our findings you know, you’ve got:

- 7% of people saying their local council has a *lot of trust*; and
- 31%, *some trust*.

That’s not the whole table. You’re at the bottom of a list that includes things like the High Court and the Reserve Bank. But even the Reserve Bank and ABC at 50%, some trust.

Then you get down into the swamp. Commonwealth Public Service, State Parliaments, Federal Parliaments, Business Groups, religious organisations, trade unions and political parties. So that notion that these organisations that used to be (not just the governing bodies but also the fabric of our civil society), the loss of public trust in those institutions over the last decade has been a really, I think, a transformative part of the
Australian political system. Because if politics is about solving problems, it's part of having a trust relationship with the people that you are governing.

Just to back track, these are all national figures. We don't do state by states. I'll give you a little insight, that Queensland isn't that much different from the rest of Australia. Normally when we are polling on questions it's pretty similar across the whole gambit.

There you see those levels of trust, one in three people on most of our social institutions and less, saying that they've either got some level of trust. That's been interpreted a number of ways. One is it’s (particularly when you look at the political parties and the parliaments), over the last decade it also speaks to a decline in the vote of the major political parties.

If you look at these four lines:

![The Major political parties have seen their votes decline over the decade](image)

red labour; blue conservative (that's LNP); the green being the Greens and that little purple line which is that group of unaligned mixture of One Nations, Xenophon, Australian Conservative's (I guess what I'd call right wing or conservative independents) that's now making up between 15 and 20% of the vote intake. You add that to a similar movement on the left which is the Greens and you've got up to a third of the electorate turning their back on the major political parties. Which again are part of the institutions of public life and looking for different representatives for their interests.

Speaking to Greg last night he told me most of you wouldn't be aligned. I don't want to embarrass people with a show of hands, but who is non-aligned to a political party in the room? Okay that's probably safer than saying who isn't. You're kind of... I'm not saying you are part of the purple line, but you're part of that mass of people that are stepping up outside the normal political constraints.
This has been read by many people that look at politics, as what's called the 'Rise of Populism' and particularly over the last twelve months this became a really strong narrative in the Australian political discourse and the global political discourse. Populism which is really in away (all politics is popular), I guess that the notion of populism is that rather than developing policies and solutions and appealing to the electorate for endorsement, you basically frame your policies and solutions around that search for endorsement.

The *read* of the last American Presidential Election was really strong populous on both the left and the right, upsetting the traditional two party state there. Interestingly, Hillary Clinton's primary was against Bernie Sanders, who wasn't even a member of the Democratic Party. He was an independent socialist who had a crack at the Democrats and in a way Trump was very similar from the right.

So people coming in with appeals to a base that's outside the traditional political structures! That was seen as, two points, draw a line, being connected with the rise of the Brexit Movement which was the English push to break away from the rest of Europe, seen as being very much a vote against the status quo and the bureaucratic structures of the European community. Then of course in Australia we saw the rise of Pauline Hanson at the last election.

I think Hanson's vote got up to 13-15% and up to 20% in some parts of Queensland. Nationally it was still low single figures. But what was really interesting about that Hanson experience last year, was that it was really the people that were voting for her were only a small cohort of people who had sympathy for some of the views that she was putting forward. As you will see from this slide:

### Sympathy for Hanson significantly exceeds her vote

Q. Do you agree or disagree with the following statements?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Total agree</th>
<th>Total disagree</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>I might not personally agree with everything she says but she is speaking for a lot of ordinary Australians</td>
<td>62%</td>
<td>30%</td>
<td>26%</td>
<td>36%</td>
<td>12%</td>
<td>18%</td>
<td>8%</td>
</tr>
<tr>
<td>Pauline Hanson's election to the Senate is a backward step for Australian democracy</td>
<td>38%</td>
<td>48%</td>
<td>21%</td>
<td>17%</td>
<td>29%</td>
<td>20%</td>
<td>13%</td>
</tr>
<tr>
<td>I agree with a lot of what Pauline Hanson says and it's good to see her back in Parliament</td>
<td>42%</td>
<td>45%</td>
<td>16%</td>
<td>26%</td>
<td>18%</td>
<td>27%</td>
<td>12%</td>
</tr>
<tr>
<td>Pauline Hanson talks about issues other politicians too scared to tackle</td>
<td>65%</td>
<td>28%</td>
<td>29%</td>
<td>36%</td>
<td>12%</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>Pauline Hanson's views do not reflect Australian values and she should not be given so much media coverage</td>
<td>45%</td>
<td>44%</td>
<td>23%</td>
<td>22%</td>
<td>25%</td>
<td>19%</td>
<td>11%</td>
</tr>
<tr>
<td>Given the rising terror incidents around world there should be a national debate on Pauline Hanson's call to ban Muslim immigration</td>
<td>48%</td>
<td>36%</td>
<td>18%</td>
<td>30%</td>
<td>17%</td>
<td>19%</td>
<td>15%</td>
</tr>
</tbody>
</table>

I might not personally agree with everything she says, but she's speaking for a lot of ordinary Australians. 62% of people agree with that statement. Pauline Hanson talks about issues other politicians are too scared to handle - the same sort of numbers. In a way when Pauline Hanson got back into the Senate, there was an attempt by some to minimise her impact. I think the real risk of the politicians that were trying to do that was, that there was actually a bigger story at play that she was part of.
So what is that story? I think it's really driven largely by economics and we do feel the Australian society has started to lose its way.

This is a question we put a couple of months ago.

Thinking about our current political and economic system (that is the structures that set the rules to the way Australian society operates), which of the following best describes your view:

1. The system needs to be fundamentally changed - 40%;
2. The system is fundamentally sound but needs to be refined - 44%; and
3. Only 6% saying the system works well as it is and it should not be changed in any substantial way.

We traditionally have been a conservative nation. We struggle to get a referendum up on anything. Yet only 6% of people put their hand up and say, ‘this system's working well as it is’. So to me the 40% that want a radical shake up is the really interesting bit and as you see there, 52% of those are going to those purple line parties that sit outside the political mainstream.

One of the big drivers is work.

In the next two years do you expect your job to be:

1. more secure;
2. less secure;
3. about the same?

30% - less secure in their work. That's almost one in three. The traditional view of the Australian quality of life has been, it's been based around secure jobs and a system that doesn't deliver those sorts of jobs leads to a degree of insecurity that's reflective in some of those other things we've been talking about.

We're not getting ahead financially either.

- Only 20% (one in five) feeling under financial pressure;
- 43% manage household bills but struggle to afford anything else; and
- a third of us saying they are financially comfortable.

Now society delivering for a third, it's doing its job for that many but, you know gee people that are living in that sort of middle range, managing bills but not being able to afford anything else, they're hardly thriving. So again when we look at what's driving the discontent with our political system, you've actually got to look at the lived experience of people that vote.

Unsurprisingly we see the notion of social economic inequality is increasing. There'll always be economic studies out there saying, no that's not the case, but the lived experience is that things are not operating fairly. 52% believe that that gap between the very rich and everyone else is growing and that's a society that Australia founded on a fair go, never aspired to be.

One of the other drivers is a sense that the tax system is unfair.

- The feeling that corporations don't pay their fair share.
- The feeling that wealthy people don't pay their fair share.
- That there's a two class tax system.
  - That if you can afford the right tax advice, your negative gearing, your family trusts, some of the things that you know, politicians are starting to talk about.
What's really interesting also on this slide is that that notion of inequality isn't driving what we call downward envy. It's not that people are thinking that poor people aren't paying their fair share. There has always been a dynamic that when you talk to people that feel disenfranchised about their lot, because the experience of the very wealthy is so far out of their experience, that they look down to the welfare cheats and the you know, the dole mums and that's not going on at the moment which is a really interesting change in the dynamic.

This is an interesting slide.

We asked people support for the big decisions that Government has made over the past decade, actually the past two decades to be honest because Telstra and Qantas happened a long time ago. The interesting trend line here is that where Government stepped up, compulsory super, Medibank, even introducing a GST, will
rate them highly. It's when they step back, privatising institutions, that we're not so sure. In fact that whole
notion of privatisation I think has become a real bane for many people. The promise of lower prices, better
services just hasn't been met with lived experience.

Do you agree or disagree with the following statements about the privatisation of government assets like
electricity, water, rail and ports? Only 25% agreeing it will help the economy. That used to be an act of faith,
or an article of faith of all major political parties. Privatisation mainly benefits the people that are buying them.
That's what people think. And there's a sense that some of these sort of utilities, particularly power (which is
obviously in the news at the moment) are too important to be put in the hands of private organisations.

So all those stats create a perception that we're living in a time when the notion of populism is on the march.
Does anyone remember 'On the Beach'? It is my sort of analogy, of how we feel about populism. It was a
movie I think back in the late fifties early sixties, but the scenario was, there had been a nuclear war in north
America or Asia or somewhere up there and the last place on earth that was going to get the nuclear cloud
and kill everyone was down in Australia. Particularly Melbourne, it was filmed in Melbourne. Ava Gardiner
famously said 'that's a great place to make a movie about the end of the earth'. It's a beauty, I think they've
done a remake which will never be as good either.

So the idea is that we're sitting here waiting for these populous urges to come and infect our body politic as
well. That we're going to be driven to a politics of three word slogans, simple solutions, decisions that
undermine the good running of government. You know I'm not sure - I wonder whether we actually have
already had our populous moment and we happen to have had it with Tony Abbott. I don't want to get
partisan here, but if you look at Tony Abbott's model of opposition, it was very much a populous leader
running very simplistic messages to an electorate and some of the things that he promised in Opposition he
found really hard to deliver in Government. His side of politics is still trying to clean up a lot of those,
particularly policies around energy.

I think it's fair to say that a Government that's built on simple solutions struggles when you're facing
complexity, difficult decisions and layered decisions. He's still going as a populous, trying to simplify a really
complex challenge around energy into sound grabs around sacrificing goats around a volcano.

I feel like I've bought everyone down saying this is really the low rent Australian body politics. So what I want
to do is kind of bring you up again now and sort of give you, maybe some food for thought on what people
actually are looking for in their leaders. Again this will just highlight the difference between a slogan and
actual policy. If you ask people, do you like regulation? i.e. do you like red tape, they'll go - no, we've got too
much regulation. Just a quarter of us saying we've got the right level. Not many people saying there's not
enough.

So on the general slogan, get rid of the red tape, get rid of Local Government altogether; when you go into
the specifics, people actually want solutions from government. Air and water quality, environmental
protection laws, public health standards, education regulation. So the notion of being specific about what it is
that a government at any level is doing, rather than just talking about the generalities, brings people along
with you. There are a few things people want you get out of. Interestingly I think they didn't want traffic laws
anymore, but there you go.

So rather than slogans I think we want government to take responsibility. It's not as sexy as 'Make America
Great Again' or 'Make Ipswich Great Again' or 'make (insert your local council area) Great Again', but finding
ways that government can solve problems by using the tools at your disposal, which are to create rules.
Intervene in markets and make decisions for the long term and not the short term.

When you put it to people directly, we do want government to take responsibility again. Obviously a forced
choice question, but if you line these two statements up:
• An active government is necessary to provide important public services; and
• to protect ordinary Australians from unfair policies and practices on the part of large financial and/or
  industrial groups.
Two thirds of people are with you on that. They see you as on their side. People that say, we don't want big government, there's not many of them and you're not going to win an election tearing down the institutions you seek to run.

Interestingly too we are not like, we're not scared of some of the things that a populous would say get rid of trade, trade's bad. I find that an interesting one. Australia knows their place in the world. When we poll on relationships with China, Australia sees that as a real positive. We're not an isolationist people. We also accept the science of climate change. So much of the public debate is as if there's this contest still going on between the future of energy being coal or renewables. People just want to get on and get an energy transition that has both in the mix, has Government taking responsibility and coming up with a plan and sticking to it.

We don't actually want to overthrow government we just want the government to do its job. Again these are obviously directed at the notion of Federal Government, but I think hopefully there are some things that stand out for you guys as well.

People say they're sick of slogans, who isn't? I want real answers, 82% accept that. I wish political leaders would look for more common solutions rather than just fighting with each other. Everything is looking good for politics until you get to the bottom line and I think that's more a reflection of the fact that people don't see politicians and government sort of doing things at the top of the list that leads to that disdain down the bottom.

I do feel a bit like regulation, specific regulation, we hate politicians, but if we know our local MP we think they're okay. I think at a local council level it's probably not as dire as this because you are of your communities. But there's work to be done, there's work to rebuild faith.

We want to use politics to solve problems, not create them. We see a difference in the major parties. We don't think the major parties have passed their use by date. There is an appetite, but there's an appetite for a dynamic political system where there are a contest of views but not a fight.

I wish both sides of politics would try to meet each other in the middle more often - 71% and that's people from all political persuasions.

I think it is also important to realise that people want solutions to concrete. Again this is not so much to local government, but top three issues, health, housing affordability, unemployment - practical things, not fights over ideology. This is the bottom half of the list and you can see some of the things that we get exercised about aren't so high up the list.

Finally on energy prices, what's really interesting and it is the topic of the day in Canberra if people read the papers - people just want government to stand up and they want government intervention, they want government regulation, they're not opposed to investments in coal, but they also want to see a really committed investment program into the renewable sector.

On so many issues that we see, you find the public being ahead of where the politicians are, which goes back to that idea that the politicians have fallen into this really unhelpful dynamic - where they're starting to follow the electorate rather than feeling that they can lead the electorate - and the electorate is now leading them.

I will tell you two more things before I finish off and kind of anchors everything that I, in my analysis of politics - if you ask people they generally say they're happy. So much of the public debate is based around conflict, around grievance, around claims and counter claims. Left to their own devices the majority of people, the vast majority of people say they're happy, happy in their personal and family lives, their social lives, their spiritual lives, happy with their work lives. So I think too often people go into public life thinking there is this massive problem that needs to be solved. Whereas you're presiding over communities that are some of the
most wealthy communities in a nation, that is one of the most wealthy nations, that's at the wealthiest point in world history and while there are a whole bunch of tricky issues, there's also a sense that most of the people that you're taking responsibility for in your leadership are generally happy.

There's one more thing too - one of my favourite polls - they're also a little bit strange. Australians believe in all sorts of stuff. They believe (this is based on a US poll, that I sort of saw how much crazier Americans are and it's not much) they believe in extra-terrestrials, angels and ghosts, literal readings of the bible. About a third in all categories and not the same third either. We've got people that are happy, people that aren't totally rational beings and people who basically want to be lead.

So what does this all mean to you my Queensland local government delegates? My insights which probably aren't really worth the return air flight that you paid for me:

- don't be scared of your electorate;
- be honest about the problems your community face;
- and include you're community in your solutions.

If I want my greeting card moment, it's that leadership is about people.

- Treat us like adults, happy adults who see a role for you;
- Govern with us not around us;
- Lead up, lead us.

Tim Cox, Session Chair
Thank you very much Peter. Some really interesting propositions contained in that.

Questions

Edwina Marks, Chief Executive Officer, Bulloo Shire Council
Question: Two major concepts there that you talked about is, governments provide solutions, but they also represent the problems in certain ways in order to provide those solutions and the notion of public debate. Especially in relation to the loss of I guess, of mainstream media.

Whilst everybody sitting in this room would say that we are already leading on all of those things, the issue for us is that what certainly the Federal Election showed us in 2016, is there are these communities of interest that aren't in the mainstream. That whole nation of public debate is happening on social media in small groups and once the fringe gets big enough it's got power and clout. So in the face of normal federal politics those standard mainstream political groups really don't have the clout that they used to have.

We're really struggling against that as government on all levels. We're trying to get our solutions. Even to reach general consensus in public debate about what that solution should be, or even how we're representing the problem and I think energy is a perfect example of that. We went from a space of a solution being renewables, because the problem was represented as one of climate change. Now we're saying we have an energy problem and no one can agree on the solution and the lack of trust that's developing right across government because we won't actually come to the table and agree on a consensus of a suite of solutions that can satisfy the public. That just ravelers into a whole range of other things. But we have all of these fringe groups that are creating their Facebook, you know cult that are deciding about a public debate long before it gets to be public. How do we as government address that when clearly what we're looking at is not just the fact we're not connected to our communities, is that we don't have a common communication platform anymore?

Peter Lewis
Response: That's one of the more complex straight up questions I've had. I will give you my two minute view of communications universe and see if it helps you at all.
The big shift we’ve had in communications over the last thirty years driven by internet has been that, think about it as the industrial age, there used to be all these institutions that were a bit like a broadcast tower. Not just the TV, like the TV tower. So imagine a TV tower, it broadcasts out and everyone receives the information. A council, a union, all these organisations existed and they all had their little TV towers and they broadcast out and people received them. Your industrial broadcast model would be - you put out an announcement when council is doing something. You might run a community consultation when you’ve got to change something. But it was very transactional and it all came from you.

The concept I’ve got is you’ve moved from that broadcast model to a network and so it is just a decentralisation of information. There’s little nodes and anyone can set up their own node. What surprised me is that councils that have a natural network and already a coverage level (even if you're sending out your rate notices), there’s an opportunity there to not just be a government, but also to be that community voice. I know that a lot of local governments would be trying to do that, setting up their own social media presences. But doing it transactionally rather than doing it and saying ‘part of the role for us is to be the voice for our community’ and almost become one of those interest groups. I think there are interesting opportunities and the cost barriers are so low to doing that, because it is just getting somebody with the energy to do it on the platforms that are already available, that are obviously evolving year by year.

Stephen Wilton, Chief Executive Officer, Northern Peninsula Area Regional Council

Question: As a pollster what's your thoughts around the reliability of polling given the Trump, Clinton, the Brexit, Theresa May's recent near suicide, likewise Turnbull's near suicide with our most recent election? Credibility of polling, is it still strong?

Peter Lewis
Response: Thank you. I've been talking about the reputation of everyone else, but I'll talk about my own profession. The first thing to say is that with Trump, the polls showed it being a lot closer than the pundits or most people outside. I think on election day, it was within a margin of error though. Yep, fair cop, they were still predicting that Clinton would win, but of all the areas that were shocked by that result, I think that the pollsters were less shocked.

All I can talk about is my own experience. We've been polling for a decade. All major elections we've polled, we've been in the margin of error. That all comes down to the quality and size of your sample, it's a numbers game! There are technological advances going on at the moment that I think are undermining the quality of polling. Again, talking to Greg last night about the use of robo automated research where you get an automatic phone call and you push a button. I'm not convinced that's coming up with great data at the end of it, but that's not the model we've chosen to use.

Tim Cox, Session Chair
Question: I've got a quick follow up question to that. One of the things I keep seeing about the accuracy of polling - and there's no doubt if you talk to 100 people you will get 100 answers and you can do something from that, it is obviously a small sample - but when so many polling operators are only working with people with land lines (quick show of hands, who has still got a land line in their home here), I'm slightly surprised at that to be honest. I haven't had one for twenty something years, but I don't like to talk obviously. But when you get to areas in a city for example, you won't get people with land lines, they don't get polled. Is there a sector of the population that is being left out of the polling equation, a voice that's not being heard?

Peter Lewis
Response: There are different mixes. We use an online panel where people register to be part of the panel. The panel has got about 100,000 people on it and it goes through to about 6,000 a week, 1,000 fill it out. So what happens is, that everyone looks at the nature of the groups that are responding and then they will weight it. There’s all these algorithms and secret sources to make sure that you’re... they are legendary. On
a national panel you might only have three people from the NT, but their views are going to be heavily amplified if you are not really careful on a national poll.

So it's all about the way that you pull apart the inputs to make sure you are getting something that is representative sample. If we had the money the most effective polling is face to face conversations, the old market research going door to door. The way that industry evolved, it started off door to door and then they wanted to do it quicker so they only went to the corner houses and they would go street to street, phone, online, now automated, so it's all moving with technology and who knows what the next one's going to be.

Ken Diehm, Chief Executive Officer, Fraser Coast Regional Council

Question: You said that governments should lead communities and not be led by communities. Is that a premise that you think applies to local government and if so, why?

Peter Lewis
Response: Do I think it applies to local government? Absolutely. But it's that two way conversation. It's not just going out miles ahead of the public, but it's listening to the public, identifying the problems. I know that's easier said than done. I know that you guys probably kill yourself because you consult committees to death and it's only when you actually implement the decision that people say 'no one told me'. So finding ways of getting them involved earlier is really important. That was probably a shorthand way of saying don't be scared of your communities.

Cr Stuart MacKenzie, Mayor, Quilpie Shire

Question: Just sort of following on from that a little bit. You mentioned that governments are getting led by communities rather than doing the leading. I would put it to you that government was possibly better in the past when they didn't have the mechanisms to know public opinion, so they made decisions based on what they thought was right. Just because 60% of people think something is the way to do it, doesn't mean it's the right thing to do and there are many cases there when government makes a decision which is unpopular at the time, but is proven over time to be the right thing, they do get re-elected. So is that one of the real issues now, that because public opinion is so readily accessible to government that they actually do follow it simply because of that, because if they didn't know then they actually might make better decisions.

Peter Lewis
Response: That's a really good observation, this almost instantaneous feedback loop that's in. My view is that polling should never be about telling a government where to go. It's about giving insights into how you listen to the public about what their issues are and then you work a way of explaining your solutions, and framing it in a way that you can take people with you. But it's not about being totally led by the public

Cr Peter Mitchell, Redland City Council

Question: Happy to lead the community. I'm trying not to be scared of them although there are some scary ones out there. If we are trying to get a message out there and build that trust and we've developed perhaps a network of some sort, are people consuming, do they want data, do they want a more narrative style? Have you got an insight into when you might only have them for a short period? What is the best way and the type of information to deliver to them?

Peter Lewis
Response: My observation is that the best way to talk to the public is telling stories that are relevant to them. I think one of the side effects of our world being totally clogged with information and white noise, is that if you just put forward a bit of data or an announcement it just gets lost. It's actually taking what you are doing and turning it into a story that actually has some sort of emotional connection with an audience that makes all the difference. Telling stories that have a beginning and end and a little bit of a twist in the middle, is a great way of getting people engaged in the work you do. Easier said than done for sure, but it can't be transactional. It can't just be a notion of looking at communications as an output. It's got to be seen as part of a two way process with a long term set of objectives.
Tim Cox, Session Chair

Question: There has got to be authenticity in that as well I gather, for it to really get where you want it to go?

Peter Lewis

Response: Yes. Authenticity is this weird thing. Everyone goes, what do you want your politicians to be - Ah more authentic! What does that actually mean? It means people actually being comfortable in their own skins, saying yep I own the job I'm in. I'm not going to try to fake it, I guess. But I find authenticity a really hard thing to manufacture as well.

Greg Hallam, Chief Executive Officer, LGAQ

Question: Obviously very reminded by your observations from overseas and the American elections. You would well know, there are new groups forming up, sort of Cambridge Analytics of the world that are looking at what people say and do in the social media, in other words people are seeing your Facebook and your other forms of social media, Instagram, Twitter or whatever it is, and putting all that together into the profile of a household and in an electoral sense at least, tying it to a voter registration. Where do you see that going? Is that a good thing, a bad thing and can it be used well by the likes of local government to understand their households better and communicate in a language and in a way, consistent with those people's aspirations and concerns?

Peter Lewis

Response: Does everyone know what Greg is talking about with Cambridge Analytics? Show of hands. So really, really quickly, there is this mob that basically extracted data off people's Facebook profiles, turned them into (I think it was) a dozen different psychological profiles and then targeted specific scores and messages to those different groups. It's just really a form of voter segmentation, but it was devilishly effective, because one of the cohorts was African Americans, where they just concentrated on negative Hillary fake news and it worked really well as a voter suppression model, rather than a voter turnout model.

Now in terms of the broader question about what data is doing to politics? Data is giving lots of insights about really superficial things, in my view. It allows you to know that the person living at number 38 is a swing voter who has kids at school that filled out a survey that said, save education.

But my problem with the whole data clustering is, it sort of takes voters from being humans to being something that can be scientifically manipulated. And going back to that final slide, humans aren't that easy to manipulate. My view is still that a good story that unifies a whole group of cohorts is a far more cost effective, but also a politically effective way of building support, than micro-targeting and saying this is just what you want.

That said I think (and I'm sure some government areas are doing this already) in terms of an electorate, understanding the profiles of different people and how they're using the council is really useful. The idea of targeting specific council messages to different age groups, particularly around the services you deliver, is a really valuable thing. Even if you've got half a dozen segments based on age, gender, lifecycle and you target up specific story lines on your service level. I think that's a good use of data.

Tim Cox, Session Chair

Question: Peter you talked right at the outset about that loss of trust in institutions and you talked about rebuilding trust whether you are a big council like Brisbane or a regional council - are the principles pretty much the same when it comes to rebuilding trust?

I guess part of it might be that it's not your council that has done something perhaps that has, seen it eroded, but as an institution local government, state government, federal government or whatever it might be, does need to try to get that currency going again.

