



GENERAL MEETING

19 April 2023

NOTICE OF MEETING

Date: 19 April 2023

Cr AL Martin

Cr BP Johnstone

Cr PJ Pullos

Cr LP Russell

Cr JH Scobie

Cr DA Hardie

Cr GK Schluter

Please find attached the Agenda for the General Meeting to be held at the Blackall-Tambo Regional Council Chambers in Blackall, 19 April 2023 commencing at 8.30am.

A handwritten signature in blue ink, appearing to read 'DA Howard'.

DA Howard
Chief Executive Officer

CALENDAR OF EVENTS**April 2023**

19 April 2023	Council Meeting – Blackall
21 April 2023	Queensland Music Trails - Tambo
25 April 2023	ANZAC Day
29 April 2023	Tambo Stock Show

May 2023

1 May 2023	Labour Day
13-14 May 2023	Tambo Polocrosse – 60 years
14 May 2023	Opera Queensland's Tambo Concert
14 May 2023	Opera Queensland – Sing Sing Sing (The Lodge on Hawthorn)
17 May 2023	Council Meeting – Tambo
19-21 May 2023	Tambo Campdraft
23-24 May 2023	RAPAD – F2F Longreach
24 May 2023	Opera Queensland – Lady Sings the Maroons (Blackall Woolscour)
27 May 2023	Tambo Races – Tambo Cup

June 2023

21 June 2023	Council Meeting – Blackall
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July 2023

19 July 2023	Council Meeting – Tambo
24-27 July 2023	Bush Councils Convention - Goondiwindi
29 July 2023	Tambo Races – Ladies Day

August 2023

16 August 2023	Council Meeting – Blackall
22-23 August 2023	RAPAD Board – F2F Boulia

September 2023

20 September 2023	Council Meeting – Tambo
26-28 September 2023	WQAC - Winton

October 2023

2 October 2023	Queen's Birthday
11 October 2023	Council Meeting – Blackall
16-18 October 2023	LGAQ Annual Conference - Gladstone

November 2023

2 November 2023	Melbourne Cup Day – Bank Holiday for BTRC
11 November 2023	Remembrance Day
15 November 2023	Council Meeting – Tambo
28-30 November 2023	RAPAD Board and Friends of RAPAD – F2F Brisbane

December 2023

20 December 2023	Council Meeting - Blackall
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Held at Blackall Council Chambers
On Wednesday 19 April 2023
Commencing at 8.30am

Order of Business

Blue items are hyperlinked

Leave of absence/Signing of Attendance Book

Apologies:

Condolences:

- Joan Thelma Dendle

Declarations of Conflicts of Interest

Deputations: Nil

BUSINESS

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**MINUTES OF THE GENERAL MEETING OF
BLACKALL-TAMBO REGIONAL COUNCIL
HELD AT THE TAMBO COUNCIL CHAMBERS
ON WEDNESDAY 15th MARCH 2023
AT 8.30AM**

PRESENT:

Councillors: Cr AL Martin (Mayor), Cr LP Russell (Deputy Mayor), Cr JH Scobie, Cr BP Johnstone, Cr PJ Pullos, Cr GK Schluter, Cr DA Hardie.

OFFICERS:

Mr Des Howard, Chief Executive Officer, Mr Alastair Rutherford, Director of Finance Corporate and Community Services, Mr Garth Kath, Director of Works and Services, Ms Piper Hansen, Minute Taker

CONDOLENCES:

A minute's silence was observed to mark the passing of:

- Lex Vincent Hughes
 - Norman John Weston
 - Barry Richard Muir
 - Alfred John Greenhalgh
 - Harvey Fred Rich
-

DECLARATIONS OF INTEREST:

Cr PJ Pullos for item 4.1.5 – I, Councillor Pullos, inform the meeting that I have a declarable conflict of interest in item 4.1.5 RADF Application – Tambo Arts Council Inc. The nature of my interest is as follows:

- I am a member of the Tambo Arts Council.

As a result of my conflict, I will leave the meeting room while the matter is considered and voted on.

Cr PJ Pullos for item 4.1.6 – I, Councillor Pullos, inform the meeting that I have a declarable conflict of interest in item 4.1.6 RADF Application – Tambo Tourism and Business Inc (Tambo Heritage Group). The nature of my interest is as follows:

- I am a member of the Tambo Tourism and Business Association.

As a result of my conflict, I will leave the meeting room while the matter is considered and voted on.

Cr PJ Pullos for item 4.1.7 – I, Councillor Pullos, inform the meeting that I have a declarable conflict of interest in item 4.1.7 RADF Application – Tambo Arts Council. The nature of my interest is as follows:

- I am a member of the Tambo Arts Council.

As a result of my conflict, I will leave the meeting room while the matter is considered and voted on.

Cr AL Martin for item 4.1.5 – I, Councillor Martin, inform the meeting that I have a declarable conflict of interest in item 4.1.5 RADF Application – Tambo Arts Council Inc. The nature of my interest is as follows:

- My wife, Louise Martin is a member of the Tambo Arts Council.

As a result of my conflict, I will leave the meeting room while the matter is considered and voted on.

Cr AL Martin for item 4.1.7 – I, Councillor Martin, inform the meeting that I have a declarable conflict of interest in item 4.1.7 RADF Application – Tambo Arts Council. The nature of my interest is as follows:

- My wife, Louise Martin is a member of the Tambo Arts Council.

As a result of my conflict, I will leave the meeting room while the matter is considered and voted on.

Cr JH Scobie for item 5.7 – I Councillor Scobie, inform the meeting that I have a declarable conflict of interest in item 5.7 RADF Council Representative Appointment. The nature of my interest is as follows:

- I, Councillor Scobie am the nominee as the Councillor representative.

As a result of my conflict, I will leave the meeting while the matter is considered and voted on.

Cr DA Hardie for item 4.1.5 and 4.1.6 – Councillor Hardie requested Council's view on his personal interest in items 4.1.5 RADF Application – Tambo Arts Council and 4.1.6 RADF Application – Tambo Tourism and Business Inc (Tambo Heritage Group) as his wife, Lindy Hardie is the Chair of the RADF Committee. Council deemed that Cr Hardie did not have a prescribed or declarable conflict of interest and did not have to leave the meeting.

1.1 Confirmation of General Meeting Minutes

MOTION: **Moved:** Cr GK Schluter **Seconded:** Cr PJ Pullos

That the minutes of the General Meeting held on 15 February 2023 be taken as read and confirmed, and that the Mayor be authorised to sign same.

Minute No. 01/03A/23

Carried 7/0

4.1.1. Financial Report for the Month of February 2023

In accordance with s204 of the *Local Government Regulation 2012* a monthly financial report is required to be presented to Council. The financial report for

February 2023 details Council's current financial position and compares its performance against the adopted budget for 2022-2023.

MOTION: **Moved: Cr LP Russell** **Seconded: Cr DA Hardie**

That Council receive the Financial Report for February 2023.

Minute No. 02/03A/23

Carried 7/0

4.1.2. DFCCS Operations Report – February 2023

The Director of Finance Corporate and Community Services operations report for February 2023 is presented to Council. The report includes housing and administration, community development program, Blackall aerodrome, libraries, visitor information centres, facility bookings, Tambo Multipurpose and Tambo Child Care Centre.

MOTION: **Moved: Cr BP Johnstone** **Seconded: Cr DA Hardie**

That Council receive the DFCCS Operations Report for February 2023.

Minute No. 03/03A/23

Carried 7/0

4.1.3. RADF Meeting Minutes

The third round of the 2022-2023 RADF program closed for applications on the 2nd February 2023 and the RADF Committee held a meeting on the 7th February 2023.

MOTION: **Moved: Cr JH Scobie** **Seconded: Cr PJ Pullos**

That Council receive the minutes of the RADF meeting dated 7th February 2023.

Minute No. 04/03A/23

Carried 7/0

At this point, 8.45am, Cr PJ Pullos and Cr AL Martin left the meeting.
Cr Russell assumed the chair.

4.1.4. RADF Application – Blackall Cultural Association

On 2nd of February 2023, the third round of the RADF program for 2022-2023 closed for applications, and the Committee recommended that the Blackall Cultural Association's application be approved.

MOTION: **Moved: Cr BP Johnstone** **Seconded: Cr JH Scobie**

That Council endorse the recommendation of the RADF Committee to approve the application from the Blackall Cultural Association, for \$2500.00.

Minute No. 05/03A/23**Carried 5/0****4.1.5. RADF Application – Tambo Arts Council Inc**

On 2nd of February 2023, the third round of the RADF program for 2022-2023 closed for applications, and the Committee recommended the Tambo Arts Council Inc's application be approved.

MOTION: **Moved: Cr BP Johnstone** **Seconded: Cr GK Schluter**

That Council endorse the recommendation of the RADF Committee to approve the application from the Tambo Arts Council Inc for \$7572.00.

Minute No. 06/03A/23**Carried 5/0****4.1.6. RADF Application – Tambo Tourism and Business Inc (Tambo Heritage Group)**

On 2nd of February 2023, the third round of the RADF program for 2022-2023 closed for applications, and the Committee recommended the Tambo Tourism and Business Inc application be approved.

MOTION: **Moved: Cr BP Johnstone** **Seconded: Cr JH Scobie**

That Council endorse the recommendation of the RADF Committee to approve the application from the Tambo Tourism & Business Inc for \$4500.00.

Minute No. 07/03A/23**Carried 5/0****4.1.7. RADF Application – Tambo Arts Council**

On 2nd of February 2023, the third round of the RADF program for 2022-2023 closed for applications, and the Committee recommended that the Tambo Arts Council's application be approved.

MOTION: **Moved: Cr GK Schluter** **Seconded: Cr BP Johnstone**

That Council endorse the recommendation of the RADF Committee to approve the application from Tambo Arts Council for \$3320.00.

Minute No. 08/03A/23**Carried 5/0**

At this point 8.49am Cr Pullos and Cr Martin returned to meeting.
Cr Martin resumed the chair.

4.1.8. RADF Meeting Minutes

Western Touring Shows are delivering three shows to both communities in 2023. Twinkle and the Moon, Wolfgang, and Dirty Fame Flash Candles. Two of the touring shows will have ticketed prices at a small cost.

MOTION: **Moved: Cr LP Russell** **Seconded: Cr GK Schluter**

That Council receive the meeting minutes of the RADF Committee dated 7 March 2023 and endorses the Committee's decision to support the three touring shows, Twinkle and the Moon, Wolfgang, and Dirty Fame Flash Candles.

Minute No. 09/03A/23

Carried 7/0

4.2.1 Director of Works and Services' Operations Report – February 2023

The Director of Works and Services report for February 2023 is presented to Council.

MOTION: **Moved: Cr PJ Pullos** **Seconded: Cr DA Hardie**

That Council receive the Director of Works and Services' Operation Report for February 2023.

Minute No. 10/03A/23

Carried 7/0

4.2.2 Work Health and Safety Report

The Work Health and Safety report is provided to Council.

MOTION: **Moved: Cr GK Schluter** **Seconded: Cr PJ Pullos**

That Council receive the Work Health and Safety report for February 2023.

Minute No. 11/03A/23

Carried 7/0

5.1 Blackall Saleyards Monthly Report

The Blackall Saleyards monthly report for February is provided to Council.

MOTION: **Moved: Cr LP Russell** **Seconded: Cr PJ Scobie**

That Council receive the Blackall Saleyards monthly report for February 2023.

Minute No. 12/03A/23

Carried 7/0

5.2 Planning and Development Report

The Planning and Development report provides a summary of building applications and planning and development activity in the Blackall-Tambo Regional Council area.

MOTION: **Moved: Cr PJ Pullos** **Seconded: Cr DA Hardie**

That Council receive the Planning and Development Report for February 2023.

Minute No. 13/03A/23

Carried 7/0

5.3 Environmental Health/Local Laws Officer's Report – February 2023

The Environmental Health/Local Laws Officer's report is provided to Council.

MOTION: **Moved: Cr LP Russell** **Seconded: Cr BP Johnstone**

That Council receive the Environmental Health/Local Laws Officer's report.

Minute No. 14/03A/23

Carried 7/0

5.4 Blackall Work Camp Community Advisory Committee Meeting 14 February 2023

The Work Camp Community Advisory Committee held a meeting on 14 February 2023.

MOTION: **Moved: Cr GK Schluter** **Seconded: Cr DA Hardie**

That Council receive the Blackall Work Camp Community Advisory Committee report for the 14 February 2023 meeting.

Minute No. 15/03A/23

Carried 7/0

5.5 QCWA Memorial Seat – Memorial Park

The QCWA Blackall Branch have written to Council requesting they be consulted regarding any future plans for the QCWA seat located in Memorial Park, Blackall.

MOTION: **Moved: Cr JH Scobie** **Seconded: Cr PJ Pullos**

That Council consult with the QCWA Blackall Branch regarding future plans for the QCWA seat located in Memorial Park, Blackall.

Minute No. 16/03A/23

Carried 7/0

5.6 Blackall Junior Netball

Representatives from Blackall Junior Netball met with the Chief Executive Officer to discuss options for the Blackall tennis courts and to seek support from Council for a funding application.

MOTION: **Moved: Cr LP Russell** **Seconded: Cr GK Schluter**

That Council:

- 1. Ratifies the Chief Executive Officer's decision to support the Blackall Junior Netball's funding application through the Minor Infrastructure Program for the repurposing of three tennis courts at the Blackall tennis facility; and**
- 2. Approves the repurposing of the existing tennis courts facility into a multi-sporting facility; and**
- 3. Approves the repurposing of three tennis courts to convert them into dual sporting courts through new line marking and removing poles/posts; and**
- 4. Provide assistance for temporary line marking of three courts.**

Minute No. 17/03A/23

Carried 7/0

At this point, 932am Cr JH Scobie left the meeting.

5.7 RADF Council Representative Appointment

The RADF Committee comprises of eight members; three community representatives from both Blackall and Tambo communities and two Blackall-Tambo Regional Councillor representatives.

Currently there is only one Councillor representative, therefore Council is required to nominate another Councillor representative.

MOTION: **Moved: Cr PJ Pullos** **Seconded: Cr LP Russell**

That Council nominate Councillor Jane Scobie as a Councillor representative to the RADF Committee.

Minute No. 18/03A/23

Carried 6/0

At this point, 9.34am Cr Scobie returned to meeting.

5.8 Sister Greta Towner Project

The Blackall RSL Sub-Branch have requested Council's assistance with the invitations to various dignitaries for the unveiling of the Sister Greta Towner statue.

MOTION: **Moved: Cr BP Johnstone** **Seconded: Cr LP Russell**

That Council invite dignitaries to the unveiling of the Sister Greta Towner statue on 10 November 2023.

Minute No. 19/03A/23

Carried 7/0

5.9 Draft Biosecurity Program

The Department of Agriculture and Fisheries have provided a draft biosecurity program which will replace the existing DAF surveillance program for Registerable Biosecurity Entities and NLIS. The previous program expired on 1 January 2023.

MOTION: Moved: Cr DA Hardie Seconded: Cr BP Johnstone

That Council authorise the Chief Executive Officer to provide comment to the Department of Agriculture and Fisheries on the draft biosecurity program and activities which may occur within the Blackall-Tambo Regional Council area.

Minute No. 20/03A/23

Carried 7/0

CLOSURE:

There being no further business to consider, the Mayor declared the Meeting closed at 9.49am.

CONFIRMATION OF MINUTES:

Confirmed by Council as a true and correct record at the General Meeting held on Wednesday 19 April 2023.

Signed.....Mayor

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Minute No.	Report Number	Subject	Resolution	Action By	Result
12/12A/22	5.6	Sale of Tambo Sawmill and Council's Sales Permit to Get Cypress Sawlogs	That Council under section 227 of the <i>Local Government Regulation 2012</i> : a) Invites written tenders for the Tambo Sawmill, Lot 6 on SP276172 and Sales Permit 20130440. b) Invites written tenders for the Sales Permit 20130440.	CEO	Assessment is ongoing.
17/12A/22	5.11	Relocation of the Tambo Library and Visitor Information Centre to the Grassland Building	That Council: 1. Approves of the relocation of the Tambo Library and Visitor Information Centre to the Grassland building; and 2. Authorised the Chief Executive Officer to commence the process of the relocation of the Tambo Library and Visitor Information Centre.	CEO	Consultation continuing with the Tambo Arts Council.
18/02A/23	5.6	Sale of Land for Overdue Rates	That under section 140(2) of the <i>Local Government Regulation 2012</i> , Council resolves to sell Lot 506 on T1501 (dwelling at 43 Arthur Street, Tambo) for overdue rates and charges.	CEO	Rates have been paid.
27/02A/23	5.15	Sale of Land in Blackall	That Council: 1. Under section 236(1)(b)(i) of the Local Government Regulation 2012 Council sells the land located on Petunia Street being part of 87 Thistle Street, Blackall to the Department of Energy and Private Works; and 2. Delegates authority to the Chief Executive Officer to act for Council for the sale of the land; and 3. Under section 3.6 of the Queensland Government Land Transaction Policy, Blackall-Tambo Regional Council accepts the offer of \$20,000.00.	CEO	Ongoing. Contract has been signed by Council.
16/03A/23	5.5	QCWA Memorial Seat – Memorial Park	That Council consult with the QCWA Blackall Branch regarding future plans for the QCWA seat located in Memorial Park, Blackall.	CEO	Correspondence has been sent to QCWA advising

					that Council will consult.
18/03A/23	5.7	RADF Council Representative Appointment	That Council nominate Councillor Jane Scobie as a Councillor representative to the RADF Committee.	CEO	The RADF committee has been informed of Cr Scobie's appointment.
19/03A/23	5.8	Sister Great Towner Project	That Council invite dignitaries to the unveiling of the Sister Greta Towner statue on 10 November 2023.	CEO	Cr Johnstone is assisting with this matter.

BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)[Next Item](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: 4.0

SUBJECT HEADING: Chief Executive Officer's Contract of Employment

Author and Officer's Title: Andrew Martin, Mayor

CLASSIFICATION: (if confidential)

*Summary: The Chief Executive Officer's contract requires renewing.***Officer's Recommendation: That Council:**

1. **Renews the contract of employment of Chief Executive Officer with Des Howard; and**
2. **Authorise the Mayor to negotiate the contract of employment, including conditions of employment, with the Chief Executive Officer.**

Background

Under section 194 of the *Local Government Act 2009* a local government must appoint a qualified person to be its chief executive officer. The current CEO's contract of employment requires renewing.

A person is qualified to be chief executive officer if the person has the ability, experience, knowledge, and skills that the local government considers appropriate, having regard to the responsibilities of a chief executive officer.

Mr Howard has provided such qualifications to Blackall-Tambo Regional Council.

Link to Corporate Plan

Governance

Outcome 1 – Workforce- Council's workforce is trained and supported to competently manage themselves and their work.

Consultation (internal/external)

Councillors

CEO

Policy Implications

Nil

Budget and Resource Implications

To be determined during negotiations

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Council is required to appoint a qualified person.	Low

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Legal & Regulatory	Low	Compliant with the <i>Local Government Act 2009</i> .	Low
People	Low	Nil	Low
Operational	Medium	A local government is required to appoint a CEO	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Complies with legislative requirements.	Low

Risk Treatment

The continued engagement of an appropriately qualified person as CEO enables council to meet performance standards.

BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)[Next Item](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: 4.1.1

SUBJECT HEADING: Financial Report for the Month of March 2023

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: In accordance with s204 of the Local Government Regulation 2012 a monthly financial report is required to be presented to Council. The financial report for March 2023 details Council's current financial position and compares its performance against the adopted budget for 2022-2023.

Officer's Recommendation: That Council receive the Financial Report for March 2023.

Background

In accordance with section 204 of the *Local Government Regulation 2012* the financial report of Council must be presented at the monthly meeting of Council. This ensures adequate oversight of Council's financial position and performance against the latest approved budget.

Link to Corporate Plan

Governance

Outcome 4- Financial – Manage Council's finances responsibly and sustainably.

Consultation (internal/external)

CEO

Director of Finance

Manager of Finance

Policy Implications

Nil

Budget and Resource Implications

Nil

FINANCE REPORT TO A MEETING OF THE BLACKALL-TAMBO REGIONAL COUNCIL HELD ON 19 APRIL 2023

Contents

- 1. Cash Position**
- 2. Monthly Cash Flow Estimate**
- 3. Comparative Data**
- 4. Capital Funding - budget V's actual**
- 5. Road Works - budget V's actual**
- 6. Rates Arrears Summary**
- 7. Capital Projects Detail**
- 8. Revenue and Expenditure Summary**

FINANCE REPORT TO A MEETING OF BLACKALL-TAMBO REGIONAL COUNCIL

HELD ON 19 APRIL 2023

1. Cash Position as at 31 March 2023

Cash at Bank

Operating Accounts \$ 703,785

Short Term Investments

Queensland Treasury Corporation - Cash Fund \$ 15,000,000

Bank - Term Deposits \$ 5,000,000

\$ 20,703,785

The following items should be backed by cash and investments, plus any increases in the surplus of Debtors over Creditors and unspent grants.

Cash backed Current Liabilities (Employee Entitlements) \$ 2,612,181

Unspent Grants (Restricted Cash) \$ 1,464,712

\$ 4,076,893

	<i>Debtors</i>	<i>Creditors</i>	
Balance of recoverable debtors - estimated creditors :	44,594	62,430	-\$ 17,836

Plus cash surplus	20,703,785	4,076,893	\$ 16,626,892
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Working Capital **\$ 16,609,056**

2. Monthly Cashflow Estimate: April 2023

Receipts

Rates & Fees & Charges \$ 50,000

Debtors \$ 40,000

Grants/Subsidies \$ -

Total \$ 90,000

Expenditure

Payroll \$ 800,000

Creditor Payments \$ 800,000

Loan Payments \$ -

Total \$ 1,600,000

Therefore cash is expected to decrease by -\$ 1,510,000 in the period.

3. Comparative Data:

	March 2023	March 2022
Cash position	20,703,785	21,267,688
Working capital	16,609,056	18,834,631
Rate arrears	12,774	43,051
Outstanding debtors	44,594	1,303,092
Current creditors	62,430	123,850

FINANCE REPORT TO A MEETING OF BLACKALL-TAMBO REGIONAL COUNCIL**HELD ON 19 APRIL 2023****4. Capital Works Summary: 1 July 2022 to 30 June 2023**

	Budget	YTD Actual	% of Budget
Buildings & Other Structures	2,109,600	251,739	12%
Plant & Equipment	995,000	884,124	89%
Road Infrastructure	4,928,065	2,077,026	42%
Water Infrastructure	50,000	7,907	16%
Sewerage Infrastructure	1,055,000	-	0%
Total	9,137,665	3,220,796	35%

5. Road Works Expenditure : 1 July 2022 to 30 June 2023

	Budget	Expended YTD Actual	% of Budget Expended
1. Rural Roads	9,847,300	6,250,410	63%
2. Town Streets	400,000	383,105	96%
3. RMPC Works	2,871,795	1,506,548	52%
Total Roads Expenditure	13,119,095	8,140,063	62%

6. Rate Arrears Summary

Total Rates Outstanding Balance \$ 136,257

Rates Outstanding Breakdown	Total	No. of Assessments
Current	\$ 123,483	108
1 Year	\$ 9,047	7
2 Years	\$ 3,727	3
3 Years and over	\$ -	0

BTRC 2022-23 CAPITAL EXPENDITURE PROJECTS		1/07/22 to 30/06/23		SOURCES OF FUNDING		Degree of completion and relevant comments
Particulars	Budget 2022-23	Expenditure YTD	% Expended	Capital Grants	Council Contribution	
BUILDINGS & OTHER STRUCTURES	2,109,600	251,739	12%	878,600	1,231,000	
Tambo Dam Tree Lights	100,000	-	0%	-	100,000	Project under review
Tambo Dam Beautification	100,000	-	0%	-	100,000	Planning stage
Tambo Truck Museum	200,000	203,943	102%	200,000	-	Historical display to complete
Tambo Racecourse Rock Removal	60,000	-	0%	-	60,000	Complete
Tambo Historic House Shed	40,000	14,818	37%	-	40,000	In progress
Blackall Admin Office South Wall	100,000	532	1%	-	100,000	In progress
Blackall Cultural Centre Lighting & Accoustic matting	100,000	-	0%	-	100,000	Tender out
Banks Park snail structure, floor, tank and table	20,000	-	0%	-	20,000	Planning stage
Shade Structures - Blackall Carpark & TMPC	100,000	-	0%	-	100,000	Planning stage
LGA Entry Signs - Blackall & Tambo	40,000	3,300	8%	-	40,000	In progress
Four Mile Waterhole - Shed	30,000	29,146	97%	-	30,000	Complete
Tambo TV Transmitters	35,000	-	0%	-	35,000	Provision only - subject to need
Blackall Campdraft Arena BBRF -subject to funding	392,600	-	0%	207,600	185,000	Funding unsuccessful/amend scope
Blackall Airport PAPI Lights - subject to funding	142,000	-	0%	71,000	71,000	Funding unsuccessful
Tambo Childcare Building - subject to funding	100,000	-	0%	100,000	-	Cancelled
Blackall Saleyards Upgrade - subject to funding	550,000	-	0%	300,000	250,000	Funding unsuccessful
PLANT & EQUIPMENT	995,000	884,124	89%	-	995,000	
Plant Replacement including committed orders	763,000	633,124	83%	-	763,000	As per plant replacement program
Plant New - Tractor	182,000	182,000	100%	-	182,000	New plant
Plant New - Elevated Work Platform	50,000	69,000	138%	-	50,000	New plant
ROAD INFRASTRUCTURE	4,928,065	2,077,026	42%	4,078,065	850,000	
R2R Emmet Road Works	808,300	226,038	28%	808,300	-	In progress
LRCI Stage 3 Local Rd Reseals	1,200,000	-	0%	800,000	400,000	Planning Stage
LRCI Stage 3 Main Street Rehab	800,000	725,980	91%	800,000	-	Complete
Remote Rds RRUP - Langlo Rd Resheet	600,000	-	0%	480,000	120,000	Postponed to next financial year
TIDS Scrubby Creek Rd	400,000	175,992	44%	200,000	200,000	In progress
Blackall Median Strip upgrade	100,000	-	0%	-	100,000	In progress
Banks Park Footpath	30,000	20,970	70%	-	30,000	Complete
Heavy Vehicle Bypass Stage 2 (LRCI & HVSP)	914,765	928,046	101%	914,765	-	Complete
Tambo Streets upgrade - Queen Elizabeth St & Charles St	75,000	-	0%	75,000	-	Planning stage
WATER INFRASTRUCTURE	50,000	7,907	16%	-	50,000	
Water infrastructure renewals and upgrades	50,000	7,907	16%	-	50,000	In progress
SEWERAGE INFRASTRUCTURE	1,055,000	-	0%	1,005,000	50,000	
Blackall Treatment Works Rehab	705,000	-	0%	705,000	-	Planning stage
Blackall Town Sewer Relining	250,000	-	0%	200,000	50,000	In progress
Tambo Sewer Upgrades - New Lots	100,000	-	0%	100,000	-	Planning stage
TOTAL CAPITAL PROGRAM 22-23	9,137,665	3,220,796	35%	5,961,665	3,176,000	

General Ledger 2022.7.5.1

Revenue and Expenditure Summary

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(Accounts: 0100-0001-0000 to 5245-2000-0000.
Blackall-Tambo Regional Council (Budget for full year)All report groups. 75% of year elapsed. To Level 2. Excludes committed costs)
Financial Year Ending 2023

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		REVENUE			EXPENDITURE				
		31 Mar 2023		AMENDED	ORIGINAL	31 Mar 2023		AMENDED	ORIGINAL
		ACTUAL		BUDGET	BUDGET	ACTUAL		BUDGET	BUDGET
1000-0001	ADMINISTRATION								
1000-0002	Administration	256,028	115%	222,500	222,500	2,896,882	78%	3,701,800	3,701,800
1100-0002	Finance	5,038,250	72%	7,046,000	7,046,000	36,855	50%	74,000	74,000
1200-0002	Oncosts	0	0%	0	0	(71,263)	16%	(447,900)	(447,900)
1300-0002	Stores/Purchasing	0	0%	0	0	(7,984)	-15%	52,800	52,800
2000-0002	Corporate Governance	50,590	---	0	0	607,779	81%	751,200	751,200
2100-0002	Business Activities	25,681	57%	45,000	45,000	85,633	172%	49,700	49,700
2150-0002	Saleyard Operations	782,347	50%	1,561,000	1,561,000	615,914	59%	1,036,200	1,036,200
2200-0002	Tambo Sawmill & Weighbridge	3,927	22%	18,000	18,000	48,297	322%	15,000	15,000
2350-0002	Airports/Aerodromes	109,059	107%	102,000	102,000	232,957	76%	306,500	306,500
2450-0002	Tourism	26,087	61%	42,500	42,500	288,707	80%	360,300	360,300
2500-0002	Planning & Development	29,891	66%	45,000	45,000	54,601	84%	65,000	65,000
2580-0002	Economic & Community Develop	2,056,464	51%	4,038,600	4,038,600	530	1%	82,500	82,500
2600-0002	Environmental	69,445	84%	83,100	83,100	167,154	76%	219,000	219,000
2650-0002	Animal Control	17,437	76%	22,800	22,800	11,095	50%	22,000	22,000
2700-0002	Stock Routes	54,442	50%	108,500	108,500	241,275	76%	317,000	317,000
3000-0002	Work Scheme and Community	12,678	75%	17,000	17,000	108,714	87%	125,000	125,000
3100-0002	Council Housing	111,044	50%	220,000	220,000	224,211	75%	299,500	299,500
3300-0002	Child Care Services	253,428	93%	273,200	273,200	228,446	49%	469,500	469,500
3350-0002	Sport and Recreation	51,237	80%	64,400	64,400	43,559	39%	112,000	112,000
3400-0002	Youth Services	0	0%	0	0	0	0%	80,000	80,000
3415-0002	Tambo Multi-Purpose Centre	126,480	75%	168,600	168,600	256,802	95%	271,100	271,100
3445-0002	Disability	133,884	187%	71,500	71,500	84,599	169%	50,000	50,000
3460-0002	Community Services	141,799	45%	315,300	315,300	61,956	19%	325,800	325,800
3470-0002	Miscellaneous Care Services	0	0%	0	0	0	0%	2,000	2,000
3500-0002	Libraries, Education and Arts	15,046	157%	9,600	9,600	180,839	78%	232,300	232,300
3570-0002	RADF & Community Assistance	49,990	98%	51,000	51,000	116,967	37%	314,000	314,000
3600-0002	Halls and Cultural Centres	827	28%	3,000	3,000	174,526	76%	230,200	230,200
3700-0002	Showgrounds & Sports Facilities	12,070	134%	9,000	9,000	517,710	75%	692,000	692,000
3740-0002	Funerals	51,756	94%	55,000	55,000	52,935	96%	55,000	55,000
3800-0002	Corporate Buildings	0	0%	0	0	114,068	58%	195,500	195,500
1000-0001	ADMINISTRATION	9,479,886	65%	14,592,600	14,592,600	7,373,764	73%	10,059,000	10,059,000
4000-0001	WORKS AND SERVICES								
4001-0002	Works Office and Depot	0	0%	0	0	2,385,763	78%	3,074,000	3,074,000
4100-0002	Town Street Maintenance	0	0%	0	0	383,105	96%	400,000	400,000
4200-0002	Rural Roads Maintenance	452,011	38%	1,193,500	1,193,500	573,775	72%	800,000	800,000
4500-0002	Recoverable Works	4,848,043	29%	16,769,600	16,769,600	8,907,173	57%	15,684,300	15,684,300
4550-0002	Plant Operations	2,554,085	71%	3,590,000	3,590,000	2,479,808	87%	2,838,500	2,838,500
4600-0002	SES - Disaster Mgmt	48,082	98%	49,000	49,000	48,818	31%	157,500	157,500
4700-0002	Cemeteries	3,400	340%	1,000	1,000	71,362	114%	62,400	62,400
4800-0002	Parks, Gardens and Reserves	0	0%	0	0	922,510	91%	1,012,900	1,012,900
4860-0002	Aquatic Centres	0	0%	0	0	456,027	90%	506,700	506,700
5000-0002	Cleansing	339,747	97%	351,400	351,400	216,582	76%	286,500	286,500
5100-0002	Water Supply	894,754	100%	893,600	893,600	394,503	79%	500,400	500,400
5200-0002	Sewerage Services	768,251	100%	767,100	767,100	327,038	96%	340,400	340,400
4000-0001	WORKS AND SERVICES	9,908,372	42%	23,615,200	23,615,200	17,166,463	67%	25,663,600	25,663,600
TOTAL REVENUE AND EXPENDITURE		19,388,258	51%	38,207,800	38,207,800	24,540,227	69%	35,722,600	35,722,600

Account/Function Specific Comments for Revenue and Expenditure Summary Report

Account	Description	Revenue	Expenditure
1000-0002	Administration	<i>Includes revenue from sale of railway building \$18,318, Insurance claims \$ 7,800, Employment Subsidies \$ 67,662</i>	
1100-0002	Finance	<i>General rates levied for full year. Financial Assistance Grant - Annual advance due in June</i>	
1200-0002	Oncosts		<i>Includes 1 - Insurance premiums paid for 12 months. 2 - Sick leave expense recognition on 1 July to bring to account liability provision.</i>
1300-0002	Stores/Purchasing		<i>Increase in stores overhead recoveries</i>
2000-0002	Corporate Governance	<i>Includes circus grant \$46,000</i>	<i>Includes circus carnivale contribution exp \$80,829</i>
2100-0002	Business Activities		<i>Includes condition report and maintenance expenditure on commerical buildings</i>
2150-0002	Saleyard Operations		
2200-0002	Tambo Sawmill & Weighbridge		<i>Includes rates and annual environmental permit fees and depreciation</i>
2350-0002	Airports/Aerodromes	<i>Post covid increase in landing fees and contract revenue</i>	
2450-0002	Tourism		
2500-0002	Planning & Development		
2580-0002	Economic & Community	<i>Includes State and Federal capital grants</i>	
2600-0002	Environmental		
2650-0002	Animal Control	<i>Annual animal registration fees issued in July</i>	
2700-0002	Stock Routes		
3000-0002	Work Scheme and Community		
3100-0002	Council Housing		
3300-0002	Child Care Services	<i>Includes sustainability grant received \$150,000</i>	<i>Excludes Transition payment made to Lady Gowrie in April 2023</i>
3350-0002	Sport and Recreation		
3400-0002	Youth Services		
3415-0002	Tambo MPC		
3445-0002	Disability		
3460-0002	Community Services		<i>Increase in program activities planned for 4th quarter</i>
3470-0002	Miscellaneous Care		
3500-0002	Libraries, Education	<i>Increase in State subsidy</i>	
3570-0002	RADF & Community Assistance	<i>Annual funding received</i>	
3600-0002	Halls and Cultural Centres		
3700-0002	Showgrounds & Sports	<i>Additional revenue from camping permits</i>	
3740-0002	Funerals	<i>Funeral Service discontinued</i>	<i>Funeral Service discontinued</i>
3800-0002	Corporate Buildings		
4001-0002	Works Office and Depot		
4100-0002	Town Street Maintenance		
4200-0002	Rural Roads Maintenance	<i>Financial Assistance Grants (Roads component)</i>	
4500-0002	Recoverable Works	<i>Over \$4,000,000 yet to be received from QRA for progress works completed to date -under assesement</i>	
4550-0002	Plant Operations		
4600-0002	SES - Disaster Management	<i>Annual SES & Get Ready grants received</i>	
4700-0002	Cemeteries	<i>Includes grave fees and expenditure previously accounted for under Funeral Services</i>	
4800-0002	Parks, Gardens and Reserves		
4860-0002	Aquatic Centres		
5000-0002	Cleansing	<i>Rate charges levied for 12 months</i>	
5100-0002	Water Supply	<i>Rate charges levied for 12 months</i>	
5200-0002	Sewerage Services	<i>Rate charges levied for 12 months</i>	

BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)[Next Item](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: **4.1.2****SUBJECT HEADING: DFCCS Operations Report – March 2023**

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The Director of Finance Corporate and Community Services operations report for March 2023 is presented to Council. The report includes housing and administration, Blackall aerodrome, libraries, visitor information centres, facility bookings, Tambo Multipurpose and Tambo Child Care Centre.

Officer's Recommendation: That Council receive the DFCCS Operations Report for March 2023.

Background**Blackall Buildings*****Buildings Maintenance***

- Monthly fire alarm system inspection at Cultural Centre completed.
- Minor repairs to Hut 3 & 4 Bauhinia Lane completed before advertising.
- 22 Mimosa Street – renovations completed and painting tendered.
- Inspections completed on all tenanted properties.
- Respray of pest control - Living Arts Centre, 90 Thistle Street and Blackall Mechanic's Shed.

Tambo Buildings***Buildings Maintenance***

- Truck Museum was sprayed for spiders.
- Air-Conditioners replacement and repairs occurred in both housing and buildings.
- Minor repairs have been carried out in several houses and buildings.

Aged Housing

- No vacancies at the Coolibah Village.

Blackall Visitor Information Centre**Monthly Statistics:****Visitor Numbers to Blackall Tourist Information Centre**

2021/2022	Visitor Numbers	2022/2023	Visitor Numbers
July	3794	July	3291
August	2628	August	3697
September	2100	September	1901
October	904	October	720

2021/2022	Visitor Numbers	2022/2023	Visitor Numbers
November	185	November	345
December	93	December	188
January	101	January	343
February	164	February	286
March	367	March	543
April	928	April	
May	1710	May	
June	3119	June	
Year to Date	16,093	Year to Date	11,314

Issue of Camping Permits

Month	Information Centre	Self - Registration	Total for Month 2022/23
July	426	615	1041
August	378	621	999
September	108	235	343
October	41	83	124
November	25	21	46
December	3	5	8
January	0	0	0
February	1	20	21
March	26	36	62
April			
May			
June			
Year to Date	1008	1636	2644
<i>2021/2022</i>	<i>2354</i>	<i>2100</i>	<i>4454</i>

Camping Ground Fees

Month	\$ Amount	2022/2023 YTD \$
July	\$13,710.25	\$13,710.25
August	\$10,613.00	\$24,323.24
September	\$4,060.68	\$29,503.75
October	\$1,309.00	\$30,812.74
November	\$559.75	\$31,372.48
December	\$102.05	\$31,554.54
January	\$0.00	\$31,554.54

Month	\$ Amount	2022/2023 YTD \$
February	\$400.99	\$31,875.54
March	\$725.00	\$32,640.54
April		
May		
June		

Year ending 2021/2022 - \$44,561.60

Blackall Library Report

Month	Loans 2021/22	Loans 2022/23	Visitors 2021/22	Visitors 2022/23	Requests 2021/22	Requests 2022/23	Members Added 2021/22	Members Added 2022/23
July	248	231	471	392	21	52	8	9
August	367	336	508	412	62	34	6	15
September	346	318	479	426	27	58	9	9
October	277	376	389	415	30	46	14	6
November	300	389	415	372	41	31	10	8
December	278	359	155	281	43	37	2	5
January	273	359	278	327	111	63	4	4
February	358	352	320	318	77	59	10	6
March	368	465	360	114	59	114	8	4
April	207		341		65		5	
May	305		356		20		8	
June	289		296		42		10	
Year to Date	3616	3275	4628	3057	598	494	94	66

Tambo Library

	Loans 2021/22	Loans 2022/23	Visitors 2021/22	Visitors 2022/23	Requests 2021/22	Request s 2022/23	Members Added 2021/22	Member s Added 2022/23
July	396	383	103	136	53	51	4	4
August	381	435	113	160	52	63	3	4
September	425	364	115	107	58	48	9	3
October	375	362	115	144	62	48	3	3
November	400	340	122	186	70	36	1	2
December	326	267	123	108	29	34	1	0
January	363	369	95	115	55	19	8	3

February	445	302	109	132	67	45	1	5
March	521	407	145	108	57	52	11	8
April	346		120		55		6	
May	435		183		58		3	
June	398		122		51		2	
Totals	4811	3229	1465	1196	616	396	52	32

Tambo Tourism	Visits 2021/22	Visits 2022/23
July	733	750
August	512	754
September	511	432
October	197	240
November	126	161
December	56	74
January	85	128
February	94	75
March	203	113
April	390	
May	609	
June	893	
Totals	4409	2727

Council Facility Bookings

Blackall	Memorial Hall		Cultural Centre		Showgrounds		Racecourse		Bus	
	21/22	22/23	21/22	22/23	21/22	22/23	21/22	22/23	21/22	22/23
July	0	1	6	7	13	1	1	1	8	4
August	2	1	5	11	15	3	1	0	8	4
September	2	2	5	8	6	6	0	0	5	4
October	2	1	9	8	3	5	2	3	7	11
November	2	1	11	8	1	3	1	1	6	7
December	1	0	2	4	0	1	0	0	1	1
January	1	1	0	3	1	0	0	0	0	3
February	1	1	7	6	1	2	1	1	1	2
March	1	1	6	5	1	5	0	1	3	4
April	1		8		2		1		2	
May	4		10		4		0		5	
June	3		6		6		1		1	
TOTAL	20	8	75	55	53	21	8	6	47	36

Tambo	Shire Hall		Racecourse		Western Sports		Bus	
	21/22	22/23	21/22	22/23	21/22	22/23	21/22	22/23
July	11	7	2	2	2	1	2	1
August	7	13	2	1	0	4	0	2
September	7	2	4	4	0	1	0	2
October	16	7	2	1	2	2	2	4
November	20	10	1	1	2	0	3	4
December	14	7	2	1	2	1	1	3
January	2	2	2	0	0	0	0	2
February	9	4	0	2	0	2	2	0
March	8	6	0	2	3	0	2	2
April	5		2		0		0	
May	11		2		0		1	
June	8		1		2		7	
TOTAL	118	58	20	14	13	11	20	20

Tambo Childcare Centre

Attendance	Month 2021-2022	YTD 2021-2022	Month 2022-2023	YTD 2022-2023
July	255	255	111	111
August	262	517	161	272
September	185	702	116	388
October	191	889	172	560
November	180	1073	208	768
December	48	1121	80	848
January	0	1121	56	904
February	101	1222	147	1051
March	129	1351	166	1217

Finance	Month Receipts 2022-2023	YTD Receipts 2022-2023	Month Expenditure 2022-2023	YTD Expenditure 2022-2023
July	\$6,650.00	\$6,650.00	\$17,623.00	\$17,623.00
August	\$16,603.00	\$23,253.00	\$23,955.00	\$41,678.00
September	\$8,423.40	\$31,676.47	\$19,487.31	\$61,283.97
October	\$10,189.13	\$41,865.60	\$19,798.53	\$81,082.50
November	\$20,464.51	\$62,813.80	\$29,416.84	\$114,237.74
December	\$9,355.21	\$72,169.01	\$32,296.54	\$146,534.28
January	\$2,685.27	\$74,854.28	\$12,955.63	\$159,489.91
February	\$10,785.81	\$85,640.09	\$36,907.47	\$196,397.38
March	\$17,787.56	\$103,427.65	\$32,048.22	\$228,445.60

Qantas Report

Month	Pax OFF	Pax ON	Total	YTD
July	113	115	228	228
August	115	99	214	442
September	133	97	230	672
October	145	140	285	957
November	111	100	211	1168
December	136	106	242	1410
January	99	89	188	1598
February	128	110	238	1836
March	171	143	314	2150
April				
May				
June				
6 Monthly Average	131.667	114.667	246.334	246.334
YTD	1151	999	2150	2150
Total for 2021/2022	1069	888	1957	1957

- The roster has been distributed for airport employees.

Tambo Multi-Purpose Centre

- The RADF committee received training on the RADF program.
- A workshop on grant writing was attended by twenty-four people.
- The Centre seniors are heading to the annual senior games in June, the theme is bright and colourful.
- The Multi-purpose Centre will be meeting up with the Tambo State School principal to discuss running mini athletics, one day a week after school. This will also build the knowledge of being physically healthy and having a healthy well-being.
- The MPC community garden is coming along very nicely, we have been successful with our first harvest. We have installed an automatic sprinkler system to help with the maintenance of watering over the weekends.
- Allied Health sessions for the month of March
 - Physiotherapy – 36 sessions
 - Remedial Massage – 16 sessions
 - Podiatry – returning in May.

Link to Corporate Plan

Economic Development

Outcome 2- Tourism – Foster a sustainable tourism industry that delivers economic outcomes for the community.

Vibrant Communities

Outcome 1- Arts and Culture – Continue to grow our region as the premier arts and cultural hub of Western Queensland.

Outcome 2- Health and wellbeing – The community has access to health services that meet their needs.

Outcome 3- Community Services – Services and facilities that meet the needs of the community.

Outcome 4- Youth – Engage, support, and encourage youth to remain in and return to the community.

Governance

Outcome 5- Customer Service – Provide excellence in customer service.

Infrastructure

Outcome 2- Airports – Aerodrome facilities in both Blackall and Tambo are Operationally safe and compliant with standards as determined by the civil aviation safety authority.

Outcome 5- Council buildings – Civic facilities that meet the needs of the community yet remain financially sustainable.

Consultation (internal/external)

Neighbourhood Centre Coordinator

Tambo Library and Tourism Officer

Customer Service Officers

Multi-Purpose Coordinator

Child Care Coordinator

Library Officer

Tourism Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)[Next Item](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: 4.1.3

SUBJECT HEADING: Code of Practice 2022 Managing the Risk of Psychosocial Hazards at Work

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The Code of Practice presents risks to Council if not implemented appropriately. Providing training for staff and contracting Outback Futures for twelve months to assist with implementation will mitigate these risks.

Officer's Recommendation: That Council:

- 1. adopt the Code of Practice 2022 Managing the risk of psychosocial hazards at work; and**
 - 2. Outback Futures be contracted for twelve months to assist with the implementation of the Code of Practice.**
-

Background

This code of practice on managing the risk of psychosocial hazards at work is an approved code of practice under section 274 of the *Work Health and Safety Act 2011* and becomes effective 1 April 2023.

The WHS Act defines 'health' to include both physical and psychological health. This means that where the WHS Act imposes a duty in relation to 'health', persons conducting a business or undertaking must manage risks to both physical and psychological health, so far as is reasonably practicable.

A psychosocial hazard is a hazard that arises from, or relates to, the design or management of work, a work environment, plant at a workplace, or workplace interactions and behaviors and may cause psychological harm, whether or not the hazard may also cause physical harm.

The code of practice is admissible in court proceedings under the WHS Act and WHS Regulation and if not complied with present a significant risk to Council particularly so when senior employees are required to manage psychological health issues.

To familiarise employees with the requirements of the Code of Practice four staff members have been enrolled for a virtual course with Peak Services.

To assist with the implementation of the Code of Practice it is thought that contracting Outback Futures for twelve months would be beneficial to the wellbeing of all employees and would enable Council to comply with the requirements of the legislation.

Outback Futures minimum fee is \$15,000 for the twelve months; however, Council has available \$20,000 from the Community Development Fund (external funding) if additional work is required.

Link to Corporate Plan

Governance

Outcome 1- Workforce – Council's workforce is trained and supported to competently manage themselves and their work.

Consultation (internal/external)

Chief Executive Officer

Outback Futures

Director of Finance Corporate and Community Services

Human Resources Officer

Policy Implications

Work Health and Safety policies will require updating.

Budget and Resource Implications

Funds available in the CDO Program (external funding)

Risk Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	Comply with new WHS Regulation.	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Enhance the wellbeing of staff.	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low



Managing psychosocial hazards at work

Code of Practice

JULY 2022

Disclaimer

Safe Work Australia is an Australian Government statutory agency established in 2009. Safe Work Australia includes Members from the Commonwealth, and each state and territory, Members representing the interests of workers and Members representing the interests of employers.

Safe Work Australia works with the Commonwealth, state and territory governments to improve work health and safety and workers' compensation arrangements. Safe Work Australia is a national policy body, not a regulator of work health and safety. The Commonwealth, states and territories have responsibility for regulating and enforcing work health and safety laws in their jurisdiction.

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Contact information

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Foreword

This Code of Practice on managing psychosocial hazards at work is an approved code of practice under section 274 of the [Work Health and Safety Act](#) (the WHS Act).

An approved code of practice provides practical guidance on how to achieve the standards of work health and safety required under the WHS Act and the [Work Health and Safety Regulations](#) (the WHS Regulations), and effective ways to identify and manage risks.

A code of practice can assist anyone who has a duty of care in the circumstances described in the code of practice. Following an approved code of practice will assist the duty holder to achieve compliance with the health and safety duties in the WHS Act and WHS Regulations, in relation to the subject matter of the code of practice. Like regulations, codes of practice deal with particular issues and may not cover all relevant hazards or risks. The health and safety duties require duty holders to consider all risks associated with work, not only those for which regulations and codes of practice exist.

Codes of practice are admissible in court proceedings under the WHS Act and WHS Regulations. Courts may regard a code of practice as evidence of what is known about a hazard, risk, risk assessment or risk control and may rely on the code in determining what is reasonably practicable in the circumstances to which the code of practice relates. For further information see the Interpretive Guideline: [The meaning of 'reasonably practicable'](#).

Compliance with the WHS Act and WHS Regulations may be achieved by following another method if it provides an equivalent or higher standard of work health and safety than the code.

An inspector may refer to an approved code of practice when issuing an improvement or prohibition notice.

Scope and application

This Code is intended to be read by a person conducting a business or undertaking (PCBU). It provides practical guidance to PCBUs on how to manage psychosocial health and safety risks at work.

This Code may be a useful reference for other persons interested in the duties under the WHS Act and WHS Regulations.

This Code applies to the performance of work and to all workplaces covered by the WHS Act.

How to use this Code of Practice

This Code includes references to the legal requirements under the WHS Act and WHS Regulations. These are included for convenience only and should not be relied on in place of the full text of the WHS Act or WHS Regulations. The words 'must', 'requires' or 'mandatory' indicate a legal requirement exists and must be complied with.

The word 'should' is used in this Code to indicate a recommended course of action, while 'may' is used to indicate an optional course of action.

1 Introduction

Psychosocial hazards can cause psychological and physical harm. On average, work-related psychological injuries have longer recovery times, higher costs, and require more time away from work. Managing the risks associated with psychosocial hazards not only protects workers, it also decreases the disruption associated with staff turnover and absenteeism, and may improve broader organisational performance and productivity.

1.1 Psychosocial hazards at work

Psychosocial hazards are hazards that:

- arise from or in relation to:
 - o the design or management of work
 - o the working environment
 - o plant¹ at a workplace, or
 - o workplace interactions or behaviours; and
- may cause psychological and physical harm.

Psychosocial hazards and the appropriate control measures may vary between workplaces and between groups of workers, depending on the work environment, organisational context and the nature of work.



Psychosocial hazards that may arise at work

- Job demands
- Low job control
- Poor support
- Lack of role clarity
- Poor organisational change management
- Inadequate reward and recognition
- Poor organisational justice
- Traumatic events or material

- Remote or isolated work
- Poor physical environment
- Violence and aggression
- Bullying
- Harassment including sexual harassment
- Conflict or poor workplace relationships and interactions

[Appendix A Job characteristics, design and management](#) and [Appendix B Harmful behaviours](#) provide further guidance and examples for each hazard.

Psychological harm or injuries from psychosocial hazards include conditions such as anxiety, depression, post-traumatic stress disorder (PTSD) and sleep disorders.

Physical injuries from psychosocial hazards include musculoskeletal injury, chronic disease, and physical injury following fatigue-related workplace incidents.

¹ WHS laws use the term plant to describe machinery, equipment, appliances, containers, implements and tools, any part of those things or anything fitted or connected to those things.

How do psychosocial hazards cause harm?

Psychosocial hazards can create stress. Stress is the body's reaction when a worker perceives the demands of their work exceed their ability or resources to cope.

Stress creates a physiological and psychological response in the body by releasing adrenaline and cortisol, raising the heart rate and blood pressure, boosting glucose levels in the bloodstream and diverting energy from the immune system to other areas of the body.

Stress itself is not an injury but if it becomes frequent, prolonged or severe it can cause psychological and physical harm.

Some hazards cause stress when a worker is exposed to the risk of that hazard occurring as well as when they are directly exposed to the hazard itself. For example, workers exposed to workplace violence are likely to experience stress if they perceive that the risk has not been controlled, even if the violence does not occur again. In this situation, despite the hazard rarely occurring, the stress itself may be prolonged.

1.2 Work health and safety duties

Person conducting a business or undertaking

WHS Act section 19

Primary duty of care

WHS Regulations Division 11

Psychosocial risks

WHS Regulations Part 3.1

Managing risks to health and safety

A PCBU must ensure, so far as is reasonably practicable, workers and other persons are not exposed to risks to their psychological or physical health and safety. A PCBU must eliminate psychosocial risks in the workplace, or if that is not reasonably practicable, minimise these risks so far as is reasonably practicable.

For more information see the Interpretive Guideline: [The meaning of 'reasonably practicable'](#).

The WHS Regulations include specific requirements for PCBUs to manage risks arising from psychosocial hazards.

Under the WHS Regulations, to manage psychosocial risks, a duty holder must:

- identify reasonably foreseeable hazards that could give rise to psychosocial risks
- eliminate risks, so far as is reasonably practicable
- if it is not reasonably practicable to eliminate the risks – minimise the risks so far as is reasonably practicable
- maintain implemented control measures so they remain effective, and
- review, and if necessary revise, control measures so as to maintain, so far as is reasonably practicable, a work environment that is without risks to health and safety.

In determining control measures to be implemented, a PCBU must have regard to all relevant matters, including:

- the duration, frequency and severity of the exposure of workers and other persons to the psychosocial hazards
- how the psychosocial hazards may interact or combine
- the design of work, including job demands and tasks
- the systems of work, including how work is managed, organised and supported
- the design and layout, and environmental conditions, of the workplace, including the provision of:
 - o safe means of entering and exiting the workplace
 - o facilities for the welfare of workers
- the design and layout and environmental conditions of workers' accommodation
- the plant, substances and structures at the workplace
- workplace interactions or behaviours, and
- the information, training, instruction and supervision provided to workers.

Officers

WHS Act section 27

Duty of officers

Officers, such as company directors, have a duty to exercise due diligence to ensure the PCBU complies with its duties under the WHS Act and WHS Regulations. For psychosocial risks this means the officer must take reasonable steps to:

- acquire and keep up-to-date knowledge of psychosocial work health and safety matters
- gain an understanding of the nature of the operations of the business or undertaking of the PCBU and generally of the psychosocial hazards and risks associated with those operations
- ensure the PCBU has available for use, and uses, appropriate resources and processes to eliminate or minimise psychosocial risks from work carried out by the business or undertaking
- ensure the PCBU has appropriate processes for receiving and considering information regarding incidents, psychosocial hazards and risks to health and safety and responding in a timely way to that information
- ensure the PCBU has, and implements, processes for complying with any duty or obligation they have under the WHS Act and WHS Regulations, and
- verify the provision and use of the resources and processes mentioned above and that they are performing effectively.

For information on officers and their duties see the Interpretive Guideline: [The health and safety duty of an officer under section 27.](#)

Workers

WHS Act section 28

Duties of workers

Workers must take reasonable care for their own psychological and physical health and safety and to not adversely affect the health and safety of other persons. Workers must comply with reasonable health and safety instructions, as far as they are reasonably able, and cooperate with reasonable health and safety policies or procedures that have been notified to workers.

For example, workers must follow any notified workplace policies setting standards for appropriate behaviour aimed at preventing bullying and harassment.

Other persons in the workplace

WHS Act section 29

Duties of other persons at the workplace

Other persons at the workplace, like visitors, must take reasonable care for their own psychological and physical health and safety and must take reasonable care not to adversely affect other people's health and safety. They must comply, so far as they are reasonably able, with reasonable instructions given by the PCBU to allow them to comply with the WHS Act and WHS Regulations.

For example, a customer in a retail store must not behave violently, nor abuse or harass staff.

Other relevant duties

Other relevant duties under WHS laws are set out throughout this Code of Practice. See [Consulting workers](#), [Consulting, cooperating and coordinating activities with other duty holders](#), [Information, training, instruction and supervision](#), and [Remote or isolated work](#).

WHS laws do not operate in isolation and other laws may also apply. For example, industrial relations, criminal, anti-discrimination, privacy and workers' compensation laws.

1.3 Consultation

Consulting workers

WHS Act section 47

Duty to consult workers

A PCBU must consult, so far as is reasonably practicable, with workers who carry out work for the business or undertaking and who are (or are likely to be) directly affected by a work health and safety matter.

If you and your workers have agreed procedures for consultation, it must be conducted in accordance with those procedures.

Effective consultation with workers improves decision-making about health and safety matters and assists in reducing work-related injuries and illness. Workers can identify tasks or aspects of their work that cause or expose them to psychosocial hazards and may have practical suggestions or potential solutions to address those hazards. For example, workers may have ideas to improve work design to minimise the risks of psychological harm.

The definition of 'worker' under the WHS Act is broad. In addition to employees, it includes anyone working for the business or undertaking, including contractors and their employees, labour-hire workers, outworkers, apprentices, trainees, work experience students and volunteers.

You must consult with workers when assessing risks or making decisions about the psychosocial risks to health and safety including what control measures are implemented.

Workers from diverse backgrounds may be exposed to different psychosocial hazards. You must consult with all workers, in particular workers with vulnerabilities, who are likely to be directly affected by particular psychosocial hazards. For example, women, young workers, those from culturally and linguistically diverse (CALD) backgrounds, LGBTIQ+ workers and workers with disability are more likely to experience workplace sexual harassment and should be provided with the opportunity to participate in these consultations (which may take different forms), along with all workers who are likely to be directly affected.

WHS Act section 48

Nature of consultation

All consultation must include any Health and Safety Representatives (HSRs) representing your workers. References to consultation with workers in this Code includes consultation with any HSRs.

You must provide workers with a reasonable opportunity to raise psychosocial health and safety issues, express their views and contribute to decision-making. You must consider whether existing consultation arrangements are appropriate for psychosocial risks. You must consult with workers and their representatives on implementing new consultation arrangements if required.

When consulting with your workers you must:

- share relevant information
- give workers a reasonable opportunity to express their views, raise health and safety issues and contribute to the decision-making process
- take those views into account before making decisions on health and safety matters, and
- advise workers of the outcome of consultations in a timely manner.

Management commitment and open communication between managers and workers is important in achieving effective consultation. Your workers are more likely to engage in consultation when their knowledge and ideas are actively sought and concerns about psychosocial health and safety are taken seriously. You should encourage workers to:

- share their knowledge and experience, and
- report psychosocial hazards so risks can be managed before an injury occurs.

Effective methods of consultation can vary according to the needs of your workers, workplace size, worker distribution across sites and shifts, the nature of the work and the type of hazards in a workplace. You and your workers should agree the form consultation will take.

For example, consultation could include:

- pre-job-start or toolbox discussions
- focus groups
- worker surveys
- WHS committee meetings
- team meetings, and
- individual discussions.

Each consultation method has benefits and limitations. For example, some forms of consultation are better for workers who do not have regular access to computers, while others allow workers to raise sensitive issues anonymously, or to provide detail and context.

CALD workers may need, or benefit from, different forms of consultation. For example, providing materials and conducting consultation in workers' preferred language(s) and using culturally appropriate people and messages.

Workers may be hesitant to raise and discuss some psychosocial hazards due to privacy or other concerns, particularly in relation to hazards like bullying or sexual harassment. You should consider consultation processes that address such concerns like anonymous surveys or reporting, particularly where workers may be concerned raising safety issues could impact on their employment or career progression.

You may need to use multiple methods of consultation for psychosocial hazards. The form and methods of consultation must be decided in consultation with workers.

WHS Act section 49

When consultation is required

As a PCBU you must consult with workers when:

- identifying hazards and assessing risks to health and safety arising from the work carried out or to be carried out
- making decisions about ways to eliminate or minimise those risks
- making decisions about the adequacy of facilities for the welfare of workers
- proposing changes that may affect the health or safety of your workers, and
- making decisions about procedures for consulting with workers; resolving health or safety issues at the workplace; monitoring health of your workers; monitoring the conditions at the workplace under your management or control and providing information and training for your workers.

However, it may be useful to also consult workers about matters not listed above.

Regular consultation is better than consulting only as issues arise on a case-by-case basis, or as a reaction to a particular event, because it allows you to identify and fix potential problems early. Further guidance is available in the Code of Practice: [Work health and safety consultation, cooperation and coordination](#).

Consulting, cooperating and coordinating activities with other duty holders

WHS Act section 16

More than 1 person can have a duty

More than one person can have the same WHS duty at the same time. The WHS Act requires that where more than one person has a duty for the same matter, each person retains responsibility to meet their duty in relation to the matter and must do so to the extent to which they can influence and control the matter.