Peter Lewis

Response: On one level it seems kind of simple isn't it? Say what you are going to do, do it, tell people you've done it. The basics of good government are kind of simple. It's the doing it that's really difficult and the
doing it is interrupted by politics, by people from different political outlooks looking for advantage and it's also influenced by outside factors. But I do think that the trust deficit was really driven through that decade (which we're still part of) of federal politics just not being able to come up with solutions.

You know the one campaign that I'm really proud of, the National Disability Insurance Scheme that we worked on was the one that we actually managed bipartisanship. I think often for leaders, and I take it that most of you guys aren't in the two party political contest, but don't discount the benefits of all sides of politics when bipartisan solutions can be arrived at. It just lifts things up. I suspect if we get to the end of the year and Parliament manages to pass something on marriage equality, it will be good for all political parties. It won't be one side or the other.

Jane McDonald, Communications Advisor, Gladstone Regional Council

Question: I'm a Communications Advisor at Gladstone Regional Council and yesterday at the Media and Communications Forum one of the main themes that was coming back to all of us Communications Advisors, was about being authentic. I just thought it was interesting that you said that you weren't quite sure what authenticity was all about. But it seemed all of these media people that were talking to us were saying, oh you know, you've got to be authentic. That is just a reflection and you might like to continue to reflect on that yourself.

I just had one other question - As a former journalist, as a Communications Advisor I consume a lot of media. I see you on The Drum from time to time and I consume a lot of media as part of my work and you get the impression that we are a country that's losing our way and that we are all extremely unhappy. Yet you say two thirds of us appear to be happy. I'm just wondering if there's 'a disconnect' between what we're getting back from our media generally, and what people are really thinking and feeling?

Peter Lewis

Response: Okay, so two things. Authentic (I'll backtrack a little bit), don't write like an institution, don't use technocratic words, sound like yourself. That's authenticity I guess. Write like a person for humans and I reckon once you've done that you are kind of a lot more authentic than you probably are at the moment.

Tim Cox, Session Chair: That's a hard switch for a journalist to make isn't it, because you write in such a clear, (what do they call it?) the dead hand, don't they? Kill your darlings when you are doing...

Peter Lewis

Response: I don't think it is so much the journalists. I've always found it's the interaction between communications people and institutions like councils where, you can't say that, you can't say that that's not quite right. But giving it an active voice and pushing back on maybe, some of the other people in this room who don't want to let you bring their voice to life.

On your broader point about the anger of the public debate versus the professed happiness of the electorate, I think that's really in a large part a product of the pressures that traditional media's under at the moment. That fight for readership and audience and the sense that everything has got to be at a heightened level of passion. So we don't just talk about things, we argue about things and we fight about things. Even on those sort of talk shows, they line it up that there's, you know, the lefty, the lefty and the journalist and everyone is just having a bit of a spray at each other. It probably makes for better telly, but it doesn't actually do a whole lot of justice to the way those debates are played out.

Twenty years ago, Greg was saying he sat at the knee of Paul Keating back in the day. But there used to be debates about the sort of tax system we'd have and they were carried out more as, not so much a fight, but more as an exchange of ideas and our media doesn't seem to cater for that anymore and there is probably not the column inches on declining sized papers.

Cr Karen Williams, Mayor Redland City Council

Question: Just trying to capture some of the topics we've been talking about and the questions, like the volume of that loud vocal minority, having that narrative, the public feeling disenfranchised with politicians
and I guess the complexity of some of the decisions we make, particularly at Local Government often lead by state/local government legislation. I'm interested in your view on organisations and the processes of those, like new democracy and how they work now in the Government sphere and how they can help us. Or in fact, do people really just want to be lead and have politicians making decisions about their input?

Peter Lewis
Response: So you are talking about citizen juries and deliberative democracy and my initial instinct is that anything that tries to bring people into a process should be trialled. I think for so long we had a stakeholder model of consultation, where it was official organisations or just the most motivated, loudest, angriest people which would turn up for a consultation. So coming up with models that give the mythical ordinary person a voice is really important. The bigger you can scale that up, I think the better the results and coming up with models that it's not just that group, but broader engagement is really important too. But I guess it depends on what the decision you're trying to make, is that making sure the group is the right one for that. But I think it's worth cracking at.

Cr Karen Williams, Mayor, Redland City Council
Question: What I'm looking at is, as a council you go out to the community and get your information. You're saying with technology being a lot quicker now we try and take the easy way and we try and go to groups and things like that with their own agendas. It would be better for councils to virtually do the hard yards and go back to one to one, all different people around the community to get an outcome? Would that be the better way of doing it?

Peter Lewis
Response: It's not an either or and the great thing about technology is you can do it all. Just open discussion boards on particular issues, using the notions of social networks which can be set up by your coms team. I think peak bodies still have a role to play, but they shouldn't be the determinative role. The determinative role should be finding ways of getting other citizens having a voice in your key decisions as well.

PANEL SESSION: COUNCIL SHOW CASES

Introduction

One of the things that President Mark Jamieson is very committed to is the idea of connectivity and us learning from each other, but also to really highlight the positive good work local government does and Mark covered that off in his speech and these show cases are an example. Despite the criticisms we cop, some fair, most unfair, there's lots of good things happening. This is really a window to the world to see what great stuff is happening and across a really big spread of councils, large and small, indigenous and non-indigenous. We have four presentations and they'll be in this order:

1. Digital Start Ups - FireStation 101 from Daniel Best who is the City Solicitor at Ipswich.
2. Economic Development/Tourism - A really great interesting presentation around economic development and tourism, particularly agricultural tourism from Cr Greg Christiansen, the Mayor of Scenic Rim
3. Rural Library Excellence - Right out to the country of the late Neil Hatchman who we honoured a moment ago, the Librarian from the Paroo Shire Tammy Hickey, talking about rural library excellence and the things that can be done.
4. Establishing small business opportunities in the community - Far from least what the Lockhart River Aboriginal Council has done in establishing small business opportunities in that community and that will of course be their Mayor Cr Wayne Butcher.

FireStation 101
Dan Best, City Solicitor Ipswich City Council

Thanks Greg. I'm extremely proud to be presenting to you today a great new story coming out of Ipswich. I'm proud because not only has our digital start up agenda and FireStation 101 has been a resounding success,
but also I was part of the project team from the beginning that implemented both our Smart City Agenda and also FireStation 101, so I’m very proud to be presenting today.

What I’d like to do very quickly is take you on a bit of a quick journey on our Smart City Blueprint. Council took a different approach when we were coming up with our Smart City Blueprint, from the traditional approach of a Smart City which is digitally technology lead and we put a bit of a twist on it. What we did was, we came up with a community focussed blueprint. That was what we defined as a Smart City, was a connected community creating opportunities for improved liveability and prosperity through the advantage of digital technology and data. We weren’t reliant upon technology we were reliant upon our communities.

The reason we went on this journey is, we were faced with a few challenges in Ipswich and that was our population growth, our unemployment rate and mainly an 18% decline in our traditional industry output which were mainly manufacturing and logistics. We were faced with a number of challenges, but we were also faced with a number of opportunities and that was that we had a young community. Our median age is only 32. We had a population that was growing very rapidly and we had great development and growth coming into the city.

So we wanted to take out both our challenges and opportunities and weave them into the fabric of our Smart City blueprint. What we did is we came up with a list of priorities, on how we could implement a Smart City strategy that was based upon a sustainable society, a skilled economy, quality of life, business incentive, operational efficiency, it was citizen centric and it was safe. Basically it comes down to three words – jobs, growth and liveability. That was kind of our mantra through the whole of this project was jobs, growth and liveability.

We went on a bit of a study in terms of we looked at other nations around the world who are in similar situations and we took on their challenges and their opportunities and seen how they transformed them into successes about the world. We spent about six months doing that before we came up with our agenda. We developed a list of initiatives and they’re set out there:

### Initiatives

- **Sustainable Living Partnerships**
  Increase sustainable community developments.

- **Digital Skilling**
  Accelerate community access to digital opportunity.

- **Fire Station 101**
  Develop startup innovation ecosystem and output.

- **Application Studio**
  Engage the community in swift civic solutions.

- **Healthy Living Lab**
  Enable the community to address regional health issues.
Some of those initiatives were focussed on people, so sustainable living and digital skilling, FireStation 101 (which I'll talk about a bit later), an application studio and a healthy living lab. They were all about people and community.

**Technology and Platforms**
We had the technology and platform as well - connected transport, high capacity connectivity network, open data standard, city data platform and five dig data modelling. That was really focussed around platforms and technology.

**Operations**
Then we focussed on operations. This was about trying to maximise operational efficiencies in Council through digital operations and innovation.

So that leads me to our digital start ups. Headlining that is our FireStation 101 which is based in the old fire station in Ipswich. Through that we've got an application studio, we've got an open data standard throughout Council and we've got a city data platform as well.

**FireStation 101**
FireStation 101 has been a resounding success. It's been open 18 months now and it was actually Australia's first fully Government backed innovation hub. When we were doing our studies one of the things that we were being told was, if it's fully backed by Council it's not going to work. Like we do in Ipswich, we like to challenge things and we thought, well we could actually make this work and we can fully fund it and back it through Council. Eighteen months ago we only had five start ups in Ipswich, we now have 200. I think that speaks for itself in terms of the success of FireStation 101.

**What is it?**
It's a start up incubator and accelerator. It's a place where people can develop their technical skills and digital literacy. It's a co-working space, it's an event space and it's a place where we can run hackathons (and I will talk about those a bit later). It's not only our ideas, it's also ideas that we are developing through partnerships. We're partnering with the State Government, Queensland Urban Utilities, University of Southern Queensland, Ipswich West Moreton Health and Motor Traders Association of Queensland. This weekend Queensland Urban Utilities and FireStation 101 are running a 'Start Up Weekend' and we're providing mentoring, data, technology and $30,000 in cash to develop up to three ideas to transform utilities of the future. Following the Hackathon there will be up to three projects chosen and those projects will take a share of $30,000 plus mentoring and support to develop the idea into the market.

**Hackathon**
What a Hackathon is basically, is a weekend where you get entrepreneurs all together in FireStation 101. We provide them data from QUU, data from Council and through that provision of that data they come up with new ideas and projects which can help both QUU and Council deliver their services better through the development of new applications. This weekend's Hackathon for QUU, this is their fourth one that we've run in the past twelve months.

We've run a council hackathon just basically on Ipswich City Council data and that was called the *Barking Dog Hackathon*. So one of the problems we have is barking dogs like most Councils have and we ran a whole session on what applications and what digital innovation could we promote to assist us in one of our community problems.

We've run a Nature Conservation Hackathon which resulted in a new Ipswich start up now employing two people and launching the NAYAS Eco System Identification app which is available now on itunes and google play. So basically that's an application where you can take your phone, you can go around the nature conservation areas in Ipswich, take a photo of a plant and it will actually come up with the name of that plant and key identifying traits of that plant and where else you can find it throughout the city.
Like Greg said, this is about celebrating our successes, and in 18 months we’ve won numerous awards for FireStation 101. We’ve got 150 new start up business members, we’ve got half a million dollars in initial start up investment, $190,000 in new public private investment and we’ve run 130 events. But most importantly we’ve got a more connected community and we’re creating opportunities from proved liveability and prosperity through the advantage of digital technology. That agenda of jobs, growth and liveability, I think we’ve delivered on that agenda through this great success which has been FireStation 101.

Economic Development/Tourism Initiatives
Cr Greg Christensen, Scenic Rim Council

Good morning ladies and gentlemen, thanks to the LGAQ for this opportunity to share some of our experiences on behalf of the spectacular Scenic Rim. A little bit of background for those who don’t know us, we have a wonderful position with stunning topography from the coastal hinterland in the east behind that less known Gold Coast, across the border ranges to the Great Divide on the west. That creates a landscape from which our name is drawn. It also takes in Australia’s green caldron of remnant volcanoes, Gondwana Rain Forests and preserves a number of national parks and scenery. Nestled within that, is this amazing wonderful food bowl of paddocks and pastures that yields a diverse array of produce. We’ve got such an array, ordinary old cow dairying, camels, goats, sheep dairying, fruit and vegetables like you wouldn’t believe, exotic finger limes that are trading around the world as Lime Caviar, carrots, beans, corn, all the usual old fare for a wonderful platter, Aquaculture now expanding in viticulture. Scenic Rim has all the ingredients to give you an amazing dinner table.

This is our unique offering, an enviable combination of spectacular scenery, spectacular food, all within an hour of Brisbane. But maintaining this high provenance and context is paramount to our existence and is a journey that's been thought about over a couple of generations of Council now. We believe it's a vital part we play, for the sustainable wellbeing of SEQ and Eat Local Week helps us on this journey. Expanding our Eco Tourism and diversifying our farmers into Agri-tourism is about resilience. I can say first hand that agriculture and the earth has always been at the heart of the Scenic Rim experience.

But I’ve got to say that this is not the experience of the growing urban population of South East Queensland. Domestically our major cities are increasing in density and the reality is, they’re trying to fit more people into the same amount of space and that's meaning the only way is up. As more families move into concrete, glass and steel of high rise city apartments they inevitable lose that connection to where food comes from. Brain science also tells me that they lose their connection with nature that is vital for balanced human function. Just like my little demonstration, our goal is to release them from those constraints to celebrate the essence of life, which we are custodians of in Scenic Rim.

What we’re about in Scenic Rim is not only reconnecting these people with their food sources, but also with real green space. We already know that they want to come and experience what we have to offer. There is growing demand in the Asian market place as well, for quality produce. From some recent conversations there - a desperate desire to connect with the provenance of great food and they wish to enjoy our green-scape under clear skies and a bright sun. Currently Scenic Rim attracts more than 1.2 million visitors annually. The majority of that visitation is currently undertaken by day trippers from SEQ and Northern New South Wales in that nice little driving circle.

Currently agriculture and tourism are about a quarter of our economy, about $400 million of our regional economy and tourism represents about $150 million of that figure. But it's responsible for 1,500 of our local jobs and whilst we're home to more than 1,100 farm and agricultural business, for the reasons I touched on earlier there’s a growing relationship between tourism and agriculture.

Scenic Rim ‘Eat Local Week’
Celebrates the important contribution Primary Producers and agriculture make to not only our economy, but also to the social and historic fabric of the region. The ‘Week’ in the title is now a bit of a misnomer (perhaps false advertising) as our Calendar of Events and activities now spans ten days - Technically we call it a
Farmers Week. It provides an important opportunity to connect consumers with the people and communities who grow and produce their food, extending their awareness beyond the supermarket shelf to the source.

I don't want to linger on the stats because that's not what this is about. We're excited this year, the equivalent of more than 75% of our regions’ population turned up to our 'Eat Local Festivals' - most of them coming from across South East Queensland and Northern New South Wales, 32,000 people. We had 90 events this year, a pretty big schedule. From 2015 our attendance was up 42%, 12% from last year, but we had people staying longer in the region. They're starting to savour the experience. It's starting to make them get out of their shirts. The numbers were also reflected in the attendance at the signature event, our Harvest Festival in Aratula. For those who don't know, Aratula is a town of about 400 people. This year 12,000 people descended upon it for the festival.

Needless to say that's meant our growing number of stall holders have been overwhelmed by trade. The majority of them doubled their volume from last year to this and still sold out before the end of the day. We're also buoyed that the Queensland Premier joined us for this year's event, brought her dad along and had a great day out. The financial benefit, well, it injects almost $2 million directly into the local and of course the State economy. Generated over 12,000 visitor nights with the spend associated with that, as well as the spend from all of those day visitors.

But beyond the statistics, the longer term outcome of building this personal connection between farmers and households is encouraging that personal choice to buy Scenic Rim product. We want people to eat local and make the choice for a great quality food experience not just for one week, but for every week. As the old adage goes, it can take many years to become an overnight success. Eat Local Week started very humbly in 2011 as a celebration of our farming heritage and involved just 15 events. In 2017 (as I said earlier) we had a calendar of over 90 interconnected events. I made a sterling effort, but I could only make it to 42, it was very tiring and it's hard on the waistline believe me.

The broad mix of local offerings was supported by a high profile promotional campaign, which included bringing Scenic Rim to the city with our launch event at Portside Wharf. We had about 200 food producers, chefs and food enthusiasts who dined on a spectacular menu of our local produce crafted by chef Moda’s Javier Codina. Javier also joined our panel of Food Ambassadors for 2017, eight other notable peers including wine master Peter Scudamore-Smith who did an incredible job (and I want his job when I leave this one), to do a Scenic Rim Distilled a Guide for Thirsty Travellers. It was a guide for the wine, beer, spirits and coffee of the region as part of Eat Local Week. Who wants to volunteer to help me on that job?

Looking ahead we're planning to publish a second volume of our now very popular hard cover coffee table book "Eat Local Food Farming and Conversation in the Scenic Rim'. We launched it in 2016 and it contains interviews with 26 of our leading producers in their respective fields. It also contains some tailored recipes that are their favourites. It was at the launch of that book, that I saw the real success of the Eat Local Program. We were at GOMA in Brisbane for that launch and as I had the privilege of looking out from a lectern such as today, what I saw was a change. You see, I could see the faces of our farmers and our producers, but they were different. They were glowing with pride. Something special happened in that event. People from different valleys, different backgrounds, our brewers, our bakers, our carrot farmers, our dairy farmers, all came together and celebrated each other. Some of them had never met before yet they looked at each other and realised, this was their celebration not ours. The key take out for me is the success of Eat Local Week, it's not about something engineered by us as Council, it's now something owned, celebrated and proud in our community. It is theirs, and we support it.

It's taken a long time to be an overnight success, but we're there and it's going to keep growing. So while we continue to contribute to it, what we're excited about is the contribution that our community makes to it. Whilst we put staff into it and we have some brilliant staff who aren't here today, who have really been the brains to keep pulling the pieces together, the organisation and management of many of our events rest in the hands of the primary producers, the tourism operators and the community groups themselves. It takes their time and effort, and as many of us know, it's a significant investment for people who are already running their own business, their own farm, their own bakery, brewery, distillery, you name it.
So a key lesson that I would observe, for anyone visualising what this space might look like for their community, look inwards in the first instance and find your own mojo. Don't copy someone else, find your mojo. That point of difference that your community can be proud around and unite behind - something that connects and resonates with your stakeholders and your community. Eat Local Week has taken a fair journey to be this overnight success and now it's on a stage with international recognition that can go into a whole new stratosphere. But it will always be about the celebration of our heritage - what makes us great, our spectacular environmental setting, our incredibly innovative energetic passionate and careful producers. That's the story that we will be custodians of, that the world will thank us for when they're all locked in glass and concrete and steel, because it will keep them connected to something that is fundamental about human existence. Being connected with where your food comes from and nature. That is my passion; that is our passion in our community. Thank you for the opportunity to share.

Paroo Shire Rural Library Excellence
Tammy Hickey, Librarian, Paroo Shire Council

Thank you for the opportunity to showcase what our council and our Library can do. Our purpose is to make a difference in people’s lives through the quality of services we provide. A town that reads together learns together, a town that learns together has unlimited potential. This is our council’s purpose, goals and values which can be found on our Council website, as well as our Facebook page.

Paroo Shire Council’s Cunnamulla Library strives to be a community hub. We’re an RLQ Library engaging, immersing, improving literacy, we’re rural robotics trendsetters, we’re providing quality service, we’re innovative, building crucial community partnerships and we are award winners.

Cunnamulla in regional South West Queensland is situated approximately 910 kilometres west of Brisbane or a three hour plane ride, with Paroo Shire Council governing a huge area. The residential population of the area is 1,865, which includes 196 children in the zero to five years age bracket. Cunnamulla is a low socioeconomic, area with a high percentage of indigenous people and has been drought declared for five years and we would love some of this rain. You will see this is some of the beautiful streetscapes of our town and in the bottom corner is the library, which was actually the Masonic Lodge.

Just because we are a small rural remote RLQ Library, we refuse to allow our geographical location to dampen our passion for providing our community hub that offers programs and services that our bigger city libraries offer their patrons. Our library has one of the most comprehensive robotics collections in all of Queensland which include, a humanoid robot, lego mindstorm kit, sphero's, skoogs, ozobot, blu-bot, 3D pens and hexapods. We are eagerly awaiting the arrival of our latest successful grant acquisition, the Leedr Multi-Touch Hub. We may be a small rural library, but we are a very busy one.

Improving literacy in our community is paramount to us and here are some of the ways we are achieving this through some of our innovative programs.

Cunnamulla library run a variety of programs some of them having won prestigious State Awards. We attribute the success of these programs, to our ability to partner with the many organisations within our shire. Some of the organisations we partner with to deliver these programs are, partnering with our schools is crucial to helping to provide opportunities for our young people to enable them to reach their full potential. These valuable partnerships have contributed to the many awards we have one.

With reference to this slide:
That's just a small part of the State School that's on the left hand side. There's about seven other buildings that side and that's the Sacred Heart School on the right.

After School Reading Club
In 2013 our after school reading club, which is conducted weekly on Thursday afternoons, won the QPLA's Big Ideas award. Children voluntarily come to the library to read one on one with volunteers and library members. Our local police are amongst these volunteers and the impact of their presence has helped them build positive relationships with our community children that has proved equally beneficial. The children not only see police as enforcers of the law, which can be sometimes daunting to children, but as ordinary people who also have their interest at heart. The scary policeman stigma has been replaced with one of friendliness and trust. The volunteers fill out a tick and flick sheet that tells us the readers' name, the book title, the level of the book, if the reader knew their basic sight words, their comprehension level and the degree of difficulty of the book. This information is then transferred from a volunteers sheet to an excel spreadsheet that goes back to 2013, that we can then share with the schools. This program is aiming to have a direct impact upon future literacy levels and ultimately Naplan results. So you can see the Police Liaison Officer reading with one of the kids and a police woman. The kids actually love reading with the police.
Glamour Photo Good Behaviour Initiative

Our most awarded program is the Glamour Photo Good Behaviour Initiative, which takes place every November and is the winner of multiple awards such as, the 2015 Australia Day Award for Event of the Year, the QPLA 2015 Local Government Authority Award, the 2015 QPLA Delegates Choice Award and the 2016 Reconciliation Highly Recommended Award for the Community Category. Over the six years we have run our Glamour Photo Good Behaviour Initiative we have built up an entire shipping container of fabulous evening clothes, due to the generosity of people donating clothes that no longer fit them etcetera. Project Hope have been instrumental in providing us with an abundance of attire. This award winning program also brings families together because we encourage Mums, Dads, Grandparents etcetera to participate in the glamour photo with the chosen recipients. The photo is presented to the student by the librarian at the schools end of year speech day. The school give us a list of students meeting the selection criteria, which is 85% attendance with no recorded behavioural issues. The week before the photo shoot, the successful recipients are invited to come to the library and choose their outfits from what we now refer to as our 'Shopping Container'. We had so many clothes donated that we had to purchase this shipping container which we’ve decked out with shelves, hanging space and we have everything hung in various sizes that makes it easier for us.

This is some feedback from the Glamour Photo’s, from a parent that actually had her photo taken with her two daughters, thanking us for all that we do and saying that we should be proud for what we do for the community.
Often parents or children who weren’t previously members will join up or take books out, when they may not have for a while and generally spend time in our inviting themed library where they may have not been frequent visitors before.

For example in 2016 one young mum with two young children came in to watch her niece to choose her gown for the Glamour Photo and exclaimed, oh wow I didn’t realise what a cool place it is in here. She then proceeded to read a book with her two little boys and they stayed and played in the library and have since become regular visitors.
Libraries aren’t stereotypical anymore....they’re exciting places to be.

This is another young mum, Sophie, who came in to watch her sister try on her clothes and she just stayed and the baby was happy playing and the little boy, she read him a book which we were very happy about.

Our partnership with the schools has helped us increase membership, increase loans, increase after school reading club attendance and improve local student’s literacy skills and a love of reading. So as you can see, in 2013/14 our beginner readers were non-existent and we’re so ecstatic because now they are right up there. All these graphs were taken from our Arora Management Systems, so nothing is fudged, the State Library can back up everything we have got here.
This is our Junior Fiction and this is actually our door numbers that are taken from people that come into our library; that we put into the Council report. You will notice the slumps and that's during the school holidays those slumps. It doesn't mean we don't have school holiday programs we absolutely do. We organise the dance classes from the Dalby Dance Academy that are flown out, we do an RADF grant application and the classes are so well attended, that we have to do them at the Shire Hall and library personnel go and supervise those dance classes.

We pride ourselves on including, helping and supporting all schools within our Shire wherever possible. This includes having Cunnamulla State Schools senior catering class cater for any of our programs that require catering. Their food preparation for us goes towards their assessment and the money they earn goes towards their year 12 formal. We also invite the other schools within our Shire to participate in any workshops we have.