WHS Act section 46

Duty to consult with other duty holders

Duty holders must consult, cooperate and coordinate activities with all other persons who have a WHS duty in relation to the same matter, so far as is reasonably practicable. Where you share a duty (e.g. you share a workplace or are involved in the same activity), each duty holder should:

- exchange information
- find out who is doing what about their respective WHS obligations, and

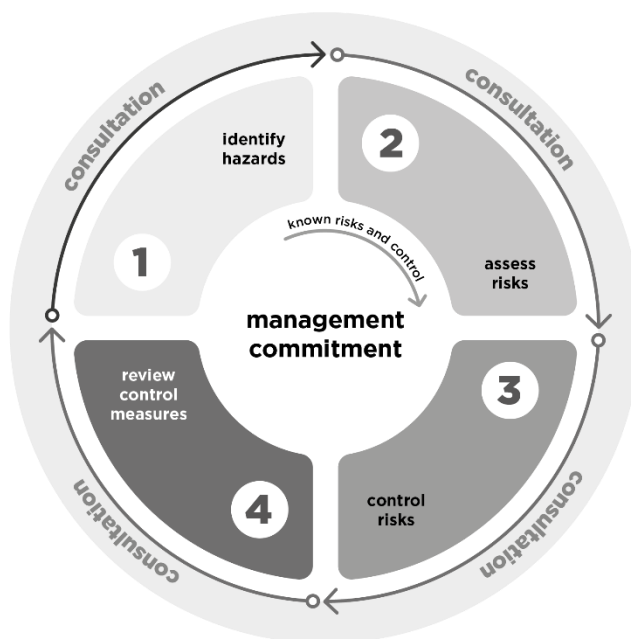
- work together in a cooperative and coordinated way so risks are eliminated or minimised.

Consulting, cooperating and coordinating with other duty holders can help you more easily and effectively control risks, and assist each of you to comply with your duty.

For example, both a PCBU who engages workers through a labour-hire company and the labour-hire company who supplies the workers have WHS duties to ensure the health and safety of the workers. They may consult and cooperate as part of contract negotiations about how to minimise psychosocial hazards, such as high job demands, by agreeing realistic timeframes, and ensuring workers have the skills and support to perform the work. Further guidance is available in the Code of Practice: [Work health and safety consultation, cooperation and coordination](#).

2 Overview of the process to manage psychosocial risks

To meet your duties to ensure health and safety, you must eliminate or minimise psychosocial risks so far as is reasonably practicable. To achieve this, just as for any other hazard, you can apply the risk management process described in the Code of Practice: [How to manage work health and safety risks](#).



The risk management process involves four steps:

1. **Identify hazards** - find out what could cause harm ([Chapter 3](#)).
2. **Assess risks**, if necessary - understand the nature of the harm the hazard could cause, how serious the harm could be and the likelihood of it happening. This step may not be necessary if the risks and controls are known ([Chapter 4](#)).
3. **Control risks** - implement the most effective control measures that are reasonably practicable in the circumstances and ensure they remain effective over time. This means:
 - you must eliminate risks, if reasonably practicable to do so
 - if it is not reasonably practicable to eliminate the risks, implement the most effective control measures to minimise the risks so far as is reasonably practicable in the circumstances, and
 - ensure those control measures remain effective over time ([Chapter 5](#)).
4. **Review control measures** to ensure they are working as planned and make changes as required ([Chapter 6](#)).

All of these steps must be supported by consultation (see [Section 1.3](#) of this Code).

Risk management requires planning and is an ongoing process. However, considering risks early prevents costly changes later and allows for more effective control measures to be used, resulting in less harm to workers. For example, you should consider psychosocial hazards at the design phase when planning an organisational restructure.

The risk management process may be implemented in different ways depending on the size and nature of your business or undertaking. Larger businesses and those in sectors where workers are exposed to more or higher risks are likely to need more complex, sophisticated risk management and consultation processes.

Before you start the process:

- explain the process
- get commitment and engagement from senior leaders and managers
- identify who needs to be involved, for example managers, workers, HSRs and subject matter experts, and
- decide how the process and its outcomes will be recorded and communicated.

Matters to consider when controlling risks

How long (**duration**), how often (**frequency**) and how significantly (**severity**) your workers are exposed to psychosocial hazards impacts the level of risks. Hazards **interacting** or **combining** with each other may also change the risks.

As you work through the risk management process you must consider things that may give rise to hazards, influence the level of risks workers are exposed to, or could be changed to help control those risks, including:

- **the design of work, including job demands and tasks involved**

Considering how the work is designed will support you to eliminate hazards at the source and at the organisational level.

Your workers should have an appropriate amount of work to match their skills and experience. For example, a job designed with too much work for a worker of that skill level to complete with the resources provided, or tasks that do not match that worker's skillset will create hazards. Matching tasks to workers' skills and scheduling non-urgent tasks for times of lower demand may assist to control risks.

- **systems of work, including how work is managed, organised and supported**

Systems of work are organisational rules, policies, procedures and work practices used to organise, manage and carry out work. These systems can introduce psychosocial hazards, but if carefully considered can also help control them.

For example, a system of work that does not allow workers to seek assistance from supervisors, or that allocates tasks without regard for other work demands may introduce hazards. A system of work which provides for support and manages job demands may assist to control risks.

- **the design and layout and environmental conditions, of the workplace, including safe means of entering and exiting the workplace and welfare facilities**

A poor physical working environment can be a psychosocial hazard, however the way a workplace is set up can also control other psychosocial hazards.

For example, ensuring workers can get away from aggressive customers or can observe when another worker may need assistance.

- **the design and layout, and environmental conditions of workers' accommodation**

Like the working environment, accommodation provided for workers can introduce or control psychosocial hazards.

For example, worker accommodation which does not provide adequate privacy or security can contribute to the risk of violence or harassment. Well-designed accommodation can help control these risks.

- **plant, substances and structures at the workplace**

Plant (e.g. machinery, equipment, appliances and tools), structures and substances used at work can introduce psychosocial hazards where they create a physical hazard that is not adequately controlled. For example, plant can create loud noises, dust and vibrations which creates poor physical environments and contributes to psychosocial risks.

Well-designed and maintained plant can prevent these hazards but can also be used to control other psychosocial hazards. For example, safe plant that allows work to be performed more efficiently can reduce high work demands.

- **workplace interactions or behaviours**

The way workers interact with each other and other persons in the workplace, their behaviour and relationships can introduce psychosocial hazards. However, supportive leadership, positive relationships and professional and respectful interactions can help to minimise a range of psychosocial hazards.

Poor organisational culture can hamper efforts to improve work health and safety by preventing workers seeking and providing support and discouraging workers from reporting hazards and participating in consultation. Leaders demonstrating poor behaviour are likely to contribute to poor organisational culture.

- **information, training, instruction and supervision provided to workers**

Information, training, instruction and supervision may be necessary to implement control measures effectively (see [Section 5.2](#) for further information and relevant duties). They may also assist in controlling some psychosocial risks, for example where low role clarity is creating a risk, information and training on the worker's role will assist in controlling the risks.

Leadership and management commitment

Genuine commitment by the PCBU, officers, and other organisational leaders is essential. These leaders, through their governance arrangements and resourcing decisions, actively shape the organisation and the way work is undertaken. These decisions will, directly and indirectly, impact how effectively you can control psychosocial risks.

This commitment can be built by ensuring leaders understand their duties under WHS laws, the risk management process these require, the business case for effectively managing psychosocial hazards, and the roles of various organisational leaders (e.g. human resources and WHS managers).

Consulting workers throughout the risk management process

At each step of the risk management process you must consult workers who are, or are likely to be, directly affected by a work health and safety matter and any HSR(s). For example, on proposed changes affecting work health and safety such as:

- new policies, procedures and systems of work
- organisational restructures, changes to staffing levels, new reporting arrangements and work locations
- changes to tasks, workload, duties and working arrangements, including rosters
- new technology, plant, equipment, substances, structures and production processes
- the redesign of existing workplaces, or
- changes to the way information, training, instruction and supervision are provided.

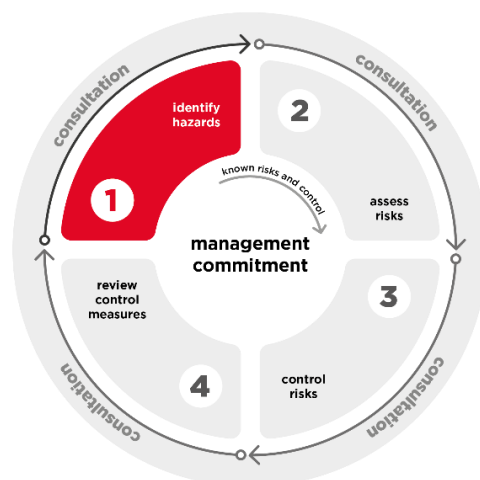
Consultation on changes that may affect work health and safety should occur as early as possible.

See [Section 1.3](#) for more information on consultation.

Further guidance on the risk management process is available in the Code of Practice: [How to manage work health and safety risks.](#)

3 Identify psychosocial hazards

The first step in the risk management process is to identify psychosocial hazards. This involves identifying the aspects of work and situations that could potentially harm your workers or others at your workplace and why these may be occurring. This step should also assist PCBU's to identify where and when workers are exposed to psychosocial hazards, and if controls are not adequately eliminating or minimising risks from known hazards.



3.1 Common psychosocial hazards

Below is a list of some common examples of psychosocial hazards you should consider when identifying psychosocial hazards in your organisation. The list and the examples in the descriptions are not exhaustive. Workers are likely to be exposed to a combination of psychosocial hazards; some risks may be constantly present, while others arise sporadically.

Some hazards by themselves may cause serious harm, such as experiencing workplace violence. In most circumstances, it will be a combination of psychosocial hazards which together may cause harm. Harm can be caused by a single instance or over time with repeated or prolonged exposure.

Hazards can be grouped or described in different ways. How they are categorised is less important than ensuring you and your workers have the same understanding of what is happening and how it may be causing harm.

Hazard	Descriptions
Job demands	<p>Intense or sustained high mental, physical or emotional effort required to do the job.</p> <p>Unreasonable or excessive time pressures or role overload.</p> <p>High individual reputational, legal, career, safety or financial risk if mistakes occur.</p> <p>High vigilance required, limited margin of error and inadequate systems to prevent individual error.</p> <p>Shifts/work hours that do not allow adequate time for sleep and recovery.</p> <p>Sustained low levels of physical, mental or emotional effort is required to do the job.</p> <p>Long idle periods while high workloads are present, for example where workers need to wait for equipment or other workers.</p>

Hazard	Descriptions
Low job control	<p>Workers have little control over aspects of the work including how or when the job is done.</p> <p>Workers have limited ability to adapt the way they work to changing or new situations.</p> <p>Workers have limited ability to adopt efficiencies in their work.</p> <p>Tightly scripted or machine/computer paced work.</p> <p>Prescriptive processes which do not allow workers to apply their skills and judgement.</p> <p>Levels of autonomy not matched to workers' abilities.</p>
Poor support	<p>Tasks or jobs where workers have inadequate support including practical assistance and emotional support from managers and colleagues, or inadequate training, tools and resources for a task.</p>
Lack of role clarity	<p>Uncertainty, frequent changes, conflicting roles or ambiguous responsibilities and expectations.</p>
Poor organisational change management	<p>Insufficient consultation, consideration of new hazards or performance impacts when planning for, and implementing, change.</p> <p>Insufficient support, information or training during change.</p> <p>Not communicating key information to workers during periods of change.</p>
Inadequate reward and recognition	<p>Jobs with low positive feedback or imbalances between effort and recognition.</p> <p>High level of unconstructive negative feedback from managers or customers.</p> <p>Low skills development opportunity or underused skills.</p>
Poor organisational justice	<p>Inconsistent, unfair, discriminatory or inequitable management decisions and application of policies, including poor procedural justice.</p>
Traumatic events or material	<p>Experiencing fear or extreme risks to the health or safety of themselves or others.</p> <p>Exposure to natural disasters, or seriously injured or deceased persons.</p> <p>Reading, hearing or seeing accounts of traumatic events, abuse or neglect.</p> <p>Supporting victims or investigating traumatic events, abuse or neglect.</p>
Remote or isolated work	<p>Working in locations with long travel times, or where access to help, resources or communications is difficult or limited.</p>

Hazard	Descriptions
Poor physical environment	Exposure to unpleasant or hazardous working environments.
Violence and aggression	Violence, or threats of violence from other workers (including workers of other businesses), customers, patients or clients (including assault). Aggressive behaviour such as yelling or physical intimidation.
Bullying	Repeated unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety. ² This includes bullying by workers, clients, patients, visitors or others.
Harassment including sexual harassment	Harassment due to personal characteristics such as age, disability, race, nationality, religion, political affiliation, sex, relationship status, family or carer responsibilities, sexual orientation, gender identity or intersex status. Sexual harassment - any unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature, in circumstances where a reasonable person, having regard to all the circumstances, would anticipate the possibility that the person harassed would be offended, humiliated or intimidated. ³ Harmful behaviour that does not amount to bullying (such as single instances) but creates a risk to health or safety.
Conflict or poor workplace relationships and interactions	Poor workplace relationships or interpersonal conflict between colleagues or from other businesses, clients or customers. Frequent disagreements, disparaging or rude comments, either from one person or multiple people, such as from clients or customers. A worker can be both the subject and the source of this behaviour. Inappropriately excluding a worker from work-related activities.

[Appendix A](#) and [Appendix B](#) provide further examples of these hazards.

Barriers that may put some workers at higher risk

Like for physical hazards, some workers may be at greater risk from psychosocial hazards due to barriers to understanding or participating in safety processes. This means there is a greater likelihood or severity of harm for these workers. For example, workers with:

- limited experience in the workplace (e.g. young workers)
- barriers to understanding safety information (e.g. literacy or language)
- perceived barriers to raising safety issues (e.g. power imbalance or stigma), or
- previous exposure to a hazard.

² Bullying is defined in Safe Work Australia Guidance and the *Fair Work Act 2009 (Commonwealth)*.

³ Legal definitions of 'sexual harassment' may vary in each state and territory.

For example, inexperienced workers may not identify harmful behaviours or have the confidence to report them. You could address this by providing more detailed induction training and greater support and supervision until they gain experience and understand these hazards.

Consulting your workers will assist you to identify any groups who are at greater risk, and whether there are additional reasonably practicable controls you must implement to eliminate or minimise the risks for these workers.

Addressing risks to individual workers

It may also be reasonably practicable to accommodate the needs of an individual worker to prevent harm where the worker has disclosed those needs or the PCBU is aware. For example, a worker with an injury or disability may need a quiet work area or different equipment to do their work. As well as making changes for individual workers you must still eliminate or minimise psychosocial risks for all workers so far as is reasonably practicable.

These changes may include, but are not limited to, changing workload and work hours, the nature of work, the work environment, or support and supervision.

3.2 How to identify psychosocial hazards

You must identify all reasonably foreseeable psychosocial hazards arising from the work carried out by your business or undertaking.

As well as identifying common hazards, ensure your process identifies hazards for less common but serious incidents, such as sexual or physical assault.

Examples of psychosocial hazards are included in [Appendix A](#) and [Appendix B](#).

Consult your workers

You must consult with your workers (see [Section 1.3](#) of this Code) when identifying hazards to health and safety arising from the work they carry out or are going to carry out.

If your workers are represented by HSRs you must include them in this consultation. HSRs may have specific training in work health and safety, which can assist you to manage risks. HSRs can also provide workers some anonymity which may encourage better engagement on psychosocial hazards.

Your workers may use different terms to describe exposure to psychosocial hazards. For example, they might say they feel:

- stressed, burnt-out or emotionally exhausted about their workload
- anxious or scared about talking to or dealing with an aggressive person
- humiliated, degraded or undermined by sexual harassment or discrimination
- angry about policies being applied unfairly
- confused about what their role involves, torn between competing priorities or 'feeling like a failure' for not being able to meet unrealistic expectations, or
- distressed, unable to sleep, or traumatised by exposure to traumatic situations or content.

Good consultation should allow for differences in how workers may describe hazards and seek to identify the underlying cause. You should provide your workers with information to help them understand and recognise psychosocial hazards.

Use surveys and tools

You can use surveys to gather information from workers, HSRs, supervisors and managers. Surveys are particularly useful when:

- anonymity is important, this is because anonymous surveys or tools protect workers from stigma or other adverse outcomes when reporting hazards or concerns
- workers are physically dispersed. For example, they work across multiples sites or shifts
- you need to consult with a large number of workers
- workers need time to consider your questions and their response, or
- workers may struggle to understand or otherwise participate in other forms of consultation.

Surveys must not replace agreed consultation procedures unless agreed with your workers, however they can be used as an additional tool for consultation.

You can seek advice on the tools available from the work health and safety regulator, industry associations, unions, technical specialists and safety consultants.

Medium to large businesses or organisations, particularly those with high psychosocial risks, should consider implementing a validated psychosocial risk assessment process.

Observe work and behaviours

Psychosocial hazards may be identified by observing:

- the workplace (e.g. are workers isolated or exposed to poor conditions)
- the work and how work is performed in practice (e.g. are workers rushed, is work delayed, do certain tasks result in confusion or frequent mistakes), and
- how people interact with each other (e.g. are workers, customers and clients respectful, or are harmful behaviours present).

In some circumstances, poor workplace behaviours may be an inappropriate response to other psychosocial hazards, such as high job demands, lack of role clarity and inadequate support. Also consider whether the workplace culture supports or tolerates harmful behaviours, including lower level (but still harmful) behaviours like name-calling, teasing, sexual or gendered jokes, and crude language.

Review available information

Review relevant information and records which may include:

- records of injuries, incidents or workers' compensation
- worker complaints and investigations
- reports from workplace inspections (e.g. HSR or safety officer walk arounds)
- staffing, resourcing, procurement and refurbishment decisions (e.g. will outsourcing some work increase work demands for another area, like contract managers)
- work systems, policies, governance arrangements and procedures
- duty statements and performance agreements
- records of hours worked (e.g. regular extra hours indicating high work demand)
- absenteeism and turnover data and exit interviews
- Health and Safety Committee (HSC) meeting records, and
- previous psychosocial risk assessments and any material feeding into them.

Not all psychosocial hazards will be associated with reported incidents, so it is important to gather additional information.

Information and advice about psychosocial hazards and risks relevant to particular industries and work activities are available from the work health and safety regulator, industry associations, unions, technical specialists, similar workplaces and safety consultants. Advice

is particularly helpful in complex or high-risk situations. For example, where workers are exposed to violence or aggression from a person they owe a duty of care to, such as nurses or teachers.

Look for trends

You may be able to identify trends from the information you collect. Trends may show certain tasks have more hazards associated with them, or some hazards are more common in certain roles. Trends may show workers in a particular location are exposed to more hazards than in other areas, which may indicate a problem with the design of that work area or the way work is carried out there. This can inform your risk assessment.

Have a reporting mechanism and encourage reporting

You should establish a mechanism for workers to report hazards. This should protect the privacy of workers who make reports and allow for anonymous reporting where possible. Your reporting mechanism should suit your business size and circumstances and be proportional to the risks in your business. For example, a small café could have a board in the kitchen for workers to write up hazards they identify, a locked box for making confidential reports and the duty manager taking reports of any hazards posing an immediate risk.

When hazards aren't being reported

Workers might not report psychosocial hazards because they:

- see them as just 'part of the job' or the work culture
- believe it's not serious enough to report
- feel they do not have time to report frequently occurring hazards
- think reports will be ignored, or not handled respectfully and confidentially
- fear they will be blamed or believe reporting may expose them to additional harm, discrimination or disadvantage, or
- do not know or understand how to report a hazard.

If a worker is being bullied, harassed or is exposed to other harmful behaviours they might not report it when the other person is in a position of authority (e.g. a manager or supervisor) or a position of influence (e.g. a client). Workers may be worried about the consequences of reporting, such as the person finding out about the complaint and the behaviour escalating.

It is important for hazards reported by workers be taken seriously. Workers can be encouraged to report hazards by:

- treating all reports of psychosocial hazards seriously and appropriately
- using agreed mechanisms, such as HSRs who can raise safety concerns for workers anonymously
- regularly discussing psychosocial hazards at team meetings or toolbox talks
- providing workers with a range of accessible and user-friendly ways to make a report informally, formally, anonymously or confidentially
- making it clear that victimising those who make reports will not be tolerated
- training key workers (e.g. supervisors, managers, contact persons and HSRs)
- ensuring processes and systems for reporting and responding to complaints of bullying, harassment or other poor behaviours are appropriate, transparent and well understood, and
- acting decisively to control the risks your workers identify.

Your hazards and risks reporting system should be appropriate and proportional for your organisation and the risks in your workplace. For example, a large organisation with previous instances of violent behaviour should consider a formal system with documented procedures. In contrast, a small business with no previous instances of violent or aggressive behaviour may not require a formal system, and could instead encourage workers to discuss hazards with supervisors as required and have a method of reporting and recording details.

4 Assess the risks

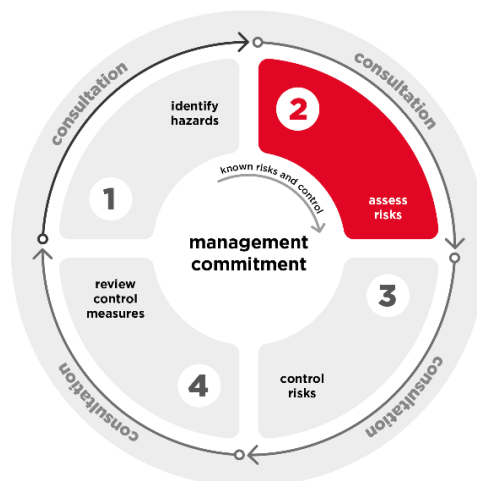
4.1 When should a risk assessment be conducted?

Once you have identified psychosocial hazards in your workplace, the next step is to assess the risks they create. This will help you determine what is reasonably practicable in managing the risks.

You should carry out a risk assessment, in consultation with workers and their HSRs if they have them, for any hazards you have identified. However, if you already know what the risks are and how to control them effectively, you can implement the controls without undertaking a risk assessment and then check to confirm these have been effective.

A risk assessment can help you determine how severe risks are, and therefore what is reasonably practicable in managing the risks.

Further information on risk assessments is available in the Code of Practice: [How to manage work health and safety risks](#).



4.2 How to assess psychosocial risks

To assess the risk of harm, you need to identify the workers affected and consider the duration, frequency and severity of their exposure. [Appendix C](#) may assist you to capture this information.

Once you have identified all the hazards you should assess the risks. To do this, consider:

- **Duration** – how long is the worker exposed to the hazards or risks?
- **Frequency** – how often is the worker exposed to the hazards or risks?
- **Severity** – how severe are the hazards and the workers' exposures?

Consider psychosocial hazards collectively rather than in isolation. Workers and others may be exposed to more than one psychosocial hazard at any time and hazards can interact or combine. For example, a worker exposed to aggressive customer behaviour is more likely to be harmed if at that time they do not have other workers present to support them and do not have the control to alter the way they work to de-escalate the situation. Assessing risks collectively may also assist you to identify more effective control measures.

Psychosocial risks increase when exposure to hazards is more severe (e.g. exposure to a traumatic incident), more frequent (e.g. regularly performing tasks without adequate support), or is longer in duration (e.g. high job demands over weeks or months).

The risks also increase when workers are exposed to a combination of the above mechanisms. For example, short term but severe exposure to a psychosocial hazard (e.g. a violent incident) is more likely to harm workers if they are also exposed to chronic (long duration), but less severe hazards (e.g. ongoing low support).

Psychosocial risks can cause both physical and psychological injuries. The severity of psychological injuries varies, but in comparison to physical injuries, on average, they require longer off work and are more costly.

5 Control the risks

Once you know which psychosocial hazards are present and you have assessed the risks they create, you are in a position to control them.

You must eliminate risks to health and safety if it is reasonably practicable to do so. If it is not reasonably practicable to eliminate the risks, you must minimise risks so far as is reasonably practicable.

Every workplace is different. The best combination of control measures will be tailored to your organisation's size, type and work activities to manage risks during both everyday operations and emergencies. Example control measures are provided in [Appendix A](#) and [Appendix B](#).



To determine what is reasonably practicable to manage psychosocial risks:

1. identify as many possible control measures as you can
2. consider which of these control measures are most effective, and
3. consider which controls are reasonably practicable in the circumstances.

5.1 Identify and select control measures

Identify possible control measures

To identify what can be done you should, in consultation with your workers, identify as many possible control measures as you can. This gives you the greatest scope to choose and apply the most effective control measures to eliminate or minimise risks. Consultation with workers will assist you to identify control measures you might not otherwise think of.

Consider which control measures are most effective

From the possible control measures you have identified, consider which control or combination of controls will be most effective.

You must first aim to eliminate the risks, so identify any control measures which would achieve this. Then order the remaining controls, or combinations of controls, from most to least effective at minimising the risks. Controls that are reliable and offer the highest level of protection are the most effective.

Minimising the risks can be achieved by changing the:

- design of work, including job demands and tasks involved
- systems of work, for example:
 - o allocating tasks to match skills
 - o ensuring sufficient time to complete tasks
 - o support from supervisors and other workers
- work environment and conditions
- workplace interactions including ensuring respectful behaviours and relationships, or
- objects or tools used in the task, for example ensuring plant, substances and equipment are safe and fit for purpose.

Physical risks contributing to psychosocial risks can be minimised through relevant substitution, isolation and engineering controls.

Administrative controls and personal protective equipment (PPE) are the least reliable controls and provide the lowest level of health and safety protection. You should consider these last and use them in combination with more effective controls.

For example, policies may be ignored, systems of work may not be understood and followed, and PPE may not always be worn. Further controls, such as supervision, may be needed to make a control more likely to be effective.

Select reasonably practicable control measures

For each of the controls you have identified, consider if it is reasonably practicable to implement in the circumstances. When determining what is reasonably practicable, you must consider all relevant matters, including:

- the likelihood of the psychosocial hazard or the risk occurring
- the degree of harm that might result from the hazards or the risks
- the availability and suitability of ways to eliminate or minimise the risks
- what the person concerned knows, or ought reasonably to know about the hazards or risks, and about the ways of eliminating or minimising the risks, and
- after assessing the extent of the psychosocial risks and the available ways of eliminating or minimising risks, the cost associated with eliminating or minimising the risks, including whether the cost is grossly disproportionate to the risks.

The greater the risks, the more that is required to be done to eliminate or minimise it. This may mean using more than one, or a combination of control measures.

Where psychosocial hazards are only present for short periods, infrequently and are not severe, it may not be reasonable to implement expensive and time-consuming control measures. It may, however, be reasonable to apply less expensive controls.

Multiple control measures may be required. The aim must be to keep trying to lower the likelihood and degree of harm until further steps are not reasonably practicable in the circumstances.

Psychosocial hazards can interact or combine with other psychosocial hazards to increase the risks. This means controlling the risks associated with one hazard can also minimise the risks from other psychosocial hazards.

When considering each control or combination of controls, a duty holder must take into account the likelihood of a particular control being effective.

Cost of control measures

Cost is a matter to be taken into account and weighed up with other relevant matters to identify what is reasonably practicable, but this must only be done after assessing the extent of the risk and the ways of eliminating or minimising it.

Where the cost of implementing control measures is grossly disproportionate to the risks, it may be that implementing them is not reasonably practicable and therefore not required. This does not mean that you are excused from doing anything to minimise the risks. A less expensive way of minimising the risks must instead be used. If two control measures provide the same level of protection and are equally reliable, you can implement the less expensive option.

The question of what is reasonably practicable is determined objectively, not by reference to your particular business or undertaking's capacity to pay, or other individual circumstances. You cannot provide workers with a lower level of protection simply because you are in a

lesser financial position than another PCBU facing the same hazards or risks in similar circumstances.

Your goal to produce a product or provide a service at a particular price cannot override your duty to ensure, so far as is reasonably practicable, the health and safety of your workers and others.

5.2 Implementing control measures

It is important to ensure a particular control measure will work before relying on it. You may need to test control measures, provide information, training or instruction to workers and supervise work to ensure control measures are effective.

Test control measures

Testing control measures allows you to ensure they are suitable for your workplace, operate as intended and do not introduce new risks.

You should allow enough time for your workers to adjust to changes (e.g. new work processes) before assessing the effectiveness of control measures. At this stage, you should frequently check with your workers on how they think the improvements are working and supervise workers to ensure controls are implemented effectively.

Information, training, instruction and supervision

WHS Act section 19

Primary duty of care

WHS Regulation 39

Provision of information, training and instruction

As you are planning to implement control measures, you must consider what information, training, instruction or supervision is required to ensure the control measures are effective.

Training must be suitable and adequate, having regard to:

- the nature of the work to be carried out
- the associated psychosocial hazards and risks, and
- the control measures to be implemented.

Training should require workers to demonstrate they are competent in performing the task. It is not sufficient to simply tell a worker about the procedure and ask them to acknowledge they understand and can perform it. Training may include formal training courses, in-house training or on the job training.

For example, if supervisors and managers have a role in implementing workplace policies on addressing harmful behaviours, you must provide them with any training necessary to ensure safety. This may include training, so they know what to do if they witness, experience or have a worker approach them about violence and aggression, bullying or sexual harassment at work or know who to seek guidance from if they have questions.

Information, training and instruction must be provided in a form all workers can understand, for example training may need to be provided in other languages. Information and instruction may also need to be provided to others who enter the workplace, such as customers or visitors.

The level of supervision required will depend on the risks and the experience of the workers involved. High levels of supervision are necessary where inexperienced workers are expected to follow new procedures or carry out difficult and critical tasks.

Maintenance

You must ensure that control measures are maintained so that they remain effective, including by ensuring they are fit for purpose, suitable for the nature and duration of the work; and set up and used correctly. You should decide what maintenance a control measure will require when you implement the control and establish a schedule for routine checks and maintenance. You may prepare a risk register identifying the hazards, what action needs to be taken, who will be responsible for taking the action and by when.

Workplace policies

Workplace policies can provide important information and help ensure everyone involved understands the business or undertaking's processes for managing psychosocial risks. Policies alone should not be relied on to control psychosocial risks, but they can detail responsibilities and help set clear expectations, particularly about behaviours at the workplace and during work-related activities.

You may have separate policies or one policy that covers several work health and safety issues.

Where you have policies relating to psychosocial risks, these must be developed in consultation with your workers and any HSRs. All workers must be made aware of the policies and what is expected of them.