Cunnamulla State School science lab is currently undergoing renovations that will last the entire term. The science teacher rang and asked if it would be possible to bring her classes to the library, where they will concentrate on coding and robotics this term using our library’s space and vast assortment of robotics. Rather than viewing this as a distraction to our normal day to day running, we have embraced and welcomed these classes. Because of the libraries close partnership with the school, the teacher has cleverly turned what could easily be a traumatic disruptive situation regarding the science labs renovation, into a new thrilling innovative learning experience for her students. She is excited to be able to plan her classes on our Multi-touch Hub, while also exposing her students to state of the art technology the school is otherwise unable to supply. We are excited at the prospect of being invaded by teenagers for the term, because teenagers are part of our target group we are wanting to introduce to the library. We are now confident, after spending their science classes in our library and being exposed to our awesome inviting space and the robotics, that they’ll become regular visitors.

Senior Student Buddy Reading Program
Another of our popular programs and highly commended winner in the 2013 QPLA Big Ideas Competition is our Senior Student Buddy Reading Program. Yapunyah Lodge our aged care facility transport their residents, (three of who are into their late nineties, belong to the library with other community seniors) who meet up with selected reading groups with the Cunnamulla State School once a month during school time, usually on a Thursday. The students pair up with a senior and read to each other, then discuss the book. This is followed by a delicious morning tea catered by the year 12 hospitality class. A fun game of bingo is followed, where once again a student partners with a senior. The seniors are intrigued by our robotics collection and immensely enjoy it when we bring our humanoid robot out. They are also keen to get involved and try some of our robotics, such as the skoog. The seniors and students love interacting with each other and have a new found respect for each other and a combined love of reading.
You see Stella the lady that's in the wheelchair, she's actually 97 years of age and she loves the feel of the skoog which is soft and squishy and it makes musical sounds, so she really enjoys that.

CACH - Monday music and play time in the library
Cunnamulla Aboriginal Community Health are also valuable partners of Cunnamulla Library, who we partner with every Monday morning when we conduct our weekly Monday music and play time in the library. Our Monday Music and Playtime in the library targets children in zero to five years. CACH have helped us increase our attendance with this program, by using their bus and staff to go around town to collect the mums and bubs who have no transport. This has increased the attendance and introduced young mums (indigenous mums especially) to a world of literature, which was one of our goals. They also contribute to the morning tea we provide for this program by donating the fruit platter, as well as two staff who help us in anyway needed. Our partnership with CACH has proved very valuable on a mutual basis because we both have the same vision - to increase attendance in zero to five years programs and literacy. CACH are also invited to any professional development we host, such as when the First 5 Forever Team came out and vice versa.

The local kindergarten children are invited to the library every second Tuesday, where library staff conduct an hour program which consists of singing their favourite nursery rhymes, a story and playing with our robotics. We are very proud that our kindy children are drawing their own codes with the Ozobots and are very confident using our skoog, blu bot and sphero’s. On occasion we even have our humanoid robot read the story. We also invite the kindy children to participate in our Glamour Photo Good Behaviour initiative, but there is no selection criteria for them due to their age.
So here you can see our kindy kids absolutely love our robotics rotations during their visit and they’re well able to use the skoog, the sphero, the ozobots, they draw their little codes.

At Cunnamulla library, we are always trying to find innovative ways to make education fun and expose our community children to lifelong memorable literacy experiences. With this in mind we set about creating an out of the box educational experience, to better educate our community students on the importance of Anzac Day. Interested students were required to come to the library to complete a series of tasks after school that included choosing a soldier from Councils Honour Board and researching that soldier and then summarising it into a short story. They had to read Simpson and his Donkey and answer some questions. They had to write a 200 word essay titled ‘What Anzac Day Means to Me’. A winner from each of the two local schools was chosen, by judges not connected in any way to Council to accompany me to Brisbane, flying with compliments of REX Airlines that included complimentary rooms at Novotel Brisbane Airport Hotel. The RSL invited our two winners to be VIP's at the Dawn Service at the Shrine, were they were invited to lay a wreath. We partnered with HMAS Moreton who organised for us to have a personalised tour of the HMAS Parramatta, a frigate which is in the Anzac Fleet of ships which was docked during Brisbane at the time. The Courier Mail heard about our competition and asked if they could accompany us for a tour of the HMAS Parramatta. They did a story which is featured on their Facebook page, our Cunnamulla Library and Events Facebook page and the HMAS Parramatta Facebook Page.

A visit to HMAS Moreton was also organised, where Commander McConnell presented the library with a HMAS Moreton Shield to cement our partnership. This plaque takes pride of place in our library. The winners were overwhelmed when they received navy bags which created great excitement. I would have to say though that the highlight of this trip was, when HMAS Moreton organised for us to visit to sit in the VIP tented section where the Governor, Premier and other military dignitary sit to watch the main parade. Both the Governor and Premier met and spoke with our winners at length after the parade, praising the library for creating such an innovative program and the winners for their achievement. The Premier and Governor had read the winners essays the previous day while lunching on board the HMAS Parramatta. This is the second such ANZAC competition we have run and we plan to continue with this competition, to expose our community children to these experiences they are otherwise unable to obtain in Cunnamulla.
Indigenous Literacy Foundation

Being such a high percentage indigenous community, Cunnamulla library is passionate about improving literacy within our community. We have built a very solid partnership with the Indigenous Literacy Foundation who have provided us with boxes of books since 2013. We display the books on our centre table and invite parents and children to come in to choose some books, to ensure that all children have access to books in homes. This story features on the ILF website. Our after school reading club could not operate without ILF, because all of the books we use are courtesy of ILF.

Are some of you thinking, where do you get the money for all of these programs and robotics? The answer is simple, grants. We have been successful with most of the grants we have ever applied for. The majority of our grants have been courtesy of State Library of Queensland and Regional Arts Development Fund. Below are just a few of the successful grants we have applied for:

- Tim Jackman targeting 0-7 years with the favourite nursery rhymes etc.
- Andy Jones – acclaimed children’s author
- Our 2017 Cunnamulla Fella Festival Variety Show which featured, a play, singing, dancing, modelling
- The Kazoos - international based artists giving high energy literacy based shows
- Story Teller Morgan Chatrose
- Voices of War ANZAC Show (2 years running)
- Magician Awesome Adam from the Gold Coast
- School holiday dance workshops

RADF make up 65% of any grants we apply for, with the remainder coming from the library budget provided by Council. We’ve had Tim Jackman who targets the zero to seven years with the favourite nursery rhymes and he’s a regular entertainer at State Library Queensland - Andy Jones, nationally acclaimed children’s author - Our 2015 Christmas Pageant which featured a play, singing, dancing, modelling and over 69 local children - The Kazoos, internationally based artists who give high energy literacy based shows - Story Teller, Morgan Chatrose - The Voices of War Anzac Show, we had two years running - Awesome Adam magician from the Gold Coast. Our humanoid robot and most of our robotics, furniture and refurbishing our library, are from State Library of Queensland Grants.

This year Cunnamulla Library produced and directed an entire family variety performance featuring over 70 children, parents, teachers, community adults and young people who took part in a play, dancing (which included indigenous dance as well as contemporary), a choir and a fashion parade.
As you can see on the right, that's one of our beautiful young indigenous mums, she modelled with four of her children (that's two of them) and they also participated in the dancing. Here are some more of our little stars. The little girl on the left, you will also see she was one of the wise men in the middle on the camel. Our kids are pretty versatile. The little girl at the bottom on the left, she's only three years old. She absolutely loved being in the fashion parade.

Dalby Dance Academy
The Dalby Dance Academy were flown in so our young people could have access to dance classes, which is something not usually accessible for our children and young people, but who now come on a regular basis during the school holidays, which is organised and supervised by the library.

TMT Deportment and Etiquette Academy
A grooming and deportment specialist, TMT Deportment and Etiquette Academy based in Townsville was also part of the grant, who spoke and demonstrated to the models about how to carry themselves with pride and we found this greatly contributed to the overall self esteem. The concert was in conjunction with our annual Cunnamulla Fella Festival and we were honoured to be asked to organise such a major event. We had a large audience and have had wonderful feedback via our Cunnamulla Library and Events Facebook page, messages, phone calls and people dropping into the library to congratulate us.
As you can see, that little boy was only 18 months old and the young man he's with is 17 and he's the Captain of Cunnamulla State School.

Participants were aged from 18 months to 40 years old and included many backstage volunteers, including Hope Project members Sue and Miriam who came all the way from Brisbane especially to help. Sue put together this short video of photos that she took before during and after the show.

We will continue to be passionate about keeping current, innovative, improving literacy, immersing and engaging our community by providing quality service and opportunities to our community. Thank you.

Lockhart River Aboriginal Council - Establishing small business opportunities in the community
Mayor of Lockhart River Council, Cr Wayne Butcher

Firstly I just want to acknowledge the traditional owners of this country and pay my respect to all the Elders past and present. I also want to acknowledge the fellow Mayors, Councillors and staff members in the crowd as well.

I guess Lockhart Community is probably the last town on the east coast of Australia way up the top. We come from a small community of 800 people and we have five different language groups in our community and a very young population. Fifty one percent of the population is 25 years or younger.

Indigenous Shires aren't rates based shires due to land tenures, so it becomes a challenge when we look at ways of how we could find opportunities. So I guess we've got to find ways of how we can be a bit innovative around generating our own revenue and at the same time build capacity of our people along the way.

So when I started in the shire in 2012 we were 97% reliant on Government funds and earning a small revenue of 3% of the budget. The challenge was to find ways of how we could generate some more revenue. We looked at some of the indigenous investments that are destined for our community and we highlighted some very prominent ones. That was I guess investment in housing and investment in roads were the two major ones. So we started thinking, well how can we best take advantage of these investments? These
investments are basically being driven and managed by the Government at the time, on our behalf. The contracts were basically tendered out from the regional office in Cairns and outside contractors would win it and most of the money would leave town. We'd get a couple of jobs here and there, but it never really meant anything for us. We had to try to find ways of how we could intercept this investment and then turn this investment around to our advantage.

The Queensland Government have Ministerial Champions for each community and they also have government champions. Mark Bailey is the ministerial champion for Lockhart and Paul Simshauser who is the Director General of Ergon, is the government champion for Lockhart. We are doing some projects with both of them. With Paul we’re building a solar project in Lockhart where we’re going to put some solar farms in to subsidise 40% of our diesel generator that we have in place now.

I guess with all of that, I think we will always question the importance of leadership, not just the Local Government but throughout our community and have that sustainability in leadership over long term and having the right mechanism in place. The right staff to follow the council's direction in looking at a long term focus.

We basically looked at the QRA when the QRA model was in place. The QRA at the time was like for like and even at the stage councils could only claim day labour. So we started looking at ways of, how can we build a model, not only just to look at ways how council can generate revenue out of some of the investment, but also how can we share that and build our own local economy.

So we started designing a Local Business Partnership Model with our local community, because we knew we had skilled workers - machinery operators that had been to the mines or been within the council work for such a long time. We thought if we could attract the QRA investment, we can then talk to the community about sharing that investment. We started off with two sole traders. One had a front end loader and the other one had a water truck. In the past contractors would come in and deliver our work then leave town. At the best of times we would only keep about 3% of the investment in town.

VIDEO PRESENTATION PLAYED

So I guess that young lady that is speaking at the end there now works for Rio Tinto and she also went on and became a Traffic Controller with the Department of Main Roads. I think by providing those opportunities we changed the whole dimension of the investment. I used to describe it as 'a big fat kangaroo’ it just bounced quicker than it landed in our community. The trick was to try and grab this kangaroo and Kup Murri him you know.

So when we look at the first stage of the equation, you can see the turnaround now, you know it’s supporting the local economy. That bit of road was worth about $1.2 billion and the council turned over 300, but the small business turned over 900 in that same time. The good thing about local people building roads is that, they take that pride and that ownership in it. When a contractor comes in and leaves they’re an outsider. But when you are a local person you get judged 12 months of the year. So you want to build that road properly otherwise you will hear about it.

I guess one other very smart thing the business operators have done themselves, they actually didn't go to the community and employ their family, they actually went and grabbed people from the other groups in the community and that created a really good sense of pride. But also they created a united front within the community. Where they didn't have skills, they would go to the neighbouring indigenous community and find the skill. The grader operator is probably the main bloke on the road works so they went up to Bamaga and seconded one of the grader drivers. In the end we had 100% indigenous locally owned businesses, with a 100% indigenous skilled workforce. That was a good outcome for us.

On the other side of the road works is our main access into Lockhart River. We’re 760 km by road from Cairns to Lockhart River and two thirds of it is dirt road and not accessible in January, February, March when we get the rain. So we’d average ten to twelve hours for us to drive. Me and my CEO took off the other day
at four in the morning, just to get to Cairns to catch a plane at 5.00pm to get to Brisbane. The main access into town, what we've managed to do well also is we married up different investment in roads to get the one outcome, the good road at the end of the day. Just to mention QRA and Transport Infrastructure Development Scheme (TIDS) from the State Government, the Community Resilient Fund just to name a few of them that we've married up with. One will pay for brining in the materials, the other one will pay for the culvert and the other one will pay for the bitumen, so we managed to get that recipe together.

This year for the first time the council, whilst we got the QRA works happening, this year for the first time we're building a road from scratch to bitumen. But what we did in this case, we bought a capacity partner in. So where we've got the Council workforce delivering work with the Cape York Investment Package, the Working for Queenslanders and TIDS money and then the Community Resilient Fund, we've tendered that out on the condition that the contractor who brings the business savvy to the table and brings the quality of knowing how to build roads - we bought them to the table and the good thing was the projects weren't far from each other. So right now we are utilising the whole council workforce (who are just used to doing potholes and cleaning drains around town), went out with the council machinery on a commercial rate, building roads with this capacity partner. So this capacity partner, the supervisor supervises our local guy. We've got our own engineer, but the local supervisor he supervises our local supervisor and also our machinery operators. So we've got that capacity partner and we can build a quality and the standard of that job site to commercial standard.

In that case this is another business opportunity for council. Whilst we're building the capacity of our people and building roads, it's also an investment that we are taking advantage of (I guess) in the community.

The young fellow on the grader there only graduated two years ago out of Nudgee College in Brisbane. To build roads and (what I mentioned earlier, our population is 25 years and younger) so we've got him in the council workforce, we've got a very old workforce, probably 35 and above. So we've got to find ways we can introduce new blood into the workplace.

One of the strategies we built along that (because it's no use building business opportunities and employment opportunities if we can't get educated young people to come through and take advantage of those opportunities) so we built another in-house strategy on how to get young people out of school into employment. It's something we did off our own back and we funded it within house, so the profits we've made from roads, we started reinvesting it into our Capacity Building Model.

I take a lot of time and effort to go and visit these schools and look at some of our really bright kids at school, to see where their interest is at and how we can translate that interest into meaningful employment - traineeships or apprenticeships, so we start building the next generation. I think this is a model that we've got to think about in governance as well. How do we bring the next generation up in governance? Basically we offer these kids at high school (we start off at years 11 and 12) and then we offer them paid work experience. So when they come home for school holidays we say to them, what do you reckon kid, do you want to come and work in the council for your school break? You've got ten days school break. You can go to the mechanic shop, you can go to a building crew building houses, or you can go out on the road, come into the administration? Then we talk to the parents about the importance of trying to get the young kids to get used to, while they're in a good boarding school getting a good education, they're in a routine where they get up and go to school every day. So when they finish we want to make sure they get up and go to work every day now. So that was the whole thinking around this.

Then we started getting the other kids coming in saying (the younger ones) can we have an opportunity as well. So we allowed for the year tens this year and at the last school break I think we had 16 kids that have participated in this. The kids go back with some money, so that saves the parents some money. But on the other hand we've got five of them graduating in the next few weeks so we had a barbeque with the parents the other day to say, okay we'll sponsor you guys to get down to the graduations. One is at Downlands College in Toowoomba, one's at St Patrick's in Townsville, the other is over in Weipa and the other young fellow is at Abergowrie College Ingham. So we've got them all over the place and we are helping the parents to get to them. We said the main thing is, where to next? We don't want your kid to come out of school and
do nothing, So you will see a couple of these young fellas that have been a part of that program for the last couple of years, now they're our apprentices in our carpentry areas.

Housing is the other one besides roads that the Federal Government invests very heavily in. The Napari Program was worth about $5.4 billion on the national scale. We've taken full advantage of that as well and we've used the 'Crawl, Walk, Run' strategy. We started controlling 25% of that investment, then we went to 45% then 75% and now we control 100%, which includes from, maintaining house, to renovating, to actually building new houses. We've got five apprentices now, five apprentice chippies in there, a couple of plumbers and we are getting an electrician chippy on board as well. The outcome has been enormous for us. We built these houses here and even the local fencer now gets the contract. The cabinets there are from another indigenous business in Mossman, young Ross Kelly. The Queensland Productivity Commission at the moment is doing a review of the investment and the amount that they're showing us is enormous, it's incredible. That big kangaroo, it's bouncing before it lands and no one can measure the value of that money.

In saying all of that I think... I always say to my mob, when you look at a new house and you look at a new road, it's not about that house, or not about that road, but it's about who built that house or who built that road and how they built it. If you build people, then you will build good communities. Thank you.

Greg Hallam Chief Executive Officer, LGAQ - Session Chair: Four great stories and I think that's inspiration. As I said we do have tough times in local government. We are going through one of those at the minute, but I think we need to tell these stories, we need to tell the stories again and again and again. There are great stories from one end of the state to the other.

KEYNOTE ADDRESS: GLOBAL TRENDS IN CHANGES IN DELIVERY OF PUBLIC SERVICES

Marek Stepniak
Partner, McKinsey & Company

Introduction

What is coming in and what is coming out of your council. To talk you through that is Marek Stepniak with more than 20 years of senior leadership experience across more than 13 countries - UK, Western Europe, Middle East, USA, Australia and New Zealand and at the Chief Executive Level of public and private health groups and technology organisations, with direct experience of leading organisations through their major transformations. Marek is presently a Partner with McKinsey and Company working across Australia and in Asia, with a focus on public health and ICT sectors. Marek is passionate about helping to realise the significant but often dormant potential that resides in people and organisations, unless you think he is like me, a blow in who doesn't know what he is talking about or the local scene. Marek has extended family in Longreach, FNQ, Wee Waa and the Kimberleys, Marek is regularly reminded of the unique challenges of living outside a large urban city and the key role and importance of local services. Please welcome Marek Stepniak.

Marek Stepniak

Good afternoon. Firstly I want to start by acknowledging the traditional owners of the place where we meet today and by paying respect to the Elders and their culture. I have just been reminded that I am standing between you and lunch, and that I now have 23 minutes in which to do a 25 minute presentation, so let's get into that.
Thank you again for the opportunity to share with you, what we have as a privilege at McKinsey as a leading global consulting firm and what we learn from our clients globally and put that into some context for you about, how that might apply to what you do. I've structured my presentation in three parts.

- Why does government productivity matter at the moment;
- What steps are governments taking to deliver services more efficiently and effectively; and
- What does this mean for Queensland local councils?

I am going to take some liberty, because I don't know exactly what you have to do each day. But I am going to share hopefully some of the insights and learnings that we've got more broadly.

This comes as no surprise to you, we all know that there is greater pressure for governments to deliver, efficient and effective services. We know that globally (just as it is here) there is tremendous pressure on governments to do so, in a way that also improves service delivery and the quality of outcomes. Here is just a cross section in case you thought it was just the developed world. There is a mixture there of countries over a long period of time. The team that helped me put this together were excited about a 100 year vision that I wanted them to paint, so you have got the full data set there.

Most of you have read, seen or heard about, the report that was created by the University of Technology Sydney (UTS) around why local governments matter. We know that the key role that local governments play is underscored by the way that our communities and we as individuals in those communities, view the services that are provided. Feedback from our community is government should be involved in delivery of key services in the place that I live in. We have, local government is the best level of government to make decisions for our local area. I guess reflecting the understanding that we have of what is most important within our own community.

To put that though into a broader context, Australia has achieved good, fair outcomes in most of its public sectors. So we do a lot of research work. Just a small plug for those of you who do know a little bit about McKinsey, we are the world's leading consulting firm. We produce a lot of research and information. It is available to you free through an app called McKinsey Insights and we spend something to the tune of three to four hundred million dollars a year, on developing best practices and understanding global best practices. They are available to you on a smart phone if you wish to.

But to give you a sense of what this means when we look at Australia in the broader context. Good/fair outcomes in most sectors. Within its quartile, relatively low cost in primary, secondary education and road transport. While its higher cost in health care, public safety and tax collection. The flipside is, in terms of productivity improvement, Australia has been very good in tax collection. Some of us would perhaps wish they weren't as good as that. But they are also not such great performers in sectors such as health care and secondary education. So this is a comparison more globally against peer countries across the world.

The constraint that governments are facing globally we believe is to the tune of, in excess of $3 trillion when it comes to budget deficits. That effectively means the difference between what expectations we may reflect in the community of the services we wish to have delivered, and our ability to be able to fund those in real time.

To give you a sense... some of the challenges that are pressuring governments around the world. We've identified four of these. There are a lot more and they will be uniquely different perhaps in some instances to your local community, or to your region. But to give you a sense of what we have seen repeatedly and we've tried to put some numbers behind this:

Increasing inequality, about 70% of all households saw their household incomes and disposable incomes stall or fall, during the last ten years. Now clearly we are going to have to innovate to solve that problem for our community.
Youth jobs and skills gaps - I know for some of you, having spoken with you in the past, this is a particular problem in some areas in Queensland and globally we know that young people are three times more likely than their parents, to be out of work. At the moment we have an estimated, at least 75 million youth who are over 18 years of age, who are unemployed today.

Now we've all understood rapid urbanisation. But the proportion of the world’s population that lives in an urban environment or an area (an urban is a loose term often used, but it is a city effectively in any other way that you want to think about it). At the moment about 54% of the population live in urban environments. We estimate within 25 years about 66% will live in urban environments. Now that brings wonderful economic benefits, but also brings about new necessities and challenges.

The last one is the rising prevalence of obesity. I spend a lot of time in health care, with being a former hospital and health care system CEO and the wonderful thing about health care, it is ever present, it touches everybody, but in our country like elsewhere, we face a particular challenge. Trends show that the global population of those who are obese is, about approximately 31% right now and is going to grow to at least 42-45% within the next 15 years. We estimate that that sort of impact is about $2 trillion a year on the global health economy. So work out whatever portion you wish of that into Australia.

What does that mean around the steps that governments are taking to deliver services more efficiently and effectively? What we've seen is there are five macro approaches the governments are taking when it comes to the transformation of service delivery. Radically redesigning services to improve both the cost of the service delivery and the quality of the service. We know that there is a significant push in Queensland, no different in this way as well, around the managing of public finances in a very different way, particularly around how to manage working capital much more efficiently. Clearly we see the need, in order to build skill sets and capabilities to support changes in delivering services in a very different way. That also means trying to create new models of operating. As simple as, what do teams look like, how do they work through to how do organisations actually set themselves up and how do they bring together people, infrastructure and data.

Lastly, what do you need in terms of both accountabilities with skill sets to drive a transformation from what has been there before, to what is coming down the track.

These trends are very visible in local government. There’s twelve of them there. None of these should surprise any of you. I know many of you are already implementing measures that are on this list to improve service delivery. What I want to do is just take a few moments to drive down on three of them.

- The design of services that are based upon citizens or publics need.
- The digitisation of services, workflows and the processes that help improve cost efficiency.
- How do you work to really make the best use, (so optimise the management of assets) and how to extract maximum revenue.

Our experience is that governments have shifted significantly over the past decade particularly, towards a much more customer centric service delivery model that focuses on those two wonderful things, increasing satisfaction and at the same time decreasing the cost of service delivery. Broadly they all follow four steps and the ones that are successful we’ve sort of seen them doing these four things - different ways, because there is not necessarily a set menu that you can choose from and follow, because it depends on your environment. But we do know that measuring satisfaction is now critical to understanding what you focus on.

Important as part of measuring satisfaction is understanding the full journey (or the citizens journey, or the communities journey) through the service delivery process. It’s not just parts of it. Often times we focus on those things that create the most noise, those things that stand out or are most high profile.

Measuring satisfaction, understanding the journey, then being able to translate improvements both at the front end and back end (and I will give some examples of that in just a moment about how that works).
The last one is thinking long term. I must say I have the privilege of working both at Commonwealth and at State level right now and it is often a challenge both for those who are elected and for those who serve, to find the ability and time to think longer term. Because short term priorities often drive decision making and need for action in our environment.

How do we make this real and I'm picking on the Australian Tax Office as they do some things well. I gave them credit a little bit earlier. Here's an example of the Australian Tax Office trying to get behind what was creating dissatisfaction with its services. I'm not talking about whether you got a refund or not. I'm talking about, for those of you who need to do it, you get on the phone, you ring the number and you end up in a queue and you can interact with a computer, or you can, eventually, if your problem is big enough, probably you end up with a real person. But what there was, was very clearly a high level of dissatisfaction with the process of people ringing in to the ATO and then starting to engage with the services that are there, and also online.