Controlling risks arising from management action

Management action, such as managing unsatisfactory performance or poor behaviour is a necessary part of conducting a business or undertaking. Management action may also be necessary to prevent or control psychosocial hazards, for example:

- increased demands on other workers due to unsatisfactory performance, or
- behaving in a way that may harm others.

PCBUs may be concerned about balancing the need to undertake performance action with the duty to eliminate or minimise psychosocial risks that may arise from the process, so far as is reasonably practicable. This can be done by:

- addressing psychosocial hazards contributing to unsatisfactory performance or poor behaviour, and
- designing the management process in a way that eliminates or minimises psychosocial risks.

Addressing psychosocial hazards contributing to unsatisfactory performance or poor behaviour

Unsatisfactory performance or poor behaviour may be the result of multiple factors, including psychosocial hazards affecting the worker. Confirming whether all psychosocial hazards have been eliminated or minimised so far as is reasonably practicable will help you to ensure you are meeting your duties. A range of psychosocial hazards can contribute to poor performance and harmful behaviour, such as:

- lack of support or training to perform the role
- lack of clarity on the role and requirements

- poor interpersonal relationships.

Eliminating or minimising psychosocial risks in the management process

You must ensure you have eliminated or minimised any risks in your management process, so far as is reasonably practicable. For example, control risks associated with:

- poor organisational justice by ensuring you apply policies transparently and fairly, and
- poor interpersonal relationships by conducting the process in a respectful and constructive way.

6 Review control measures

The last step of the risk management process is to review the effectiveness of the implemented control measures to ensure they are working as planned. If a control measure is not working effectively, it must be reviewed and modified or replaced.

Reviewing control measures should be done regularly and is required:

- when the control measure is not eliminating or minimising the risks so far as is reasonably practicable
- before a change at the workplace that is likely to give rise to a new or different health and safety risk that the control measure may not effectively control
- if a new hazard or risk is identified
- if the results of consultation indicate a review is necessary, or
- if an HSR requests a review because they reasonably believe one of the above has occurred and it has not been adequately reviewed already.

Reports, complaints (including informal complaints) or grievances from workers may identify new psychosocial hazards or risks that are not adequately controlled. This should trigger a review of whether your existing control measures are effective, if your response procedures worked the way they were supposed to and whether new risks have been identified that also need to be managed.

Common review methods include inspecting the workplace, consultation, and analysing records and data. You can use the same methods as in the initial hazard identification step to check control measures. You must also consult your workers and their HSRs.

The person reviewing your control measures should have the authority and resources to conduct the review thoroughly and be empowered to recommend changes where necessary. Questions to consider may include:

- Are control measures working effectively, without creating new risks?
- Have workers reported feeling stressed or are they showing signs of harm?
- Have all psychosocial hazards been identified?
- Have risks changed or are they different to what you previously assessed?
- Are workers actively involved in the risk management process?
- Are workers openly raising health and safety concerns and reporting problems promptly?
- Has instruction and training been provided to all relevant workers?
- Are there any upcoming changes that are likely to result in a worker being exposed to psychosocial hazards?
- Are new control measures available that might better control the risks?
- Have risks been eliminated or minimised as far as is reasonably practicable?

If the effectiveness of the control measures is in doubt, go back through the risk management steps, review your information and make further decisions about control measures.



7 Recording the risk management process and outcomes

You should record your risk management process and the outcomes, including your consultation with workers. This allows you to demonstrate you have met your work health and safety duties and will assist you when you need to monitor or review the hazards you have identified and controls you have put in place.

Your records may include the outcomes of consultation, the hazards you identified, how you assessed the risks, the control measures implemented, and the training provided.

You should select a method of recording the risk management process and outcomes to suit your circumstances. For example, you can use a risk register such as the one in the Code of Practice: [How to manage work health and safety risks](#) or in [Appendix C](#).

It is also useful to have a record of the processes used to investigate and resolve issues. You could choose to include only high-level information in the general risk register where you are concerned about the need to maintain confidentiality.

A work health and safety inspector may ask to see a copy of records relating to the risk management processes if they visit your workplace. If you do not have a written record, you will need to demonstrate by other means how you have met your duties.

8 Conducting work health and safety investigations

Any work health and safety investigations into reports of incidents involving psychosocial hazards should primarily aim to identify hazards or new or improved control measures.

Investigations must maintain appropriate privacy and confidentiality of all workers involved to the extent permitted by law. For example, do not discuss reports in public areas or with anyone not involved in the investigation. Ensuring confidentiality should not prevent the parties involved from seeking support.

Nature of investigation

The nature of your investigation should be proportional to the risks and suit the circumstances. When deciding the nature of an investigation consider the:

- level of risks involved
- complexity of the situation, and
- number of workers involved or affected.

A formal investigation may not always be the most effective option. For example, the best response to a single low-level incident may be immediate informal discussions with the workers involved and changes to the relevant control measures. The earlier problems can be identified and addressed, the less likely a formal and complex investigation will be required.

Small businesses may require assistance if a matter is complex or high risk. You can seek advice from the work health and safety regulator, your industry body or a work health and safety expert.

Selecting an investigator

It is important to find an investigator who has the confidence of all parties involved where possible. They should be impartial and have the skills and knowledge to identify psychosocial hazards, assess the risks and recommend appropriate controls.

An external investigator may be required if an impartial internal investigator is not available, for example where a matter involves a senior manager.

Balancing a fair and transparent process

The investigation should be fair, transparent and timely to ensure due process for both those who raised the issue and any workers who have had allegations made about them. Throughout the investigation affected workers should be:

- informed of their rights and obligations during the process
- provided with the opportunity to respond to any allegations made against them
- provided with a copy of relevant policies and procedures
- kept informed about possible outcomes, timeframes, rights of appeal and reviews, and
- provided with adequate and fair support.

Concurrent investigations

Harmful behaviours, such as bullying and harassment can be inappropriate responses from workers exposed to other hazards, for example high job demands and poor support. Where these behaviours breach employment codes of conduct or professional standards you may require a separate investigation into these breaches as a disciplinary matter, as well as a

systematic work health and safety investigation looking at any hazards present and ensuring they are controlled.

Where breaches of a code of conduct or professional standard are not proven there may still be an underlying work health and safety risk which needs be controlled.

Appendix A – Job characteristics, design and management

This appendix provides examples of control measures for psychosocial hazards related to job characteristics, design and management, and the working environment and equipment including:

- high or low job demands
- low job control
- poor support
- traumatic events or material
- remote or isolated work
- lack of role clarity
- poor organisational change management
- inadequate recognition
- poor organisational justice, and
- poor environmental conditions.

However, it is not an exhaustive list and you should use the process outlined in this Code to ensure you identify all hazards in your workplace and assess and control the associated risks.

A single or irregular exposure to these hazards may not create psychosocial risks, or the risks may be very low. However, if workers' exposure to a hazard (or a combination of these hazards) is frequent, prolonged or severe it can cause psychological and physical harm.

The controls provided are examples. You must consider what is reasonably practicable to eliminate or minimise the risks in your workplace.

Job demands

Sustained or intense high levels of physical, mental or emotional effort which are unreasonable or chronically exceed workers' skills, or sustained low levels of physical, mental or emotional effort. A job can include periods of high and low job demands. A job can also involve a combination of low or high mental, emotional and physical demands.

Note: Some of these examples of hazards may not create psychosocial risks on their own, but may do so if combined with other hazards. Some hazards may only create risks on their own when severe. Consider all hazards present and the circumstances to determine what is reasonably practicable to manage the risks.

High physical demands may include:

- long, irregular or unpredictable work-hours (e.g. doing shift work or being on call)
- insufficient breaks (e.g. breaks are infrequent, too short, strictly scheduled or regularly interrupted)
- not being able to recover between periods of work (e.g. being expected to work afterhours, be on call, or return to work with insufficient rest and sleep)
- not having opportunities to use leave entitlements
- high workloads (e.g. having too much to do)
- physically demanding, challenging or tiring work (e.g. undertaking hazardous manual tasks or strenuous physical tasks), and

- time pressures or fast paced work (e.g. unreasonable deadlines or computer/machine paced work).

High mental or cognitive demands may include:

- complex tasks frequently or severely exceeding a worker's capacity or competency (e.g. workers' lack the training, resources, skills, authority or experience to reasonably or successfully do tasks)
- sustained levels of concentration or vigilance particularly when accuracy is required or workers are looking for infrequent events (e.g. long-distance driving or security monitoring)
- work where errors may have high reputational, legal, career, safety or financial risks (e.g. air traffic control, medical care or decisions affecting a large number of people)
- absence of systems to prevent individual errors (e.g. relying on workers to memorise information or perform manual calculations without checks), and
- repeatedly or rapidly switching tasks so it is difficult to concentrate and complete tasks (e.g. being frequently interrupted or having to do numerous things at once).

High emotional demands may include:

- responding to distressing or emotional situations (e.g. dealing with confrontation)
- managing other people's emotions (e.g. de-escalating an aggressive situation, undertaking disciplinary processes or assisting people who are distressed)
- providing support or empathy (e.g. conveying bad news, providing advocacy or counselling), and
- suppressing emotions or displaying false emotions (e.g. nursing staff hiding distress for patients or retail workers pretending friendliness with difficult customers).

Low job demands may include:

- having too little to do (e.g. running out of work) or long idle periods where workers cannot perform other tasks (e.g. where a worker must monitor a process and cannot perform other tasks until it is complete)
- highly monotonous or repetitive tasks which require low levels of thought processing and little variety (e.g. packing products or monitoring production lines)
- work that is too easy (e.g. significantly below a worker's skills or abilities), and
- idle periods when high workloads are present (e.g. having urgent work but being unable to proceed until equipment, resources or support become available).

Controlling job demands

Note: These are examples only. You must identify and implement control measures that eliminate or minimise the risks in your workplace, so far as is reasonably practicable.

Job/work design

- Schedule tasks to avoid intense or sustained low or high job demands (e.g. schedule non-urgent work for quieter periods).
- Manage supply chains to avoid large fluctuations in demand (e.g. delays in supplies causing backlogs of orders).
- Plan shifts to allow adequate rest and recovery, particularly between periods of high demand.

Physical work environment

- Design the workplace to eliminate demanding tasks or jobs (e.g. locate the storeroom next to the loading dock so deliveries do not require double handling).
- Provide quiet spaces for workers doing mentally demanding work.
- Implement systems to reduce human error (e.g. use IT systems to capture important information and generate reminders).

- Provide appropriate break areas (e.g. air-conditioned or shady areas for physically demanding work or staff-only areas for workers dealing with difficult customers).

For information on safe physical work environments see the Code of Practice: [Managing the work environment and facilities](#). For information on designing structures which will, or could reasonably be, used as a workplace see the Code of Practice: [Safe design of structures](#).

Modifying job demands

- Plan your workforce so you have an adequate number of appropriately skilled staff to do the work and so that tasks utilise your workers' skills.
- Roster enough workers to ensure they can take required breaks over long or busy shifts.
- Rotate workers through demanding or repetitive tasks.
- Reschedule non-urgent tasks if demand is unexpectedly high or low.
- Provide additional support during periods of high demand (e.g. provide more workers, better equipment or outsource tasks).
- Schedule enough time for difficult tasks to be completed safely. Inexperienced workers may require additional time, supervision or support.
- Outsource tasks to external companies with the capacity to deliver services safely (e.g. outsource tasks to companies that have appropriately skilled workers or specialised equipment).

Safe work systems and procedures

- Empower workers in situations where they face high emotional demands (e.g. allow discretion in providing refunds where appropriate to avoid customer aggression or distress).
- Have regular conversations about work expectations, workloads, deadlines and instructions to ensure job demands are understood and can be managed.
- Regularly review and update work policies and procedures to avoid unnecessary work (e.g. ensure reporting lines are suitable for current workloads).
- Have systems for escalating problems and getting support from managers.

The worker

- Set achievable performance targets, with consideration for the worker's experience and skills.
- Provide training if required to ensure workers have the skills to meet work demands.
- If emotional demands are an unavoidable part of a worker's role, ensure these are captured in the position description and applicants are informed at the pre-selection stage (e.g. at interview) of the demanding nature of the role.

Low job control

Having little control or say over the work or aspects of the work including how or when the job is done.

Note: Some of these examples of hazards may not create psychosocial risks on their own but may do so if combined with other hazards. Some hazards may only create risks on their own when severe. Consider all hazards present and the circumstances to determine what is reasonably practicable to manage the risks.

Low job control may include:

- requiring permission or sign-off before progressing routine or low risk tasks (e.g. before ordering standard monthly supplies or sending routine internal emails)

- workers' level of autonomy not matching their abilities (e.g. inexperienced and highly skilled workers are given the same level of autonomy)
- prescriptive processes and not allowing workers to apply their skills or judgment (e.g. work is tightly scripted and workers cannot adapt to the specific situation)
- lack of consultation about changes impacting their work (e.g. changing processes for interacting with clients)
- limited scope for workers to adapt the way they work to changing situations or adopt efficiencies in their work (e.g. not allowing workers to adapt processes which do not suit the situation)
- workers have little influence on how they do their work, when they change tasks or take breaks (e.g. work is machine or computer paced)
- workers are unable to avoid dealing with aggression or abuse (e.g. police or healthcare services), and
- workers do not have control over their physical environment (e.g. working in uncomfortable temperatures).

Controlling low job control

Note: These are examples only. You must identify and implement control measures that eliminate or minimise the risks in your workplace, so far as is reasonably practicable.

Job/work design

- Match workers' level of autonomy to their skills and experience.
- Implement consultation arrangements to regularly discuss the work, how it is done and any changes impacting workers.
- Develop governance arrangements and approval processes that balance risks and efficiency to streamline lower risk tasks.
- Design processes and systems to deal with new situations and provide autonomy for workers to apply their judgement when processes are not fit for purpose.

Physical work environment

- Design processes and systems so workers control their workflow (e.g. use electronic systems to filter client queues and give workers control over when the next client is called).
- If work is machine or computer paced, design processes so workers can alter the pace of work, change tasks, or pause the workflow to take breaks.
- Provide workers with reasonable control over their physical environment (e.g. workers can adjust their workstation).

Improving job control

- Plan any regular additional work hours or changes to work in advance with workers (e.g. if additional hours are usually required during peak season, plan this in advance with workers).
- Involve workers in organisational decision-making processes and encourage suggestions for continuously improving work practices.
- Plan deadlines, performance targets, work allocations and work plans in consultation with workers.
- Hold regular team meetings and discuss any work challenges with workers and discuss how problems could be solved.
- Monitor staff in way that is not excessive or punitive.

Safe work systems and procedures

- Create an environment where workers feel empowered to raise safety concerns about work requirements.
- Encourage workers to suggest changes or adopt efficiencies in their work.

- Provide leadership and supervision that supports workers to take reasonable control over their work.

The worker

- Develop a performance management system that ensures workers have input into the way they do their work rather than focusing only on output.
- Hire workers with the right mix of skills and experience for the position including the level of autonomy the job will have.

Poor support

Inadequate support, including insufficient support from supervisors or other workers.

Not having the resources they need to do the job or support work performance.

Note: Some of these examples of hazards may not create psychosocial risks on their own but may do so if combined with other hazards. Some hazards may only create risks on their own when severe. Consider all hazards present and the circumstances to determine what is reasonably practicable to manage the risks.

Poor support may include:

- insufficient, unclear or contradictory information (e.g. necessary information is not passed on or is communicated poorly)
- not having the things to do their job properly or on time (e.g. not having the necessary tools, systems, equipment or resources)
- frequently needing to compete for the things needed to do the job (e.g. where multiple workers need to use equipment at the same time)
- poorly maintained or inadequate tools, systems and equipment (e.g. tools are broken or IT systems do not work as intended)
- inadequate training for the task (e.g. new workers are asked to do complex tasks or workers are expected to use new tools without training)
- jobs where supervisors are unavailable to make decisions or provide support (e.g. they work from a different location or are frequently in meetings)
- inadequate guidance from supervisors or assistance from other workers (e.g. other workers are not available to help safely complete tasks)
- workers cannot ask for help when needed (e.g. workers are not able to pause work, leave their workstations or are working remotely without means to contact supervisors)
- workplace cultures that discourage supervisors or co-workers supporting each other (e.g. highly competitive, insecure, critical, uncooperative or uncollaborative workplaces)
- working environments that discourage discussion (e.g. lack of suitable spaces to discuss sensitive issues or where workers are physically separated)
- limited emotional support or unempathetic leadership (e.g. supervisors do not notice when workers are struggling, do not take issues seriously or provide a safe space to raise issues), and
- infrequent or poor performance feedback and discussions (e.g. feedback is unclear, unhelpful or not provided).

Controlling poor support

Note: These are examples only. You must identify and implement control measures that eliminate or minimise the risks in your workplace, so far as is reasonably practicable.

Job/work design

- Implement good information sharing systems so workers have quick access to the information they need to do their jobs (e.g. ensure databases are kept up to date and are user friendly).
- Design work so supervisors have manageable workloads, sufficient resources and their span of control allows effective supervision (e.g. supervisors have time to answer questions or assist with challenging tasks).
- Establish systems to ensure regular, fair, goal-focused and constructive feedback discussions occur between workers and supervisors to discuss work tasks, and any support or development needs (e.g. implement end of shift debriefs or require supervisors to do quarterly check ins).
- Provide clear management structures and reporting lines (e.g. provide organisational charts or ensure workers understand who to go to for help).

Physical work environment

- Provide workers with the things they need to do their jobs properly and safely (e.g. the right tools, equipment, systems and resources) and ensure workers have sufficient access to them (e.g. they are conveniently located and workers do not need to compete for access).
- Provide workers with access to supervisors (e.g. locate workers close to their supervisor or if working remotely provide tools like videoconferencing).
- Design the work environment to facilitate cooperation and ensure people can ask for help (e.g. workers can easily have discussions with others and there are suitable meeting spaces).

Increasing support

- Hold regular team meetings, and discuss any challenges, issues and support needs (e.g. ask workers about any new challenges or training they may need).
- Build a workplace culture that values collaboration and cooperation instead of competition (e.g. establish team rather than individual goals or praise cooperation).
- Maintain tools, systems and equipment, and review whether they are suitable for the work (e.g. ensure equipment works and consider whether other equipment might work better or more efficiently).
- Schedule meetings to ensure supervisors have availability during workers' usual hours to meet with them so workers can raise issues or ask questions.
- Increase the level of support during peak periods or challenging tasks (e.g. roster more workers on during peak season or check in more often for challenging tasks).
- Backfill roles or redistribute work when workers are out of the office or on leave.
- Design rosters so supervisors are available to help during difficult or busy times.
- Set clear work goals and clearly explain tasks.

Safe work systems and procedures

- Train workers on how to do their jobs and use relevant tools, equipment, systems, policies, or processes.
- Establish open communication (e.g. have an open-door policy) and encourage workers to share concerns early (e.g. by taking their concerns seriously and ensure they have safe spaces to raise them).
- Encourage and reward workers supporting each other.
- Encourage the development of positive working relationships (e.g. invest in team planning and building activities and encourage team discussions).

- Build interpersonal capabilities across the team (e.g. emotional intelligence, conflict resolution, or communication and feedback skills).
- Encourage supervisors to be empathetic in their leadership, including taking workers' concerns seriously, sensitively managing problems and helping when workers are struggling.
- Ensure supervisors understand their role in supervising workers.
- Encourage supervisors to provide timely, task specific, constructive feedback.

The worker

- Hire supervisors with the skills, experience and training to perform their role and support their team.
- Provide development programs to improve supervisors' skills.
- Establish inductions, training and mentoring (e.g. buddy programs) for new workers.

Lack of role clarity

Unclear, inconsistent or frequently changing roles, responsibilities or expectations.

Lack of important job-related information.

Note: Some of these examples of hazards may not create psychosocial risks on their own but may do so if combined with other hazards. Some hazards may only create risks on their own when severe. Consider all hazards present and the circumstances to determine what is reasonably practicable to manage the risks.

Lack of role clarity may include:

- unclear, inconsistent, or frequently changing jobs or role responsibilities
- overlap in responsibilities between workers (e.g. workers are given the same task and are not clear who is responsible for what)
- conflicting, uncertain, or frequently changing expectations and work standards (e.g. workers are given conflicting deadlines or instructions)
- conflicting, unclear or changing reporting lines
- missing or incomplete task information, or
- a lack of clarity about work priorities (e.g. which tasks or stakeholder relationships are most important).

Controlling lack of role clarity

Note: These are examples only. You must identify and implement control measures that eliminate or minimise the risks in your workplace, so far as is reasonably practicable.

Job/work design

- Provide position descriptions that clearly outline all key tasks, responsibilities and role expectations.
- Design management structures with clear reporting lines.
- Provide workers with a single immediate supervisor.
- Detail reporting lines in an organisational chart.

Physical work environment

- Provide a workplace which is compatible with workers' responsibilities (e.g. seat workers with their teams).

- Provide systems, tools and equipment which is compatible with workers' responsibilities (e.g. IT systems with profiles set up for different users and access to programs they need for their role).

Providing role clarity

- Provide clear work instructions and expectations, explain why roles, responsibilities and tasks have been allocated, and ensure workers understand.
- Ensure workers assigned to the same task understand who is doing what.
- Change tasks or processes that frequently create conflict, confusion, or result in frequent mistakes (e.g. provide clearer explanations or redesign the tasks).
- Update job descriptions and any role expectations following changes.
- Implement regular check-ins and encourage open discussion among team members to ensure they are clear about who is doing what.
- Provide all workers with an induction and ensure they understand their role.
- Provide clear guidelines for what to do when expectations do not align (e.g. between workers, workers and supervisors, or workers and clients).
- Implement systems to help workers identify issues or conflicts and resolve them.

Safe work systems and procedures

- Talk to workers to ensure they understand their role, your expectations, who they report to and the organisations work more broadly.
- Encourage feedback on changes that affect workers' job tasks
- Design a performance feedback system where employees receive regular feedback and provide them an opportunity to raise concerns about role clarity.
- Check with employees to ensure they understand any additional or different responsibilities or duties following an organisational change or restructure.

The worker

- Encourage workers to talk to their supervisor or manager early if they are unclear about the scope or responsibilities of their role.
- Provide a realistic job summary and overview during recruitment and selection processes so applicants are aware of the role, expectations and responsibilities.

Poor organisational change management

Organisational change management that is poorly planned, communicated, supported or managed.

Note: Some of these examples of hazards may not create psychosocial risks on their own but may do so if combined with other hazards. Some hazards may only create risks on their own when severe. Consider all hazards present and the circumstances to determine what is reasonably practicable to manage the risks.

Poor organisational change management may include:

- not consulting workers on changes in the workplace (e.g. not talking to workers or genuinely considering their views)
- poor consideration of work health and safety risks or performance impacts of a change (e.g. not considering health and safety risks when downsizing, relocating or introducing new technology or not allowing for drops in productivity while workers learn new processes)

- poorly planned changes (e.g. changes are disorganised, do not have a clear goal or do not account for workers' needs; inadequate communication with stakeholders causing disruption)
- poor communication about planned changes (e.g. allowing rumours to spread without providing timely, authoritative information)
- insufficient information is provided regarding changes (e.g. information is unclear or does not provide enough guidance for workers to understand and engage with the change)
- inadequate support for workers through the change process (e.g. not allowing time for workers to learn new tasks), or
- providing insufficient training to support changes (e.g. how to perform a new role or use a new process).

Controlling poor organisational change management

Note: These are examples only. You must identify and implement control measures that eliminate or minimise the risks in your workplace, so far as is reasonably practicable.

Job/work design

- You must consult workers who are, or are likely to be, affected by a work health and safety matter. You must agree consultation arrangements with your workers and should design them to suit your workplace. You must use agreed consultation arrangements when planning changes that raise work health and safety concerns.
- Modify work plans to allow for a period of change (e.g. adjusting performance targets while workers learn new roles).
- Plan any changes to duties, tasks, objectives and reporting arrangements to ensure they are reasonable and fair (e.g. ensure workers will not have too much to do).

Physical work environment

- Provide practical support for changes in duties, tasks or objectives (e.g. ensure workers have access to the tools and resources they need to perform a new task).
- Provide mechanisms to guide workers and managers through the change process (e.g. provide information or feedback sessions to address any concerns).

Managing and communicating organisational change

- Provide authoritative information about upcoming changes and options being considered as soon as possible, keep workers up to date, and ensure workers understand the changes (e.g. provide updates at team meetings or on notice boards).
- Inform customers and suppliers about changes and any impacts this will have.
- Provide workers with the reasons for changes.
- Provide emotional support to help workers deal with challenges or frustrations resulting from change and uncertainty.

Safe work systems and procedures

- Encourage workers to engage with the development of new position descriptions and work processes.
- Encourage workers to engage with consultation and raise any issues, concerns or suggestions.
- Respect individual differences and recognise workers will respond to change in a range of ways and will have different needs in consultation and engagement.

The worker

- You must provide workers any information, training, instruction and supervision necessary to safely complete their work (e.g. train them on safely using new equipment).

- Ensure the person communicating changes has the skills and authority to do so, and supervisors have the skills to support workers through periods of change.

Inadequate recognition and reward

Jobs where there is an imbalance between workers' effort and recognition or rewards, both formal and informal.

Note: Some of these examples of hazards may not create psychosocial risks on their own but may do so if combined with other hazards. Some hazards may only create risks on their own when severe. Consider all hazards present and the circumstances to determine what is reasonably practicable to manage the risks.

Inadequate recognition and reward may include:

- receiving unfair negative feedback (e.g. criticism on things workers cannot control or on things for which they have received insufficient training and support)
- receiving insufficient feedback or recognition (e.g. workers do not receive feedback on their work or are not given information to help them improve; workers are not acknowledged or rewarded for high effort or supporting colleagues)
- unfair, biased, opaque, or inequitable distribution of recognition and rewards (e.g. workers being rewarded for the efforts of others)
- limited opportunities for development (e.g. a lack of job training or development), or
- not recognising workers' skills (e.g. closely supervising or directing an experienced staff member on simple tasks).

Controlling inadequate recognition and reward

Note: These are examples only. You must identify and implement control measures that eliminate or minimise the risks in your workplace, so far as is reasonably practicable.

Job/work design

- Use fair, transparent and meaningful ways of providing recognition and rewards to reflect workers' efforts (e.g. avoid only recognising the workers doing high profile work; recognise teamwork and corporate contributions).
- Design fair and transparent performance management processes (e.g. ensure performance measures relate to aspects of work within a worker's control and consult workers on performance expectations).

Providing appropriate recognition and reward

- Provide recognition or feedback promptly and ensure it is specific, practical, fair and clearly relates to workers' performance.
- Consult workers when designing reward and recognition systems.

Safe work systems and procedures

- Develop leaders' abilities to provide constructive feedback and recognise good performance.
- Ensure performance management systems focus on aspects of work that are within the worker's control.
- Ensure you attribute work correctly and ensure the right workers receive recognition for achievements.
- Train supervisors on how to have difficult conversations and manage underperformance in a way that prioritises improvement over blame.

The worker

- Implement systems to support performance (e.g. training and mentoring) and provide opportunities for development (e.g. allow workers to take ownership of particular tasks).
- Recruit or train supervisors with the skills to provide constructive feedback and recognise the contributions of workers.

Poor organisational justice

Poor organisational justice involves a lack of procedural justice (fair processes to reach decisions), informational fairness (keeping people informed), or interpersonal fairness (treating people with dignity and respect).

Note: Some of these examples of hazards may not create psychosocial risks on their own but may do so if combined with other hazards. Some hazards may only create risks on their own when severe. Consider all hazards present and the circumstances to determine what is reasonably practicable to manage the risks.

Poor organisational justice may include:

- failing to treat workers' information sensitively or maintain their privacy (e.g. having performance discussions in front of others or using information for a purpose it was not disclosed for)
- policies or procedures that are unfair, biased or applied inconsistently (e.g. promotion based on favouritism, or applying disciplinary policies inconsistently or discriminatorily)
- penalising workers for things outside their control (e.g. for not producing a sufficient number of products when they did not have access to the required materials)
- failing to recognise or accommodate the reasonable needs of workers (e.g. failing to provide an accessible workplace)
- discriminating against particular groups or not applying policies fairly to some groups
- failing to appropriately address (actual or alleged) underperformance, inappropriate or harmful behaviour, or misconduct (e.g. not investigating allegations of sexual harassment or not providing procedural justice for workers accused of bullying)
- allocating work, shifts and opportunities in a discriminatory or unfair way (e.g. giving 'good' shifts based on friendships with supervisor), or
- no or inadequate processes for making decisions affecting workers (e.g. policies and processes do not set out the key considerations for disciplinary decisions).

Controlling poor organisational justice

Note: These are examples only. You must identify and implement control measures that eliminate or minimise the risks in your workplace, so far as is reasonably practicable.

Job/work design

- Design unbiased and transparent workplace processes, policies and procedures in consultation with workers (e.g. decision making, recruitment, promotion, performance management, task allocation, work health and safety or workplace entitlement policies).
- Consult workers when setting work standards or performance expectations. Ensure they are achievable and workers will not be penalised for things outside their control.

Physical work environment

- Design a workplace environment where private conversations can be held and ensure confidential information is kept secure.

- Ensure the workplace accommodates reasonable needs of workers (e.g. provide accessible ramps, doors or IT equipment).

Safe work systems and procedures

- Provide mechanisms for workers to report issues, raise concerns or appeal workplace decisions.
- Regularly review policies, processes, procedures, performance expectations and decisions to ensure they are appropriate, fair and reflect the needs of the workplace.
- Communicate processes and information to workers in a timely and appropriate way (e.g. notify unsuccessful applicants privately before you publicly announce promotion decisions).
- Provide systems to protect workers who raise safety concerns from discrimination (Sections 104-109 of the WHS Act prohibit discriminatory, coercive or misleading conduct).

The worker

- Encourage workers to use available processes to raise concerns, issues or complaints early, and use appeal processes when necessary.
- Ensure workers understand expectations and performance targets.
- Hire and promote workers based on merit using transparent selection methods.

Traumatic events or material

Witnessing, investigating or being exposed to traumatic events or material. A person is more likely to experience an event as traumatic when it is unexpected, is perceived as uncontrollable or is the result of intentional cruelty. This includes vicarious exposure and cumulative trauma.

Traumatic events involving work-related violence are covered in [Appendix B](#).

Note: Some of these examples of hazards may not create psychosocial risks on their own but may do so if combined with other hazards. Some hazards may only create risks on their own when severe. Consider all hazards present and the circumstances to determine what is reasonably practicable to manage the risks.

Traumatic events or material may include:

- witnessing or investigating a fatality, serious injury, abuse, neglect or serious incident (e.g. working in child protection)
- exposure to seriously injured or deceased persons (e.g. working in an emergency department or as a forensic scientist)
- experiencing fear or extreme risks (e.g. being in a motor vehicle accident, workplace incident or near miss)
- exposure to natural disasters (e.g. emergency services workers responding to floods or bushfires)
- witnessing or investigating terrorism or war (e.g. police officers responding to terrorist attacks or journalists reporting on wars)
- supporting victims of painful and traumatic events (e.g. providing counselling services)
- listening to or reading descriptions of painful and traumatic events experienced by others (e.g. lawyers reviewing evidence or advocates helping with victim testimonies)
- finding evidence of crimes or traumatic events (e.g. customs workers or online moderators), and
- exposure to events that bring up traumatic memories.

Controlling exposure to traumatic events or material

Note: These are examples only. You must identify and implement control measures that eliminate or minimise the risks in your workplace, so far as is reasonably practicable.

Job/work design

- Design work to minimise the number of workers exposed to traumatic events (e.g. design roles so tasks that can be carried out away from an accident or disaster scene are performed from another location).
- Coordinate and schedule tasks at traumatic scenes so workers are not exposed to unnecessary trauma (e.g. arrange for less urgent tasks to be performed after a body has been removed).

Physical work environment

- Eliminate physical risks to health and safety in the workplace to prevent trauma from a workplace incident or near miss.
- Remove or secure potentially lethal means of self-harm (e.g. medications or hazardous chemicals) from the workplace or secure them (e.g. require two workers to enter codes to access storage units or require higher level authorisation processes).
- Provide physical barriers to discourage suicide attempts (e.g. install fences to prevent access to train tracks or railings on bridges, locking windows and limiting roof access).
- Implement file flagging processes or password requirements on potentially distressing files to eliminate inadvertent exposure to distressing content.

Minimising exposure to traumatic events or material

- Reduce exposure to traumatic materials, particularly if there is no operational need for workers to view or listen to all the materials or consider them in detail (e.g. allow online moderators to remove users based on a single serious breach or encourage officers discovering suspected child abuse material to pass that material to identified investigations without reviewing it).
- Use screening software to remove explicit material.
- Minimise the number of workers exposed to traumatic materials or events (e.g. do not bring unnecessary workers into an investigation or natural disaster area).
- Minimise the amount of traumatic materials or events each worker is exposed to (e.g. rotate police officers through different roles to provide periods of respite).
- Reduce workloads so workers can investigate thoroughly and provide adequate support to victims (e.g. prevent workers from feeling they 'failed someone').
- Increase breaks and recovery time after exposure to a traumatic event (e.g. provide time to disconnect from work).

Safe work systems and procedures

- Provide guidelines and procedures for dealing with incidents, train workers in these procedures and ensure they understand them (e.g. reduce the number of decisions workers make during a traumatic event).
- Implement reporting systems for exposure to traumatic or distressing events. Implement systems that prompt supervisors to support workers, trigger a review of the incident and a review of whether control measures are working as planned.
- Create a safe space for workers to report traumatic or distressing events and deal with these disclosures sensitively and seriously.
- Implement peer support programs.
- Implement procedures for providing support after traumatic events (e.g. provide counselling and professional support).
- Train supervisors on responding to trauma and where they can get assistance.

The worker

- Ensure recruitment and selection practices incorporate a realistic job preview so applicants are aware the role has the potential to expose them to trauma.
- Monitor the health of your workers following traumatic events, or when dealing with traumatic materials, using processes developed in consultation with workers.
- Provide training to workers so they understand their role, know how to respond effectively, and know where to access advice and assistance during a traumatic event.
- Provide training to workers who may be exposed to traumatic events or have a role in supporting workers who are exposed, so they can recognise signs and symptoms of stress and ensure they know where and how to access support.
- Monitor and support workers following traumatic events (e.g. are there any changes to their behaviours or increased absenteeism).
- Provide employee assistance programs and encourage workers to use them.

Remote or isolated work

Work that is isolated from the assistance of other persons because of the location, time or nature of the work.

Working in environments where there are long travel times, poor access to resources, or communications are limited and difficult.

Note: Some of these examples of hazards may not create psychosocial risks on their own but may do so if combined with other hazards. Some hazards may only create risks on their own when severe. Consider all hazards present and the circumstances to determine what is reasonably practicable to manage the risks.

Remote or isolated work may include:

- working in locations requiring long commutes to work sites
- significant delays to entering or exiting the worksite (e.g. prisons, tower cranes or confined spaces)
- limited access to resources (e.g. supplies are delivered infrequently or there are significant delays in getting additional equipment if needed)
- limited access to recreation or opportunities to escape work issues (e.g. living in workers' accommodation in remote areas)
- reduced access to support networks and lower capacity to meet family commitments (e.g. fly-in fly-out or offshore work)
- working alone (e.g. lone workers on night shift)
- working away from the usual workplace (e.g. working in clients' homes, offsite or from home)
- where there is limited access to reliable communication and technology (e.g. no phone reception or IT systems are frequently offline), and
- difficulties or long delays accessing help in an emergency (e.g. community nurses in remote areas, working in underground mines).

Controlling remote or isolated work

WHS Regulation 48

Remote or isolated work

You must manage the risks associated with remote or isolated work, including providing effective communication with the worker carrying out remote or isolated work.

The Code of Practice: [*Managing the workplace environment and facilities*](#) provides information on how the risks associated with remote or isolated work can be controlled including information on:

- workplace layout and design
- communication systems
- buddy systems
- movement records, and
- training information and instruction.

Poor physical environment

Exposure to unpleasant, poor quality or hazardous working environments or conditions.

Note: Some of these examples of hazards may not create psychosocial risks on their own but may do so if combined with other hazards. Some hazards may only create risks on their own when severe. Consider all hazards present and the circumstances to determine what is reasonably practicable to manage the risks.

Poor physical environments may include:

- performing hazardous tasks
- working in hazardous conditions (e.g. near unsafe machinery or hazardous chemicals)
- performing demanding work while wearing uncomfortable PPE or other equipment (e.g. equipment that is poorly fitted, heavy, or reduces visibility or mobility)
- workplace conditions that affect concentration or ability to complete tasks (e.g. high noise levels, uncomfortable temperatures or poor lighting)
- unpleasant workplace conditions such as poorly maintained amenities, unpleasant smells or loud music
- working with poorly maintained equipment (e.g. equipment that has become unsafe, noisy or started vibrating), and
- work-related accommodation, facilities and amenities that cause or contribute to worker fatigue (e.g. conditions are noisy, uncomfortable or stop workers getting enough sleep).

You can find more information on physical hazards and the working environment on the Safe Work Australia website.

Controlling a poor physical environment

Like psychosocial hazards, you must eliminate or minimise physical hazards in the workplace as far as is reasonably practicable. Specific duties may also apply under WHS laws, for information on how to manage a poor physical environment please see the Safe Work Australia website.

Appendix B – Harmful behaviours

This appendix provides information on psychosocial hazards related to harmful behaviours. Harmful behaviours include:

- violence and aggression
- bullying
- harassment including sexual harassment or gender-based harassment, and
- conflict or poor workplace relationships and interactions.

These can cause physical and psychological harm to the person they are directed at and anyone witnessing the behaviour.

A single or irregular exposure to these hazards may not create psychosocial risks or the risks may be very low. However, if workers are exposed to a hazard (or a combination of these hazards) over a prolonged period or in a severe way they can cause psychological and physical harm.

The controls provided are examples, you must consider what is reasonably practicable to eliminate or minimise the risks in your workplace.

Identifying harmful behaviours

Overt or extreme forms of these behaviours (such as physical violence) may be easier to identify and are not tolerated in most workplaces. However, more subtle forms like crude language, sexist remarks and an overall workplace culture that is degrading or intimidating may not be taken as seriously and can be more difficult to identify.

Some of the things that may increase the likelihood of workers being exposed to harmful behaviours are set out below. This can help you identify when, where and why these behaviours may happen at work. For example, workplaces with low worker diversity (e.g. the workforce is dominated by one gender, age group, race or culture), some workforce characteristics (e.g. new and young workers, casual workers, workers in minority groups) and a workplace culture which tolerates or ignores harmful workplace behaviours are more likely to experience harmful behaviours.

Workers may be more likely to experience harmful behaviours or be more severely affected by it, because of their sex, gender, sexuality, age, migration status, disability and literacy. The risk of experiencing harm rises when a person faces multiple forms of discrimination. Attributes that make a person more vulnerable to these behaviours can also make workers less likely to report concerns or incidents.

Harmful behaviours can come from a range of sources including:

- **External** behaviours from customers, clients, patients, members of the public or from other businesses (e.g. between a plumbing and an electrical sub-contractor at the same work site, or a delivery person and a retail worker).
- **Internal** behaviours from other workers, supervisors or managers.

Harmful behaviours may be an inappropriate response to other psychosocial hazards (e.g. high job demands or inadequate support). To effectively control risks, you must control the underlying causes as well as directly addressing harmful behaviours.

Violence and aggression

Things that increase the likelihood of violent or aggressive behaviour include:

- providing care or services to people who are distressed, confused, afraid, ill, affected by drugs or alcohol or receiving unwelcome or involuntary treatment
- enforcement activities (e.g. the activities of police, prison officers or parking inspectors)
- working in high crime areas
- handling valuable or restricted items (e.g. cash or medicines)
- poor visibility in the workplace (e.g. poor lighting or barriers)
- restricted movement in the workplace (e.g. limited exit points)
- working alone, in isolation or in a remote area with the inability to call for assistance
- working offsite or in the community
- working in unpredictable environments (e.g. where other people may pose a risk to workers' safety such as at a client's home)
- interacting with customers, either face-to-face, on the phone or online, or
- service methods or policies that cause or escalate frustration, anger, misunderstanding or conflict (e.g. low staffing levels, customer service policies, setting unreasonable expectations of the services an organisation or workers can provide).

Bullying

Things that increase the likelihood of bullying include:

- presence of other psychosocial hazards:
 - o high job demands
 - o low job control
 - o low support
 - o organisational change, such as restructuring or significant technological change
 - o lack of role clarity, or
 - o poor organisational justice
- leadership or management styles:
 - o autocratic behaviour that is strict and directive and does not allow workers to be involved in decision making
 - o behaviour where little or no guidance is provided to workers or responsibilities are inappropriately and informally delegated to subordinates, and
 - o abusive and demeaning behaviour that may include inappropriate or derogatory language, or malicious criticism and feedback, and tolerance of this behaviour
- systems of work
 - o lack of resources or training
 - o inappropriate work scheduling, shift work and poorly designed rostering
 - o unreasonable performance measures or timeframes
 - o poor workplace relationships
 - o poor communication
 - o isolation
 - o low levels of support, or
 - o work group hostility.

Harassment including sexual harassment

Things that increase the likelihood of harassment include:

- acceptance of inappropriate behaviour (e.g. racially or sexually crude conversations, innuendo or offensive jokes are part of the accepted culture)
- power imbalances along gendered lines (e.g. workplaces where one gender holds the majority of management and decision-making positions)

- workplaces organised according to a strict hierarchical structure (e.g. police and enforcement organisations, medical and legal professions)
- use of alcohol at work activities and attendance at conferences and social events as part of work duties, including overnight travel
- workers are isolated, in restrictive spaces like cars or working from remote locations with limited supervision or restricted access to help and support
- working from home which may provide an opportunity for covert sexual harassment to occur online or through phone communication
- interacting with customers, either face-to-face, on the phone or online, and
- poor understanding among workplace leaders of the nature, drivers and impacts of sexual harassment.

While anyone can experience harassment there are certain groups who are more likely to experience it. Some workers may be at greater risk because of their age, gender, sexuality, migration status, disability and literacy.

Conflict or poor workplace relationships and interactions

Things that increase the likelihood of conflict or poor workplace relationships include:

- culture of tolerating swearing, name calling, spreading rumours or rudeness within the workplace
- lack of policies or processes to handle reports of unacceptable behaviour, and
- the presence of other psychosocial hazards (workers are more likely to be uncivil when they are stressed).

Controlling risks from harmful behaviours

Behaviours such as those listed above are known to cause harm. You must put control measures in place to eliminate or minimise risks so far as is reasonably practicable.

This section provides examples of control measures for managing the risks of violence, aggression, sexual harassment and bullying at the workplace.

Note: These are examples only. You must identify and implement control measures that eliminate or minimise the risks in your workplace, so far as is reasonably practicable.

Physical work environment and security

The physical work environment can affect the likelihood of violence, aggression, harassment and bullying occurring and the ability to respond if it does happen. Consider the following control measures which may provide the highest protection for workers.

Security

- Security personnel or night-time security patrol.
- Video surveillance.
- Fixed and portable alarm systems.
- Communication systems like phones, intercoms and alarm systems are in place, regularly maintained and tested.
- Ensuring vehicles are fit for purpose (e.g. have central locking devices, tracking devices such as GPS systems to allow drivers in distress to be located, lighting inside the vehicle to allow the driver to be aware of passenger behaviour, vehicles are well maintained so they do not break down in unsafe locations or times).

Access

- Controlling access to the premises (e.g. electronically controlled doors with viewing panels that allow surveillance of public areas before the doors are opened from the inside).
- Preventing public access to the area when people are working alone or at night (e.g. via a security card or code, asking guests to leave the room while workers clean).
- Providing facilities and amenities which give privacy and security (e.g. private and secure change rooms or facilities for workers to use which are separate from customers).
- Separating workers from the public with fixed or removable barriers (e.g. high counters, furniture, screens on counters or screens between a driver and passenger).
- Installing a service window for night transactions and systems like pay-at-the-pump.

Visibility

- Ensuring internal and external lighting provides good visibility, including in car parks.
- Arranging furniture and partitions within the workplace to ensure good visibility of service areas, improve natural surveillance and avoid restrictive movement.
- Improving natural surveillance in areas such as offices, storerooms and other segregated areas (e.g. using semi opaque glass or screens).

Environment

- Ensuring there are no areas where workers could become trapped, such as rooms with keyed locks.
- Implementing appropriate temperature and noise controls, such as in waiting areas to reduce customer frustration.
- Securing any objects that could be thrown or used to injure someone.
- Providing workers and others with a safe place to retreat. In other situations, it may be possible to move the person behaving inappropriately (e.g. an aggressive student could be removed from the classroom while the behaviour continues).
- Ensuring a safe working environment for workers during travel (e.g. workers being in a vehicle together), at conferences, off site, at client or customer premises, and any other location where work is performed.

Safe work systems and procedures

Safe work systems and procedures are administrative controls that should be part of your approach to managing risks at your workplace.

Communication

- Communicate with workers when they are working in the community or away from the workplace (e.g. a supervisor regularly checking in with the worker throughout their shift).
- Clearly define jobs and seek regular feedback from workers about their role and responsibilities.
- Clearly communicate to clients and customers that any form of violence, aggression harassment or bullying is not tolerated (e.g. in service agreements, contracts or on signs).
- Manage expectations of clients and customers by clearly communicating the nature of the products or services you are providing (e.g. online and using signage).
- Put up signs at the workplace (e.g. zero tolerance of aggression and violence; limits on products or services; security cameras are in use; or limited cash held on the premises).

Procedures

- Ban or refuse service to persons with a history of poor behaviour (e.g. patrons at pubs or clients gyms). If service is necessary, such as for medical care, put in place additional measures to protect workers and others.

- Provide alternative methods of customer service to eliminate face-to-face interactions (e.g. online or click-and-collect services, or no contact delivery drops).
- Establish procedures for dealing with harmful behaviour from customers or clients and how workers and managers can respond.
- Limit the amount of cash, valuables and medicines held on the premises and handle them securely (e.g. only accept cashless payments) see the *Guide for Transporting and Handling Cash* for more information.
- Use face shields where spitting or intentionally coughing is a risk.
- Avoid the need for workers to work alone where possible (e.g. working in pairs, closing the business with security personnel present, or providing a safe escort to a worker's transport).
- Provide supervision of work and support for workers, especially new, young and inexperienced workers.
- Procedures for working in isolation and uncontrolled environments (e.g. carrying out situational risk assessments to determine at each visit the safety of a client's home before commencing duties).
- Provide a sufficient number of workers (e.g. during peak periods of customer attendance and for the level of care needed for clients).
- Alternate tasks in the workplace - particularly tasks requiring high levels of customer interaction - with other work tasks and ensure workers have regular breaks if aggression or incivility is likely.
- Encourage workers to keep records and screenshots if harmful behaviour occurs online or through phone communication and report the behaviour to their supervisor.
- Assess risks of client aggression and violence and whether additional control measures are required for dealings with some clients.
- Implement management plans where a client is known to have a history of aggression or violence. Develop the plan in consultation with appropriately qualified people and communicate it to all relevant workers.
- Reduce waiting times and missed calls (e.g. by training 'relief' workers to take calls or transferring calls to other areas).
- Encourage workers to escalate problem calls to senior workers.
- Encourage workers to report incidents and behaviours of concern.
- Provide a range of accessible and user-friendly ways to make a report informally, formally, anonymously and confidentially.

Information and training

- Improve role clarity by ensuring workers have well-defined roles and clear expectations.
- Provide adequate resources and training to workers so they are able to perform their role confidently and competently.
- Provide information on the standards of behaviour expected in the workplace, including the use of social media or other technologies.
- Train workers in how to deal with difficult customers, conflict resolution and de-escalation techniques, when and how to escalate issues to managers or supervisors, and procedures to report incidents.
- Train managers and supervisors on how to deal with difficult customers and conflict resolution when issues are escalated.
- Plan for regular handover and information exchange with workers, other agencies, carers and service providers.
- Understand client condition/disability/triggers/care and behaviour management plans.
- Ensure workers understand how to make a report, their right to representation and the support, protection and advice available.
- Make it clear that victimisation of those who make reports will not be tolerated
- Train key workers (contact persons) to receive reports and give support and advice.

Policies

- Implement appropriate workplace policies as part of managing work health and safety risks.
- Set, model and enforce acceptable behaviour standards for all people in the workplace.
- Foster a positive and respectful work culture where violence, aggression, harassment and bullying are not tolerated.
- As power imbalances and inequality increase the risk of gendered and sexual harassment, consider implementing policies and strategies to address gender inequality, lack of diversity and power imbalances at the workplace.
- For work-related events, reinforce workplace policies and behaviours expected of workers, ensure responsible service of alcohol policies are followed and that workers know who to turn to if they experience or witness inappropriate behaviour at the event.
- Avoid sexualised uniforms and ensure clothing is practical for the work undertaken.
- Act in a consistent manner when dealing with reports of violence, aggression, harassment and bullying, including providing sufficient and appropriate feedback to workers who have raised concerns.
- Allow workers to refuse or suspend service if people fail to comply with the expected standard of behaviour.
- Ensure processes and systems for reporting and responding to incidents are widely communicated and regularly reviewed.
- Provide supportive, consistent and confidential responses to reports.

Review

- Regularly evaluate work practices, in consultation with workers and their representatives, to see if they contribute to poor behaviours.
- Review control measures after incidents or changes in behaviour.
- Review and monitor workloads, staffing levels and time pressures.
- Collect de-identified details of all reports, including those that are not pursued formally by the complainant, to help you identify systemic issues at the workplace.

Appendix C - Risk register

Location: [Click here to enter text.](#)

Date: [Click here to enter a date.](#)

Hazard	How frequently are workers exposed to this hazard?	How long does this exposure last?	How severe is their exposure?	Are other hazards present this may interact with?	How effective are the current controls?	What further controls are required?	Actioned by	Date Due	Date Complete	Maintenance and review
<i>E.g. High work demand (end of financial year sales)</i>	<i>Once a year</i>	<i>1 month</i>	<i>Moderate, most staff are unable to complete essential tasks and report feeling stressed.</i>	<i>Yes, aggressive customers and low support from supervisors.</i>	<i>Moderately, workers are encouraged to leave non-essential tasks but still struggle to keep up with demands.</i>	<i>Additional workers to be assigned to busy shifts.</i>	<i>J. Blogs</i>	<i>31/05/2022</i>	<i>Click here to enter a date.</i>	<i>To be reviewed after first week of this year's sales.</i>
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BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 19 April 2023

Item No: 4.1.4

SUBJECT HEADING: Retirement of the Tambo Childcare Policies

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: As of 3 April 2023, Lady Gowrie is the approved provider of the Tambo Childcare Centre.

Officer's Recommendation: That Council retire:

- (a) Stat 23 – Tambo Childcare Policies and Procedures; and
 - (b) Admin 49 – Diabetes Policy; and
 - (c) Admin 50 – Asthma Policy; and
 - (d) Admin 51 – Illness and Infectious Disease Policy; and
 - (e) Admin 52 – Enrolment and Orientation Policy; and
 - (f) Admin 53 – Fees Policy; and
 - (g) Admin 54 – Parental Code of Conduct Policy; and
 - (h) Admin 55 – Administering First Aid Policy; and
 - (i) Admin 56 – Exclusion Due to Illness Policy; and
 - (j) Admin 57 – Administering of Medication Policy; and
 - (k) Admin 58 – Child Protection Policy; and
 - (l) Admin 59 – Curriculum Policy; and
 - (m) Admin 60 – Immunisation Policy; and
 - (n) Admin 61 – Medical Conditions Policy; and
 - (o) Admin 62 – Nutrition and Food Safety Policy; and
 - (p) Admin 63 – Safe Sleeping, Rest and Relaxation Policy; and
 - (q) Admin 65 – Supporting Relationship & Partnerships Policy; and
 - (r) Admin 66 – Water Safety Policy; and
 - (s) Admin 67 – Incident Reporting Policy
-

Background

On 3 April 2023 Lady Gowrie became the approved service provider of the Tambo Childcare Centre. Accordingly, Lady Gowrie will have their own policies and procedures to conduct business.

Council will continue to be responsible for the maintenance of building and grounds, as well as the cost of building insurance and electricity.

Council's Childcare Policies are no longer required; therefore, it is recommended that these policies be retired.

Attachment:

1. The Childcare Policies will be uploaded separately due to the file sizes. Access the documents by clicking on the [link](#).
-

Link to Corporate Plan

Vibrant Communities

Outcome 3 – Community Services- Services and facilities that meet the needs of the community.

Governance

Outcome 2 – Accountability- Accountable, responsible, and transparent governance.

Outcome 3 – Leadership- Responsible leadership with informed and transparent decision making.

Consultation (internal/external)

Chief Executive Officer

Director of Finance Corporate and Community Services

Policy Implications

Tambo Childcare Policies and Procedures

Budget and Resource Implications

Nil

Risk Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	Retire Tambo Childcare Policies and Procedures	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

Nil

BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)[Next Item](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: **4.1.5****SUBJECT HEADING: Operational Plan Review**

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: Section 174 (3) of the Local Government Regulation 2012 requires Councils to review their Operational Plans every three months.

Officer's Recommendation: That Council receive the March 2023 Operational Plan review.

Background

Council adopted its 2022-2023 Annual Operational Plan on 15 June 2022. The Operational Plan provides a plan on how and what Council will do during the financial year to respond to Council and community long-term priorities.

Section 174 (3) of the Local Government Regulation states that the Chief Executive Officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals of not more than 3 months.

The attached report provides an assessment of the organisation's progress toward the implementation of the actions, projects, initiatives, and key performance indicators as identified in the 2022-2023 Operational Plan.

Link to Corporate Plan

Governance

Outcome 2 – Accountability- Accountable, responsible, and transparent governance.

Outcome 3 – Leadership- Responsible leadership with informed and transparent decision.

Outcome 4 – Financial- Manage Council's finances responsibly and sustainably.

Consultation (internal/external)

Chief Executive Officer

Director of Works and Services

Manager of Finance Corporate and Community Services

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	Compliant with section 174 (3) of the Local Government Regulation.	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Strategic information is beneficial to the community	Low
Ethical	Low	Nil	Low
Reputation	Low	Keeping the community informed of Council's operational processes.	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

Nil

Blackall-Tambo Regional Council**Review of Operational Plan for the quarter ending 31 March 2023**

	Resp. Officer	Operational Plan 2022/2023	Duration	Performance Measures	Costs	Funding Source	Degree of Completion
Arts & Culture							
Blackall Library	DFCCS	Appropriate training given to staff so they are competent in all aspects of library administration.	Ongoing	Visitors to the library increase and there is positive feedback from the public. Book issues increase.	Ongoing	Council	Ongoing
Tambo Library	DFCCS	Appropriate training given to staff so they are competent in all aspects of library administration.	Ongoing	Visitors to the library increase and there is positive feedback from the public. Book issues increase.	Ongoing	Council	Ongoing
Disaster Management							
Blackall-Tambo Disaster Management Plan	CEO	Working group formed to review the plan and approve amendments periodically.	Ongoing	Group meetings continually reviewing and adjusting plans as required.	Ongoing	Council and QFES	LDMG Meeting 31 March. Evacuation sub-plan adopted.
Arrange emergency services training needs where necessary.	CEO	Funds available for continued training of SES Officers and maintenance of equipment.	Ongoing	Local Controllers to maintain SES membership and provide training in line with LG and EMQ requirements	Ongoing	Council and QFES	Ongoing
Economic Development							
Business							
Blackall Saleyards	CEO	Continue to enhance the facility and increase profitability through additional maintenance	2022-2023	Meets all WHS and regulatory requirements	Ongoing	Council	Cash profit to date \$244,131
Blackall Saleyards Upgrade LGSSP Project - Subject to Funding	DWS	Back up power, lighting, loading ramp catwalks, wash down pumps, second scanner, six hay feeders, new mower	2022-2023	Meets all WHS and regulatory requirements	\$550,000	LGSSP \$300,000 Council \$250,000	Funding was unsuccessful
Blackall Saleyards Ramp C Access Roads		Construct Access Road to Ramp C	2022-2023	Meets all WHS and regulatory requirements	Heavy Vehicle Bypass Stage 2	Included in HVSSP Funded Project..	Pave and seal complete apart from seal on one small road.
Tambo Childcare Building Upgrade - Subject to Funding	DFCCS / DWS	Repairs and renovations as requested by C&K Pty Ltd	2022-2023	Meets all WHS and regulatory requirements	\$100,000	CCCF Funds being used	Interior and exterior painted cost of \$21,300
Tambo Childcare Centre	DFCCS	Staff development taking place through an arrangement with C and K. Staff to attend training sessions and have an excellent knowledge of the current legislation and regulations.	2022-2023	Contract with C&K expired 31 Dec 2022. The Coordinator continues to develop good working relationships with parents and children. Continue to search for efficiencies in operations to reduce current level of subsidy.	Ongoing	Council	Transferred to Lady Gowrie 3 April 2023. Cash Deficit YTD \$125,018

Blackall-Tambo Regional Council**Review of Operational Plan for the quarter ending 31 March 2023**

	Resp. Officer	Operational Plan 2022/2023	Duration	Performance Measures	Costs	Funding Source	Degree of Completion
Tourism							
Collective approach to tourism	Council	Work co-operatively with regional tourism groups and government agencies.	2022-2023	Monitor relationships with external organisations and register the grants being received.	Ongoing	Council	Ongoing
"Circus" Festival in Blackall and Tambo	Mayor	Committee to develop a programme aimed at encouraging residents and visitors to celebrate this event in Blackall.	2022-2023	To provide an exciting and vibrant experience for residents and visitors to Blackall alike and to enjoy a get together along with the entertainment..	\$100,000	Council	Complete. Very successful community event
Tambo Truck Museum BOR	DWS	To support the preservation of the history of trucking in Tambo and to provide an additional item of attraction.	2022-2023	To provide an additional item of interest for visitors as another means of encouraging longer stays. Enable residents to reflect on this aspect of history.	\$200,000	\$200,000 State	Structure complete. The Museum display is being complied.
Tambo Dam Lights	DWS	A design of lights to bring the Tambo Dam to life at night.	2022-2023	Positive feedback from the public and meets all regulatory requirements	\$100,000	Grant Funding	To complete additional funding will be required
Tambo Visitor Information Centre	DFCCS	Providing an easy to find location with friendly service provided to all visitors. Appropriate training made available through workshops and training sessions.	Ongoing	Positive feedback from visitors to the Centre.	Ongoing	Council	Good reports from the public
Blackall Visitor Information Centre	DFCCS	Providing an easy to find location with friendly service to all visitors. Keeping RAM Park well maintained to attract additional visitors who wish to see how people in earlier times lived. Appropriate training made available through workshops and training sessions.	Ongoing	Positive feedback from tourists and those that take a tour through RAM Park.	Ongoing	Council	Good reports from the public

Blackall-Tambo Regional Council**Review of Operational Plan for the quarter ending 31 March 2023**

	Resp. Officer	Operational Plan 2022/2023	Duration	Performance Measures	Costs	Funding Source	Degree of Completion
Environmental Management							
Waste Management							
Maintain high quality of service to the public	DWS / EHO	Council to ensure collection and disposal of refuse in the region is efficient and cost effective.	Ongoing	Meet all regulatory requirements. Positive feedback from community with respect to the operation.	Dump Maintenance Blackall \$60,000 Tambo \$20,000	Council	Collection operation efficient. Dump operation in Blackall needs improvement
Stock Routes / Pest Management							
Land Protection Fund (Biosecurity Act 2014) Central West Region	EHO / Ranger Coord	The four components of the Land Protection Fund are: On-ground research, Wild dog Barrier fence, Darling Downs-Moreton Rabbit Board, Plague pest contingency fund.	2022-2023	The annual report for 2022 is now available.	Precept \$88,437 for 2022-2023	Council	Ongoing
Stock Routes Annual Works Program	EHO / Ranger Coord	Apply for funding to maintain stock routes facilities in good working order.	2022-2023	Annual capital works program funded by DNR	\$92,200	DNR	Glenusk new tank, trough waterline from bore to both. Council to fund base and pipes.
Public Health							
High standards of public health and safety are maintained in the Region	EHO	EHO to conduct annual inspections for health related compliance as necessary. Asbestos management plan being commissioned this year at a cost of \$15,600.	Ongoing	EHO to have undertaken all required inspections as per established program with reports provided to Council where appropriate. Minimum number of complaints from the public.		Council	Providing an efficient service. No complaints.
	EHO	EHO to be available to provide expertise on environmental health matters through the year or on an as required basis.	Ongoing	Reports to CEO to address environmental health matters with the type and level of information provided and / or action taken.		Council	Providing sound advice. No complaints.
Water supply quality monitored and maintained to Australian standards	EHO	Undertake water sampling to ensure water supplies are maintained for safe domestic use.	Ongoing	Samples undertaken as required and action taken immediately if sample indicates non conformance to Qld Health requirements.		Council	Water has been tested. No issues