So what they did was, they took huge amounts of data that they have around service calls, about the customer relationship management records that they keep (they automate a lot of this and the sort of formal customer satisfaction feedbacks) those of you that have been online know that you get asked to give some very automated feedback. They did a whole bunch of statistical analysis, and for those of you who care little about analytics, but care about what the bars mean, the bigger the bar means the more satisfied they were. The smaller the bar means the less satisfied they were, or more potentially dissatisfied. The numbers are just positive or negative correlations and a zero means indifferent or potentially beginning to be dissatisfied, numbers below that mean that there is a strong correlation between dissatisfaction.

Now just to give you an example of three of those, what they did find was, not surprisingly:
- People were very happy when things were done quickly and their issue was resolved. We all like that.
- Secondly when they interacted, when consumers or citizens interacted with ATO staff, what they did like was when they were polite, they were professional and they were knowledgeable, which leads to the third one.
- Then the second bottom is, the processes had to be straight forward and I could do them myself. I could complete them.

So there are these correlations. What they knew was that a lot of the dissatisfaction was being driven out of the analytics they were doing, out of this interactive voice recognition system (and I don't know how many of you get really, really frustrated). It's the fact that phones cost a lot now days, that I think more of them get broken. But it is very, very hard sometimes to get beyond something that works off a whole bunch of binary codes, that won't go any further until you have answered that question. So what the ATO realised was when they looked at all of these data points, just thousands, hundreds of thousands of these data points was, they came to the conclusion that they are not going to throw away the interactive solution. What they are going to make sure is, they are going to go and fix the way that they create the algorithms and information that comes from the interactive voice recognition system. In order to do that they had to retrain the programmers, to help them understand what a consumer experience was when they actually dialled in.

This is something that they have spent time on. I don't know for those of you (and I won't look for a show of hands) for those of you who have interacted with the ATO recently, you should have seen some improvement in that area compared to past years. What this means is that, we've very briefly if you look from the 1960's some of you will remember EDS as sort of that first back office automation, sort of driver globally. We've progressed now through the introduction of personal computers. So these were things that were meaningful to us and had impact on us as consumers and individuals, through to the technologies and the information that became meaningful for Government around decision making.

Impact moved from consumers to also include impact on governments and that includes this group here. What we've been able to do is, begin to combine different aspects of service delivery and information and now we're at a place where we are much more around reutilisation of existing information (data science perhaps for want of a better term). I suspect you will hear about it a little bit more in subsequent presentations.
So what does all of that really mean? All of us I suspect without exception, have had some sort of interaction with some of these brand names that you are familiar with, Amazon, Trip Advisor, Uber. One of the distinctive things about these organisations is that they do collect lots of information about you, they make it very easy for you to provide the information and they give you choices, and yet they get you to the place where you need to go relatively quickly. So you don't spend a lot of time having to go through hoops. Now I'm not suggesting this is the case for all of you and even too many of you, but if you look at the top left hand side, how often do we still have in the environment that we're working in, forms that need to be printed and then mailed to us? So how often do we still require appointments to be made in person, in order to complete tasks with us as local councils and what is it about long processing times where one, we can't give a timeline, or in fact it's longer than a few minutes in length?

There are some fantastic examples now increasingly, of where the changing of manual processes has moved processing of information from days to minutes. I suspect there is a few of you around here that still have a home mortgage. You will remember in past years you would turn up in the bank, you would sign lots of paperwork, it would take a bit of time, they would come back to you and say wonderful, we've given you this wonderful gift of 25 years of a mortgage and please send this money each month. And it took time. Now that time is down to minutes. There are now service providers, some of you know about them, who can look at your application and give you an answer within minutes. Whether you got the money or not and the money is in your bank within seven days. It is a very different environment that we're living in.

What is happening is, governments are thinking about this in very particular ways. They're achieving scale. So now we've got lots of information, we're using offline touch points, there are single accounts being created for all services (so we're not asking consumers to engage in many different ways). We're starting to think about segmentation of our local community. Now my teenage daughter, I tell you what, has very different requirements of local services it appears, than her grey haired father.

Also this is new and I suspect it is still new for many of us. How does local government use influences, to help its community in thinking about those things that are meaningful and important? Three very quick things here. It sort of gives you a sense of why just creating a, for example an online parking payment portal may have been a useful thing to start with, but we've progressed this now to sort of, full online service provision. The reason why we've done that is because it gives us and enables us to do some important things. It enables us to optimise, or to make the most efficient use of the investments around IT - how to manage our workforce better and then also, how to ensure that we structure our business operations (including investments) in a much more smart and meaningful way.

I will very quickly hasten to add, the two bottom boxes on the left hand side may not apply to Queensland today. But remember the hat that I'm wearing is what we have seen around the world as those things that have locked or unlocked revenue, or reduced cost at local government level and where that may or may not have been with a private sector.

So the first two are probably much more applicable to Queensland today, retaining optimising assets and services - that includes and consistently it includes, how do you create the scale on things like procurement and sharing of services? I know some of you are already starting to think about that. The second one is the corporatisation of assets and doing that in a way that begins to create an alternative market economy, and allows government agencies to then continue to procure from themselves, but in perhaps a different, maybe more efficient way.

The other two may or may not play a role. Public private partnerships and the privatisation or selling of assets, may or may not play a role at the moment in the way that you plan going forward.

Some examples - I don't know how many of you have heard of Street Bump. I don't (by the way I am not recommending we put this in Australia, because I know that if we put this into my local council, they would go absolutely spare, because I don't believe I've got a straight unbumpy type road anywhere near my house), so Street Bump - mobile app puts it into your phone. As you drive along in Boston you can go, I've just gone
over a bump, it sends information actually from where you are, where you’ve been. So what it helped them to
do was and you can sort of see a number on here, 1,250 sunken manhole covers, were identified as the
main reason why there were bumpy roads. So in Boston they went, wait a minute, that's something we can
now go and identify and fix. So they have the coordinates of where there's been feedback. If there are only
two people complaining about it it's not a problem. When 2,000 people complain about it each week then
that's something very different. It gives you the scale and magnitude of what you can go and begin to tackle.

There is an example of something, there is another one, ‘SeeClickFix’. This has been used across the US
predominantly which sort of says, I've noticed trees hanging across powerlines, I've noticed that there are
street lights out - things like that and their big claim to fame is they've had three million quick fixes now.

Before I go onto, what does this mean for Queensland local councils? A couple of quick examples that will
maybe be of interest (some of you will know these) that demonstrate how big data advanced analytics work
in driving up and revolutionise the cost efficiency of asset maintenance for things like water pipes and
sewerage.

The first one - Sydney Harbour Bridge, many of you have seen it and been on it, know about it. There are
thousands of electronic eyes that are literally placed on the bridge and they’re constantly monitoring the
vibrations of the bridge. What that means is, there are 58,000,000 vehicles, 15,000 trains each year that go
across that bridge - visual maintenance inspections are nowhere near as effective and are much more costly
than having constant feedback. What it has resulted in and I don't have a number for you, but they claim
they've saved many millions of dollars in terms of preventative maintenance cost, because they've been able
to identify things before they've gotten out of hand and ensure and expanded the life of the bridge and the
use of the bridge.

The second one is - Sydney Water, it's combining its own data sets with that around traffic and about the
weather. The weather clearly says soil contracts, expands based upon weather. Traffic means, that where
pipes have been laid underground, under roads, traffic volume has grown tremendously over years creating
additional pressure on pipes. Sydney Water have been using analytics to then interrogate all these bits of
information and what they're saying is, that they're saving at least $5 million per year, again on their targeted
maintenance program.

Having sort of done a really quick canter - there are many types of solutions and I would not suggest that I
have the menu that is all encompassing of those things that will be right for you, in your area and for your
community. But we do know the challenges around job shortages are no different here. Many of you are
owners of very complex assets. You struggle with being able to retain good people and to build capability as
part of that. We also know there are sustainability issues that you are challenged with and there are capital
constraints that you face, just like all other levels of government do at the moment.

There's a whole range of interventions and potential levers that we have seen work and all of these come
with different use cases, for those of you who are particularly motivated, we eventually can get to a place
where you can look at more of these. But some of these you are already doing, some of these you are
thinking about, some of these might be worth considering and some are very obvious - how do you design
services based upon community and public need (that's fine) - digitising services (that's fine), optimising the
management of government assets. How do you get smarter about making sure that you are targeted in
doing those? Integrating environmental challenges and developing shared services more broadly to help
scale, deliver, lower cost better outcomes for you (outside of large urban environments I suspect).

Lastly, I would suggest there are some key questions you may want to reflect on, as you consider
incorporation of innovation in your local Service Delivery Models.

The first is, have you decided what digital mechanisms, because there are many to choose from (It's like
almost - Woolies nowadays), you can buy so many different things - what's going to actually be important for
your community over the next two or three years, what are you going to invest in? Are you aware of your full
balance sheet and the potential management techniques for each one of those items, because they are
different! When was the last time you asked your local community what services they actually want and dissatisfactions they have? Lastly, what steps are you taking to incorporate best practices? Lots of stuff being done around the world even in Queensland. What are you learning from others? How are you introducing those into your new Service Delivery Models?

Thank you very much.

KEYNOTE ADDRESS: HOW DATA ANALYTICS AND ARTIFICIAL INTELLIGENCE IS CHANGING LOCAL GOVERNMENT

Simon Giles, Global Cities Lead, Accenture, London
Peter Moore, Managing Director, Asia Pacific Japan, Amazon Web Services Public Sector, Singapore

Introduction
You will hear from two global experts, Peter Moore and Simon Giles. Peter is the Managing Director, Asia Pacific and Japan for Amazon Web Services Public Sector based in beautiful Singapore. Peter heads the worldwide public sector business for Japan and the Asia Pacific region with responsibility for strategy, sales and business development for Amazon Web Services of whom you've almost certainly heard. This is a focus on cloud computing in particular. Peter came to AWS from Microsoft where he worked for 16 years in various management positions in Australia, Singapore and Beijing and included establishing and managing the public sector operation for Asia Pacific, growing the business in greater China and serving as Chief Technology Officer for Microsoft Asia. His experience centred on the reforming technology and procurement policies of Asian Governments as well as technologies role in accelerating economic development.

Simon is the Global Cities Lead with Accenture based in London. He works extensively with cities across the globe with the intersection of infrastructure and regional and economic development programs, helping city and national leaders understand how digital technology can make cities better places to live work and play. Simon's expertise expands, sustainable economic development strategies, governance, financing strategy, technology innovation, human centred design of digital services and citizen engagement. He has experience working with city, regional and national Governments in Asia, Europe, the Middle East, the United States and Latin America. Over the last decade Simon has advised the World Economic Forum on smart grids, the future of urban development and is currently sitting on the Singaporean Governments, Young Urban Leaders Group.

Please settle in for what promises to be the start of something that will revolutionise the way you and your council go about their work.

Peter Moore, Managing Director, Asia Pacific Japan, Amazon Web Services Public Sector, Singapore

I am going to talk a little bit about Amazon and how we innovated Amazon and the culture that we have. Because I'm hoping that you care as much about what makes Amazon a company that's just been so innovative, as you care about the technology. So I'm going to actually focus on the cultural side of things which I think in some cases, or in many cases, more of a challenge for all of you than the technology is.

Our mission is very simple - to be the earths' most customer centric company. That's a simple mission, but it's actually very, very hard to accomplish. I often think about you as our customers and I think that you are in a different space to, if I was talking to customers who were a bank. Because if you use a bank you can choose which bank you use. But you actually live in a house, you don't get to choose who you pay your rates to, or who you complain about your dog barking to, which I hear is an important issue here. So it's a different dynamic between you and your customers than if you were a commercial customer of a bank, or an insurance company where in that case, customers can move around. So we care about that and for us being customer centric means that we really have to care about your mission and the people that you serve and
what keeps you awake at night. That's why I'm here, because I'm very passionate about our ability to serve Governments. Local governments are a really important part of what we do here in Australia and I think this new initiative is going to be ground breaking.

I've had all sorts of things, when I joined Amazon five years ago my Mum said, what do you know about selling books? In fact this weekend I was staying with my brother in Redcliffe and he said, you know how people store things in the cloud, what happens on a sunny day? My brother is a tiler, so he doesn't really do much with things. But actually I understand a little bit where the confusion might come from, because whenever I say to someone I work for Amazon, like at the customs going into the US, or immigration - they will say 'well my wife loves Amazon, she spends all her money on Amazon'. I go 'that's great' like can I just get the stamp and keep going.

But we do a lot of things. Launched in 1995 starting with books, but we do consumer electronics, retail, digital content, Amazon Web Services (which is the business that I lead, the IT that we deliver as a service), then Kindle which is the books, audible (audio books), Amazon Fresh (which is groceries on demand), Echo or Alexa (some of you may have heard of that, it's a service where you can just talk to a computer and it will do things for you) and then 47 other companies. So we do a lot of things.

Amazon Web Services itself is not a cloud actually. In fact we don't call ourselves Amazon Cloud Company, we call ourselves Amazon Web Services. When Amazon.com started in 1995 they did what most companies did and they built their IT capabilities to meet their business needs. But as they became one of the largest companies in the world, with operations around the world, they realised that they needed to start to do things differently. There were so many different parts of the business that were all competing for access to IT resources, that they wanted to change the way they delivered that IT capability to all those internal groups. That was how Amazon Web Services was created. So we built the capability of web services inside the company to serve everyone and we democratised access so if people were using things they had access to what they needed and if they didn't need it, then those services would shut down and be available for someone else to use, rather than putting a square box or something around a set of IT capabilities, which only one particular department would have access too.

So a smart guy called Andy Jassy who is our Amazon Web Services CEO, wrote a six page document to our founder Jeff Bezos and said, I think that there might be companies outside of Amazon that could take advantage of this capability that we've built. And that's how we became a cloud company 11 years ago. By democratising access to IT over the network in a way that you can have access to what you need and shut it down when you don't need it and pay for what you use on an as needed basis, rather than traditionally where you have to go out and spend lots of money to go and build a data centre or something to meet your needs. So that's essentially what Amazon Web Services is. It gives you some agility and cost savings that you wouldn't get if you had to buy your own bits of tin.

One of the things that people are most amazed about is, the pace of innovation that we have as a company. This is the number of new features and significant capabilities that we launch each year.
So you can see in 2016 it was 1,017. We are currently shipping about three new features or services every single day. We do that without breaking all those customers, those millions of customers that we have around the world. We introduce all these new capabilities without breaking all those things that people are already using. That's not an insignificant task, that's a monumental task, but we do it. So it’s this pace of innovation that really drives a lot of value for our customers, because they get to do things that they couldn't otherwise do.

How do we innovate?
This is where I want to talk a little bit about culture. It all starts with our mission where we actually listen to our customers and that's really important. Our business model helps us with this, because we can tell right away what people like and what people don't like and they can give us real immediate feedback. We're not shipping some product to someone in a package and hoping that they use it one day and if they use it, hoping that they will give us feedback. People are accessing everything that we do online and so we have instant feedback on what people are using, the features they're using in a particular product. We put our focus on the things that people use and the things that people need, and we take away the things that people don't need. It really helps us to be very innovative and operate at a very high speed.

Invention requires two things
The ability to try a lot of experiments and not have to live with the collateral damage of failed experiments. No one wants to fall off their bike when they’re leaning, but everyone does it. If you were afraid of falling off your bike you would never learn to ride a bike. Well that's the same in what we do as well. If you know that the implications of failing are not really going to be life threatening, it's just a minor thing, it's not going to cost you a lot of money, you haven’t spent a lot of money on building a data centre, then you can do lots of experiments. So you can go and you can look at all of these capabilities that I talked about, experiment as much as you like and know that it’s really not going to cost you a lot if you fail. In fact, failure is what's going to teach you how to do things better and that's the real ground breaking nature of what we brought to businesses. It is this ability to fail fast and fail cheaply.

So let's talk about failure in a bit more detail. That culture is that principle component in innovation. It's really the thing that we have to take on right from the very beginning in terms of people that we hire, the way we set ourselves up for success and how we work with you as our customers.
So we have 14 Leadership Principles

and there's a lot beneath these. They're simple in their headline. 'Think Big' you know, okay; 'Invent and Simplify'; 'Ownership'; 'Customer Obsession'. This is our operating manual. Everything that we do, every decision that we make is based on these leadership principles. I always tell my people, if you're conflicted about which way to go, just look at these and this will tell you the way. So we have to get people from all different companies, all different walks of life and bring them into our company and then say, this is our Operating Manual, these are the principles that will guide you on how to operate in this fast growing innovative way and it's really important.

Jeff Bezos our founder was having a conversation with Defence Secretary Mattis from the US and they were talking to each other about recruiting, and Mattis said to Bezos 'what's the number one thing you look for when you recruit people' and he said 'it's simple, I look for *truth seekers*'. I don't accept people who will just follow the crowd. I want people who are going to ask why, who are going to bring new insight to decision making and are going to dive deep into the data and really determine what is the right direction to go. I think all of you want to be *truth seekers* as well and that's what this whole launch is about - giving you access to data knowledge so that not only do you get new insights, but you can take action on that and do what you need to do to better serve your constituents.

So I see a real alignment here between some of these cultural principles and what you're looking to do out of this new capability as well, called 'Sherlock'.

A couple of these as I said, that's the headline, but underneath this if you look at 'Invent and Simplify' for example - leaders expect innovation and invention from their teams and are always finding ways to simplify. As we do new things we accept that we may be misunderstood for long periods of time. So it's okay to be misunderstood, but if you have sought the truth, if you've got a very good set of data and very good set of analysis and your convicted about what you are doing and you do it, then it's okay for people to misunderstand you, because you will be convinced that what you are doing is the right thing. There is a lot behind these leadership principles and I wanted to share these with you because if you like, they are the secret source of the fastest growing IT company of all time.
Thomas Edison says 'I've not failed, I've just found 10,000 ways that won't work'. We look at these inventors in history and we think, how did they come up with that? Did they wake up one day and say you know, 'let's invent a light bulb'. No they didn't, they did 10,000 experiments first and failed every time and that 10,001st experiment changed the world. That's what you can do as well. Look at those really tough challenges. In the past you had to bet everything into a decision to go and address that challenge. Now you don't have to do that, you can try 10,000 different ways if you want, because you have very low cost, low risk access to capabilities that you never had before.

Let's talk a little bit more about 'Dive Deep'. It's really an anchor tenant of the way we hire people. As I said hire truth seekers that's what we do, because we want people to dive deep. In fact we have a very flat organisation where there's no real requirement for you to agree with hierarchy. I've been in lots of meetings with our CEO where at any point I can say, 'I don't agree with you and here are the reasons why'. If I bring that to him he's going to say 'thank you very much'. A lot of big organisation won't do that. The guy at the top is in many cases the furthest away from the customer and furthest away from the truth about what is actually needed. So if you have got a culture where everyone who has better access to data and can make better decisions and can bring that to the top, the top will be able to make better decisions.

We have a principle called 'be right, a lot' and obviously everyone says, yeah I'm right a lot. But you're not if you don't have the right information. So under 'be right a lot' it says, leaders always look to ways to disconfirm their beliefs. It's a really powerful message. If you tell everyone that I as a leader, I am looking at everyone who works for me, to disprove what I say. I'm encouraging you actively to come to me and tell me I'm wrong because that's the only way you can seek the truth. It's the only way you can make the right decisions.

So these cultural aspects are what drive our company, what drive our innovation, what drives the technology that we give to our customers so that they can follow us and be innovative and be creative.

The LGAQ Productivity Report showed some really interesting data that we think really ties in with all of this as well. But this is just data, this is the looking. You have to actually say, what does this really mean and then you actually have to take action against that. So it's important that we don't just have systems that show us things that we can't take action on. We have to be able to figure out what to do. So doing things is what's next.

Change is something that happens. Darwin talked a lot about this. He said it's not the strongest of the species that survives, nor the most intelligent, it's the one that's most adaptable to change. This whole concept of change is super critical. Being able to change, being able to experiment as I said, gets you to where you want to be.

Hopefully that was informative and told you a little bit about our DNA and what we do as a company and with that, over to you Simon.

Simon Giles, Global Cities Lead, Accenture, London

Good afternoon everyone. Firstly, thank you to the city here for having me here and thank you to LGAQ for asking me to speak. It's a real privilege to stand up in front of such a great audience. I spent the last week talking to people from government all over Queensland about the things that are happening here and I couldn't be more excited about talking to this audience and the potential that this group has to change the lives of the communities in Queensland. Hopefully what you are going to see this afternoon from LG Sherlock and what I'm going to talk a bit about today is on the analytic side, is going to be a big part of that journey.
Like a good pom I'm going to start off with two apologies, firstly apologies for bringing the rain from the UK. They said, come to Queensland it's going to be lovely and sunny, you know, you are going to have a couple of weeks of beautiful weather... not so much.

Second is I'm going to apologies because I am going to say 'data (dayta)' not 'data (darta)'. I've been trying all week to say data (darta), but it's just not working. So I'm just going to stick with data (dayta) if that's okay and you'll just have to make through it.

I am going to talk a little bit about analytics. At the simplest level analytics is just a set of tools, techniques and methods that are used to take data and translate it into insight to help you make better decision on a day to day basis - both long term decisions, planning decisions, but also really tactical decisions. Over the course of the next twenty minutes I'm going to touch on three things.

- The first is some examples from other places around the world giving you some global insight into what other people are trying to solve with analytics. Just to give you a flavour of the types of problems that we can solve with these types of tools.
- Then I'm going to talk a little bit about, what can we learn from the first movers in this space? about the secrets to success of developing an analytics and data driven organisation. What does this audience need to be thinking about as your journey is just starting or continuing, over the next five to ten years? Hopefully I just dropped six or seven of those.
- Then finally I am going to say 'so what'. So what specifically in your context can you go away from this tomorrow and do differently?

The most important thing to talk about in the case of analytics is, on a community to community basis one size definitely does not fit all. The use cases I'm going to touch on may be relevant to you, they may not be relevant to you. What matters is that you need to find uses of analytics that are going to make a meaningful and tangible difference to the communities that you are serving. I'm going to talk a bit about how we can think about what those use cases might be. But it's absolutely critical that whichever of these four areas you start to look at, that you really focus, not on using the data that you have and using the tools and technique that are at your disposal and thinking about the technology - but take it from the other side of the equation. What are the day to day problems that keep your constituents awake at night? Prioritise on that basis, and then find the data, find the tools that are going to be used in order to deliver that outcome.

A quick canter through some of the use cases! We generally break it into these four areas.

Using Data Analytics
The first is using data analytics to compartmentalise citizens into groups and understand what some of the challenges are and define personalised services.

So a couple of examples
In New York one of the key issues on the Mayors’ agenda was dealing with homelessness. They asked the Mayor’s office of data analytics to look at the data that exists and identify which data sets would give them the best view of those households that are most likely to translate into homelessness and then, what interventions could be made in order to reduce the incidents of homelessness on the street. That is just one example of how you take data from Social Services and from the Health Care system and start to correlate that data to identify trends, and then try to understand what's behind those trends.

Another example could be youth violent offending. In San Francisco they noticed that there was statistic that was saying, that if somebody under 18 years of age was on the radar of three different social services groups (the Youth Rehabilitation Service and Probation, Social Services Department and the Education Department) by the time they hit a third of those institutions, they knew that within ninety days there was an 81% probability that they would cause a violent crime. If that's the case, making the right intervention at the right time, is hugely important. Now we are going to talk about in a little bit, identifying the correlation and
defining that statistic doesn't solve the problem. But what it does do is identify where you need to focus your attention on identifying what the problems are to solve. So that's the second example.

In terms of improving operations there are all sorts of use cases in this space. Some examples might be something like garbage truck routing. So how you make decisions about what route you send a garbage truck on. If you look at the analytics and optimisation using artificial intelligence to be able to optimise the routing of that truck, depending on traffic conditions and depending on weather conditions, and changing them subtly every time, you can have a 10 to 15% reduction in the total mileage, and about a 15 to 20% reduction in the time per round of every single garbage collection. That obviously translates into dollars.

A second example might be how you could go about reducing watering for example. In Barcelona they spend a lot of money on watering plants around the city. What they weren't doing, was looking at altering any of the watering regimes on the basis of the weather conditions that they were going through. So they were giving standard watering regimes on a day to day basis. As soon as they started looking at using watering patterns on the basis of weather predictions, they could reduce water consumption by between 18 and 20%. Now again, it reduces the amount of time that you are spending doing it, and it's more efficient and effective in the way that you are using tax payers money.

In terms of improving community service, like on a day like today in London (actually there are several places, London and Chicago have both done this) where they have combined sewerage and stormwater overflows. They know that on significant rainfall days they can get flash flooding events that affectively result in effluent coming out into the rivers and polluting the rivers or the local sea, because they know that there are specific areas within the sewerage system that are acting as pinch points. If you don’t perform the right maintenance and replacement of infrastructure in those areas, you don’t have the ability to withhold sewerage at the right time. By understanding the typography of the area that you are working in, the hydrological structures and understanding flow by putting in sensors into the network, you can identify where those pinch points are and understanding what the weather forecast is going to look like, you can identify ways of making interventions that reduce the incidents of pollution.

Another example is that they can use flydar data (over flight data that gives very accurate topological information) and mapping and weather forecasting data, to identify where best to plant new trees in order to reduce the amount of rainfall runoff, so that there is more soak away in the city centre and there's much less of a demand on the sewerage system. So identifying those types of data sets are going to be really important.

The final one I’ll talk about is - in terms of revenue generation, so on strategy and performance. In New York City they knew that they were having a significant issue with multiple tenant buildings not being registered by landlords and therefore not receiving the right amount of tax revenue for the occupants within that building. So what they did, was they looked at correlating the building data set (in terms of how many people should be within that building) and the electricity consumption, to identify where there was a mismatch between the expected level of consumption and the actual level of consumption - then taking auditors out into the field to identify whether there was illegal subdivision. This has implications in terms of both health and safety from a fire safety perspective, but also in terms of the amount of revenue generation that they should be expecting. So those are just some examples of the types of tools, techniques and applications that are being used for data analytics.

What are the few lessons that we’ve learned from the first movers that we’ve been involved with in developing analytics. I would say there are probably six things that we should take away.

The first is the ‘rubbish in, rubbish out’ principle. What will become really evident, is the quality of the insight that you get is directly proportionate to the quality of the data that you put into the system. I think that we are going to see that as Sherlock develops. We are going to see that the better the data sets that are going in, we are going to get much, much clearer insight and actionable insight that comes out. The only way to deal with that is to make sure that there’s a culture in the organisation, of understanding that data is the raw material that you are dealing with and it's hugely valuable in that context. So a focus on identifying new data
sets, identifying where there are gaps in your data and then taking a stewardship approach to that data is going to be critically important. I think that you are going to find that over the next five to ten years that that question around the culture of data ownership, is going to have to become much more prevalent in your organisations.

The second is that data silos always exist within organisations and one of the hardest things to break down is the question of protectionism of data. Now the only way that Youth Violent Offence Activity was able to be achieved, was for the people in Social Services, education, health care and policing, to be okay with inter-agency sharing of data. But that is not normal behaviour in most public sector organisations. In fact, even in private sector organisations it’s a significant issue. So dealing with that culture of managing and protectionism within the silos of government, has to be something that gets addressed head on. That's a question of leadership and being able to clearly communicate the value proposition of making that data available. As that data becomes available, shouting about the use cases that you are able to generate, because that encourages other people to be more free and willing to be able to cooperate across government. Obviously with all the right data privacy protocols put in place.

The third point - There is a very big distinction between insight and action. Data analytics gives you critical insight that allows you to understand where to focus your attention. But it doesn't deliver outcomes in its own right and that's a really, really important distinction to make, because analytics is only half the game. It’s allowing you to focus your intent, but if you don’t follow through on that intent and you don’t have the skills and capabilities to make that intervention, all you’ve done is identified the eighty odd percent of people likely to reoffend within 90 days. It hasn’t told you what you have to do as a consequence.

That relates to the bottom piece

![Diagram: WHAT HAVE WE LEARNED FROM THE FIRST MOVERS?
BEING DATA DRIVEN REQUIRES A CULTURAL SHIFT]

- **Rubbish In...Rubbish Out**: Requires new skills & capabilities
- **Data Silos Have to be Actively Addressed**: OpenData is not enough
- **Insight is Not Action**: Correlation does not equal causation

on the right hand side. Correlation does not equal causation. At the heart of analytics this keeps on coming up. Analytics will help you correlate data sets, this data relates to that data therefore we think that there’s a relationship between the two. But what it doesn't tell you is the nature of the relationship between the two data points. Understanding the eighty odd percent of people are going to go on to be violent offenders, doesn't tell you exactly who those are and what interventions you need to make. So you have to follow up analytics with on the ground service design ethnographic research and boots on the ground, of understanding what’s happening at the front line of service delivery. The data driven policy making just gets you to focus, but you then have to then develop the skills to follow through.
Another insight is that, we found that completely new sets of skills and capabilities will need to be developed in the organisation. Now I think what is most impressive about what I've seen here over the last week in Queensland, is that I don't think there are any other examples of where Local Government Associations are taking the precedent of saying - you know what, we understand the communities and councils that we represent may not be able to develop the skills and capabilities in-house to be able to do this activity. Therefore we will act as an organisation, a cooperative, a mutual, that is able to provide these products and services on the behalf of our constituents. Now I think that's pretty unique. I don't know of any other examples of where that's happening around the world. I know lots of examples of where city government, large city governments are developing this capability, but you are uniquely positioned to be able to take the opportunity here and I really do hope that you make the best use of Sherlock and that you engage in the process of developing these skills and capabilities.

 Finally I would say, open data isn’t enough and I know that many of you will have open data programs and I’m a huge advocate of open data programs. But what we’ve started to see is, just making simple data sets available without having scrubbed them, without working on the data quality, isn’t necessarily going to deliver the outcomes that you expect. It may make you compliant with open data protocols, but it doesn’t necessarily deliver the outcomes that you want. But what we have seen is, where people are developing open innovation eco systems based on open data sets, encouraging small local businesses to engage in this process, we do get much better outcomes. So I’d say, really do focus and continue on the open data initiatives, but think about who is going to be using those data sets, what types and tools and capabilities do you need to support within the community and how do you encourage hackathons and community activities to start problem solving within the communities themselves, as well as you acting as problem solvers.

Before I come to the specific ‘So What’s’, I just want to talk a little bit about value creations. Because when it comes to making decisions about what type of problems you are tackling with data analytics, we found it very hard in the first year to create a framework that would help people to understand how value is being created in the public sector. I was listening to Marek from McKinsey earlier and he was talking about the importance of measurement within government. I think one of the real problems we have in the public sector, is the way that we measure value creation is different from community to community and it’s not like the private sector. In the private sector we have a clear methodology for measuring value creation and prioritising investment - it’s called Shareholder Value. There’s a very clear methodology for how you assess business cases and you prioritise investments based on the rate of return. In the public sector we don’t have that.

With my team we’ve been really focussed on trying to think about - when we’re trying to analyse which use cases on analytics we want to prioritise, we are thinking, which are the ones that are going to add the most tangible value for clients and their communities and constituents. We developed this methodology and this is really just a first draft - I’m going to be around for the rest of the day and would love to have conversations with people about, whether this is useful and whether we should keep on working on this process. Because hopefully it will help you to think about how you prioritise.

So in our opinion you should only start thinking about investing in analytics use cases that impact on one of these two dimensions.
1. Either they’re things that are going to drive efficiency and effectiveness of service delivery at the front end.
   a. How you’re better using tax payers money to deliver outcomes, becoming more efficient and effective.
2. Helping you to deliver mission critical outcomes that your constituents really care about.

So then we started to break that down and said, well if we wanted to measure the efficiency and effectiveness how would we do that? Well it basically breaks down into two parts:
1. Either it’s something that’s going to deliver strategic cost reduction in your organisation on the operating cost side, or on the capital costs side. Delivering better utilisation of assets for example and infrastructure; or
2. It's helping you to drive strategic revenue improvement. Collecting more money that offsets taxpayer's income.

Then on the bottom side of the equation when we are trying to measure mission critical outcomes, it's either things that you're investing in that will deliver a better workforce for the next century - delivering the new skills in analytics, IoT, security, all the technology type of capabilities that will make sure that your organisations are ready for the next wave of digitisation and won't be, made redundant through the process of artificial intelligence. It's incumbent on organisations to invest in redeveloping, retooling, re-skilling the public sector workforce to be effective in the digital arena. So if you are doing a project that drives that, then I can understand how that delivers value. Or you are doing something that delivers new benefits to citizens and communities.

What we are trying to understand is, this is a way of taking a litmus test as to whether the things that you're doing in using the analytics are going to drive meaningful outcomes. It allows you to do two things.

1. It allows you to measure value creation; and
2. it allows you to create the stories that the political leaders in your organisations are able to take out to the community and explain in a meaningful way, how somebody's life is going to be different tomorrow than it is today, as a consequence of having done this analysis.

You have to bring both of those two things together.

Finally three take homes

- The first is: I think Sherlock is a really unique opportunity for you all within Queensland and I really do hope that you take the opportunity to engage with it, and I really do hope that you think about how you provide data and use cases, to demonstrate the value proposition associated with the LGAQ investment in Sherlock.
- The second is: it will undoubtedly shine a light on the areas where data is relatively poor in organisations. I do hope that that will act as an impetus for people to think about, how they're looking at internal data sets, improving the data availability, the digitisation, the processes. But also thinking about where you need to collect data, both within the public sector and also work with private sector organisations like Telstra and others that hold great data on your institutions.
- Finally: coming back to that point - insight from analytics is only the first step in the process. Analytics only has value if you actually act on it. In order to act on it you need to develop a new set of capabilities around how you redesign services in the community, based on the insight that you're getting. Creating really rapid response units for the types of issues that you've identified. Then the rapid innovation capabilities to be able to translate those into new policies, new processes and new services.

Analytics on its own is a very useful tool and set of techniques, but you need to think about what tools and techniques on the action side need to be developed at the same time.

So with that I'll say thank you again for having me. I'm going to be around for the rest of the day. If anyone has any questions or wants to go more into use cases just come and collar me and I'll be more than happy to talk about some of the things that are being done elsewhere. Thank you very much for your time and attention.
LAUNCH OF LG SHERLOCK – THE SHERLOCK TEAM

Mayor Mark Jamieson, President, LGAQ

Can I start by acknowledging the traditional custodians of the land on which we gather and thank Peter from AWS and Simon from Accenture for that really good warm up around the utilisation of data, or the superior utilisation of data.

Delegates it's my pleasure today to officially introduce you to LG Sherlock. We're about to explain all the ins and outs of LG Sherlock, but first I wanted to give you a few quick insights into what it can do for your council and for your community.

If you choose to trust it, LG Sherlock will reduce your operational risks and improve your internal business processes.

If you choose to support it, it will help inform your decision making and improve your community services.

If you choose to embrace it, LG Sherlock will save our sector millions of dollars and provide us with a multitude of good news stories to tell our communities.

Shortly you will hear from our Project Team and they have a compelling story to tell in great detail, about the potential of LG Sherlock and the opportunities it will provide for your community and your council.

But before then, if I could just make a few comments.

The LGAQ, your Association, continues to strive for the best possible outcomes for our members.

We are driven in this regard by two foundational needs.

The first being the financial sustainability of all councils and the second - the positive promotion of local government right across Queensland.

From our biggest councils to our smallest, these two themes remain absolutely consistent.

As local leaders what we all know to be true is that, change is constant and that if we take our eye off the future, we run the risk of being left behind and that's most definitely what we don't want to happen.

We also all tackle considerable changes daily, many of us in our own unique ways.

The LGAQ's recent Community Attitude Survey highlighted that we continue to make inroads on both, responding to change and indeed, addressing new challenges.

Since lunch you've heard from some respected global experts on how shifts in the digital world, is reshaping business and the information we all use to make vital decisions.

The LGAQ's 2017 Digital Productivity Report which was released over the weekend reiterates these changes.

According to the report data collection has become almost ubiquitous and councils are applying operational information gathered, to increase productivity and inform strategic decisions.

When the first Report was published in 2013, 22% of councils had no systems in place to collect any form of performance data. So we've come a long way already.
This year’s survey showed that 88% of councils reported that they were not only collecting data, but the data collected is critical to their decision making.

Close to half of all councils are actively using information and data to help increase productivity and efficiency.

It’s fantastic that we already have so many councils well advanced on their data journey, already using information to reduce risk, improve services, save money and make better decisions.

I also acknowledge that there are other councils just starting out.

No matter how far advanced you may be - all councils have told us that they would like to use information in a better way.

As mentioned councils big and small are already custodians of lots of information, and our state and federal governments also hold a pile of data about us and our communities.

But these volumes of data will continue to grow exponentially.

As councils continue to invest in smart technologies - meters, lights, pumps, switches, vehicle tracking solutions, wifi and a miscellany of other solutions, it is becoming tougher in all levels of our organisation to make sense of all this newly created information.

LG Sherlock exists because this information is too valuable to leave sitting on the shelf untapped and underutilised.

LG Sherlock aims to make sense of all this data. It will centralise the data, get the data working together and get the data producing insights for you.

It’s your information, your community’s information, it’s great information; it’s useful information and it should be put to work for the benefit of your council and your community.

Importantly your local information has even greater potential when it’s mixed with the data of other organisations, unlocking insights you’d never get from just looking at your own datasets.

LG Sherlock is the tool you need to put your data to work, to connect to other data and to convert all that information back into practical useful insights into your council and your community.

**So what exactly is LG Sherlock?**

It is a trusted and secure environment where council and other Government information can be stored, and detailed analysis undertaken which will result in new insights and new opportunities being uncovered.

In short LG Sherlock is a combination of new technology such as Data Lake, Blockchain, data encryption, business intelligence tools and data visualisation. But more importantly its smart councils working together to unlock the clues to better Councils and indeed better communities.

We have partnered with some of the worlds’ best leaders. Companies including Accenture and Amazon Web Services from whom we’ve just heard, in developing this world-leading solution.

**So what is the potential of LG Sherlock?**

Over the last six weeks we’ve worked with a small number of councils, to take existing information and put the LG Sherlock Team through some early paces.
The pilot council data was overlaid with Commonwealth and State Government data. We now have more than fifty datasets in Sherlock - including Bureau of Meteorology, Census., Transport and Main Roads, the Queensland Reconstruction Authority and many others - very large datasets that come together in our data lake.

In just a short six weeks, as much as $5 million in identified potential savings has been uncovered, along with several new insights that can change the way we currently do business.

If this can be achieved in just six weeks, imagine what we will all achieve if councils come together and support this new initiative?

In launching LG Sherlock today there are two things I'm asking all councils.

The first is simple, participate.

If you've dismissed LG Sherlock as a technology project that's not relevant or applicable for your council, you're dead wrong.

This is absolutely and fundamentally an issue for local leadership - it's about culture, understanding where things are going and ensuring local government and your community is not left behind.

We need to set a goal of creating “data-centric councils” - where data and the insights it provides are used by people at every level of the organisation to benefit our communities.

We need councils to share - share insights, share expertise, but critically share information and data.

When you go back to your council you may well face questions - questions regarding privacy, questions regarding security and questions regarding integrity.

These are all solid answers to these questions.

What I'm asking of delegates here today, is that you look for the many reasons to participate. Take the maximum advantage of the opportunity that the LGAQ is providing to all councils.

The second thing I'm asking you to do is, please don't be the one left behind.

I went to church on Sunday with Lou and Greg, and I've been trying to think how I'd use this story all week and it's very appropriate now with the lights off because, what the priest asked the congregation was, do you want to go to heaven? He asked the people to put their hands up and I'm sure you've all got your hand up. He then said, do you want to go now and most of the hands dropped pretty promptly. We're not here to take you to heaven, but we are moving on and we're moving on now.

All councils can benefit and potentially even profit, from their involvement in LG Sherlock. However, the longer you wait to get involved the greater potential for you to miss out.

To demonstrate the value of this service to members I'm pleased to announce today, that until the beginning of 2019, LG Sherlock will be available to councils at no cost.

LG Sherlock…. It's free…. its world leading.

It's a game changer for local government.

Why wouldn't you want to be involved? I endorse the initiative and encourage your councils support and participation.
Delegates - I now take great pride in officially launching LG Sherlock.

LAUNCH VIDEO PLAYED

Peter Thompson, Accenture, Australia

Accenture is very proud to have been involved in the design and development of LG Sherlock and we’re really excited by the opportunities it presents for local government in Queensland. Having seen firsthand the power of big data unleashed globally and in other industries, it is a testimony to the leadership of local government in Queensland, that you are seeking to progress with an initiative with such potential. With initiatives such as this we understand that there is an initial reticence that comes from the unknown, but we firmly believe that the benefits and value uncovered, will soon transform the way you do business and make decisions. The reason I can say this is that we at Accenture have helped others with this journey and the evidence for participation is compelling.

So let's jump to the main story. Today is nothing more than a taste of what's possible. Three different stories that our pilot councils thought would be interesting for the LG Sherlock Team to explore. On behalf of the LGAQ, Accenture and the LG Sherlock Team, I really want to thank our partner councils for their involvement in helping to unlock these insights. Over the past six weeks our team of data scientists have worked with our partner councils to ingest 47 separate council datasets, along with another 41 public and State datasets, to give us a foundation of data to explore.

My story today is really about how some existing run of the mill council data when combined with other data sets, becomes something more than the sum of its parts. It's a story of three P’s - Power; Procurement and Puppies. I'll come to the cute one at the end.

Power

Let’s start with the Power. Australia has some of the most expensive electricity in the world and Queensland councils are big users of electricity, some $250 million aggregate spend annually.

- Imagine what your council could save if it better understood its energy use.
- Imagine if your officers could early notification and alerts of energy spikes and take corrective actions quicker.
- Imagine if there is a better way to plan for energy use.

That's what we've explored over the past few weeks with our partner councils. By reducing the need to manually trawl through large amounts of billing information, LG Sherlock has developed an approach to identify opportunities, to reduce costs and effectively analyse energy consumption patterns. LG Sherlock has developed a statistical model that identifies billing anomalies and enables councils to gain increased transparency of consumption patterns and trends. This has helped participating Councils better understand their energy use and identify opportunities for energy saving initiatives and corrective actions.

Initial anomalies identified from a focus on smaller council sites, has already triggered improvements in internal billing processes and the identification and replacement of faulty equipment. The savings associated with the initial anomalies have ranged in the order of two to five thousand dollars each per year and we expect much larger savings from a focus on larger sites. But even just detecting a hand full of these types of anomalies for every council across Queensland would represent a state wide annual saving of one to two million dollars.

Procurements

The second case study is procurements and in particular, vehicles. Councils in Queensland have thousands of pieces of mobile equipment, which carry an estimated maintenance and replacement value that runs into the hundreds of millions of dollars.

- Imagine if your council could save some money on vehicles.
- Imagine if there was a way to choose the most reliable and cost effective models.
Imagine if you knew when the best time was to undertake maintenance or retire a vehicle.

Well, the LG Sherlock data scientists have looked at this too. Today many councils rely on manual calculations to understand how vehicles are performing and whether it's best to continue their servicing, change the usage, or replace them. By combining data from multiple councils and using advanced analytics, LG Sherlock has modelled the expected retirement and replacement age of specific vehicles using mileage, age, maintenance cost, vehicle features. These models will enable councils to make better fleet management and budget decisions, to choose the most reliable and cost effective vehicles and know when the best time is to undertake maintenance or retire a vehicle. Initial modelling with the partner council on just a single vehicle type has identified savings of up to 2% of maintenance cost per vehicle. Imaging if this were to expanded across other types of vehicles. This could represent over $3 million in annual state wide savings.

Finally puppies
Both big and small, but in particular those that bark. I see some smirks and rightfully so, but I need not tell you that for most councils, barking dogs represent a very large proportion of the complaints received. For many councils it's the number one complaint.

- Imagine if we could better pinpoint the location of nuisance dogs.
- Imagine how we may be able to better support local dog owners if we knew which breeds of dogs may be more likely to cause nuisance.
- Imaging if we could reduce the number of dog barking complaints.

Information relating to dogs and animal complaints are typically held across disparate systems and data bases and it can be challenging to identify and derive, meaningful insight to inform corrective and preventative actions. LG Sherlock has used geospatial analytics techniques to unite disparate data sources, allowing previously unreachable insights to be unlocked. By understanding which breeds of dogs may be more likely to cause nuisance, councils can proactively engage with and support local dog owners to help reduce future complaints. Just a single barking dog can lead to a significant number of barking complaints over time and even a small reduction in barking noise complaints, would lead to a significantly higher number of happy residents.

In preparing each of the use cases I’ve described, the LG Sherlock team has really just scratched the surface of the possible areas of discovery. With more time, more data and more council support - just imagine what might be possible. Thanks very much.

Ryan Goff, LG Sherlock Project Manager, LGAQ

This is really exciting for LGAQ and I’m stoked to be a part of it and I’m really happy to be talking to you about it today. As Mark and Peter both outlined (thank you Mr President), the potential for Sherlock is limitless, but its success will be measured by what it can do for our councils. Sherlock Holmes said ‘the world is full of obvious things which nobody by any chance ever observes’. It takes the right tools and specialised skills to make the most of data. Sherlock is not a system for LGAQ - it’s a solution for you.

During the pilot, we took existing data and in just six weeks we found the potential for multimillion dollar savings, built new tools to help councils and showed new insights that will help communities. We’re also about to kick off a Blockchain Project with three councils, to investigate the opportunities this data security and smart contract technology can offer councils with their more sensitive and contract related data. The application of blockchain technology for Queensland councils will be another world leading initiative for LG Sherlock. Sherlock will deliver numerous benefits to all councils and my role is to ensure your council, irrespective of your level of data sophistication, can benefit from these new insights. From the biggest challenges facing our sector as a whole, to local issues which individual councils face, LG Sherlock’s application is vast.
The two most common questions I've been asked in this role are:

- who will own the data; and
- what does my council have to do to participate?

The first question is quite simple. It’s your data, Sherlock has 77 buckets, one for each, and it will be your data forever and that won’t change.

What does my council have to do to participate? LG Sherlock will help councils to find topics of interest and help them uncover the new insights which the data contains. LG Sherlock will develop a forward work program and if your council is interested a certain discovery topic - Excellent! We certainly hope that many of you here today will give us the opportunity to work with you and your data.

As you’ve just heard from Peter, you may be interested in the question of fleet utilisation, energy use or barking dogs. But it could also be road construction or maintenance, insurance, pest control, town planning, call centre management, food safety or tourism, the list is long and growing. The more your council participates, the more insights your council will receive. The more your council is involved, the greater the confidence and hopefully soon, we’ll have the collective maturity to share some really interesting information together.

Sure, any council can do its own analysis on its own data, but Sherlock provides the ability to bring councils together with other data, to provide thorough and specialised analysis. Basically, LG Sherlock supercharges your data giving you insights that would otherwise seem impossible. LGAQ and Accenture have just demonstrated what’s possible in six short weeks. But I can’t wait to see what we can collectively do over the next year.

The next few months’ is your window to gather more information about Sherlock and consider your support, before the service ramps up from early 2018. The Sherlock Team will also be out on the road conducting visits across the State, to talk with you and your officers in more detail about the initiative. If you would like to hear from us, please chat to me during the conference. Or have a look on our Sherlock website, which we’ve proudly launched last week and it has got contact details on there.

Going back to that second question on participation - our first opportunity is now. We are inviting you to join your colleagues in one of three workshops. These sessions will provide you with an opportunity to learn more about the services and ask any questions. But more importantly, we can start a conversation amongst each of us, about the difficult questions in local government to help guide the Sherlock Team with our immediate analytics work program.

For councils considering themselves large urban councils, you get to stretch your legs, you’re actually across the road in the Oaks. So to walk out there out through the front door of the Convention Centre and left up the hill and just between the Tavern and Ribs and Rumps there’s a path through there and then up the stairs. So there is a workshop component for LG Sherlock there.

For the medium size regional councils, you get to party with me. We’re going to go out through the door and just up to Conference Room A. For those smaller rural remote and Indigenous councils, Lou didn’t want to move, so you guys get to stay here.

I’ve really met some great people over the last couple of days and I’m very excited to be a part of this, so I really can’t wait to be working with all of you into the future.

Thank you very much for your time.
LGMS MEMBER UPDATE

Noel Playford, Chair LGMS

Introduction

LGMS Update and LGM Risk Excellence Awards presentation. Would you please welcome to the stage to make the presentation and provide the update, the Chair of LGMS, Noel Playford and Stephen Fynes-Clinton who is a Board Member, to present the update and the awards. Please welcome the gentlemen.

Noel Playford, Chair LGMS

Hi everybody, an apology from Stephen, as you know he is a Barrister and he didn't have a case tomorrow until today and he's had to shoot through. When I saw the conference theme ‘Waves of Change, Oceans of Opportunity’, I thought of Local Government Mutual Services straight away. That’s because Local Government Mutual Services was created because LGAQ grasped three opportunities over about a twenty year period. It was 25 years ago the insurance industry had suffered pretty severe losses and they weren’t interested in covering councils for liability. Those who could get cover found that their costs had sky rocketed. Some premiums, more than doubled and you can imagine what that did to the budgets at the time. In fact the cost of liability cover in those days was in real terms, higher than it is today, significantly higher so it had a bigger effect on budgets than it would today. But the leadership of LGAQ saw an opportunity and set up LGM.

LGM allowed councils to act cooperatively, pooling resources, engaging specialist claims management and legal services, and saving costs like brokerage and shareholder dividends which of course didn’t have to be paid because the members are the shareholders. LGM originally started with Public Liability and Professional Indemnity and the others as you can see on the screen.
were added later. You won’t be surprised if I tell you that the last one, Councillors and Officers Liability, the cost of that has doubled in the last couple of years, mainly because of the activities of the CCC which I’m sure you’ve all heard about.

But for those of you who might be considering doing something dodgy, just be careful because there are conditions attached to Council and Officers Liability Cover. If you’re found guilty, you will end up paying your legal costs yourself. They won’t be covered by insurance. So it is alright if you are innocent, no good if you’re guilty.