Blackall-Tambo Regional Council**Review of Operational Plan for the quarter ending 31 March 2023**

	Resp. Officer	Operational Plan 2022/2023	Duration	Performance Measures	Costs	Funding Source	Degree of Completion
Water Reticulation							
Tambo Infrastructure Service Expansion Project	DWS	Upgrade water, sewer, road infrastructure in Garden and Charles Streets provide services for Lots 1 to 16 SP 282885	2022-2024	To meet all current regulatory standards and address all WHS issues.	\$200,000	W4Q \$175,000 Council \$25,000	Planning stage
Sewerage							
Sewerage Infrastructure - W4Q COVID19	DWS	Provide for upgrade of existing infrastructure - sewer relining of town network	2022-2024	To meet all current regulatory standards and address all WHS issues.	\$50,000	Council \$50,000	\$7,179 spent/committed to 31 March
Blackall Sewerage Treatment Works Rehabilitation	DWS	Upgrading existing infrastructure - clarifier and Imhoff tank past their design life	2022-2024	To meet all current regulatory standards and address all WHS issues.	\$1,055,000	W4Q \$1,030,000 Council \$25,000	Planning stage
Infrastructure and Plant							
Aerodromes							
Blackall Airport	DWS / DFCCS	To maintain the airport to a high standard and to meet all regulatory requirements while considering new processes that reduce losses to Council.	Ongoing	Regular programs implemented to maintain the highest safety and security standards. Positive feedback from users of the airport.		Council	Qantas planes arriving Monday, Wednesday and Friday
Blackall Airport PAPI Lights Subject to Funding	DFCCS	Installation of precision approach pathfinder lights	2022-2023	To meet all current regulatory standards	\$142,000	50% Regional funding 50% Council	Funding was unsuccessful
Tambo Airport	DWS	To maintain the airport to a high standard and to meet all regulatory requirements.	Ongoing	Regular programs implemented to maintain the highest safety and security standards. Positive feedback from users of the airport.		Council	Replacement of windsock complete
Plant and Equipment							
Plant replacement program	DWS	Annual review of Council's plant and machinery.	2022-2023	Purchases and sales budgeted for and consistent with Council's adopted purchasing policy.	\$813,000	Council	\$812,525 spent committed to 31 March

Blackall-Tambo Regional Council**Review of Operational Plan for the quarter ending 31 March 2023**

	Resp. Officer	Operational Plan 2022/2023	Duration	Performance Measures	Costs	Funding Source	Degree of Completion
Roads, Footpaths & Pavements							
Town streets (maintenance)	DWS	Council road / town maintenance program for 2022/2023	2022-2023	Schedule undertaken and roads maintained within budget limitations. Monthly report to council on works undertaken.	\$400,000	Council	\$383,105 spent to 31 March
Rural Roads (maintenance) including Flood Damage repairs	DWS	Council rural road maintenance program for 2022/2023 and approved flood damage repairs	2022-2023	Schedule undertaken and roads maintained within budget limitations. Monthly report to council on works undertaken.	\$9.8M	Flood Damage \$9.0M Council \$800,000	\$6,250,410 spent to 31 March
Heavy Vehicle Bypass Stage 2 LRCI and HVSP	DWS	Provide dedicated roads for road trains to enter Blackall access the saleyards and leave town.	2022-2023	To meet all current regulatory standards.	\$ 914,765	LRCI and HVSP	Complete
Local Roads Reseals - LRCI Stage Three	DWS	To be determined	2022-2023	To meet all current regulatory standards.	\$ 1,200,000	LRCI \$800,000 Council \$400,000	Planning Stage
Local Roads Main Street Rehab - LRCI Stage Three	DWS	Blackall and Tambo seal of main streets	2022-2023	To meet all current regulatory standards.	\$ 800,000	LRCI \$800,000	Complete
RMPC Maintenance Contracts.	DWS	Includes Jericho Road widening, Isisford Road, Springsure Road resheet, other MWPC, State roads and Highways and other RMPC contracts	2022-2023	To meet all current regulatory standards.	\$ 2,871,795	State Gov Recoverable Works	\$1,506,548 spent to 31 March.
Road TIDS	DWS	Scrubby Creek Road upgrades	2022-2023	To meet all current regulatory standards.	\$ 400,000	State Gov \$200,000 Council \$200,000	\$175,000 spent to 31 March
Blackall Median Strip Upgrade	DWS	Scope of works to be determined	2022-2023	To meet all current regulatory standards.	\$ 100,000	Council	Equipment ordered starting Feb 2023
Banks Park Footpath	DWS	Linking the facilities available	2022-2023	Meets the Council's WHS requirements	\$ 30,000	Council	Complete
Banks Park Building	DWS	Concrete floor, water tank and table used by parents with young children	2022-2023	Meets the Council's WHS requirements	\$ 20,000	Council	Planning Stage
Remote Roads RRUP		Langlo Road resheet	2022-2023	To meet all current regulatory standards.	\$ 600,000	RRUP \$480,000 Council \$120,000	Postponed to 2023/2024
Roads to Recovery - Emmet Road	DWS	Emmet Road Rehab and repairs	2022-2023	To meet all current regulatory standards and the terms and conditions of the R2R agreement.	\$ 808,300	Federal	Patches sealed Dec, Rehab and concrete wks June 2023

Blackall-Tambo Regional Council**Review of Operational Plan for the quarter ending 31 March 2023**

	Resp. Officer	Operational Plan 2022/2023	Duration	Performance Measures	Costs	Funding Source	Degree of Completion
Recreational Activities and Grounds							
Management and Operation of aquatic centres in both communities	DWS	Keep the swimming pools in Blackall and Tambo well maintained and safe for all users.	Ongoing	Pool operated in accordance with contracts. Patronage maintained with a view to increasing the number of visitors.	Ongoing	Council	Resolved - new managers appointed to operate the Blackall pool.
Tambo Racecourse	DWS	Rock removal as a safety initiative	2022-2023	Meets the approval of the WHSO Officer	\$60,000	Council	Complete
Tambo Historic House	DWS	Construct shed at rear of the Tambo Historic House (includes painting)	2022-2023	Meets all regulatory requirements	\$40,000	Council	Complete
Cultural Centre upgrade	DWS	Lights and acoustic matting	2022-2023	Meets all regulatory requirements	\$100,000	Council	Works tendered
LGA Entry Signs	Council	Replace the entry signs to advertise the BTRC as a desirable and positive destination	2022-2023	Meets all regulatory requirements	\$40,000	Council	Five town signs delivered. Two LGA signs to be painted on sight.
Blackall Campdraft Arena upgrade - BBRF subject to funding	DWS	The grounds require to be upgraded so as to be safe for all participants.	2022-2023	Meets all regulatory and WHS requirements	\$625,000	BBRF \$500,000 Council \$125,000	Funding was unsuccessful
Fourmile Waterhole	DWS	Installation of culvert and grading required to allow for safe entry and exit	2022-2023	Meets all regulatory and WHS requirements	\$30,000	Council	Complete
Tambo Dam Beautification Project	DWS	Beautification of the grounds surrounding the Tambo Dam	2022-2023	Will make the area more attractive to tourists and the general public.	\$100,000	Council	Planning stage
Television and Internet							
Tambo TV Transmitters	DWS	An allocation set aside in case the transmitters need repairs urgently	2022-2023	Meets all regulatory and WHS requirements	\$35,000	Council	No call on these funds to date

Blackall-Tambo Regional Council**Review of Operational Plan for the quarter ending 31 March 2023**

	Resp. Officer	Operational Plan 2022/2023	Duration	Performance Measures	Costs	Funding Source	Degree of Completion
Town Halls, Cemeteries, Public Conveniences							
Town Halls							
Maintain and upgrade to community expectations	DWS	Continued maintenance and renewal of facilities to ensure a safe standard is maintained for public access.	2022-2023	Repairs and maintenance undertaken in a timely fashion with safety standards being met as required. Positive feedback from the public.	Ongoing	Council	Maintenance as required. Shade structure for Tambo Hall
Cemeteries & Memorials							
Cemeteries Blackall and Tambo	DWS	Maintain cemeteries in a very positive manner	2022-2023	Positive feedback by community on aesthetic appearance and condition of cemeteries. Positive feedback from the public.	Ongoing	Council	Funeral Director appointed - no complaints from the public
Tambo Cemetery Upgrade	DWS	Supply of water and plants	2022-2023	Improve the visual surroundings	\$15,000	Council	Work Camp to assist with pavers
Public Conveniences							
Public Conveniences maintained to community expectations	DWS	Continued maintenance and renewal of facilities to ensure a safe standard is maintained for public access.	2022-2023	Condition of public conveniences meeting health and safety standards at all times with only minimal complaints/requests received.	Ongoing	Council	No complaints
Council Buildings							
Aged Housing	DFCCS	Maintain the grounds and provide the best possible standard of accommodation for residents.	2022-2023	Maintenance undertaken in a timely fashion with safety aspects addressed.	Ongoing	Council	Minor repairs
Shade Structures - TMPC, Blackall car park, Tambo Hall	DWS	Provide shade for staff and clients of the TMPC. Shade for vehicles at Blackall Admin Building	2022-2023	Meets all regulatory and WHS standards	\$100,000	Council	Council's handymen to carry out this work.
Blackall Admin Building	DWS	The poor condition of the brick exterior requires attention as does the phone and ITC wiring inside	2022-2023	Meets all regulatory and WHS standards	\$100,000	Council	A licensed builder is working out what needs to be done and the cost.
Council housing	DFCCS	Council housing stock well maintained.	2022-2023	Satisfied tenants.	Ongoing	Council	Inspections complete minor repairs underway

Blackall-Tambo Regional Council**Review of Operational Plan for the quarter ending 31 March 2023**

	Resp. Officer	Operational Plan 2022/2023	Duration	Performance Measures	Costs	Funding Source	Degree of Completion
Aged and Disability Services							
Western Queensland Primary Health Network (WQPHN)	DFCCS	This program is funded by the Federal Government and covers allied health and healthy ageing.	2022-2023	Covers the cost of Podiatry, Remedial Massage, Physiotherapy and Optometry. The remaining funds go the Healthy Ageing	\$160,000	100% Federal	\$145,409 spent to 31 March. Control of expenditure required until end of FY to prevent budget overrun
Community Development Program	DFCCS	The program is funded by the department of seniors and disability to support community activities.	2022-2023	Monitored through the successful interventions offered to the community.	\$162,900	100% State	Program back on track with the return of the CDO.
Work Health and Safety							
Develop a system of WHS that is appropriate for BTRC	DWS	Council officers to work in a co-operative manner with the WHS Officer together with officials from TMR to ensure that the WHS systems at Council are compliant at all times and pass the audit standards required by TMRs insurers Jardine Lloyd Thompson.	Ongoing	Council is successful in being awarded road contracts from TMR. Workplace Health and Safety incidents are reduced and kept to an absolute minimum. The provision of a safe working environment for all employees of Council.		Council	External audit to commence May 2023.

BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)[Next Item](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: **4.2.1****SUBJECT HEADING: Director of Works and Services' Operations Report – March 2023**

Author and Officer's Title: David Mangelsdorf, Interim Director of Works and Services

CLASSIFICATION: (if confidential)

Summary: The Director of Works and Services report for March 2023 is presented to Council.

Officer's Recommendation: That Council receive the Director of Works and Services' Operation Report for March 2023.

Background**Construction**

- TMR Blackall - Isisford Road Rehabilitation – Rework Detour. Corrector carted on to first 4km.
- Saleyards Ramp C Access Roads – Pave and seal complete - one small access road to be finished as to wet to seal.

Flood Damage Crews/Maintenance Grader Locations

- Flood Damage Crews
 - Home Bush Road
 - Adavale Road
 - Shoulder repairs Jericho Road.

Maintenance

- Town Streets – Slashing and Signage Installation
- Blackall-Tambo Road – Slashing, Pavement Repairs and Guidepost Replacement
- Barcaldine Road – Guidepost Replacement
- Jericho Road – Slashing, Pavement Repairs and Guidepost Replacement
- Isisford Road – Pavement Repairs, Guidepost Replacement and drainage repairs to pipe structures.
- Ravensbourne Road – Slashing and Pavement Repairs

Upcoming Works

- Blackall Emmet Road – Patches Sealed December 2022, Various Rehabilitation and Concrete Works February – June 2023
- Blackall-Jericho Road Widening – Earthworks March 2023, completion June 2023

Water and Sewerage

Water Services

Number of interruptions to services	2
Water consumption total ML	19769
Number of customer requests received	2
Number of customer requests actioned	2

Sewerage Services

Number of interruptions to services	0
Number of customer requests received	0
Number of customer requests actioned	0

Parks and Gardens

- Maintenance of council facilities, town streets, parks and gardens

Workshop/Fleet

- Preventative/Routine maintenance.
- Scheduled/planned maintenance.

Monthly Statistics

Number of plant items serviced	23
Number of plant breakdowns	1
Hours downtime due to servicing	104
Hours downtime due to breakdown	76
Hours downtime due to parts availability	42

Breakdown Register

Plant Number	Plant Description	DOM	Hrs Down	Breakdown description
2059	Ammann multi roller	2016	76	Failed R/H rear wheel bearings. Major failure, more parts on order.
		Total	76	

Link to Corporate Plan

Infrastructure

Outcome 1- Roads – Council's roads network is well maintained, and Council's town streets are sealed with kerb, channeling, and drainage.

Outcome 3- Water and sewerage systems – Provide safe, reliable, and quality water and sewerage systems.

Environment and Heritage

Outcome 4- Waste Management – Best practice waste management.

Consultation (internal/external)

Director of Works and Services

Chief Executive Officer

Works Supervisor

Fleet Supervisor

Services Supervisor

Policy Implications

Nil

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)[Next Item](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: 5.1

SUBJECT HEADING: Blackall Saleyards Monthly Report

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

*Summary: The Blackall Saleyards monthly report for March is provided to Council.***Officer's Recommendation: That Council receive the Blackall Saleyards monthly report for March 2023.****Background**

SALES	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	YTD	2021/22 Totals
Spelling Cattle	5154	3839	3893	4534	4285	3878	180	1090	2771				29624	69364
Spelling Sheep	-	-	-	-	-	-	-	-	-				-	-
Prime & Store Sales	7793	2565	1857	3201	4992	1312	-	-	-				21720	47912
Weaner & Store Sales	2988	2312	6152	2885	4734	-	-	2643	4019				25732	43255
Private Weigh (Same Day)	370	1917	3971	1361	2693	802	329	1173	1926				14542	18331
Private Weigh (Over-night)	725	1152	1014	701	3098	1041	-	-	450				8340	11554
Private Scan	-	-	-	-	-	-	-	-	-				-	59
Bull Sales	-	-	54	218	-	-	-	5065	77				349	331
TOTALS 2022/23	17030	11785	16941	12899	19802	7033	509	11635	9243				100307	
TOTALS 2021/22	17473	23545	20141	19114	13704	6457	3048	11635	20602	15977	17979	21130	190806	

Link to Corporate Plan
Economic Development

Outcome 1 - Business Investment - Support existing local businesses and the establishment of new businesses in the region.

Outcome 2 – Tourism - Foster a sustainable tourism industry that delivers economic outcomes for the community.

Outcome 3 – Employment - Encourage regional employment growth and opportunities.

Consultation (internal/external

CEO

Saleyards Manager

Budget and Resource Implications

Nil

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COUNCIL MEETING DATE: 19 April 2023

Item No: 5.2

SUBJECT HEADING: Planning and Development Report

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: The Planning and Development report provides a summary of building applications and planning and development activity in the Blackall-Tambo Regional Council area.

Officer's Recommendation: That Council receive the Planning and Development Report for March 2023.

Background

The table below provides the approved development applications for March 2023.

DATE	NUMBER	DEVELOPMENT TYPE	DEVELOPMENT DETAILS	TOWN
01.03.2023	16-2022-2023	BUILDING	SHED	BLACKALL
09.03.2023	25-2022-2023	BUILDING	NEW CONSTRUCTION OF ROOF DECK	BLACKALL
23.03.2023	28-2022-2023	BUILDING	SHED	BLACKALL
20.03.2023	30-2022-2023	BUILDING	NEW CONSTRUCTION OF 3 x GLA	BLACKALL

1. DEVELOPMENT ASSESSMENT

Three new development applications have been lodged since the last monthly report.

1.1 An application has been made by Sean Maddison, seeking a Development permit for Material Change of Use for a Food and Drink Outlet at 186-188 Shamrock Street, Blackall formally described as Lot 18 on RP905064.

The proposal involves the reuse of an existing building for a Food and drink outlet. The existing building is known as the Big Red and this name is intended to be retained for the new business. The Food and drink outlet will be a fast food restaurant specialising in kebabs and pizzas.

The subject site is in the Recreation and Open Space Zone whereby a Food and Drink Outlet is subject to Code Assessment. As the application is subject to Code Assessment, public notification will not be required.

The site adjoins a state-controlled road and required referral to the State Assessment and Referral Agency (SARA). SARA has provided a referral agency response with no requirements.

The application will be decided at General meeting of 19 April 2023.

1.1	Council reference:	DA24-2022-2023
	Application:	Development Permit for a Material Change of Use for a Food and Drink Outlet
	Street address:	186-188 Shamrock Street, Blackall
	Property description:	Lot 18 on RP905064
	Day application was made:	17 March 2023
	Category of assessment:	Code Assessment
	Public notification required:	No
	Applicant:	Sean Maddison
	Status:	Decision Stage

1.2 An application has been made by Michele Frost and Kirri Charters, seeking a Development permit for Material Change of Use and Building Work for Short-term accommodation at 18 and 18A Edward Street, Tambo formally described as Lot 61 on TB217 & Lot 2 on RP610529.

The proposal involves the reuse of an existing house for Short-term accommodation. The existing house can accommodate up to 13 people. Access to the site is gained from an adjoining property, the adjoining property is also used for additional parking where required.

The subject site is in the Township Zone whereby Short-term accommodation exceeding accommodation for six (6) guests is subject to Impact Assessment. As the application is subject to Impact Assessment, public notification will be required for a period of 15 business days.

The application fee has been paid and Council is required to issue a confirmation notice by 27 April 2023.

1.2	Council reference:	DA – 26-2022-2023
	Application:	Development Permit for a Material Change of Use and Building Work for Short-term accommodation
	Street address:	18 and 18A Edward Street, Tambo
	Property description:	Lot 61 on TB217 & Lot 2 on RP610529
	Day application was made:	30 March 2023
	Category of assessment:	Impact Assessment
	Public notification required:	Yes
	Applicant:	Michele Frost and Kirri Charters
	Status:	Confirmation Stage

1.3 An application has been made by Bruce Crook-King, seeking a Development permit for Material Change of Use for a Transport Depot at 1 and 3 Banksia Street, Blackall formally described as Lot 21 and 25 on SP210376.

The proposal involves an expansion to an existing Transport Depot. The expansion involves the storing of 3 trucks and up to 15 trailers. The proposal involves four (4) staff.

The subject site is in the Industrial Precinct of the Township Zone whereby a Transport Depot is subject to Code Assessment. As the application is subject to Code Assessment, public notification will not be required.

The application is currently in the Information request stage, and if Council requires further information, it will be required to issue an Information request by 18 April 2023.

1.3	Council reference:	DA27-2022-2023
	Application:	Development Permit for a Material Change of Use for a Transport Depot
	Street address:	1-3 Banksia Street, Blackall
	Property description:	Lot 21 and 25 on SP210376
	Day application was made:	31 March 2023
	Category of assessment:	Code Assessment
	Public notification required:	No
	Applicant:	Bruce Crook-King
	Status:	Information Request Stage

2. GENERAL PLANNING SERVICES, ENQUIRIES AND ADVICE

2.1 CUSTOMER REQUESTS

The following customer requests have been received and responded to since the last monthly report:

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
08/03/23	Landowner	<p><u>Proposal</u></p> <ul style="list-style-type: none"> Enquiry about establishing a Dwelling house on vacant land. <p><u>Planning details</u></p> <ul style="list-style-type: none"> The site is in the Township zone The rear section of the site is affected by the Flood hazard area The site is currently vacant. <p><u>Advice</u></p> <ul style="list-style-type: none"> Provided the dwelling house is located outside the flood hazard area and below 8.5m in height it will be considered accepted development under the planning scheme Accepted development means a development application is not required If the dwelling house does extend into the flood hazard area a code assessable DA would be required, and the house would need to be a minimum 300mm off the ground. 	Closed
13/03/2023	Building company	<p><u>Proposal</u></p> <ul style="list-style-type: none"> Enquiry about conversion of buildings and new buildings. <p><u>Planning details</u></p> <ul style="list-style-type: none"> The site is in the Rural zone The site is affected by the Flood hazard area. 	Closed

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
		<p><u>Advice</u></p> <ul style="list-style-type: none"> • Converting the existing dwelling into workers accommodation is considered to be Rural workers accommodation • Rural workers accommodation where outside the flood hazard area is accepted development in the Rural zone, meaning no development application is required • The new Dwelling house where outside the flood hazard area and less than 8.5m in height is also accepted development in the Rural zone • The definition of Dwelling house allows for a secondary dwelling – the cabin could be considered as a secondary dwelling • The cabin/secondary dwelling is accepted development where less than 8.5m in height and outside the flood hazard area in the Rural zone. • Overall, no development application will be required where outside the flood hazard area and buildings are below 8.5m. 	
24/03/2023	Business operator	<p><u>Proposal</u></p> <ul style="list-style-type: none"> • Enquiry about expanding an existing business. <p><u>Planning details</u></p> <ul style="list-style-type: none"> • The site is in the Industrial precinct of the Township zone • The site contains an existing Transport depot. <p><u>Advice</u></p> <ul style="list-style-type: none"> • The expansion would be considered a material change of use for a Transport depot • A Transport depot in the Industrial precinct is subject to Code assessment • Code assessment is the lowest level of assessment • A Code assessable development application will be required to before the expansion can occur. 	Closed.

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
PLANNING AND DEVELOPMENT CERTIFICATES			
Date received	Customer details	Type	Status
21/03/2023	Conveyancing company	Council received a request for a Full planning and development certificate for a landholding in the Township zone.	Issued
28/03/2023	Conveyancing company	Council received a request for a Standard planning and development certificate for a landholding in the Township zone.	Issued
SURVEY PLAN APPROVALS			
Nil			
EXEMPTION CERTIFICATES			
Nil			

Link to Corporate Plan

Economic Development

Outcome 4 – Land development – Appropriate residential, commercial, and industrial land is available to meet community needs.

Consultation (internal/external)

CEO

Rates Officer

Town Planners

Policy Implications

Nil

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 19 April 2023

Item No: 5.3

SUBJECT HEADING: Environmental Health/Local Laws Officer's Report – March 2023

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: The Environmental Health/Local Laws Officer's report is provided to Council.

Officer's Recommendation: That Council receive the Environmental Health/Local Laws Officer's report.

Background**Food premises**

- Food safety assessments were carried out, minor issues were noted and raised with the operators.
- A food business license was granted for a mobile food business.
- Advice has been provided for three proposed food businesses in Blackall and Tambo.

Environmental Management/ Public Health

- Two permits for the commercial use of council-controlled areas were issued.
- A complaint was received about a perceived odour nuisance from waste bins at a food business.
- A complaint was received about an alleged spray drift occurring onto neighboring cars from spray painting works in the industrial area. EHO consulted with stakeholders and provided advice.

Local Laws

- Complaints were received about overgrown allotments, consulted with property owners.
- A compliance notice was issued for the failure of registering dogs.
- A compliance notice, followed by an entry notice was issued for non-compliance with local laws as an overgrown allotment.

LLO assisted Rural Lands Officer

- Pest management undertaken for Sticky Florestina, Harissa Cactus, Prickly Acacia, Parkinsonia.
- A feral cat was euthanized.

Rangers Report**Animal Control**

- 2 Barking Dog complaints

Weed Control

- Spray – Tambo Cemetery, Rodeo Grounds, Cemetery Depot, Guideposts, Culverts, Pound Yards, Bore Head's, Water facilities, and Troughs at Swan Hill and Four Mile.

- Spray – Florestina plants on Rubbish Dump Road.
- Spray – Khaki burr on the Tambo Footy Field.
- Spray – Windeyer bridge approaches and floodway at Little Windeyer – Dawson Developmental Road.

Wild Dog Control – Scalps (1/03/2023 to 31/03/2023)

- Tambo – 9
- Blackall – Nil

Agistment

Permit was granted for 18 cows and calves on Burr Gully, permit expires 05.04.2023.

General

Muster of the Tambo Common has been postponed due to wet weather.

Link to Corporate Plan

Environment and Heritage

Outcome 3 - Pest Management – Weeds, seeds and pests including wild dogs are effectively controlled.

Outcome 4 - Waste Management – Best practice waste management.

Consultation (internal/external)

Environmental Health / Local Laws Officer

RLO

Chief Executive Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

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COUNCIL MEETING DATE: 19 April 2023

Item No: 5.4

SUBJECT HEADING: Proposal for Shade Shed over Tambo Tennis Courts

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: A letter has been received from two people in the Tambo community requesting that Council consider the construction of a shed over the Tambo tennis courts and a funding allocation of \$37,000.00 for the 2023-2024 financial year.

Officer's Recommendation: That Council continue to work with Tambo State School as the preferred option for a shade structure over the existing court.

Background

At the 15 February 2023 general meeting Council discussed a proposal from a community member to have an open sided shed installed over the netball court and one tennis court at the Tambo Sports Club facility.

The following was resolved at the meeting:

That Council consider all options for a shade structure and support an application for funding through the Queensland Government's Minor Infrastructure Program.

Moved: Cr PJ Pullos

Minute No. 19/02A/23

Seconded: Cr BP Johnstone

Carried: 6/0

Since the February meeting Council has received additional correspondence from the community member and co-signed by another community member requesting that Council consider the proposal for the shed to be constructed at the Tambo Sports Club and consideration be given to allocate \$37,000.00 towards the project when preparing the 2023-2024 budget.

The correspondent has put forward two concerns regarding the possibility of constructing the shed at the Tambo State School.

1. Access times to all community members. Council has spoken to the Principal of Tambo State School and he has indicated that community groups who wish to access such a facility have had an agreement with the Department of Education and the Principal does not anticipate there would be any undue restrictions placed on such an agreement for this type of facility.
2. Allocation of community improvement grant funds being limited to Education Queensland use. If the project at the Tambo State School was deemed feasible, Council would consider a part contribution to the construction of a shade structure at the Tambo State School on the proviso that the facility is available for use by community groups.

While the correspondent has noted that Council would be responsible for the ongoing maintenance of the structure, they have argued that these costs would be offset by changing the lights which in their opinion would reduce energy costs.

The structure would be included in Council's asset register however; it is not correct as stated by the correspondent that "the shed built on council land would be included in the BTRC council public liability". The event holder is responsible for their own public liability insurance.

The submission has been provided for the supply only of a curved roof structure, 36 x m 36m x 6m. Additional costs for the unloading of the shed on site, firefighting and safety requirements including emergency lighting, underground stormwater, site fencing, electrical work, concrete for footings and construction of the structure would have to be considered.

Council has a memorandum of understanding with the Tambo Sports Club, and the Club committee executive have indicated that they are not in favour of the proposal.

Council's preferred option at the February meeting was to support the construction of a shade structure at the Tambo State School. This option would not inhibit the use by the community as bookings would be handled in the same manner as Council would handle them.

Link to Corporate Plan

Vibrant Communities

Outcome 2 – Health and Wellbeing

Sport and Recreation – Council promotes a healthy lifestyle and provides quality sport and recreation facilities.

Outcome 4 – Youth – Engage, support and encourage youth to remain in and return to the community.

Consultation (internal/external)

Councillors

Tambo State School Principal

Council's Building Certifier

Tambo Sports Club

Chief Executive Officer

Policy Implications

Nil

Budget and Resource Implications

\$37,000 – to be considered in the 2023-2024 budget.

Risk Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Consideration would be given for an allocation when preparing the 2023-2024 budget.	Low
Legal & Regulatory	Low	Nil	Low
People	Low	The community would be able to utilize the facility at the Tambo State School.	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Strategic	Medium	A shade structure at the Tambo State School would have far reaching benefits to everyone in the community.	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Risk Treatment

Supporting a facility at the Tambo State School has been considered as the preferred option as it would be beneficial not only to the students but to other community members who wish to utilize the facility.

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COUNCIL MEETING DATE: 19 April 2023

Item No: 5.5

**SUBJECT HEADING: Local Government Remuneration Commission
Council Category Review**

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: The Local Government Regulation Remuneration Commission is conducting a review on categories of Council's for Mayor and councillor remuneration.

Officer's Recommendation: That Council advise the Local Government Remuneration Commission that Blackall-Tambo Regional Council remain as a category one local government.

Background

Section 243(3) of the *Local Government Regulation 2012* states that the remuneration commission must, once during each local government term review the categories of local governments and ensure the review is completed before 1 December of the year before the year in which the next quadrennial election is to be held.

The Chair of the Queensland Local Government Remuneration Commission has advised that the Commission is undertaking the review in accordance with the Regulation. The last change to the remuneration categories was in 2015.

Blackall-Tambo Regional Council is currently a category one local government. When compared to the other category 1 councils it is unlikely that Blackall-Tambo Regional Council would be changed to a category 2 local government.

The Remuneration Commission received written and oral depositions in the year 2021-22 from several local governments as outlined in the Annual Report 2021-22. Some of the considerations made by the Commission during this period included:

- Anecdotal evidence of:
 - o 'communities in transition', changing demographics and population movement, resilience and sustainability challenges and opportunities;
 - o Rapid trade and infrastructure diversification, and the potential for disproportionate impact throughout communities;
 - o Uncertainty and the cost to communities of ensuring sustainability, trade diversification and investment in infrastructure and innovation; and
 - o The Commission's observation of a generally increasing call for role recognition through remuneration, particularly with regard to attracting and retaining reasonable and diverse mayoral and councillor candidates, along with the desire to foster and keep local talent, by creating competitive career path opportunities.
- The disparity in actual dollar terms between the remuneration paid to Mayors and councillors from smaller rural, regional and remote communities versus those residing in the larger more metropolitan communities.
- The gap between remuneration (in real dollar/wage terms) payable to Mayors and Councillors in Categories 1 to 3, compared to those Mayors and Councillors in

Categories 4 to 8, notwithstanding the work being carried out by local governments generally in Categories 1 to 3 is no less important as those in Categories 4 to 8. This is an issue the Commission will continue to consider as part of its general and category review in 2023.