How have we gone? Here is the latest from the Actuary - at the 30th June every year the Actuary does an estimate of the outstanding liability at that time. That means, for claims that haven’t been settled and some of them take twenty years to settle. So we have estimates every year by the Actuaries. You can see that in 2012 LGM Liability, according to the Actuary, had about $80 million outstanding. You can see the trend and at 30th June this year it’s about $40 million. That’s a really significant improvement and what’s really significant is the trend. That’s happened for a lot of reasons, better risk management. Jardine Lloyd Thompson our managers provide ongoing help and advice for Councils, things like the Regional Risk Coordinator Program, Councils getting serious about Enterprise Risk Management. The result of course has been lower costs.

Then another opportunity presented in 1998. Before then State WorkCover had a monopoly on all workers compensation in Queensland, until the State Government at the time opened the door for self insurance and workers comp. The LGAQ President at the time believed that Local Government was being ripped off and paying an average premium of 3.6% of wages and getting very little service. So LGAQ applied for a self insurance licence on behalf of Local Government and LGW was born.
You can see that in the first column is the 3.6% of wages that councils were paying State WorkCover when we started in 1998 and you can see the trend since then. It is down to 1.3% of wages now. Given that our members' wages total about $2 billion a year, that's a pretty huge saving and it's a saving every year. Breaking the monopoly has been a huge success for Councils.

Then the third opportunity. Two years ago we started LGM Assets, chiefly to provide property protection and as a one stop shop convenience for all other Council insurance. You will be surprised to know - I think some people will be surprised to know - that we've had two full years of LGM Assets now and we finished in the black both years. I know some people thought well... we had Cyclone Debbie, who paid for all that? Well despite that LGM Assets finished in the black, because it's structured so that forty something percent of the total contributions are set aside for paying for claims, a certain amount for administration and the rest goes to buy insurance cover for higher amounts. As soon as our forty something percent is exhausted, which it was last year very early in the piece because of Cyclone Debbie, the insurance company paid the remaining tens of millions of dollars of claims. So no matter how high the claims LGM Assets will not finish in the red. So for those of you who are worried about the potential cost of a cyclone or events like that, LGM Assets is structured so that will not happen. Re-insurance pays for all the rest, the same as it does for LGM Liability. We pay the first $1 million on any claim currently for LGM Liability and there is re-insurance up to $500 million for the rest.

I want you to remember a number of things, LGM members own LGMS. LGAQ is just the Trustee. Members keep the cost savings, members have gained stability of contributions, as well as specialist assistance to improve their risk management and lower costs. Members now get dividends every year from investment of reserve funds.

The major reasons for the success of LGMS have been, risk management advice and other services from JLT, as well as Councils learning from other Councils. JLT has been the Contract Manager for almost 25 years now. It has been a great partnership and LGMS actually supports about 45 staff under contract with JLT, to actually manage all the claims and everything associated with a really significant Local Government undertaking.

JLT has sponsored the Annual LGM Risk Management Excellence Award since 2005. These awards are designed to recognise excellence in risk management by scheme members as one of the judging criteria - the potential for other members to benefit. An award is available for both small and large council categories. JLT provides the winners with a trophy and the sponsorship of a representative to the Annual National Local Government Risk Management Conference in Sydney. With an award like that, it's not surprising that there were a high number of quality submissions and I'd like to call on Craig Hinchcliffe to join me to present the awards.

Craig is now the General Manager of JLT Queensland since the recent retirement of Russell Ditchburn, after a very successful period of almost 20 years (come on Craig).

The Large Council Award, Redland City Council. We have the Mayor Karen Williams with us. Karen please join us.

Redland has a Risk Management Fundamentals Training Program that is delivered as an e-learning module to all employers. It combines fundamental risk management messages with visual activities, to cater for staff of different backgrounds and education. It’s an excellent example of a practical approach to raising awareness and knowledge about risk across a council. Congratulations!

The Small Council Award, Isaac Regional Council. We all know that councils are different and Isaac Regional Council provides a practical example of applying the Australian Standard approach to enterprise risk management to suit their needs and priorities. The council has achieved a number of positive outcomes with the initiative, including an organisationally consistent and recognisable approach to Risk Management.
that can be applied across the entire organisation and council diversity of work and employee demographics. The Risk Management Process elements are able to be visually recognised and prompted. This approach taken by Isaac is able to be readily adapted by other councils of all shapes and sizes and it is well worth a serious look. So congratulations to Mayor Ann and her council.

Tim Cox - Session Chair
Thank you for your attention. Thank you Craig for effort your team at JLT puts in every year to achieve better outcomes for Local Government and congratulations once again to the winners.

LOCAL GOVERNMENT REMUNERATION AND DISCIPLINE TRIBUNAL UPDATE

Mr Col Meng, Chair, Local Government Remuneration and Discipline Tribunal

Introduction

Time for an update from the Local Government Remuneration and Discipline Tribunal. Col Meng who is the Chair, has been a member of the Tribunal since 2014 and assumed the role of Chair Person in 2015. He brings to the Tribunal extensive knowledge and experience in local government, Community Affairs, Public Administration, Public Sector Ethics and Public Finance. Would you please welcome Col Meng, ladies and gentlemen.

Mr Col Meng

Firstly can I acknowledge the traditional owners on the land that we meet today and to their Elders both past and present. To President Mark and CEO Greg, staff of LGAQ, Mayors, councillors and I don't know how many Ministers we have in the room, but special guests, welcome!

I don't know whether we have too much good news to share today. I need to just find out who sends everyone away, because if I remember last year when I spoke, there was a similar type thing where lots of people gathered away and I didn't see them until the dinner that night, and we look like we've got that again. So there is probably not a lot of good news to talk about.

Can I start off by talking about the Tribunal and let you know that this might be the last time, and probably definitely the last time in this forum that this Tribunal will give you a presentation. I apologise for our President Adrian Bloomfield and Brian Bartley who are the other two members that sit on the Tribunal. One is caught overseas, he's been caught there for about eight weeks, so I think he might be caught with something better than what I've got and President Adrian was not available for today.

It will probably be the last time that you will see this Tribunal in this make up. The history of the Tribunal was established some ten years ago and the role expanded in 2010 to include the serious discipline matters and we need to talk about those as we go through.

Handling of discipline matters by the Tribunal and the Regional Discipline Panels that have been reviewed over the last couple of years at the initiative of Minister Trad, resulted in legislation being introduced last Tuesday into the Parliament by Minister Furner to change the whole process.

The Tribunal deals with three matters: Setting categories for councils; Setting remuneration levels for councils (except for Brisbane Council); and considers and decides complaints, allegations, serious misconduct, regional panel which regional panels will deal with, inappropriate conduct and minor conduct. I think that as an issue is a little bit of an issue on its own.
Tribunal's remuneration factions establishing categories of councils and setting remuneration levels annually, I believe will move forward to the Local Government Remuneration Commission. I think that is an important issue going forward and that Commission will certainly have different roles to what we have.

I suppose going forward, you will see on the screen there where some will move and some will change. But discipline matters, misconduct and inappropriate conduct will now be considered by the independent assessor.

An independent assessor will be a statutory office and we haven't got any more news than you have and the Minister might tell us some of those. I believe the Minister will tell us more about that tomorrow. But that person at the Statutory Office will have their own staff to receive and assess complaints. That's been some of the issues that we've had in recent years, is certainly working where we actually stand and how much authority we have.

The Assessor will take over the assessment role from the council CEOs, Mayors and the Department. I think that is an important part because it has split a lot of areas where people feel they shouldn't have to deal with these issues, it should be someone who sits outside the office. I think into the future that certainly will be of benefit to everyone.

I suppose looking at the functions that we believe will be - the independent assessor will be able to dismiss complaints if they are just something that someone has just made up, or there is not a lot of merit to it. I'm sure that over the years you've seen a number of those things come and go, and you'd say - why would we be wasting time on that? It is certainly time, it's costly, and it's something that shouldn't happen.

- If a complaint is accepted, it will be forwarded to a council to deal with if it involves inappropriate conduct.
• If it involves misconduct, it will be forwarded to the new Councillor Complaints Tribunal.

The new CCT (and we've got acronyms already going) will be comprised of a part time Chairman and several casual Commissioners. The Chairperson and two members will constitute the CCT. A council can request a member of the Complaints Tribunal to assess an inappropriate conduct complaint and recommend that appropriate penalty (and this may not be compulsory) but they will look through those things and you can decide, or the Minister will decide into the future of that.

I suppose moving on to the next topic is that, it's raising its head frequently over the last several years - remuneration of Committee Chairs. I know there are a number sitting in the room who always say, our Committee Chairs don't get recognised or don't get enough pay.

There is not enough evidence out there that tells us there's no pattern or consistency in the way councils are set up, or the profiles that they run. So that on its own is an issue. It shows that in 2008 the Tribunals Report - the group of 20 councils that had no committees, no portfolios, compromised councils that considered all matters as a whole. There are also the structures decided by council during that particular four year term that can be changed by an incoming council. So you might think, well we should get rated into a higher category, or we should have different levels of income. But then the next council comes along and they change. It's not always... well you never go back... let's be honest we all know that those things never go back. So, it has been an issue that the Tribunal has tried to work through - a number of councils that have always said, Chairs should have an increase.

Committee Chairs in recent checks of Category Three councils showed the following council structures. Central Highlands had eight councillors and I suppose three standing committees, each comprised of the Mayor and five councillors. Three councillors, a Chairperson and one committee each.

Committee Chairs (2)

Recent check on web for Category 3 Councils
   » Central Highlands (8)
       » Three standing committees
       » Each is comprised of Mayor and five councillors
       » Three of the councillors are the chairperson of one committee each
       » One councillor sits on three committees - chairs one
       » Six councillors sit on two committees
       » Two councillors sit on one committee each
   » Gympie (8)
       » Eight portfolios
   » Scenic Rim (6)
       » Three committees - three different chairpersons
       » All councillors sit on all committees
   » Western Downs (8)
       » Eight portfolios
and you can read up there, you don't need me to read that to you. There is another area that we have looked at and just haven't come to grips with that at the moment - to what is actually, what we think is right.

Gympie had eight councillors, Scenic Rim six. So you will be getting the idea when you can see where we were standing and saying, well what's right, what's wrong, and how many do we have.

I suppose moving on, in Committee Chairs that had three, the current remuneration level covers all responsibility for councillors and I note that the ‘all’ is important. The diversity of council structures plus the fact that they change, would require us to set 76 different remuneration structures and that's just not on. Not only is it just not on, it just would not be acceptable in real worlds out there where you all work. The community just would not understand any of that.

I'm not going to try and read through those percentages and dollar figures that will come now. These need to be looked at going forward and we will be recommending (remembering we will still hand our decision down before the 1st December to the Minister) we'll be recommending that over the next three or four years there needs to be some changes and the pool needs to be five or six percent, but it will be at the discretion of the council that then decides what to do.

### Committee Chairs (4)

- A staged solution is required
- LGRDT is considering:
  - Establishing a pool of $$ to be distributed to those councillors who have additional responsibilities compared to other councillors
  - Total pool to be 5 – 6% of total remuneration payable to councillors
  - To be achieved over 3 – 4 years
Moving on to the next group.

Committee Chairs (6)

Examples:
- **Scenic Rim (6 councillors)**
  - 6 councillors each receive $66,450 pa
  - All will receive 1% (= $664.50)
  - 2% of total remuneration into the pool = $7,974
  - 3 chairpersons would each receive $2,658 ($7,974 ÷ 3)
- **Gympie (8 councillors)**
  - 8 councillors each receive $66,450 pa
  - All will receive 1% (= $664.50)
  - 2% of total remuneration into the pool = $10,632
  - Each portfolio “head” will receive $1,329 ($10,632 ÷ 8)

Just remember the Mayors are kept separate, they're not part of this pool and the pool would be funded from lower increases to council's remuneration, replacing the portion of each of the annual increase as we go forward. So whereas we've looked at CPI and then other times we've increased more than CPI, but it will all go back to this pool, well our recommendation will be that you go back to this pool and then council would decide itself to what level they want to pay their Chairs. We've had a number of instances where councillors have come and believed that their Chairs should be paid $50,000-$60,000 more than what they're getting paid at present. You know and we know that that's not possible, although councils still think some of them could do it. Then there are roles where committees have six people that are Chairs and if you look at the dollar figures of those, there's not that much difference to what we are talking about in the percentage going forward.

There are even Chairs with seven of seven, eight Councillors and it is all there for you to read.
I suppose what we as the Committee have looked at, as I say under the discipline side, we believe that the man that I started off with, with the dark coloured suit on, will have us probably early next month and we'll move on to something else and we believe, hopefully the Minister might even announce it tomorrow. What we'll see on the discipline side and also the Remuneration Committee will move into its next phase of life.

If anyone has any questions I'm happy to either take them, or I am sitting in an office out the front if anyone would like to meet me there later on, I'm more than happy to discuss it with them. Thank you for the opportunity for serving as part of your great organisation and I look forward to catching up with you tonight. Thank you very much.

KEYNOTE ADDRESS: GOOD MORNING MR MANDELA

Ms Zelda la Grange, former Presidential Aide to Nelson Mandela
Appeared by arrangement with Great Expectations and Trainers

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Hon Mark Furner MP
Minister for Local Government and
Minister for Aboriginal and Torres Strait Islander Partnerships

Introduction

Waves of Change, Oceans of Opportunity and this morning it’s my great pleasure to welcome the Hon Mark Furner MP, Minister for Local Government and Minister for Aboriginal and Torres Strait Islander Partnerships, so very appropriate to have the Minister here this morning. Mark has dedicated his adult life to serving communities, local communities. At the 2016 State Election, Mark was elected to represent the people of Ferny Grove in the Queensland Parliament. In February 2017 he was promoted to the Cabinet and is currently the Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships. Since then Mark had been busy, having toured around Queensland visiting councils from Charleville to Torres Strait and has seen firsthand the challenges and indeed the many success stories that are unique to Local Government bodies in our state. Delegates please welcome our Minister Mark Furner.

Hon Mark Furner MP

Well good morning delegates. Firstly I’ll start with respectfully acknowledging the traditional owners on the lands on which we gather here this morning, their Elders both past, present and emerging. Can I also pay my respects and acknowledge Mayor Mark Jamieson, President, also Greg Hallam CEO of the LGAQ, also Matt Burnett the Mayor of Gladstone Regional Council, Mayors, councillors, CEOs, Ladies and Gentlemen.

Can I firstly congratulate both Mark and Greg, and all the staff and volunteers of the organisation behind the scenes that have worked so successfully to make this conference what it is. In particular, last night I walked around many of the tables and found everyone was happy and enjoying the evening. I must congratulate both of you and also your staff for the efforts of making that possible. Well done!

It’s really a privilege to be here in Gladstone with you today and this city has enjoyed a long standing reputation of industrial powerhouse. But I see in the news the other week that you may be having hydrogen in your sights as the next big energy earner. Whatever may come of that idea, it sounds practical to keep looking at the horizon and continue to look innovatively to stay ahead of the game. In this area I’m pleased to say, that councils are doing great work in partnership with the Queensland Government. I don’t think there has ever been a stronger partnership with this government and also the local government. So well done, and that partnership will continue.

It’s a theme you will hear me constantly refer to during this morning in respect to partnerships and a lot has been done by the Palaszczuk Government to forge a strong working partnership between our ties and local government. At the heart of this Government is, the genuine values and desires of productive partnerships with local governments, which puts this commitment into action. We work together and we can achieve great things and we have. I’ve made sure that a good proportion of my time in office, as Mark referred to, has been spent getting out amongst the regions and I thoroughly enjoy the opportunity of engaging with each and every one of you. Unfortunately I haven’t had the time since February to get around to all the regions, it’s a big State. But that is my commitment, to get out and touch base with each and every one of you.
As I go around the State I see the passion and the commitment of what you put into those local communities and certainly it’s a case that carries on. So conferences like this are a great occasion to renew such acquaintances, make new ones and also meet up with old friends.

Somewhat sadly too, it’s a time we remember those that are no longer with us and I want to take the opportunity to add my voice with the many that have spoken in admiration of Winton Mayor Butch Lenton, who passed away earlier this month. Butch as all of us know, lived and breathed Winton and it’s been a great pleasure to meet him and only on a few occasions. But the instant I met with him I formed a relationship with him. I think he is one of those gentlemen that was truly salt of the earth. One of those gentlemen you connected with immediately. I remember him picking me up from the airport on that day to take me out to the Australian Dinosaurs Museum and we spoke about our passions, our beliefs and what we do in public life. I quickly found out that he enjoyed riding motor cycles like myself, so there was that instant bond with him. To see him on that day with turning the site of the Waltzing Matilda Centre reconstruction, no one could doubt his commitment to that particular community. He leaves a lasting legacy in the Waltzing Matilda Centre and Winton’s other great success stories with the film festivals, geothermal energy investigations among them and his real legacy is to the friendships he made, and his community leadership in seeing not just what it is, but what he can do and then making it happen.

The Premier called Butch ‘Quintessentially Winton’ and I’m not sure that I could put it in any better than those words myself. He was a champion for Western Queensland and a gentleman by birth, deed and action ‘Mr Winton’.

In that context Geothermal Power Project is a great example of how councils, no matter what their size, can put themselves at the forefront of emerging technologies. Yesterday the Palaszczuk Government hosted a Smarter Infrastructure Summit, with some of the best and brightest attending to brainstorm ideas about how technology can make our infrastructure work better. That means getting more for less from out assets, delivering better services and reducing costs and environmental impacts. Councils right across Queensland are engaged in this effort, with the encouragement and leadership of the LGAQ. Many are switching to renewables to power major infrastructure like water, waste water plants as well as powering smaller things, like lighting and signage.

The Sunshine Coast Council is certainly leading the way in this area. Switching on 57,000 solar panels in its farm in July this year and I was pleased to be able to inspect those not long after the budget in May this year. I was very encouraged with what it’s delivering for, not only the community, but for all of the council resources. It makes the Sunshine Coast the first Local Government in Australia to build a solar farm and offset 100% of its electricity consumption with energy from renewable sources. Incredibly based on current prices, the Council estimates it will save more than $22,000,000 over 30 years after all costs have been met.

Western Downs is another example with an eye to the future. The council has installed solar panels on 12 of its high energy facilities to switch to cleaner, greener energy. In terms of delivering for rate payers, the Council estimates electricity costs will be slashed to save around $4.5 million in operational costs over the next 25 years, which will be a terrific result.

Without a doubt across the state councils are exploring innovative ways to deliver on their communities. In July Mapoon used funding from the Palaszczuk Government’s Indigenous Local Governments Sustainability Program to join other remote Councils in installing technology to extend the Councils IT network. This allows the remote monitoring of infrastructure and wider use of network connected devices.

It’s not just at a local level that smart infrastructure is being embraced. It’s being led by your LGAQ. I know earlier this year, your President Mark Jamieson lead a delegation overseas with the LGAQ and business representatives, looking specifically at some of the world’s best in digital innovation. And staying ahead of the cutting edge on developments in this field will only reap benefits for Councils and their communities in the long run.
Another way in which we are partnering for the benefit of regional and rural communities, is through Works for Queensland. On my travels throughout your council areas I hear nothing but good things about our Works for Queensland initiative, which is now $400,000,000 investment in infrastructure at the Local Government level. I was very pleased to have the opportunity to have a look at the LGAQ's video footage on a number of Mayors commending the efforts of Works for Queensland.

So based on the advice provided by your councils, since its inception at the beginning of the year Works for Queensland has supported over 5,000 jobs across regional Queensland. I was pleased and I'm sure every one of you last night was willing to hear the commitment made by our Premier, of the continuance of Works for Queensland into the future. To me this is smart infrastructure, because the delivery method ensured funding was provided directly to your council for projects nominated by you. Your councils after all are best placed to judge where it's needed most and where it will do the most good both for community, amenity and is providing a boost to your local employment.

The Palaszczuk Government is proud to be in partnership with local councils in Works for Queensland and also in our other funding initiatives such as the $120,000,000 Indigenous Councils Critical Infrastructure Program. Through this program we are working side by side with the sixteen Indigenous councils, to help deliver and upgrade vital water, waste water and solar waste infrastructure over the next four years.

In consultation with the LGAQ we are also reviewing the framework of Grants Funding across government, including the subject of scope and operational principles. This is in response to the LGAQ's submission to the government's Building a Better Partnership, with identified difficulties with strategic planning and funding of infrastructure. It's about working together to find better ways of delivering for our communities and achieving common goals. I know this will continue as we work together to confront most paths. Undoubtedly there has been testing times for local governments.

The good name of local governments in Queensland has been subject to a variety of challenges in recent times. While the vast majority of council representatives are beyond reproach, I recognise that it's easy for everyone's reputation to be tarnished by the actions of only a few.

Last week in Parliament I tabled and introduced the Councillor Complaints Amendment Bill that will establish a new office of independent assessor, a new Council Conduct Tribunal and develop a compulsory Code of Conduct. The Office of Independent Assessor will have the power to assess and prosecute complaints and importantly will also be able to dismiss frivolous and vexatious, and out of time complaints. I know I'm preaching to the converted when I talk about this subject and here today, too many frivolous and vexatious complaints are made to council CEOs. These complaints not only attempt to give local councils a black eye, but they also distract from your valuable time that you really need to focus on your communities, which can be better served as a result of your commitment to your constituent base.

We must improve in this area and the implementation of these reforms will ensure there is a modern, fair and transparent and accountable system to manage complaints, which affords natural justice to all parties. It will also be an offence for an accused councillor to attempt to make a reprisal against an employee or another councillor, who makes a complaint of misconduct. The compulsory Code of Conduct will be developed by the Local Government Liaison Group, which will include representatives of the Department of Infrastructure and Planning, the Crime and Corruption Commission, the Ombudsman, the Auditor General, the Queensland Audit Office, the Local Government Association of Queensland and Local Government Management Association. It is indeed a privilege to represent your community and with the privilege, also comes an obligation to maintain the highest standard of ethics and reflect the values of your communities.

Before I conclude, I am able to inform everyone today, that it gives me great pleasure to announce the 2017/18 Local Government Grant Subsidy Program (LGGSP) funding allocations which have been finalised. So you will be getting correspondence shortly from my Department in respect to those that applied for the grants and I'm sure you'll be happy with the outcome.
So this year our councils will share in the $60,000,000 LGGSP funding pool for priority capital grants projects. Here in Gladstone for example, $275,000 will assist Council making improvements to sewer mains and wastewater assets. This year we’ve shifted the goal posts on LGGSP significantly in your favour. Projects can now be delivered over two years, instead of one as in the past, opening the program up in response to feedback from your councils. In total the LGGSP in 2017/18 will deliver 87 projects and on the basis of your feedback, deliver over 1,100 full time equivalent jobs.

These are important infrastructure initiatives which will bring tangible benefits to communities across the state, along with enhanced facilities this investment delivers jobs, confidence, both for business and for residents. LGGSP also helps councils boost civic pride, makes our towns and cities better places to live and I urge all of you to maintain your focus on your communities. I know together, both levels of government can build on our already strong partnership and continue to deliver much greater results for all Queenslanders.

So thank you for being part of this conference and inviting me along to speak to you today. It is my pleasure for me to be your Minister and work tirelessly alongside of you, to make sure we improve the communities that your elected to perform and serve, and it will be my pleasure to continue in that role in the future.

Thanks very much.

STATE OPPOSITION UPDATE

Mr Andrew Powell MP
Shadow Minister for Transport, main Roads and Local Government

Introduction

Andrew Powell is a Liberal National Party member in the Queensland Parliament, representing the seat of Glass House on the fantastic Sunshine Coast where he and I regularly get together in promoting what a great place it is. Andrew has been in that seat since 2009. Following the 2012 Election Andrew was appointed the Minister for Environment and Heritage Protection and he proudly held this position till the 2015 Election, where he was appointed Shadow Minister for Energy and Water, Water Supply as part of the Oppositions Shadow Cabinet. In May 2016 Andrew was appointed Shadow Minister for Transport, Main Roads and the Shadow Minister for Local Government. So it's great to have him here today to give us some insights into what's going on. Please make Andrew welcome.

Andrew Powell MP

Thank you very much Mark, it is great to have my local Mayor as the President of the LGAQ and I do want to acknowledge your stewardship of the LGAQ over the last twelve months, although in deference to the other half of my electorate (that is in the Moreton Bay Regional Council), I also do need to acknowledge Mike Charlton and the crew from Moreton Bay Regional Council.

It's great to be back here in Gladstone and thank you very much for the invitation to join you for this, the Annual Conference. I spent a fair bit of time here in Gladstone as the Minister for Environment as you would appreciate, during those three years of the LNP Government, so to Mayor Matt Burnett, thank you for rolling out the red carpet to myself and to all of us indeed over the past couple of days.