The determination for each of the twelve councils who made a submission to the Commission state in part “The Commission will commence its review of categories and the category system in 2023 and take into consideration the matters raised. All Councils are invited to participate in the 2023 review.”

In its report the Commission advised of its intention to proceed with a general review of categories and the category system during 2023, and will engage with, and invite submissions from, councils and stakeholders in early 2023. The correspondence received by Council advising of the council category review is the commencement of this process.

Link to Corporate Plan

Governance

Outcome 3 – Leadership- Responsible leadership with informed and transparent decision making.

Outcome 4 – Financial- Manage Council's finances responsibly and sustainably.

Consultation (internal/external)

CEO

Policy Implications

Councillor Remuneration Policy

Budget and Resource Implications

Nil

Risk Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	No risk to Council.	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

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COUNCIL MEETING DATE: 19 April 2023

Item No: 5.6

SUBJECT HEADING: Local Disaster Management Group Meeting – March 2023

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: The Blackall-Tambo Local Disaster Management Group (LDMG) held a meeting on Friday 31 March 2023. The revised Blackall-Tambo Regional Council Local Disaster Management Evacuations Sub-Plan was adopted and the EMC and SES Update reports were received.

Officer's Recommendation: That Council:

- 1. Receive the minutes from the 31 March 2023 Local Disaster Management meeting; and**
- 2. Adopt the revised BTRC LDMG Evacuation Sub-Plan.**

Background

The Local Disaster Management Group is a committee whose membership consists of representatives from Council, Police, Emergency Services and other agencies.

In conjunction with partner agencies the LDMG establishes disaster management systems and plans to be prepared for potential disasters to the region, this is to minimise loss of human life, illness and injury to humans, property loss or damage to the environment.

Under section 12 (1) of the *Disaster Management Regulation 2014* disaster management group meetings must be held twice a year at the times and places decided by the chairperson of the group.

The Local Disaster Management Group held a meeting on 31 March 2023. Core members and advisors were present at the meeting.

The BTRC LDMG Evacuation Sub-Plan was revised and adopted at the meeting held on Friday 31 March 2023.

The minutes and the BTRC LDMG Evacuation Sub-Plan are attached to this report.

Link to Corporate Plan

Environment & Heritage

Outcome 1 – Disaster Management- Region is prepared and resilient to natural and man-made disasters.

Consultation (internal/external)

Local Disaster Management Group

Disaster Management Coordinator

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	In compliance with the Disaster Management Act and Regulation.	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Routine meetings of the LDMG allows the assessment of risks of disasters to the community on an ongoing basis.	Low

Risk Treatment

Nil



Blackall-Tambo Regional Council

Minutes of the Blackall-Tambo Regional Council Local Disaster Management Group Meeting Held at the Blackall Council Chambers and via TEAMS Friday 31 March 2023

1.0 Welcome and Call to Order

The Meeting was called to order and opened at 2.01pm.

2.0 Attendance

Andrew Martin (Mayor, LDMG Chair)
Des Howard (CEO BTRC)
Glen Arrol (Executive Officer – Longreach DDMG)
Craig Neuendorf (Disaster Management Coordinator)
Dave Mangelsdorf (Interim DWS BTRC)
Stefan Holweg (EHO BTRC)
Matthew Burrows (QFES Emergency Management Coordinator)
Julie Brown (NEMA)
Alastair Rutherford (DFCCS BTRC)
Mick Wilshire (OIC Blackall Police)
Dan Burton (DAF Blackall)
Shaun De Thier (OIC Tambo Police)
Cameron Tanner (Queensland Health)

3.0 Apologies

Doug Armstrong (QAS Blackall)
Lindsay Russell (BTRC Deputy Mayor and LDMG Deputy Chair)
Kate Birse (SES Longreach)
Kelvin Hafey (SES Tambo)
Jaimee-Lee Prow (BTRC Recovery Officer)
Pete Carroll (Blackall Police)
Lisa Kings (Blackall Hospital)
Julia Cook (Inspector QPS & District -+Disaster Coordinator)
Greg Vincett (Acting QFES Inspector)
James Webber (OIC Tambo Police)
Mark Somers (QFES Rural Fire Service)

Moved: Dave Mangelsdorf

Seconded: Dan Burton

That the apologies be accepted.

Carried

4.0 Confirmation of Minutes

Moved: Craig Neuendorf

Seconded: Dave Mangelsdorf

That the minutes from the 9 November 2023 LDMG meeting be confirmed.

Carried

5.0 General Business

5.1 Adoption of the revised BTRC LDMG Evacuation Sub-Plan

Moved: Craig Neuendorf

Seconded: Matthew Burrows

That the revised BTRC LDMG Evacuation Sub-Plan be adopted and taken to Council for endorsement.

Carried

5.2 Correspondence from Inspector-General Emergency Management re Disaster Management Plan Assessment 2022 Final Report

Moved: Dan Burton

Seconded: Mick Wilshire

That the correspondence from the Inspector-General Emergency Management – Disaster Management Plan Assessment 2022 be received.

Carried

5.3 Emergency Management Coordinator Report to the Blackall-Tambo Local Disaster Management Group

Moved: Matthew Burrows

Seconded: Dan Burton

That the Emergency Management Coordinator Report be received.

Carried

5.4 Blackall-Tambo Regional Council Local Disaster Management Group SES Update

Moved: Craig Neuendorf

Seconded: Stefan Holweg

That the BTRC Local Disaster Management Group SES Update report be received.

Carried

6.0 Round Table

SES –

- Local Controller position is vacant.

- Des will speak with Kate Birse about appointing a Local Controller.
- Volunteer numbers for SES groups are reducing and this is a problem across the State.
- SES trainers have to come from the coast, and it can be difficult identifying who can provide the various training modules.

DPI – Dan Burton-

- Business as usual
- Lumpy Skin Disease (LSD) And Foot and Mouth Disease (FMD) is still present in Indonesia.
- Australia is sending a large number of LSD and FMD vaccines to Indonesia.
- Dan has been in Burketown recently following the major flood event and is looking at doing work with LSD in that area.
- Meatworks are assisting with disease prevention.
- Further training for DAF Inspectors to be undertaken in June.
- Emergency response trailers continue to be stocked as necessary.
- Several Biosecurity Queensland positions remain vacant in the region.

Rural Fire Services-

- Craig Neuendorf advised that Mark Somers, the RFS Inspector from Emerald will contact Council to review bushfire risks.

DMC – Craig Neuendorf-

- Blackall-Tambo and Longreach Regional Councils jointly funded the delivery of the Red Cross Pillowcase Program to all year 3 & 4 students at all the primary schools in the two Council areas. The Pillowcase Program encourages students to consider what resources to pack in a pillowcase should they need to evacuate their home due to an emergency situation or natural disaster event. Students engaged well with the Red Cross presenter and the Disaster Management Coordinator has followed up with Blackall State School after they requested further resources. Julie Brown from NEMA Disaster Management Coordinator has followed up with Blackall State School after they requested further resources. Julie Brown from NEMA transported the Red Cross presenter and the DMC to all the schools.
- Flip books and Get Ready Queensland fridge magnets handed to shoppers outside of Blackall IGA.
- The five Councils of the Longreach Disaster District will be partnering to produce a Get Ready Queensland calendar for 2024. This will include a photographic competition depicting natural disaster events with the five Mayors being asked to select the winning photographs to be included in the calendar.

BTRC – Des Howard-

- Minor flooding occurred in the Barcoo River
- Working with BOM to maintain some flood and rain gauges located in the Council area.
- Due to high maintenance costs, Council is investigating other options to service and maintain these flood and rain gauges.

NEMA – Julie Brown-

- Has spoken to a local from Tambo who would like to join the SES. Information to be followed up.
- \$200 million in funding was available from Round One of the Disaster Ready Fund. Successful applicants will be advised in June 2023. Funding for Round Two will become available from 1 July 2024.
- An Emergency Toolkit resource is available.

Executive Officer Longreach DDMG – Glen Arrol

- Presently relieving in the role.
- Will be present at the DDMG meeting next Tuesday.

Queensland Health – Cameron Tanner-

- Staffing across the Blackall-Tambo area is appropriate at the present time.
- QAS at Tambo is a busy centre for QAS responses.
- Doing work across the district looking at appropriate medical responses for people who suffer with breathing difficulties during bushfires.

Next meeting will be held in the first week of October 2023 with date to be confirmed. Matt Burrows will invite QFES Hazard and Risk team to address attendees at the next LDMG.

7.0 Close

The meeting was closed at 2.56pm.



<p>Report: Emergency Management Coordinator Report to the Blackall – Tambo Local Disaster Management Group</p> <p>Date: 31st March 2023</p>
<p>Emergency Management Operations</p> <ul style="list-style-type: none"> • Nil since last meeting
<p>Training</p> <ul style="list-style-type: none"> • Blackall-Tambo LDMG Training Needs Analysis was provided to the Chair and Local Disaster Coordinator on the 13th March 2023 • Upcoming Training Opportunities <ul style="list-style-type: none"> ➢ Disaster Funding Arrangement & Disaster Recovery 27th April – Longreach ➢ High Consequence Decision Making Masterclass 8th May - Longreach ➢ Meteorology for Disaster Managers 4th September – Longreach (Nominations opening soon) • Emergency Management Coordinator is still working on getting full suite of Queensland Disaster Management Training Framework trainer appointments. All module 1 courses available online on the Disaster Management Learning Management System
<p>Risk</p> <ul style="list-style-type: none"> • Hazards and Risk team hoping to release the updated QEMRF from April/May involving in-person workshops and the roll out of a Queensland Risk Information Portal (Q-RIP)
<p>Planning</p> <ul style="list-style-type: none"> • Emergency Management Coordinator to commence work with DMO, Chair and LDC in relation to recommendation 8 & 13 outlined in the SE Queensland Rainfall and Flooding Review
<p>Exercises</p> <ul style="list-style-type: none"> • Intention is to run a desktop followed by a functional exercise later this year
<p>Governance</p> <ul style="list-style-type: none"> • Recommend that the LDMG develop a community directory maintained by Blackall-Tambo Regional Council consisting of information pertaining to rural properties within the Longreach Regional Council area outlining property names, addresses, landline, mobiles, email, UHF channel and coordinates of homesteads and be attached to the Local Disaster Management Plan as a NON-PUBLIC appendix for purpose of Disaster Management Operations ONLY

27/03/2023

X

Matt Burrows
Emergency Management Coordinator
Signed by: Matthew Burrows



Blackall-Tambo Regional Council Local Disaster Management Group SES Update - March 2023

Area Controller Position:

Area Controller, Patrick Downing on long service leave. Currently being filled by Kate Birse in an acting capacity until 30 June 2023.

Longreach Area Administration Position:

The recruitment for this position has now been completed with the successful appointment of Penny Jakeman. Penny is based in the Longreach office and will provide admin support to the area office as well as all SES groups. Penny commenced this week.

SES Uplift Activities:

The SES is undertaking a number of activities to improve capability and capacity of communities. These include:

- Major equipment audits - identify deficiencies of current equipment and the need for new equipment to improve the safety and efficiency of tasks being undertaken.
- Regional training plan – to deliver high risk training across the region. Includes flood boat training, Level 1 Chainsaw operation, working from heights, storm damage and land search courses being run in the Longreach area.
- Additional Operational Capability Officers (OCO) – temporary employment of four OCO's across the region to undertake targeted training and conduct the equipment audits.

BTRC Unit Update:

- BTRC Unit is missing a Local Controller. Further conversations around this will be instigated by the Area Controller with BTRC.
- **Blackall Group Update:**
 - Blackall major equipment audit has been completed and identified new/replacement equipment has been ordered.
 - Member numbers are strong with 14 members.
 - In the last 6 months the Blackall Group has been called for assistance on four occasions.
 - The Group is very active with training nights held regularly. The Group also participates in other town events including the Christmas lolly drop around town and will be having a display at the upcoming Blackall Show.
 - On the 19 March, 2 members attended competency maintenance of their flood boat operator appointments in Longreach. Their attendance was very appreciated by the trainers.
- **Tambo Group Update:**
 - Tambo major equipment audit has been completed. Identified missing RCR equipment components.
 - In the last 6 months the Tambo Group has been called for assistance on one occasion.
 - Member numbers are now down to two. Ways of increasing member numbers need to be considered as this is not enough to carry out the functions of the group.

Equipment Update:

- New equipment to arrive includes: stretcher and stretcher mule, chainsaw bench, ladder loader, mobile phone booster and table cloths. These are in the procurement phase with delivery over the coming months.
- Blackall Group will also be getting a new laptop and printer from the Technology Grant and a battery operated chainsaw as part of the Energising Queensland Grants.

Kate Birse
A/Area Controller



Blackall-Tambo LDMG Evacuation Sub-Plan

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INTRODUCTION

Evacuation is a process to relocate people in an area at risk from an incident or disaster event to a place of safety until they can return or go about their business.

There are several emergency-disaster situations that might require an evacuation of all or part of the population. Small-scale, localised evacuations might be needed as a result of flash flooding, hazardous materials accident or major fire, while the evacuation of larger areas may be required as a result of events such as major flooding, earthquake or terrorist threat.

Evacuating hazardous areas is the most effective action for protecting people in many disaster or disaster-threat situations. Evacuation may be required pre-impact, as a protective measure, or post-impact, as a result of a loss of services.

The Local Disaster Management Group (LDMG) is responsible for the development and maintenance of this sub-plan. As outlined in the State Disaster Management Plan, the Queensland Police Service is responsible for the management of the evacuation process.

PART 1 – Administration

1.1 Authority

This document is a sub-plan to the Blackall-Tambo Regional Council Local Disaster Management Plan (LDMP) and is developed under the authority of the *Disaster Management Act 2003*.

1.2 Endorsement

The sub-plan was endorsed by the Blackall-Tambo Local Disaster Management Group on2023 and adopted by the Blackall-Tambo Regional Council on2023

1.3 Document Control

This sub-plan has been developed and endorsed by the Blackall-Tambo Local Disaster Management Group to support the implementation of the Blackall-Tambo Local Disaster Management Plan in response to a disaster event.

Chair

Blackall-Tambo LDMG

Date

Local Disaster Coordinator

Blackall-Tambo Regional Council

Date

1.4 Amendments

Proposed amendments to this sub-plan are to be forwarded in writing to:

Local Disaster Coordinator (LDC)
Blackall-Tambo Regional Council
PO Box 21
Blackall Q 4472

A register of amendments can be found at Appendix 1.

1.5 Distribution

This sub-plan is a controlled document and is not publicly available. The sub-plan is distributed to those agencies who are either a member of the Local Disaster Management Group or who have an identified role and responsibility in evacuation management.

1.6 Review

This sub-plan is to be reviewed in accordance with *s. 59 of the Disaster Management Act 2003*, with relevant amendments made and distributed. The review process is to occur annually by one of the following means:

- Desktop review by the Local Disaster Management Group
- After activation by those agencies involved
- After an Exercise to test the sub-plan or part thereof

PART 2 – Governance

2.1 Purpose

The purpose of this Evacuation sub-plan is to provide support to local government when planning and implementing an evacuation of exposed persons within the Blackall-Tambo Regional Council LDMG area of responsibility or in support of other LDMG's upon request. This sub-plan forms part of the Local Disaster Management Plan (LDMP).

2.2 Objectives

The objectives of this Evacuation sub-plan within the Blackall-Tambo Regional Council area are to:

1. Identify local hazards and risks and exposed populations.
2. Prescribe the decision making and evacuation process to assist exposed populations.
3. Determine the communication process to support exposed populations in the evacuation process.
4. Coordinate the organised movement of exposed populations to a safer location and their eventual return.

2.3 Planning Assumptions

It is assumed the public will receive and understand official information related to evacuation. Most of the public will act in its own interest and evacuate dangerous areas when advised to do so by authorities. Some individuals, however, may refuse to evacuate. Those individuals will be left until all who are willing to leave have been provided for. Time permitting, further efforts may be made to persuade those who remain in situ to evacuate.

Some events are slow-moving and provide ample reaction time. The worst-case assumption is that there will be little or no warning of the need to evacuate and it may be necessary day or night. There may not be time to obtain support from outside resources and local resources could be severely stretched.

Temporary accommodation facilities and food will need to be provided for evacuees although many may seek shelter with relatives and friends rather than use designated evacuation centre facilities. Most evacuees will use private transportation means, however, transportation may need to be provided for some evacuees.

Spontaneous voluntary evacuation will occur when there is sufficient warning of the threat. Past events suggest that between 5 and 20 per cent of the people at risk will evacuate before being directed to do so.

Some people will refuse to evacuate, regardless of the threat.

2.4 References

This sub-plan has been developed with reference to the following documents:

- Blackall-Tambo Local Disaster Management Plan (LDMP)
- Queensland Disaster Management Guidelines – www.disaster.qld.gov.au
- Evacuation Planning Handbook – www.aidr.gov.au

PART 3 – Evacuation Strategy

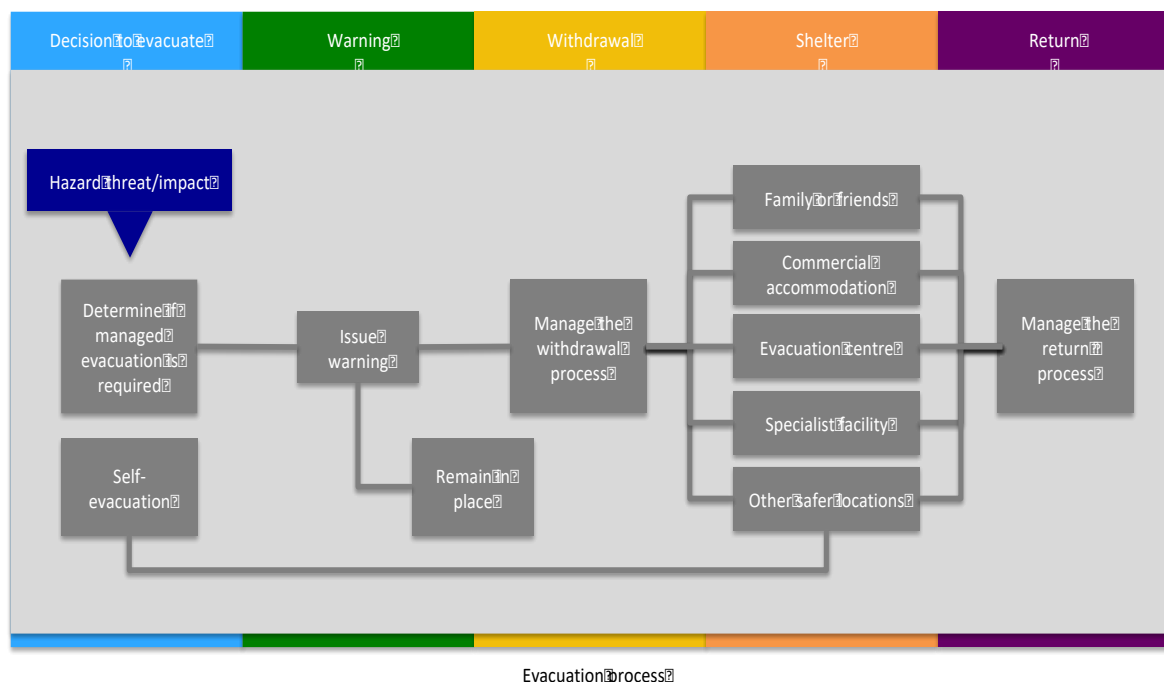
3.1 Evacuation Planning

Evacuation is a risk management strategy that may be used to mitigate the effects of a disaster or emergency situation on a community or part of a community. It is a five-stage process commencing with:

- 1) Making a decision to evacuate
- 2) Disseminating warning messages to the affected community
- 3) The timely and coordinated withdrawal of people from a dangerous situation
- 4) Sheltering evacuees in a safer location and finally
- 5) The return of people (when safe to do so).

Evacuation becomes necessary when the benefits of leaving significantly outweigh the risk of 'sheltering-in-place'. For an evacuation to be effective, it must be appropriately planned, executed and managed.

The following illustration diagrammatically illustrates the evacuation process and is based on the Australian Institute for *Disaster Resilience (AIDR) National Evacuation Planning Handbook* and has been adopted by all State and Territory governments.



3.2 Queensland Legislation

The *Disaster Management Act 2003* (the Act) specifies that Council is primarily responsible for managing disasters in its local government area. As a consequence, the Blackall-Tambo Local Disaster Management Group (LDMG) is best placed to plan for and conduct evacuation prior to the onset of an event or following the impact of an event through their local knowledge, experience, community understanding and existing community

relationships. However, it must be emphasized that neither the LDMG nor local government has the legislative authority to order or direct an evacuation.

This is the responsibility of the Longreach District Disaster Coordinator (DDC) and can only be authorised under the *Disaster Management Act 2003*.

3.3 Authority to Evacuate

There are three types of evacuation under the Act, each with specific triggers and characteristics that either require or do not require authorisation. These are:

Self-Evacuation	
Authority	Description
No authority necessary	<p>This is the self-initiated movement of people to safer places prior to, or in the absence of, official advice or warnings to evacuate. Some people may choose to leave early even in the absence of a hazard but based on a forecast.</p> <p>Safer places may include sheltering in their own home, or with family or friends who may live in a safer building or location. Self-evacuees manage their own withdrawal, including transportation arrangements. People are encouraged to evacuate early if they intend to evacuate.</p> <p>It is recommended that self-evacuation be recognised in the planning process, particularly in the shelter and return stage. Depending on whether the disaster event is rapid or a slow onset, self- evacuation may be encouraged as the first option for residents. It is advisable that this message is included in community preparedness education, awareness and engagement such as early media releases and public information.</p>
Voluntary evacuation	
No authority necessary	<p>An individual can choose to self-evacuate prior to an announcement of either a LDMG coordinated voluntary evacuation or District Disaster Coordinator (DDC) directed evacuation. Exposed persons who may be impacted by an impending hazard are encouraged to commence evacuation voluntarily.</p> <p>Voluntary evacuation of exposed persons may also be coordinated and implemented by the LDMG in close consultation with the DDC. It is recommended that evacuation sub-plans consider documenting the management strategies and operational arrangements for a voluntary evacuation.</p>

Directed evacuation	
Authority	Description
Declaration of a disaster situation under s. 64 of the Act.	<p>A directed evacuation under the Act requires the declaration of a disaster situation. A DDC may declare a disaster situation if satisfied that the requirements of Section 64 of the Act have been met. The declaration of a disaster situation requires the approval of the Minister for Fire and Emergency Services and must be made in accordance with Section 65 of the Act.</p> <p>During a disaster situation, the DDC and Declared Disaster Officers are provided with additional powers under Sections 77 & 78 of the Act. These powers may be required to give effect to a directed evacuation.</p> <p><i>A Local Disaster Coordinator (LDC), as part of the LDMG, will make a recommendation to a DDC that a directed evacuation is required, based on their situational awareness in preparation for a disaster or imminent disaster.</i></p> <p><i>The Chairperson of the LDMG, the LDMG, LDC or local government has no legislative power to affect a directed evacuation. The responsibility for authorising a directed evacuation always remains with the DDC.</i></p>

3.4 Refusal to Evacuate

Although it is an offence for people to disobey a lawful direction to evacuate, there is discretion to remove a person refusing to leave or to take punitive action for failure to comply with the direction.

Factors that may be taken into account when considering whether to forcibly remove a person failing to comply with a direction to evacuate include:

- 1) The available resources that may need to be diverted from responding to the event in order to enforce the evacuation
- 2) The safety of personnel.

Refer to Queensland Police Service for further information.

3.5 Community Preparedness

Community preparedness provides a significant level of situational awareness for the community in understanding the risks that they are exposed to and what the process will be if and when they are required to take a specific course of action (i.e. evacuation). This phase is critical to ensuring an effective and timely evacuation process is achieved and forms a significant component of Council's annual public awareness program.

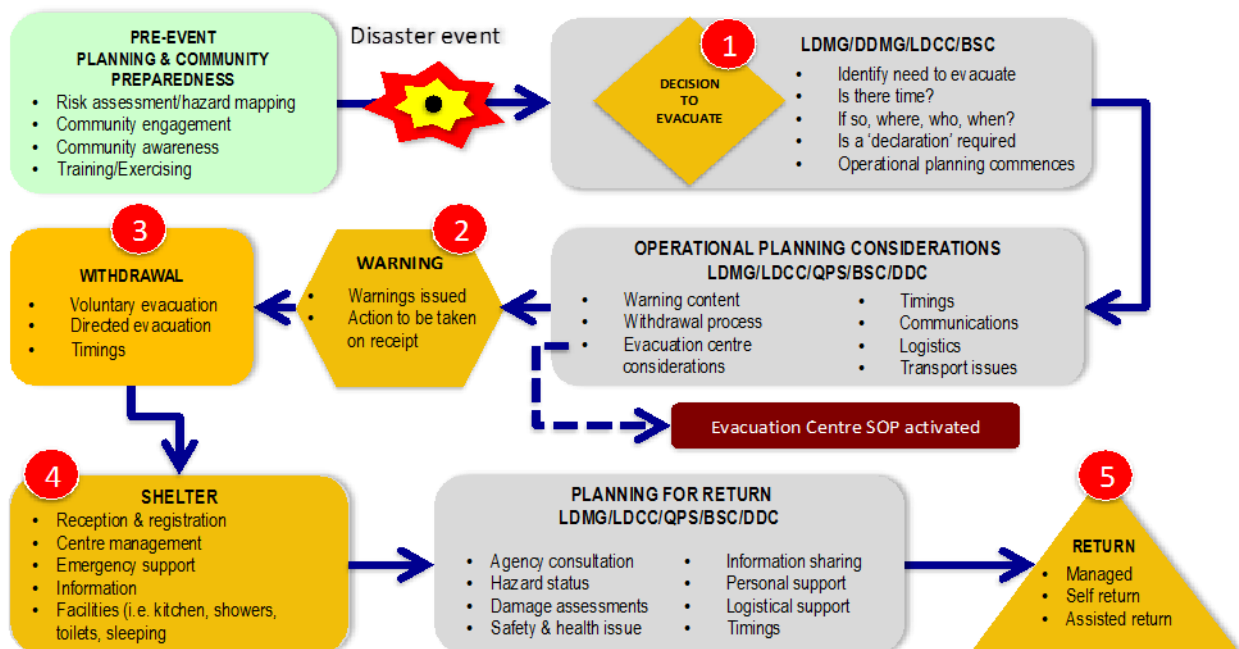
3.6 Preparedness Activities

Activities should be targeted to the needs of each community and may include:

- Community education and awareness programs
 - The dissemination of regular disaster management information through newsletters, Council service centres and rates notices
 - The use of digital media platforms such as Council website, social media
 - Community surveys on the level of understanding of individuals
 - Community pre-season awareness programs
 - Availability of local disaster management plans via Council website and local libraries.
- Public meetings and presentations to community groups.

3.7 Activation

Notification and activation flow chart:



3.8 Making the decision to evacuate

Evacuation of people from a particular area causes financial, physical, psychological and social disruption. However, with this in mind, an evacuation is necessary when a hazard, be it natural or human-caused, threatens and puts at risk the safety of those within the area, or following the impact of a hazard which has subsequently rendered the area uninhabitable. Evacuation becomes necessary when the benefits of leaving significantly outweigh the risk of 'sheltering-in-place'.

Sometimes, it is a relatively easy decision to make as it becomes obvious that evacuation is the only way of protecting a community or part of a community. In other instances, the decision is less obvious, but if delayed could cause substantial problems.

The decision to evacuate should be based on a risk assessment and intelligence from the field. The following questions should be considered when deciding whether to evacuate or not.

- Is evacuation the only option available?
- If not, what are the other alternatives?
- Is it possible to evacuate?
- Has a risk assessment been undertaken to support the decision to evacuate?
- Will it be a phased evacuation?
- Have any special arrangements for vulnerable people or people with disabilities been considered?
- Is there a need for a voluntary or directed evacuation?

3.9 Activation of plan

The activation of this sub-plan is vested in the Chairperson of the LDMG. The decision to activate this plan will be made where a threat to a community requires the coordinated movement of 'at risk' people from a place of danger to a safer location. Where time permits, the decision should be made in collaboration with all members of the LDMG.

3.10 Local Hazards

Naturally occurring	
Hazard	Description
Flood	The Blackall-Tambo Regional Council area has an extended history of flood events with potential to cause mild disruption to serious damage to property, infrastructure, the environment and economy.
Drought	Drought is a prolonged, abnormally dry period when the amount of available water is insufficient to meet our normal use and requirements. Droughts historically last for many years and have previously had a substantial impact upon the local economy, the agricultural industry, local business and the physical and mental health of the population.
Rural fires	Fires generally occur as a result of lightning strikes associated with dry storms in the spring and summer. These could affect built infrastructure and grazing areas in the Blackall-Tambo Regional Council area.
Severe weather	The Blackall-Tambo Regional Council area is subject to seasonal severe weather events such as damaging storms as well as high velocity windstorms. Both of these hazards can cause considerable damage to community infrastructure and business continuity.
Heatwave	Queensland Health defines a heatwave as "three (3) days or more of high maximum and minimum temperatures that are unusual for that location." A heatwave may result in increased deaths and illness in vulnerable groups such as persons >65 years, pregnancy, babies and young children and those with chronic illness. In severe cases, it may impact infrastructure.

Human-caused	
Hazard	Description
Transport incidents (motor vehicle)	Motor vehicle incidents occur regularly in the Blackall-Tambo Regional Council area. These have included incidents with other vehicles, animals and property assets and have resulted in the loss of human and animal life.
Transport incidents (heavy vehicle)	Heavy vehicle incidents have included hazmat incidents and have resulted in the loss of lives. There are particular concerns regarding the potential for these incidents in the residential areas near the highways or involving tourist coaches.
Transport incidents (air)	Regular scheduled domestic flights, Royal Flying Doctor Service, charter and private aircraft use the Blackall airport. The Tambo airstrip is used for private charter and is an all weather strip.
Vector outbreaks	Diseases of animals affecting production, safety for consumption or livestock. There have been historical events of animal disease outbreaks affecting both domestic and wild animals.
Water supply contamination	All domestic water services in Blackall and Tambo are subject to potential contamination by natural, incidental or malicious events.
Pandemics	A pandemic occurs when a strain of a virus appears that causes readily transmissible human illness for which most of the population lacks immunity. The COVID-19 pandemic is ongoing throughout the country with vaccines available. Influenza pandemics, typically the most common, occur with little warning and hit wide geographic areas in multiple waves, lasting two to three months at a time. Most at risk are the elderly, children under 5 years, the indigenous community and people with existing lung conditions.