Can I also acknowledge LGAQ CEO Greg Hallam and thank him for his tireless advocacy on your behalf. He is certainly constantly in my ear and my colleague’s ear. I'm not sure if Minister Furner is here, but I have to acknowledge him first, because apparently I acknowledged his Director General before him, so Frankie Carroll I've got it right this time. Neil Scales was also here, but hopefully he is now down on the highway opening it up for me, so Mark and I and others can make it back to the Sunshine Coast at some stage today. Can I acknowledge all of you, as Mayors, councillors and members of the local government community across this great State!
Between now and your next conference, Queenslanders will have gone to the polls and please don't ask me when it is, I have no idea. Queenslanders will have had to have made a decision about who will lead Queensland for the next three years. I know your theme for the conference 'Waves of Change, Oceans of Opportunities' and I think many of you would agree that Queensland has been stagnating for a number of years under a 'do nothing government'. I do believe that Tim Nicholls, Deb Frecklington and our entire LNP team over the last two and a half years, has been making the case for change in order for Queensland to take advantage of the opportunities that are before us. I certainly head around, I've been talking to a lot of people and our policies and our consultation that we've put together mean that, we believe that we have a plan to build a better Queensland.

Many of you would have heard us speak of our 'Five Key Priorities' which lead all of our policy development. We want to create jobs across Queensland. We want to take action on the cost of living. We want to better support Queensland families. We want like you, to provide safe and liveable communities and as I have been hearing this morning, a lot, we want to build the roads, the bridges and the dams we need.

I will say that more government isn't the answer to our problems. Better government is and as a local MP and as a Shadow Minister I have the opportunity to travel across Queensland. The consistent message I receive from Queenslanders is that our State is a great place, but it could be better. We could be planning for the future, addressing challenges like congestion in our cities, improving freight productivity, getting more products to the market faster, water security so industry can grow and guaranteeing families and businesses reliable and affordable electricity. These are big challenges to solve and the State Government can't tackle them alone. We understand the need to work with local councils to get things done.

I was just talking to Sean Dillon from Barcaldine Regional Council and he commented on the fact that the portfolio I hold as Shadow Minister includes transport, main roads and local government. I think a few people were probably scratching their heads when Tim initially appointed me as such. But as I sat here and listened to your motions this morning, it again reminded me of why they sit so neatly together. For a lot of Queensland, particularly regional Queensland, the pairing between Main Roads and local government goes hand in hand. The pairing of freight and transport goes hand in hand with local government. For SEQ, yes roads, yes freight, but also public transport go hand in hand. So in many cases and as you've also identified in your Ten Point State Election Plan, the way to solving these challenges lies in investing in infrastructure.

Investing in infrastructure means different things to different parts of the State. For Karen Williams and her beloved Southern Moreton Bay Islands, it means a new jetty at Russell Island. For Mayor Greg Campbell and his team up there in Cloncurry, it means investing in the Cloncurry to Duchess Road.

But I immediately also think of building and investing in roads across the state. I know its cliché, but our roads are out economic lifelines. Wealth arteries one of my colleagues calls them and in his electorate, in western and central Queensland just like many of your areas, they certainly are wealth arteries. They get our goods to market, they support businesses, and they support the resource industry, the agricultural industry.

Now, the Annastacia Palaszczuk Government and Jackie Trad talk about their number one infrastructure priority, a $15 billion ten kilometre rail tunnel in the Brisbane CBD and yet at the same time we saw in this budget, some $400 million cut from the Roads Budget compared to last year.

- If you’re from the Darling Downs that meant $134 million is being spent less this year, than last year.
- $67 million across the North of Queensland. That’s out of Far North, Northwest and Northern road budgets;
- $26 million in the Fitzroy;
- $16 million in Mackay Whitsunday;
- $84 million reduction in roads funding in Wide Bay Burnett compared to last year;
- $33 million in Metropolitan Brisbane; and
- $63 million across the North Coastal Sunshine Coast Region.
I believe and I think a lot of other people in Queensland certainly believe that, Labor’s priorities are skewed. We need to be funding road projects around the State, not cutting funding.

We the LNP also support public transport projects. Public transport projects that stack up and where the business case has been fully scrutinised. That’s why just recently we were proud to be able to partner with the Brisbane City Council and commit $30 million in both handing over of state controlled land and funding for their Metro Project - for that to not only get off the ground now, but plan for the future as well.

I will acknowledge and put your minds at ease about TIDS Funding, the Transport Infrastructure Grants Program. That will not change under the LNP. Tim Nicholls announced it a few months ago to the Western Mayors conference. I spoke at the Bush Councils Conference about it and I’m here to reiterate it once again - TIDS will stay. It is part of our Regional Roads guarantee and that’s why alongside our Royalties for Regions Program, maintaining TIDS funding will see massive investment in roads, regional roads and bridges.

If we move to water and energy infrastructure, the LNP understands that dams boost economic production in the agriculture and resources industries, while also improving regional water security. It would probably surprise many of you to know the last dam built outside of south-east Queensland was the Paradise Dam near Bundaberg over twelve years ago. Projects like the Rookwood Weir, with an approved Environmental Impact Statement is ready to go. The Turnbull Government has put half the funding on the table, but Annastacia Palaszczuk refuses to progress it.

We’ve also announced regulator support and facilitation for a high efficiency, low emission, coal fired power station in North Queensland. The pathway to more affordable and more reliable electricity is through base load generation.

We will also be investing in local councils and local infrastructure through our revamped Royalties for Regions Program. To kick off the program, we’ve committed $500 million to deliver infrastructure projects in our regions. Now the Palaszczuk Government scrapped Royalties for Regions and have failed to deliver half the funding promised under Building our Regions, which received no new funding in this year’s budget, while Works for Queensland funding expires next financial year. Labor isn’t committed to fully funded infrastructure programs for regional Queensland. Not only is Royalties for Region our flagship program, but it is a program which supports and invests in local councils. It’s a program for you! It will be a program which actually delivers for your regional communities to make regional roads safer, provide more community infrastructure, better services and stronger resilience against natural disasters like cyclones and floods.

But can I say this, Deb Frecklington as the Minister responsible for Royalties for Regions and I, have heard your feedback. We’ve heard what it is you like about Works for Queensland and I’ve also noted your Ten Point State Action Plan and your calls for real funding reform for local government. Together Deb and I will ensure the program is flexible enough, to ensure all regional councils can benefit from those royalties. Royalties for Regions will support infrastructure projects which unlock the economic potential of your towns and cities, improve liveability and create much needed jobs.

I want to touch on Operation Belcarra. I guess in some ways it’s the elephant in the room. Let me say at the outset that, illegal behaviour must be condemned and corrupt conduct dealt with by the full force of the law. I think it’s fair to say you would all agree with me on that. I do want to commend the LGAQ. I do want to commend the Mayors and the councillors across the State for standing up for yourselves and for your level of government. We do need to ensure that there is a proper discussion being had about these issues, instead of tarring everyone with the one brush.

Your participation in the discussion about local government elections ensures to some extent that you can shape your own future, instead of seeing sensible reform swept up by sensationalism. Disappointingly, but not surprisingly, Annastacia Palaszczuk isn’t prepared to extend the same scrutiny regarding donations to lawless unions and some of the behaviour quite frankly that we’ve seen over the last week by union members is frankly disgusting.
We will continue in the LNP to examine the donation legislation. We will consult with you and other stakeholders, and importantly I reiterate, ensure that not everyone is tarred with the one brush. Again I do note on that point and acknowledge you call in your Ten Point Action Plan, for real support, for transparency, openness and accountability.

Similarly you want to see partnerships with local government. Well the LNP has always been a huge supporter of the work you, our Mayors and councillors do across the State. My intention is to be local government’s biggest advocate. Now I know that’s hard up against Greg Hallam, but I’m willing to take it on. Our record is one of partnership with councils. We re-signed the Partners in Government Agreement which was torn up by the previous government. It’s hard for us not to be supportive with so many of our team being former councillors. Tony Perrett, Dale Last, Ray Stevens, Rob Molhoek, Ted Sorrensen, then if you add in the candidates like Colin Boyce, Julie Talty, Penny Johnson, David Batt, Peter Blundell, Jim McDonald and David Crisafulli and of course I cannot forget that Tim Nicholls himself was a councillor.

We know councils work best when they are empowered to stand up for their local communities. In government our approach in regard to local government, was to listen then get out of your way. Devolution of powers to local communities was our priority. We consulted and reviewed the Local Government Act, we reduced red tape, we listened and partnered with Mayors and councillors as equals, and we intend to do the same again should we be given the opportunity. We maintain that same consultative and collaborative policy. My door, our door will always be open to you.

Just let me touch on a couple of other matters briefly. Tourism is one of the key drivers of our economy and we want policies that support tourists and visitors that in turn support your local economies. An LNP Government will trial a $3 million Capital Grants Program over three years for local governments and regional tourism organisations, to showcase Queensland to the world through greater use of digital and social media. It’s our Wi-Fi for Tourism Policy, partnering with local councils to showcase our communities. This funding will provide up to 500 Wi-Fi hot spots in destinations around Queensland, so we can capitalise on the amazing range of natural and manmade tourism attractions in your region.

If I can also just spend a moment reflecting on the launch of your LG Sherlock yesterday. I had the opportunity of attending one of your forums, and look I understand there's a lot of hesitation and nervousness about this. When as a Minister Campbell Newman announced that we were going to put as much data as possible, open publicly to the broader community, it was fair to say there were some Ministers and some Director Generals and some Departments that were very, very nervous about that. Can I tell you since we’ve done that, none of us are nervous about it! We see the benefit of it and many of the datasets that LG Sherlock is picking up, are coming from that State Government open data source. Can I say this, use the next twelve to eighteen months while they’re offering it to you free of charge, to test it, to prove its benefits and I can assure you, you will be finding significant savings as a result of what is going on in LG Sherlock. It will completely justify in eighteen months’ time, when they send you an invoice, one that I can guarantee you will get back many times over by using the data in that facility. So can I commend you Mr President and Greg Hallam and your team, on launching LG Sherlock? I think it will be an incredible asset for you as councils and I indeed think the State Government will be coming to look at what you've produced in the near future as well.

I again want to thank you for having me here today. Our approach has always been to partner with you, empower you and just to let you get on with doing your job. Please, let me and the team know what your Councils need to grow your regions. We will listen, we’ll plan and we’ll act, and together we’ll build a better Queensland. Thank you very much.

Cr Glen Churchill, Gladstone Regional Council

Question: You spoke about the economic arteries that we have for our rural and regional roads, but there is a main road that goes up the coastline of Queensland which is the Bruce Highway. I don't want to get involved in the finger pointing and the blame game, it's counter-productive. But I'd love to know your
commitment to be able to ensure that we can turn that Bruce Highway into something that we can be very proud of. We've had that many tragedies on our road within our region and in other parts of the region.

The other part of it is that, in 2012 there was an agreement set in place between the Federal Government and the Queensland Government which is called a Get Out of Crisis Plan, in 2012. This is 2017, we are still losing lives and the road in some areas is a disgrace. In some areas there is great improvement and I recognise that and that's great to see. But it's still a disgrace when you compare the Bruce Highway to the other main highways of Australia.

So, when are we going to get out of crisis and what would your commitment be? Because we've heard from the Palaszczuk Government and we know that they're working vigorously and hard on that and we congratulate them, but more needs to be done.

Andrew Powell MP
Response: Thank you Glen. I completely and utterly agree with you. Yesterday I drove up from the Sunshine Coast and saw where some works are being done, and unfortunately I had to report to Neil Scales that some of those works have already fallen into disrepair. If I had driven my Camry into one of the potholes, I would have lost my axel I'm sure.

That Agreement you spoke of in 2012, the Bruce Highway Action Plan was an Agreement between the LNP State Government and the Coalition Federal Government. It was a ten year plan that saw $10 billion invested in the Bruce Highway, targeting congestion points, targeting safety issues, targeting flood immunity.

We have already committed Glen, to reinvigorating that and doing another Ten Year Action Plan on the Bruce Highway with similar dollars committed and the focus again will be on safety improvements, and particularly flood immunity. I am hoping to try and get back to the Sunshine Coast this afternoon, but I hear the road is already cut south of Miriam vale. They're the kind of areas we need to be focussing on.

Cr Kelly Vea Vea, Isaac Regional Council
Question: I'm just really interested in your comments on the Royalties to Regions Program. It's not a program that delivered what it was intended to do. In the last Newman Government we received $700,000 over that whole term and we generated over $40 billion worth of coal. I'm just wondering, are you looking to open those guidelines back up to State Agencies again?

Andrew Powell MP
Response: Thanks Kelly. The message at the moment is we understand, we're offering 'Royalties for Regions'. We've also given the commitment that if there's 'Works for Queensland' money in the budget, it will stay in the budget. We understand that what you like about 'Works for Queensland' is that flexibility for you as a Council to spend money. We are, Deb and I, keen to sit down with you and other Councils and work out the best way to structure that 'Royalties for Regions Program' and the requirements for you in terms of how that funding is allocated and spent.

Terry Fleischfrresser, South Burnett Regional Council
Question: The burning questions for all Australians at the moment is alternative sources of power, but what we need is more affordable power and consistent supply, that goes right across Australia. I mean people that are living in a pipe dream if they're not seeing what is happening in New South Wales and South Australia and things like that. There are clean power generation sites in Australia. Tarong has one of the cleanest turbines in Queensland at the moment. Why do we not go back, when we have an abundance of coal and the technology is there to burn it cleaner? We cannot change this country over night with alternative sources of power.

Andrew Powell MP
Response: I completely agree with you, which is why we've committed to streamlining the approval process for a new coal fired power station - High efficiency, low emission coal fired power station in North Queensland to shore up reliability for that part of the state. We do have Tarong and other existing coal fired
power stations. We have gas fired power stations. We need to be looking at all of those as a way to ensure consistent and reliable electricity.

There are other ways that we need to be driving down costs in electricity. One of them is to not support a state based 50% renewable energy target. That is a disaster. That will take us down the path of South Australia. One of the other things we can do and the government has just cottoned onto this, is that you can actually freeze bonuses for executives until they show that they are demonstrating downward pressure on electricity prices. They are a number of the things we've committed in the space around electricity.

Terry Fleischfresser, South Burnett Regional Council

Question: Further to that, in the Energy Summit in Toowoomba a couple of months ago it was recognised that 75% of all power generation units in Australia are over 25 years of age, which means we are lagging well behind major infrastructure spending across the state.

TOURISM ADDRESS

Hon Kate Jones MP
Minister for Education and
Minister for Tourism, Major Events and the Commonwealth Games

Introduction

Kate Jones is passionate about ensuring access to quality education for everyone no matter where they live and that's extremely important in a great and wide state like ours. She also stands with Queensland Tourism Industry to attract a greater share of visitors and to secure the best major events for our Queensland Community. Kate was elected to the seat of Ashgrove in 2015 having previously held the seat between 2006 and 2012 and served as Minister for Environment and Natural Resources in the Bligh Government. Would you please welcome Minister Kate Jones.

Hon Kate Jones MP

Good afternoon everybody. Can I start by acknowledging the traditional owners of the land on which we gather here this afternoon and pay my respect to Elders past and present, acknowledge everybody we danced with last night, particularly you Mr Wilcox, thanks for that. Can I also acknowledge all of the people that are here today, I know that Mark Furner the Minister was here earlier speaking to you this morning, as well as Andrew Powell the Shadow Minister, of course Mark Jamieson the LGAQ President and Mayor of the Sunshine Coast Regional Council, Greg Hallam down here (25 years Greg), Matt Burnett the Mayor here locally, all of the Mayors that are here today as well as Glen Butcher the Assistant Minister and very proud member for Gladstone. Also Frankie Carroll is here, the Director General of the Local Government Department and Leanne Coddington who is the CEO of Tourism and Events Queensland.

The ad that you just saw is the work that we've put into market across the globe now, after we did the most extensive research that we've done, into what guests want when they come to Queensland. Today I've been asked to talk about tourism, so that's good because we'll have that fight another day. But I do want to set the scene about the investment we have been working on as a State to ensure that we do grow tourism. Everyone in this room just like myself, knows how important tourism is to our economic future. We've seen the industry go from strength to strength in recent years, breaking the $5 billion mark for the first time in international visitor spend. We've had more international visitors come to Queensland than ever before in the last 12 months and at the same time, more Australians coming to spend time in Queensland than ever before.

So for us it's about making sure that we get the foundations right when it comes to our investment, to ensure that we continue to see that growth. Where I want to talk a little bit about today, is how we can work collaboratively together to grow that. Bob who used to be the former Chair (and you would have seen that Brad Godfrey has just been appointed as the Chair of Tourism Events Queensland and I think he will do an
Absolutely fantastic job, and really understands the importance of Regional Tourism and creating those special and unique experiences across our State) describes it like this, he says, we need to understand the size of the prize. The growth that we are going to see in tourism is going to be very different to what we experienced in the 80's and 90's where we saw those highs and lows and that fluctuation. The sheer size of the number of people (and many of you I know as Mayors have travelled to places like India and China), that the sheer size and growth of the people that will be travelling around the world, we'll see for the next 10 to 20 years, year on year, on year on growth in this sector. It means that we have to be more competitive, because there is also going to be more competition globally and that competition is becoming fiercer than it ever has been before.

So we are really blessed though. We do have wonderful natural assets and we have great people. We are in the prime position to capitalise on this and we need to make sure that we're working together to do that.

From a State Government level there are a number of decisions we've made that works to ensure that the investment you make in tourism as well, will pay dividends. Firstly we listened too many of you that lobbied me about this and also the tourism industry, and that is to provide a funding guarantee for Tourism Events Queensland. Since we've been elected we've committed half a billion dollars to Tourism Events Queensland and given them the funding certainty for the next four years. We keep on topping it up and I've got to be grateful that I've got a Treasurer from Cairns, because he understands how important tourism is to Queensland. But half a billion dollars of funding security so Tourism Events Queensland can get on with the job! This also extends down to our RTO's and I know many of you work very closely with the Regional Tourism Organisations in your local area. For the first time ever, they don't have to come back to Government 'cap in hand' asking for the State Government contribution. That is there and it's been locked in and they have that four year funding guarantee as well.

So this changes the landscape, because instead of having to waste a lot of time having conversations about, where's the money going to come from, where's the money going to come from - we've locked that in and now they can get on with the job of promoting your local community and investing in new experiences and opportunities in your community as well.

In addition to that we've also put in significant funding in addition to what was previously spent in Queensland, for aviation. You would have seen the results of the 'Aviation Attraction Fund' as well as our 'Connecting with Asia Fund'. Record investment in getting flights into new markets right across Queensland and we know that from December this year for the very first time, Queensland will have a direct flight from Beijing into Brisbane and also direct flights from Guangzhou into Cairns. These are huge game changers for us. Anyone from Beijing would have to go through Sydney or Melbourne to get to Queensland. The fact that we're having dis-connectivity directly into our markets is going to be a game changer for us. I do want to acknowledge that with the flight from Beijing to Brisbane, we actually saw a connectivity between Brisbane Airport working closely with the Whitsunday's Region and we are very much focussed on how we will distribute people around Queensland and get that connectivity across Queensland. In actual fact, since we've been in government we've actually added 735,000 new seats on aeroplanes coming into Queensland directly. That's going to be huge going into the future.

In addition to that we've also worked really hard on our Events Calendar. When you think about it, Queensland didn't even have a formal Events Calendar (as a State) five years ago. So we've been working on that, building on that, having some tough decisions and discussions, about which events we fund. But we're doing that because we want to back the events that are actually going to drive visitation and expenditure in your local community and also create jobs. So once again we've seen that calendar more than double in size. It was worth around $350 million to us as a State when we first came into Government. The one that we've just released on the weekend, we believe will create more than $780 million in economic activity into Queensland.

Now I mention that (not because there is an election coming up in the next six months), I mention that because it actually demonstrates to you that we're putting our money where our mouth is. We are not a government that takes tourism for granted. We are not a government that thinks we've got great products we
can take our foot off the pedal. We have to invest in this industry if we're going to deliver the jobs and the
growth that we know is there for the taking. So we've made our investment and I know many of you are
making your investments with your Regional Tourism Organisations, and investments that you are making at
a council level as well. I think this is the challenge for us going forward, but also the opportunity for us going
forward, which is how we can work more collaboratively together to ensure that we are providing those
experiences.

With that ad that I started with, I said it was underpinned by brand new research that Tourism Events
Queensland did and we funded them to go into market and have a really deep dive into what people want,
when they're deciding where they're going to go when they go on holidays around the world. As I said, it is
an increasingly competitive market place for us. What they're telling us is that, they want unique experiences
you can't find anywhere else. That's why of course, kangaroos at Cape Hillsborough where you get to see
kangaroos on the beach is one of the experiences we showcase in our ad.

The Age of Dinosaurs Museum where you get to come and see dinosaur bones and exhibits in our beautiful
majestic outback, experiences that only Queensland has to offer. But they're also experiences that just go a
little bit deeper, that leaves you with something that you tell your friends about, that enlightens you, that
changes your life, something that is memorable. That's the work that we need to do into the future to grow
our market share.

The challenge I think for us in the past too, is also seeing ourselves as competitors, that your neighbour is
your competitor. Well that is not our competitor, our competitor is Bali, it's Hawaii, it's America, and those are
the ones that we are competing with. The old ideas of having very strict boundaries around council
boundaries and RTO boundaries aren't going to serve us into the future if we want to grow. Because we
know if the Gold Coast is doing well, the Sunshine Coast is doing well, and if the Sunshine Coast is doing
well, then the Gold Coast is doing well. We actually need to attract more people to come here and spend
more time here in Queensland, by working collaboratively together.

The Southern Great Barrier Reef is a really good example where that collaboration has driven record
numbers of visitors to that area, right through from here to Bundaberg - it's making a change.

So for me as the Minister, I think the next term really has to be about, how we working with our partners in
local government and our RTO's, about how we can drive that collaboration and we can invest in those new
experiences. Last night we heard the Premier say that she will continue to fund the Works for Queensland
Program. This has been a huge game changer once again for local government, because it was born out of
local government. It was you that came to us and said that we needed a fund, which actually supports all
those projects that you know in your local community will make a difference. For me, I think there is (and
many of you have taken advantage of that for tourism infrastructure and products) but definitely, I think that
is a program where we continue to see investment in tourism will drive jobs and will drive economic growth in
your local community.

I'll finish on that so we can answer some questions Mark. Just to say, that it is a really exciting times and the
winners are going to be the people that work together, work collaboratively, sit down with industry and come
up with those investment in the new infrastructure that's going to drive that visitation and growth. We are very
available in our Department, Damien Walker who is the DG of the Tourism Department - we actually have a
Tourism Infrastructure Division that we've been building up. So we can sit down with you, with experts and
TQ, to go through and do tourism marketing and planning with you and your RTO. Because when we get
that right we know what can be achieved and we know what the wins can be for your local community and
what that means for jobs in your area as well.

So thank you so much. It's a great privilege to be here today and also to serve as Queensland's Tourism
Minister. I'm a fifth generation Queenslander. Leanne Larson says she's 2000, what am I bragging about. But
I'm very proud of our State. We should be and can be, the number one State when it comes to Tourism in
our country. We've got the fundamentals right, the collaboration piece is the piece that if we nail, absolutely
you'll see tourism going from being around 10% of the workforce in your local community, up to more like 15% and I think that's a win for everyone.

There was a motion about Airbnb and I just wanted to say that I do realise that this is an issue, where different councils do have different experiences and different views. Certainly I have an industry taskforce which I established, that has high leaders in the tourism industry that have never come together before, to sit around a table and discuss emerging issues and trends. They also raised Airbnb, so today I will say that I'm going to set up a taskforce with Damien Walker the DG to establish, which will have representatives from the Share Economy as well as local government and the accommodations sector, so we can sit down in a collaborative way and constructive way and nut out some of those issues. So I'll formally write to you Mark to get representatives from the LGAQ to be on that Taskforce.

Questions

Cr Peter Mitchell, Redland City Council

Question: Thanks Kate for being here. Part of my regions is - I represent the magnificent North Stradbroke Island, of course a potential wonderful jewel in the crown for Queensland as well. I'm excited about the gateways into Queensland, airports etcetera and into our hubs. Somewhere like North Stradbroke Island though, getting people to and from that island, say from Brisbane, from the Gold Coast by road, rail, boat - is there a link for the funding into that sort of infrastructure? I know it's not a short term answer, but can we open up some of those channels for funding there?

Hon Kate Jones MP

Response: Yes absolutely. Like yourself I've been to north Stradbroke Island many times and I know, and I've met with your Mayor as well to talk about how we can look at opportunities to unlock that. Particularly as we see the change in industry from sand mining into tourism. I know Jackie Trad the Deputy Premier is very passionate about this and I know Frank, who has been to lots of meetings about North Stradbroke Island. So what I can say is that, absolutely that connectivity is critical for that to be a great tourism destination. I know both the Mayor and ourselves have been talking with the Star Group, about how we can use the investment in Queens Wharf to create connectivity to Stradbroke Island and give that wonderful experience and working with the Quandamooka people as well. In addition to that of course the infrastructure investment through Cross River Rail, as well as the investment in the new port as well in Brisbane. The infrastructure is going to get built, is going to create more opportunities. There is as well of course the upgrade to Toondah Harbour. So there is a piece of work that is happening on North Stradbroke Island and I'm happy to get you some more information about that. But it is being led from the Deputy Premier's area. I think it's a matter of time and it is big bikkies, but I think we will get there.

Cr Rob Chandler, Mayor, Barcaldine Regional Council

Question: Thank you Minister Kate. I live in the outback which is a pretty special place. Not only do we have some great manmade attractions, but it is pure outback, real attractions, the potential for incredible Indigenous Cultural Tourism through places like the Palace at Jericho etcetera. Anybody that comes to our patch absolutely loves it, but it's so expensive to get them in and out. I know that you subsidise the travel train to a huge amount of money and we're grateful for that. But our airfares are crippling our tourism, our fly drive and those sorts of things. I don't know what you can do as a government, but you really need to look at the cost of air services to Western Queensland.

Hon Kate Jones MP

Response: Absolutely. I saw a motion about this too, having a look through. I know the Premier as well is having discussion with Qantas about looking at ways that we can try to reduce those costs. I've certainly met with Robbie Katter only last week where we were having this conversation as well. It is prohibitive, because as you say (having been to Barcaldine myself a couple of times now) it is a beautiful part of the world and the outback is a product that we can absolutely sell more. But the cost is a real concern, so certainly discussions
are ongoing between the Queensland Government and Qantas, about whether we can work a way through in trying to get some more affordable flights into Western Queensland. We did do (you would have seen in the budget and some of the Northern Aboriginal Council Mayors) we did provide additional money, around $16 million I think, to subsidise flights up in the Cape and into the Gulf country. But absolutely Leanne Connington and I were talking about that just before we came in, about keeping the pressure on Qantas to reduce those flights.

Cr Desmond Tayley, Mayor, Wujal Wujal Aboriginal Shire Council

Question: I just want to thank you for being here today. Just talking about experiences and uniqueness, I think indigenous communities and cultures create that experience to a lot of tourism. Just where we are in Wujal Wujal, the rest of Cape York and I think Torres Strait, we get a lot of visitor numbers up there. I raised this one previously at the Gold Coast Forum, I still feel that there is no infrastructure funding available to our councils and as you are aware, there are a lot of people come up into Cape York. We are looking about better management, better monitoring in terms of cultural significant sites, connectivity is very important, we look at people travelling on our roads. We want people to be safe. We don't want people to lose their lives. There isn't enough emphasis placed on that. Just last week up in my area, we've had a number of deaths at this particular spot. We are trying to avoid that. How do we get around trying to put more education and awareness around that sort of stuff, improved infrastructure, all that sort of stuff? I believe the government hasn't put a lot of emphasis on that. I would like to know the direction in which the government is taking in that area?

Hon Kate Jones MP

Response: Just to break that into two - one is roads infrastructure going up into North Queensland and the Cape and also the second part is about Indigenous Tourism as a way forward. Am I picking it up correctly?

What I will start with is Aboriginal Torres Strait Islander Tourism opportunities. I couldn't agree with you more. In actual fact our research clearly shows, that if we have good quality authentic experiences with Aboriginal People showcasing culture then that is going to be huge. We can do that in Queensland better than most communities. We are working on a strategy and infrastructure, potentially to do that, into the future and certainly I've been lobbying for that because I think now is the time to get into that area in a much more meaningful way.

In regards to the broader issue of roads infrastructure, I know that if the Main Roads Minister was here he'd be saying there has been record investment on roads across Queensland. But I think there is a piece of work to be done ‘full stop’ in regards to Cape Tourism and looking at all of the levers that you can pull to do that.

Cr Gavin Basket, Winton Shire Council

Thanks for your talk this morning Kate. In Winton we have a couple of really good attractions like Australian Age of Dinosaurs and the New Waltzing Matilda Centre. We have a rail line that has cattle trains and gypsum trains, but no passenger trains and a lot of pensioners travel on passenger trains. So I'm just wondering if there is any way... it comes to Longreach but doesn't travel to Winton. Like you are saying, with the growth in tourism it got stopped many years ago, but I think there could be an opportunity there now to reopen that passenger service to Winton which would bring a lot more people and also help our local hotels and motels.

Hon Kate Jones MP

Response: There has been great investment in the hotels and motels in Winton too. Obviously I will take that on notice and I’m not going to commit to the train line without checking with Jackie Trad first. But just to say, absolutely I think we can build a case and that as a hub then I'm sure Jackie would be prepared to look at it. As you say everything costs money and if you're going to hand me back all those Stop, Drop and Go's, that's more money I've got to find and take out of classrooms and teachers...

Look I think just in finishing, I guess what I really wanted to spell out today, is that this growth is going to be sustained and it's going to be long term. To the point where now we've got new programs in schools where I'm getting people in the tourism industry to go into schools, talk to parents, talk to students about the fact
that this industry is going to be on a new level that we haven't seen since the hey days in the 80's. There is a lot of investment that does need to be made, both into infrastructure and people. But if we make that investment, it's going to pay us back in dividends and it can be a long term industry that will provide sustainable jobs where it hasn't in the past. For me, I'm really excited about it and I think there is huge potential for all of us, particularly if we get smart and we collaborate and we work together.

Thank you.

PEAK SERVICES UPDATE

Mr Brent Reeman, Managing Director, Peak Services Pty Ltd
Ms Leanne Muller, Non-Executive, LGE Holding Company Pty Ltd

Introduction

Time for a Peak Services update with Brent Reeman, Managing Director and CEO of Peak Services, the new consolidated business for the five commercial entities of the LGAQ. Over the last decade Brent has been responsible for strategic direction and oversight of LGAQ's commercial operations and in that period, Brent has served as a Director or Board Member of each of the entities and represented the interest of the LGAQ as a shareholder.

Joining Brent on stage will be Leanne Muller the Non-Executive Director of LG Holding Company. Leanne is a highly experienced Finance Executive with a thirty year career equally divided between Senior Corporate Financial Management roles and Professional Advisory Services. In addition to her appointment with LG Holdings Peak services and associated entities, she also serves as Non-Executive Director of Data#3 Limited, QInsure Limited and Guide Dogs Queensland. She is also a specialist member of QSuper's Audit Risk and Compliance Committee.

Her Business card is this biggest I have ever seen. Would you please welcome Brent Reeman and Leanne Muller.

Ms Leanne Muller, Non-Executive, LGE Holding Company Pty Ltd

Good afternoon everyone. I am Leanne Muller, not Brent Reeman and I'm delighted to be here, serving and representing the Non-Executive Directors of Peak Services. As mentioned I will be joined by Brent and we will both speak to you shortly. Before we do that however, I just commend to you the following short video presentation which we put together to provide you an intro into Peak Services.

VIDEO PLAYED

Thanks very much to Simone for putting that video together with our support and consultants. The short video that you've just seen provides just a small glimpse of what Peak is, what we do and why we do it. We believe we can best partner with local governments to help you tackle the challenges, embrace opportunities in ways that best serve your communities, now and into the future. It was that belief that was one of the key drivers in the creation of Peak Services. We've re-imagined a future which has bought together activities and people of five of LGAQ's existing business entities: Propel Partnerships; LGAQ Total Solutions; LGIS; Local Buy and Resolute IT, into a single operational entity and that's so we can deliver more to our clients, and ultimately the communities that you serve, by making the best of our expertise and capability, gaining operational efficiencies and developing new products and services that help you 'surf the wave' to use Dianna's analogy.

The LGAQ showed the leadership in 2015 to start the journey in fact, by looking at the planning and looking at the scope and scale of what is effectively five small businesses and undertook a review, and looked at the
governance and arrangements around those businesses. So that strategy started to be evolved back in 2015 and included due diligence, and just thought leadership on what could be achieved.

In 2016 there was a review of governance structures, where we’ve gone from a process of moving from three or four different governance structures where new Non-Executive Directors were bought onto different boards, but also gaining the ability to keep the corporate knowledge’ so to speak, of pre-existing Board Members as part of a gradual and eventual transition. In this phase we also established Shareholder Agreements and Governance Charters. Just to point out though very clearly, the Local Buy arrangements are kept somewhat distinct in that governance structure, to ensure that we have sufficient separation to make sure that the panel arrangements for Local Buy (which you all take advantage of) are kept objective, ethical and fair -so that Local Buy continues to be out to the side of the Peak operating entities and group of companies.

LGAQ's very successful insurance schemes are also quite separate to what's happening within Peak as well.

In late 2016 we ran a program of strategic review, a further deeper dive into what could be achieved, and also consultation with our people and with a selective group of clients (internally and externally), to ensure that we captured the initial thoughts and opinions, did the cross check on, is this still the right strategy for the future? Also so that the thoughts and ideas from both our own people and clients could be incorporated into the strategic development.

Then in 2017 we effectively pushed the button on the start of operational planning and transition into the new entities. That involved a range of things including, HR Humanisation, organisational structure, leadership team, selection of key management roles, the name, branding, all of the things that you now see. So there has been a lot of work as well as shifting to a shared services corporate environment, revising processes from five businesses to a standard process, but also at the same time making sure that we are continuing to keep the wheels turning over for our clients and customers, and to linkage to our shareholder with LGAQ.

Of course what we need to always recognise, is the continuation of the virtuous circle where Peak is a commercial business, but we’re proudly 100% owned by LGAQ. That means that anything that we earn goes back into supporting LGAQ’s work and advising and supporting councils right across Queensland. Our people are part of that proud legacy and are working always to enhance local government and we aim to ensure that we continue to be connected to communities and can grow and strengthen with you over time. All that and we're just getting started!

Teresa Handicott
So here is our Board where our Chair is Teresa Handicott. Teresa is a well experienced lawyer with business experience. She joined Corrs Chambers Westgarth as a solicitor in 1987, became a Partner in 1993, a Board Member of the National Firm in 2008 and ascended to Chairman of that firm in 2011. Since then she has retired from the firm in 2015, she has gone onto a number of Non-Executive Director roles mainly with Downer EDI and also PWR Holdings as an ASX listed entities. But she also has a very substantial community involvement and commitment with her work through QUT Council, Bangarra Dance Theatre, Australian Institute of Company Directors, Sunshine Coast Council's Economic Futures Board, Chief Executive Women and a number of other community based entities.

David Foster
David Foster is our Second Non-Executive Director. David has significant experience in financial services, retail, local government, educational and professional services. His most recent executive role was as CEO of Suncorp Bank, where immediately post the GFC he was involved substantially in the transformation and indeed its survival and as a consequence, won Australia’s Banking and Financial Institution of the Year Award for two years in a row. David has since gone on to Non-Executive Director roles and serves at the moment on listed entities including: Genworth Mortgage Insurance; Kina Securities Thorn Group; Motorcycle Holdings; G8 Education, and also has community involvement through being involved on the Council of the University of the Sunshine Coast and Chairs the Sunshine Coast Council's Economic Futures Board.
I won't reiterate my own CV and you have also heard about Brent. So we have a small, but I think capable Board that is working well together to be part of that transformation of Peak Services.

Peak also works with our Leadership Team and particularly Brent, very closely. The Leadership Team also includes familiar faces: Steve Crowe as the CEO of our Managed Services Group and also leading Customer Strategy and Shared Services; Jari Ihalainen (I practiced that so many times Jari). Jari is heading consulting and technical services areas. So both Steve and Jari have come from substantial experience, over ten years in Steve's case leading Propel Partnerships and Jari for four years leading the LGIS Business Unit, but then also having a substantial involvement with councils from a property and economic development point of view before joining LGIS. So I think we're blessed to have that Leadership Team and the skills and experience of Brent and his team as we move through the transition.

So just before I hand over to Brent, I'd like to also recognise as others have in this forum, the recent solemn occasion and passing of 'Butch' Lenton and also announce (as I know Greg has done) last week, an award that Peak Services will be sponsoring in future. An annual award commemorating and honouring the legacy of 'Butch' Lenton, which will recognise in future, innovation in Bush Councils and we will shortly be providing extra details on exactly how that will be accessed in future.

Thank you again everyone. I've really enjoyed being here. It certainly is fantastic to get to know more people in the sector and helps with that building of a sense of, exactly what other challenges you all face on a day to day basis and makes the work that we do in Peak Services real. So thank you again.

Mr Brent Reeman, Managing Director and CEO, Peak Services Pty Ltd

Thanks very much Leanne and thank you also to the ongoing support of the Peak Board. As Leanne gave you their backgrounds, we've got a pretty heavy hitting Board for a small organisation and they're very supportive in terms of the organisation and where we want to go in the future, so thank you for that. Mark and Greg also, thank you for the opportunity to spend a few minutes today just talking about Peak, it is kind of new, Greg, great tribute to you last night for 25 years, I've only worked with you for ten of those, but sometimes it feels like 25 years! Well done mate and well deserved.

Thanks very much for your attention. I'll just take you through a few slides to give you a bit of an understanding of Peak and where we're going and what we're sort of planning on doing in the future as well.

The question I suppose is why? We had a number of successful businesses, you know if it's not broke don't fix it. But we go out and talk to councils all the time about rethinking the way they deliver their services and the way they structure their organisations. So well should we look at ourselves and come up with better ways of doing things. We certainly knew that we were giving you as our customers and members, an inconsistent service across the board - you know, we would come out and see you five times and talk to you about five different things. We know that we could do that more consistently if we did it once and had a greater understanding of your needs. We knew we could be more efficient. We had four different Boards and four different reporting structures and five different accommodation areas, five different audits by the audit office and all that sort of stuff. So we knew we could become more efficient, that's fairly obvious. But also we wanted to create a little bit more scale, because talking to you as our customers, you said you wanted more from us and as individual small businesses it's very difficult to sort of scale up to do that. We knew on the back of that efficiency we'd gain by coming together, we could actually start to grow as well.

A very important point that Leanne made and I'd like to reiterate it, is that Local Buy because of its unique nature in terms of establishing pre-qualified panels and Preferred Supplier Arrangements, does stay as a separate legal entity. It is still wholly owned by LGAQ and its ability to establish panels and have other participants from Peak (in terms of our services on those panels), is still heavily scrutinised by the Queensland Audit Office and they make sure the appropriate channels have been gone through. But it also requires Ministerial approval as well, for those companies to go onto that panel as well. We've maintained that strict separation which I think is very important. I would like to convey that message to you.
What are our Key Visions? Well we very much think about your community, so our customers’ customers I suppose is a term we use. That is very important to us. We don't have our sort of background with LGAQ and walk away from that, we really understand that. We know that we can help you guys do that and I think the term that Leanne borrowed of Dianna about helping you surf the waves is quite a good one. That's really about, what we're about, helping you to achieve what you need to achieve.

We all know the constraints that councils are placed under. I don't think we've heard a lot about them over the last couple of days. I don't think we need to reiterate those or go over those in too much depth. What we are trying to do is, arrange ourselves and align ourselves with those areas where you might be faced with challenges in the future. Certainly:

- dealing with your assets as your populations grow and your assets increase in age;
- energy is a big area of focus for us, maintaining reliable supply and also keeping your cost down is certainly key to that;
- natural disasters, the recovery of them and the rebuilding; and also
- what is the shared economy going to do for councils and how is that going to impact?

We're really giving a lot of thought to how we align ourselves to help you deal with these issues in the future.

Just a quick snapshot on each of the areas:

**Workforce**
Most of you as councils know, that's a core area of competency for us. We're negotiating nearly 30 different EBA's at the moment on behalf of councils. It's very important for us as an industry and a sector to have that kind of understanding across the sector, in terms of where those negotiations are going. So we do have a firm focus on that. We do, do a lot of Executive recruitment for councils at the CEO level and that level below and also the ongoing support around those things - performance reviews and the like.

So we are certainly there to support you. We still provide the Helpdesk Service that LGAQ provides to your councils. That is answered by our people in the business and we do that on behalf of LGAQ. So nothing changes in that sense. All the services that you were provided with through LGAQ as part of your membership subscriptions still stay the same. Obviously when we come out onsite, we talk to you about whether that's going to cost you or not and we do that on a fee for service basis.

**Procurement**
As I mentioned Local Buy hasn't changed. It is still the same organisation, still doing the same things that it has always done so very well for a long time. We want to do more of that though in the future. Exploring what we call 'the next generation of procurement' as your needs change and I will come and talk about that in the latter part of the presentation as well.

**Managed Services**
A big part of our business is our Managed Services. I think many of you know that we've had a long running establishment in Ipswich City Council, almost ten years, providing services out there. Not just for Ipswich as a council, but also for up to nearly 30 other councils and different organisations across the sector as well. That's been ongoing for a long time. We also have a second partnership in Northern Australia Services with Mackay Regional Council, which is about two and a half years into its life. We've done all the hard work with the council, in terms of reorganising their business and how they actually provide their own services. Now we're looking at how we might grow that and expand that service out to other councils as well.

The key parts of those are:
- Taking out of hours phone calls for people;
- Call Centre services during the day as well for your overflow;
- Debt Recovery is one of the big areas for us. We run the rate arrears at around 1.2 to 1.3%. I think the industry wide sector rate arrears in local government in Queensland are up around 8-9%. So we
do it. We do it by taking less people to court, less action and with a higher customer satisfaction rate, if you can have one of those.

- We do a lot of digitisation of records. Most of you have probably got a shed or a container out the back of your council building that is full of records (40 years of them or so). Well when we’ve got people answering the phone calls at night, we get those guys to put those bits of paper through a machine and digitise them and send them back to you on a disc, and destroy all the records.

We are doing those things, which are about trying to bring your house in order, but also save you money as well and a lot of ICT Support.

One of the unique things - can anyone name that bridge at all?

It's the Flinders Bridge just down the road. As you can see in the shot, there is a trawler just passing the bridge (it is an opening bridge of course). What happens, when the trawler comes in, they press a button or ring the number and someone has got to open up that bridge - well we provide that service out of our facility down in south-east Queensland, because the council didn't have the capacity to do that here.

The reason I’m showing that - obviously it is local and it’s relevant - we do a lot of these kind of quirky little things for councils where they can’t find someone to do them for them in their own community and they want a guarantee of service and they need that support provided 24 hours a day. We do a lot of those things.

Advisory
A big part of business is around the advisory side, helping councils with corporate plans like:

- where are you going from a smart city or smart community point of view;
- energy strategies or renewable energy strategies;
- a big area for us, workplace health and safety;
- compliance - we had a bunch of councils not only secure grants, but also helped them deliver their grant programs as well. Like everyone else in the room, we love Works with Queensland and we’ve
been able to assist a lot of councils in actually coming up with the business case and also delivering from there as well;

- Service Level reviews. LG Sherlock is fantastic in terms of where it will go in the future around collecting data, and analysing and giving you the insights into where the issues in your business might be. What do you do after that? Well a lot of our services are aligned in terms of helping you solve those issues.

Energy
We've built a big capacity around energy, energy generation. It has been mentioned quite a few times in terms of the geothermal plants that we are currently constructing. The first one is being built in Winton. We are very pleased to hear that Bulloo Shire just received some funding support from the State Government, to deliver their geothermal plant as well. We've got another 15 or 16 communities across Queensland, where we think it is viable to generate renewable base load power out of geothermal energy. I think everyone is just waiting for the one in Winton to come out of the ground and be operating in December this year, so they're confident about the technology. Then we will be working across the State in those other areas.

Energy Tariff Reviews, if you haven't had your council look at your Energy Tariffs, just go and do it. Even a small council, we tend to find up to $100,000 worth of savings just by changing the tariffs you are on. It doesn't cost you anything for us to come out and do that. If we find some savings we'll share in those savings with you. If we don't find anything, you don't pay us anything. Over the last five years we've saved $2.97 million for councils across Queensland just by tweaking the tariffs that they are on. So if you haven't renewed your tariffs, you should do it every couple of years because every time you change things or put a new pump on, you need to go and review it. So I very much encourage you to look at those things.

Asset Management, Project Management
These are other big areas for us. I won't go any further into the geothermal opportunities. But if you do want to know more about those come and see me, or talk to Jari who is at the stand as well. We've been working on these opportunities for quite a long time and Jari is one of the leading experts, in terms of the technology and also the business case of commercials behind it.

‘Butch’ Lenton Bush Councils Innovation Award
Leanne mentioned the launch that we have done for the ‘Butch’ Lenton Bush Councils Innovation Award. That's the plaque there beside me and it's our very small way of honouring Butch. I wanted to be able to attend his funeral service a week ago and when we thought about it (and I'll credit Greg with the genesis of the idea), it will be such a shame if a great man like Butch, if his legacy didn't live on in local government in some shape or form. So we have launched the award. Probably... you know Butch would probably like this. We haven't got any rules about it as yet and we're probably not going to have a lot of rules about it to tell you the truth. We'll have enough so we can tell you guys what it's all about, but we are going to put $10,000 away each year and we are going to award that to a Bush Council (and we'll define what a Bush Council is as well), but we are going to give that to a Bush Council that is showing leadership or innovation in technology, on an annual basis. As I said, it is just our small way of ensuring Butch's legacy lives on.

Greg Hallam: the lovely thing was, before he passed I was able to tell him we were going to do that. So lots of swearing and lots of tears, but he was very, very, very appreciative of the fact that he would be remembered in that way. As I say, not often you get to know that before you pass.

We will award that each year at the Annual Conference. Hopefully in the next month we can get out to you guys, the information and the few rules that we will have to put in place in terms of how it works.

I will just wrap up. I'm conscious of time, and you've got some great speakers this afternoon. I've just shown you, I suppose a lot of things that have changed, but really important to reinforce what hasn't changed in terms of the creation of Peak Services.
What hasn't changed

We are still 100% owned by LGAQ. There are no external benefactors or anyone else involved. Therefore you as councils own us. You own LGAQ, so it follows all the way through. We do report directly to the LGAQ Board. So Leanne, Teresa, David and myself have a formal agreement in place in terms of how we deliver our reports to the LGAQ Board. I front up every month and talk to Mark and the rest of the Board and give them an understanding of where the business is at. None of that has changed either. We still have to go through a Ministerial Approval process for any of our services to be appointed to Local Buy Panels. That is something that no other company has to do. Everyone else just gets on there and it is okay. We have to wait for the Minister to say 'You're okay to be appointed there'. We're still audited by the Queensland Audit Office, just like LGAQ is and I think the importantly, it is still your choice whether you use us or not. We do like you to give us a go, but really that's your choice. We hope that we can become better at what we do for you and provide more services to you in the future. But it is by choice. We're not mandated. Hopefully, because we've got a good understanding of the way your organisations work, you might let us in the front door. But after that it comes down to how we might deliver on the promise.

What does the future hold for us?

I said we wanted to grow. What are the things that we are thinking of doing? Well we want to do more not less. We are not stopping any of the services that we currently do. We want to get more dynamic around procurement. I've heard a lot of you over the last couple of years, talk about trying to get more local suppliers onto your panels. I know that is a really important thing for you. So we're focussing a lot of energy and effort on how we can achieve that, while at the same time not creating a whole bureaucratic process to go through. It's not easy because you want some fair checks and balances in place. But we hear you that you do want local suppliers on your panels, more of them and we are looking at how technology might help us achieve that as well.

Not just more local suppliers, more flexibility in terms of our panel arrangements. To keep pace with innovation as new companies come into the market, if we've got a panel that's established for two years, how do we actually allow that new piece of innovation to come into the market and be part of our panel? We hear you about that stuff and we are trying to address that. Obviously a lot of you know Emma Peters, who is based up in Townsville as our North Queensland Representative. I think you will find more people from Peak and Local Buy out in the regions, based in the regions, in the future as well, just so that we can help you with those local suppliers.

We do want to explore a lot more direct to market facilitation as well. So if there is a group of councils with a similar need, why don't we just package that up and go straight out to the market ourselves, so we will look at those things.

We want to grow our Managed Services Business. We don't want to just open bridges and take telephone calls. We want to do more of those things in areas where you need it. It's been good the last couple of days, talking to people around the need of support around your GPS or your Navman Services. About how do you actually get support from an analytics point of view, but also basic things like the duress systems in your vehicles, or who is going to pick up the phone if one of those is pushed? We want to go into those things. We are expanding our energy services, doing a lot of work on that renewable piece. It's not just about geothermal for us, I think we've got leading experts in all sorts of variety of generation of renewable energy particularly and also energy efficiency.

To do a lot more online, because of the distances in Queensland, we used to expect you to come to us to get your training done. We are developing e-learning packages now and doing a lot more training out in the regions. But I think you will see us doing a lot more services online to support you as well.

I think I'll just wrap it up on that. Thank you very much for the opportunity. You know where to find us, we're down at the stand, or you know where to find us normally down in Newstead. Please drop in next time you're in town. Come and see us, we'd love to have a chat to you. Like I said earlier, just give us a go I think you will be surprised.
KEYNOTE ADDRESS: 100 THINGS – WHAT’S ON YOUR LIST?

Mr Seb Terry
Appeared by arrangement with Great Expectations and Trainers

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