PART 4 – Stages of Evacuation

4.1 Stage 1: Decision to Evacuate

Evacuation of a community is a complex task normally undertaken in highly stressful circumstances with little time to develop arrangements. The evacuation process must be achieved in a timely and efficient manner that allows for a safe and coordinated approach to keeping the community safe.

The decision phase is determined by the period when intelligence from the field and other sources, such as official warnings, are considered (e.g. Bureau of Meteorology, QFES) and a choice is made whether to order an evacuation or advise people to 'shelter-in-place'.

The decision must be given careful consideration. With insufficient information, it is possible that the person making the decision could be faced with the dilemma of whether to evacuate or not. If the decision is made too early and the hazard recedes, the evacuated community will have been exposed to unnecessary risk, inconvenience and cost. If the decision is made too late, the affected community will be forced to either evacuate under high-risk conditions or to remain in place and accept the full effects of the hazard impact. While the nature of the hazard impact will be a primary consideration in the decision-making process, an effective evacuation plan supported by an effective community education program will enhance that process.

Decision-making considerations

- What is the nature of the threat?
- Who is responsible for making the decision?
- Is evacuation necessary?
- What is the legislation governing evacuation?
- Who authorises evacuation?
- Will there be a risk to the evacuees during movement?
- What is the expected impact area and number of affected people?
- Is there time available to organise and carry out the evacuation?
- What evacuation routes are required?
- Are there risks to emergency responders?
- How much time exists for decision-making?
- Is there a current, practiced evacuation plan?
- What is the accuracy/currency of information?
- Are there any special needs buildings or people?
- How is the public to be informed of the need to evacuate?
- What is the state of readiness or preparedness in the community?

4.1.2 Evacuation Planning Group

The LDMG will be responsible for evacuation within the Blackall-Tambo Regional Council area. They may deem it necessary to appoint a specific working group to undertake planning for the evacuation of people, however this will be decided just prior to the event or immediately after the impact of the event and will be determined by the circumstances that arise at the time.

Assistance from the District Disaster Management Group (DDMG) to effectively conduct evacuation to a safer location or evacuation facility may be identified during evacuation planning. It is recommended that continuous communication with all relevant stakeholders and support agencies occurs to increase consistency, ensure resource continuity, enhance community partnerships and minimise the potential for confusion and time delays during an event requiring evacuation¹.

4.2 Stage 2: Warning

The warning message is where the community is notified of the event (either impending or occurred) and advised of the appropriate actions they should take. Warnings can be undertaken by a range of mechanisms from door knocking, through media outlets (e.g. radio, television), social media and/or SMS messaging. The warning enables individuals & communities to respond appropriately to a threat in order to reduce the risk of death, injury, property loss and damage. The effectiveness of the evacuation will largely depend on the quality of the warning process.

It should be noted that each hazard produces different risks to the community and as such, the warning message will contain different actions that need to be taken (E.g. A chemical spill warning may invoke a 'shelter-in-place' action but flood warning which may invoke an evacuation action).

Warning message considerations:

Should be	<ul style="list-style-type: none"> • Clear (simple language), unambiguous and provide an action element • Timely and structured • Issued by a credible authority (e.g. QPS, QFES) and provide a confirmation contact point
Should contain	<ul style="list-style-type: none"> • Name of issuing authority • Date & time of issue • An accurate description of threat (what has happened or likely to happen) • Details of the area affected by the hazard or threatened to be affected • Action advice to those receiving the warning • What, if anything, is being done to control the hazard • Time next warning will be issued • Information relating to 'special needs' individuals or groups
'Special needs'	<ul style="list-style-type: none"> • Mentally & physically handicapped • Aged care facilities • Hospitals/medical centres • Elderly in the community • Non-English speaking • Tourists • Itinerants (including long-haul transport companies) • Education facilities (i.e. schools, kindergartens)
Avoid	<ul style="list-style-type: none"> • Jargon • Abbreviations • Ambiguity

¹ Evacuation: Responsibilities, Arrangements and Management Manual

4.2.1 Provision of advanced warning to Special Needs Facilities

The Evacuation Planning Group will need to identify Special Needs Facilities within the Blackall-Tambo Regional Council area. This group will need to plan how best to communicate with these groups to provide warning messages that are appropriate and can be understood by each group of people who have special needs.

4.3 Stage 3: Withdrawal

The withdrawal phase relates to the movement of people away from the area of immediate danger. Issues of particular concern during this phase are the evacuation routes, safety of evacuees, and access to and security of the evacuation zone. The key to a successful withdrawal process is dissemination of the warning message in a timely manner so that evacuees are not rushed during this phase.

Withdrawal considerations

- Regardless of whether the evacuation is recommended or directed, the decision and follow on action must be timely. Sufficient warning time must be given to allow the movement of people given the weather conditions, access and egress route conditions as well as distances from the danger area to a safer location
- It is essential for all agencies involved in the 'withdrawal' process to have a clear understanding of their roles & responsibilities
- The agency that has the authority to order an evacuation may not necessarily carry out the physical evacuation. As a consequence, it is essential that during the pre-event planning phase, all participating agencies are fully aware and conditioned to their roles as well as understanding the roles of others
- Lead time will affect the prioritising and allocation of resources
- The degree of urgency or time constraints within which the evacuation must be completed must be factored into the plan if possible
- Limited resources may necessitate greater reliance upon **voluntary** or **self-evacuation** and use of personal transport
- If assembly points are used, prior to moving evacuees to evacuation centres or alternative accommodation, it will be necessary to provide basic welfare facilities whilst evacuees are being processed
- Where practicable, consideration should be given to securing evacuated areas for safety reasons as well as the possibility of illegal activity in relation to unattended properties.

4.3.1 Traffic management strategy

Although not a critical issue in the Blackall-Tambo Regional Council area due to the small numbers and available resources, the Risk Assessment process should identify those road and bridge networks that will be susceptible to the hazard. This will have a great bearing on the timing of the decision as well as the warning message and withdrawal process.

4.4 Stage 4: Shelter

The shelter phase primarily relates to the reception, registration, provision of temporary accommodation and basic needs to evacuees in a safer location. As the length of the evacuation increases, the support requirements will also increase.

Shelter considerations:

- Who is responsible for the establishment and management of evacuation centres²?
- Will it be staffed 24 hours?
- When will the request to provide shelter be made?
- What are the capacities of selected facilities?
- Adequate parking?
- Are they ventilated and free from elements?
- Are they available for extended periods?
- Does the public know where the venue is?
- Pet/companion animals
- Toilets, showers, kitchen?
- Power, water?
- Access and facilities for the disabled?
- Communications?
- Sleeping?
- Basic services (e.g. welfare support).

4.4.1 Shelter in place

On some occasions, it may be assessed that people would be safer to stay and shelter in place rather than evacuate. Shelter in place should be considered as an alternative where the risk associated with evacuation is seen as greater than that of sheltering in place.

4.4.2 Evacuation Centre locations

Where an evacuation centre has been established, authorities must take all reasonable steps to ensure evacuees are properly received and supported via welfare agencies and/or Council and community groups.

For further information on Evacuation Centres including locations and contact details refer to the *Evacuation Centre Management Plan*.

² In some local government areas, a Memorandum of Understanding has been signed between Council and Australian Red Cross for the establishment and management of Evacuation Centres, however this is not a uniform agreement State-wide.

4.4.3 Registration of Evacuees

The effective management of information in relation to evacuations is important from a community awareness perspective. Relatives and friends of evacuees will endeavour to make contact to ensure their safety. To aid in this, the national *Register.Find.Unite* service will be implemented at all Evacuation Centres and to register all those members of the community within the individual evacuation centres. In circumstances where implementation of this service is impracticable, a register of people within a facility should be maintained.

Registration is the responsibility of Queensland Police Service with support from Australian Red Cross. However, in isolated locations such as the Blackall-Tambo Regional Council area, where such resources are of a minimum, Council may have to assist in this process until external resources are available.

4.4.4 Personal support services

Support

- Personal Support - diffusing
- Child Care Facilities
- Recreational Facilities

Information and advice

- Relief Measures
- Availability of Grants
- Insurance

4.4.5 Pets/companion animals

Whilst it is the responsibility for pet owners to make arrangements for their animals during a disaster, it is reasonable to assume that some evacuees will arrive at Centres with their pets.

In this instance, arrangements should be considered to house manageable animals/pets close to evacuation centre facilities that are accessible to owners.

4.4.6 Stock

There is a designated dog pound in both Blackall and Tambo. Blackall has stock holding facilities for horses located at the Blackall Saleyards. Tambo has stock holding facilities for cattle and horses at the Pound Yards.

4.4.7 Evacuation Centre security

Consideration should be given to ensuring that all evacuation centres are a safe place for evacuees during their time at the centres. In many cases, evacuation centres can be a highly stressful place due to the circumstances of the event and centre management should be aware of any issues as they arise. Members of the Queensland Police Service should be requested to assist with security at Evacuation Centres.

4.5 Stage 5 – Return

The return phase covers the period from issuing an ‘all-clear’ message informing evacuees that it is safe to go home and their arrival back into the evacuated area.

This phase may potentially be drawn out, as groups of evacuees may have to return in stages, as the area is declared safe. The timely return of evacuees is crucial as the sooner they return home, the sooner they will find themselves actively engaged in the recovery process; and this increases long-term psychological recovery.

4.5.1 Return strategy

The decision for the return of evacuees to their properties and the development of a return strategy will be undertaken by the Evacuation Planning Group (if appointed) or in their absence, the LDMG. This group should be made up of necessary organisation/agency representatives to ensure that all services essential to that community are functioning adequately. The following list is indicative to most communities.

- Local Disaster Management Group members
- Local LDMG Recovery team
- District Disaster Coordinator
- Queensland Police Service
- District/Regional government agencies
- Ergon Energy
- Telstra
- Blackall-Tambo Regional Council
- QFES
- Other entities as required (e.g. Bureau of Meteorology)

4.5.2 Damage/Safety Assessments

Authorities will need to ensure an appropriate assessment has been carried out to confirm the area is safe and it is possible to return, and to identify any special conditions that may need to be applied. If there are insufficient resources available to undertake this, a request to the DDMG will provide the required assistance.

Factors to consider include:

- The hazard itself (or any consequential hazards)
- The conditions to which evacuees would be returning such as access to food, water, sanitation and health care
- A consideration of the physical and emotional wellbeing of evacuees
- Economic factors relating to short and long term viability of the evacuated area
- Available support services for those returning
- The continuing need for public information, particularly with regard to essential services
- Whether or not the area is a protected forensic area or a restricted access area.

PART 5 – Public Awareness and Information Strategy

5.1 Awareness Programs

The Australian Institute for Disaster Resilience defines ‘awareness’ as “the attaining of initial knowledge of the existence of an actual or potential emergency situation or incident....”³.

Section 30 of the Act details the functions of the LDMG and includes:

(e)...Ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster.

Blackall-Tambo LDMG recognises the importance of creating a community that is aware of ways to mitigate the adverse effects of an event and to prepare for, respond to and recover from a disaster by undertaking the following:

- The dissemination of regular disaster management information as part of the regular media articles appearing in the local paper and local radio interviews from the LDMG Chair (Mayor) to residents
- The use of digital media platforms such as broadcast radio, text messaging (SMS), community email lists and social media announcements
- Signage of known risks (where appropriate) to ensure greater community awareness and safety
- Specific disaster management news, information, tools or resources through council service centres, rates notices and other community resources
- Community surveys and feedback forms
- Community pre-season awareness programs
- Public availability of the Blackall-Tambo Local Disaster Management Plan via Council website.

The Blackall-Tambo Regional Council is committed to an ongoing campaign to encourage the public to “Get Ready” by:

- Preparing information sheets for public distribution on hazards
- Notifying residents of preparedness for extreme hazards via various media tools
- The distribution of the ‘Be Ready Central West’ flipbook which was posted to all residents and businesses within the Blackall-Tambo Regional Council area and is available at Council offices and on the Council website.

Preparing procedures and guidelines for the public on communication methods to be adopted before, during and post disasters.

³ Australian Institute for Disaster resilience, Knowledge Hub

5.2 Public Information

The development of a public information strategy for a specific disaster or emergency situation, including determination of the most appropriate methods is a critical component of any evacuation.

Authorities may consider the following message content when an evacuation is recommended or directed:

- What is known/not known about the event
- Information about the action being taken to combat the hazard
- What the community is being asked to do
- Any recommendation or direction to evacuate
- The expected duration of the evacuation as far as can be predicted
- What evacuees should take with them (e.g. important documents, identification, medication)
- What they should not bring (e.g. pets or livestock to mainstream evacuation centres)
- Advice on how to secure premises and personal effects as they leave (ideally leaving gates to properties unlocked to allow access for emergency services if needed)
- The recommended evacuation routes(s)
- Advice on how to obtain updates
- Details of the nominated evacuation centres including details of whether the centre can accommodate pets
- Available assistance to transport and health services
- Information about any registration systems that have been activated such as the Red Cross Register.Find.Reunite;
- Information on any systems for flagging evacuated properties
- A reminder that those who choose to remain behind cannot be expected to be rescued if the situation worsens or be provided with assistance to protect property and livestock.

5.3 Public warning sources

During times of a disaster event, one of the most critical components is disseminating information to the public in a timely and effective manner. The following table details responsibilities for dissemination of information and warnings.

Organisation/agency	Description
Blackall-Tambo Regional Council	<ul style="list-style-type: none"> The issuing of warnings and public information as well as community education/awareness programs should form part of the local disaster management arrangements. These arrangements and strategies should be scrutinized following events or exercises to ensure continuous improvements⁴. Dissemination of warnings, alerts and information through web site, telecommunications systems (e.g. telephone, SMS), social media platforms, public information outlets.
Local Disaster Coordination Centre (LDCC)	<ul style="list-style-type: none"> When operational, ensure all stakeholders are in receipt of warnings and alerts Continuation of electronic platforms as above.
District Disaster Coordination Centre (DDCC)	<ul style="list-style-type: none"> Ensuring that warnings and alerts have been received by local governments, LDMG's and LDCC's from SDCC.
State Disaster Coordination Centre (SDCC)	<ul style="list-style-type: none"> Issue of warnings and alerts to key stakeholders by various methods (e.g. Emergency Alert) Each entity is responsible for further disseminating these warnings and alerts through their own networks.
Bureau of Meteorology	<ul style="list-style-type: none"> Fire Weather Warnings Flood Warnings
QFES	<ul style="list-style-type: none"> Weather Operational Update Regional Operations Command Bushfire
Single agencies	<ul style="list-style-type: none"> The agency identified as being primarily responsible for a specific hazard needs to include provision for communicating with the public in its planning; although this agency may not be responsible for issuing any alerts and warnings. This is primarily done through local governments
Media	<ul style="list-style-type: none"> Dissemination of warnings and alerts through all available channels and systems

5.4 Shelter in Place Warnings

If shelter in place is recommended or directed, authorities may consider additional message content that could include:

- Advice to maximise personal safety
- Guidance to support self-sufficiency for the duration of the hazard, particularly if the duration can be estimated with some level of confidence
- Any specific protective actions in relation to the hazard (e.g. levees, sandbagging)
- Information regarding supply/re-supply of food, water, fuel or other essential services
- How to assess the suitability of shelter based on location or type, which can be a building or open space

⁴ Reproduced in part from the Queensland Planning Guidelines, Part 5 - Response

- Consideration of mental (psychological) and physical health and fitness to remain in situ.

5.5 Local Warning Dissemination

The Chair of the LDMG, or delegate, is the official source of public and media information and is the chief media spokesperson.

5.6 Coordination of information

During an event, the release of public information on aspects such as road closures, traffic routes, advice on evacuation procedures and centres will be coordinated through the LDCC. Such information and warnings will be provided to the community via a number of communications sources including:

- Landline and Mobile telephone including SMS messaging
- UHF Repeater network
- Electronic media (Council's website and email distribution list)
- Social media (Twitter and Facebook)
- Broadcast media (Radio) such as ABC 540AM
- Television
- Media websites/Facebook
- Email
- Door knocking
- Public Announcement systems (PA's)

Other alerts or warnings such as those delivered through the use of SEWS (Standard Emergency Warning System) or the national Emergency Alert (EA) telephone and SMS messaging system will be used to support and reinforce the warning messages provided through broadcast media.

Ongoing information will also be disseminated through council offices and libraries, evacuation centres as well as other community meeting places.

PART 6 – Operational review and evaluation

6.1 Introduction

The review of operational activities undertaken during a disaster is a key component of developing greater capacity and the improvement of council's disaster management arrangements.

At the completion of any evacuation process a review process should be undertaken.

After-action reviews (also known as Operational Debriefs) are conducted to:

- Assess operational performance undertaken prior to and during the evacuation including decisions made, actions taken and processes used
- Document the issues/actions that worked well and identify a course of action to ensure they are captured and updated in relevant plans for use during subsequent events
- Assess capability and consider where additional planning, training and/or exercises may enhance capability

6.2 Types of debriefs

'Hot' debrief

A discussion undertaken immediately after the operation (evacuation) has ended; giving authorities the opportunity to share learnings while the experience is still very fresh in their minds.

'Post-event' debrief

At the conclusion of all operations (usually within a couple of weeks), a formal review and evaluation process should be undertaken of the entire operation. The most effective way of undertaking this overall review is through a series of debriefs of participating organisations upon or immediately following *Stand Down*. Such debriefs should be conducted as close to the conclusion of operations as possible.

Usually, debriefs are conducted from the bottom up meaning that subordinate entities debrief first and their findings are included in debrief of the next higher group. On this basis, evacuation-related debriefs should, where possible, be conducted in the following priority order:



It should be noted that in some instances, there would be no need to follow the above diagram to the letter (e.g. There may well be no Evacuation Planning Committee). Steps 1-3 may well be run concurrently with lessons identified being brought to the LDMG.

Following the completion of all debriefs, an 'After-Action Report' (AAR) report is compiled to provide a record of the lessons identified following an event and importantly recommendations for improving the recovery process for future events.

6.3 After-activation Report (AAR)

An After-Action Report (AAR) is a retrospective analysis on critical actions previously undertaken. Its purpose is to evaluate performance, identify and document effectiveness and efficiencies, analyse critical procedure and policies and recommend improvements.

Executive summary

The report should include an executive summary at the beginning of the document briefly outlining the event and the subsequent debriefing process followed by a summary of recommendations.

Section 1: Context

- Description of the local government area/region – including population bases, industry, transportation hubs
- Anything that would allow the reader to understand the 'context' of the event including photos, maps etc.

Section 2: The event

- The history of the event – date, time, location(s), conditions
- Severity & scale of impact
- Evacuation objectives
- Conduct of operations
- Information management including media management
- Intel and planning processes
- Logistics
- Administration
- Political issues

Section 3: Event management

- Leadership/command structure
- Event management analysis
- Anything else that would enable the reader to understand the event management process.
- Governance framework
- Community impact assessments
- Evacuation plans including tasks undertaken, outcomes, participating agencies etc.
- Review and evaluation (Including debrief frameworks, strategies etc.)
- Resolutions, responsible agencies, timeframes

Appendix 1 - Version control

Date	Reference	Author	Amendment	Version
November 2022	Sub-Plan developed	Craig Neuendorf Phil Kuhne Matt Burrows	Implemented	V 2.0

Appendix 2 – Distribution List

Organisation / Agency	Officer (copies)
Blackall-Tambo Regional Council- LDMG	Mayor, Chair LDMG (1) Local Disaster Coordinator LDMG (1) Disaster Management Coordinator (1)
Blackall-Tambo SES	SES Local Controller (1)
QFES	Emergency Management Coordinator – Longreach (1) Inspector, Fire & Rescue Service – Longreach (1) Blackall Fire & Rescue Captain (1) Tambo Rural Fires Captain (1)
Queensland Police	Officer in Charge, Blackall (1) Officer in Charge, Tambo (1)
	DDC – Longreach (1)
Queensland Ambulance Service	Officer in Charge, Blackall (1)

Please Note: Unless requested, all copies will be distributed electronically.

Appendix 3 – Glossary

Term	Meaning
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group
LDC	Local Disaster Coordinator
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan

APPENDIX 4 – References

Legislation

- *Disaster Management Act 2003*
- *Disaster Management Regulations 2014*

Plans

- Blackall-Tambo Local Disaster Management Plan

Other Doctrine

- Queensland Disaster Management Training Framework www.dmlms.qfes.qld.gov.au

Guidelines

- Prevention, Preparedness, Response & Recovery Disaster Management Guideline
<https://www.disaster.qld.gov.au/dmg/Pages/DM-Guideline.aspx>
- LDMG Responsibilities Manual
<https://www.disaster.qld.gov.au/dmg/st/Documents/M1030-LDMG-Responsibilities-Manual.pdf>

Key links

- www.disaster.qld.gov.au

End of Document

BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)[Next Item](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: 5.7

SUBJECT HEADING: Blackall-Tambo Tourism Workshop Report

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: Blackall-Tambo Regional Council hosted a two-day workshop in Blackall on Wednesday 22nd and Thursday 23rd of March 2023, various neighbouring councils were invited to attend. Representatives from Winton, Longreach and Barcaldine councils were able to attend.

Officer's Recommendation: That Council receive the Blackall-Tambo Tourism Workshop Report.

Background

The objective of the Blackall-Tambo tourism workshop forum was to further establish positive collaborative relationships with tourism representatives from other councils in the region. .

Blackall-Tambo Regional Council hosted a workshop in which tourism officers were able to visit some of the local attractions, showcase their region through PowerPoint presentations and brainstorm on ways to promote each other's regions.

Other councils have indicated that they would be interested in hosting workshops in their regions.

Working cooperatively with regional tourism groups and representatives allows for the opportunity of cross-regional promotion and insight into how other regions are promoting tourism.

Link to Corporate Plan

Economic Development

Outcome 2 – Tourism- Foster a sustainable tourism industry that delivers economic outcomes for the community.

Vibrant Communities

Outcome 1 – Arts and Culture- Continue to grow our region as the premier arts and cultural hub of Western Queensland.

Consultation (internal/external)

Chief Executive Officer

Governance Coordinator

Tourism Officers

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	Nil	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

Nil



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Blackall-Tambo Tourism Workshop (Wednesday 22nd and Thursday 23rd of March)

REPORT

Briefing

Blackall-Tambo Regional Council hosted two half-day workshops in Blackall on Wednesday 22nd and Thursday 23rd of March, 2023. The aim of this forum was to lay the groundwork in creating positive partnerships, including cross-regional promotion throughout regions of Outback Queensland.

Various surrounding outback councils from south-east, central and north-west Queensland were invited to attend. Options were provided to attend via video-link for sessions held within the chambers. All councils from the central-west region were able to join us in person for this forum, Winton, Longreach and Barcaldine, including a representative from Aramac. Sharynn Brigg was also able to join us from Tambo.

We did not have any participants attend via video-link, however, many councils did express a shortage of available staff at this time. Future opportunities are available to liaise with these additional councils as we attend workshops in other regions.

During their visit we were also able to attend some historical locations and points of interest throughout Blackall, as well as a tour of Ram Park, Woolscour, Blackall Saleyards, Red Ridge and The Lost Art. Through their participation across the two days, participants were able to provide their views on various aspects of the industry and update their knowledge with clarity.

The workshop was held as an opportunity for the attending tourism officers to provide their input to the development of a positive partnerships and cross-regional promotion strategy by:

- Articulating our aspirations for a more region-based partnerships in the promotion of Outback Queensland.
- Meeting VIC representatives from each council, including some new recruits.
- Identifying challenges, opportunities and game changers for our regions.
- Identifying focus areas that are important to our unique locations and offerings.
- Sharing of on-the-ground insights, specifically from a VIC Officer perspective.
- Identifying the actions that would have the most positive impact on visitor experience.
- Discuss areas where further attention is required.

The attached PowerPoint presentation contains the inputs generated through the workshop process.

Contents of attached:

Page 3 – 5	Welcome and agenda
Page 6	Goals for the Workshop
Page 7 – 13	‘Quick-guide’ to each region (summary)
Page 14 – 19	Future developments, positive impacts, recommended improvements, additional comments and suggestions, where to from here.

Feedback forms have been issued to each attending council tourism representative. Once returned, the information in these forms will be an indicator from councils as to whether the productivity and outcomes of this type of activity is something we continue.

Personally, I feel gatherings like this are a fundamental part of professional development, especially in the regional tourism industry.

Vivienne Van Mosseveld
Blackall Visitor Information Officer



Explore
BLACKALL-TAMBO

WELCOME TO OUR TOURISM COLLABORATION WORKSHOP

AGENDA FOR DAY 1

- 11:00am – Arrival (Morning tea, meet & greet)
- 11:30am – Introduction to the workshop
 - Goals for the next two days
 - What we would like you to know about Blackall
 - What we would like you to know about Tambo
- 12:00am – Round table discussion
 - Hearing from each shire
- 2:00pm – Tour of Blackall (Bus with Cr. Jane Scobie)
 - Visit Red Ridge
 - Visit Lost Art
 - Jack Howe
 - Black Stump
 - Aquatic Centre
 - Memorial Park
 - Pioneer Bore
 - River Campgrounds
- 3:30pm – Afternoon Tea Break
- 4:00pm – Ram Park Tour with Stewie
- 5:00pm – Woolscour Twilight Tour with Bushie
- 7:00pm – Dinner at The Lodge on Hawthorn

AGENDA FOR DAY 2

- 8:30am – Welcome to Day 2
- 9:00am – Tour of Sale Yards with Bushie
- 10:30am – Morning Tea – Outback Pioneer Centre
- 10:45am – Reflect and Discuss
 - *Hearing from each shire*
 - *How can neighbouring shires keep each other informed about new experiences, attractions and events?*
 - *Would you be willing to host other shires in a similar workshop to share your regional experiences, attractions and information?*
- 11:30am – Final conversations
 - *Where to from here?*
 - *Layout and map any follow-up that may be required*
 - *Any final thoughts or comments*
- 12:00pm – Thanks and Conclusion



GOALS FOR THIS WORKSHOP

By the end of the next two days, we hope to have gained a better understanding of what we can share on behalf of your shire.

We would like to go through each of the points below with each region -

- Top attractions/experiences/happenings in your region
- Best local tips?
- Any 'watch this space' developments or updates from your regions
- Is there anything you have implemented that has had a positive impact on your visitors' experience?
- Are there areas you would like to see improved?
- Matilda Way/Barcoo Way/ Regional approach to tourism?
- Any other comments or suggestions

TOP THINGS TO EXPERIENCE IN BLACKALL

WOOLSCOUR

- Woollscour is only accessible if on a paid tour. Run by volunteers.
- Bookings can be made online, in reception or at the Blackall VIC www.blackallwoolscour.com
- Tour times are now on the website and will be updated seasonally

RAM PARK

- Collections, antique machinery, significant buildings
- Free tour once a day (10am)
- New items added all the time

AQUATIC CENTRE

- Heated Artesian Spas and 50m Swimming Pool, also heated in winter.

FESTIVAL

- Better In Blackall Festival 17th 9 20th of August

BLACKALLTAMBOTOURISM.COM

- Lists all attractions, events, accommodation, dining etc for both Blackall and Tambo.
 - Linked to the **BLACKALL TAMBO REGION APP**
 - **Explore Blackall-Tambo Facebook Page**

LOCAL TIP

- Thursday is Sale day at the Saleyards – public visitor viewing platform

TOP 3 THINGS TO EXPERIENCE IN TAMBO

Ben's Chicken Racing

- Free courtesy bus (pick-up and drop-off)
- Fundraises for multiple charities
- Unique experience

Tambo Teddies

- Made on-site in workshop, people can see the process
- New products rolled out all the time
- Pure merino products

Grassland Art Gallery

- New exhibitions every 6-8 weeks
- Tambo VIC Relocating here in 2023 - TBA

LOCAL TIP

- Tambo Dam, full of bird life – also the beginning of the Coolibah walking trail. Plenty of sites to see on this walk, including the Qantas Crash Site

FESTIVALS/EVENTS

- Tambo Stock Show – April 29th
- Teddy Bears Picnic – June 24th

TOP 3 THINGS TO EXPERIENCE IN BARCALDINE

Tree of Knowledge / Workers Heritage Centre

- TOK - National Icon for its affiliation with the shearers' strikes and Labor movement.
- WHC - Cultural and heritage interpretation centre, dozens of displays and exhibitions
- The centres exhibits inform and highlight linkages and history behind the Tree of Knowledge.

Barcaldine Rec Park

- Man-made lake for recreation and water sports
- Hosts sporting events like power boats, skiing etc
- Right on the eastern edge of town.

Radio Picture Theatre

- New movies showing each month
- Run by volunteers
- Small Canteen/Kiosk

LOCAL TIP

- Lloyd Jones Weir & Lara Wetlands - opens in April
 - Artesian Originals - Local made art pieces, sculpture, textiles, baking etc.

FESTIVALS/EVENTS

- Tree of Knowledge Festival - 29th of April to 1st of May 2023
- Westech Field Days - 5th - 6th of September 2023

TOP THING TO EXPERIENCE IN BARCALDINE SHIRE

Aramac

- Sculpture Trail
- Adorabulls – Markers for points of interest
- Tramway Museum and Harry Redford Interpretive Centre

Jericho

- Clay Village – Jericho VIC
- Jericho Drive-In
- The Crystal Trumpeter and murals

Muttaborra

- Muttaborrasaurus Interpretation Centre
- Centre of QLD Monument
- Dr Arratta Memorial Museum

Alpha

- Jane Neville Rolfe Art Gallery
- Tivoli Theatre Museum
- Fossilised Forrest Sculpture

FESTIVALS/EVENTS

- Alpha Races – May/June
- Muttaborra Stock Show - June
- Ballyneety Rodeo and Campdraft - September
- Jericho Bush Bash

TOP 3 THINGS TO EXPERIENCE IN LONGREACH

River Cruises

- 2 x providers – Kinnon and OAT
- Offer packages
- Bookable online, must book in advance

Stockmans Hall of Fame

- Offer packages – book in advance
- Bookable online, must book in advance
- Live arena show

Qantas Founders Museum

- Offer packages – Book in advance
- Luminescent Show
- Interactive displays and a restaurant

LOCAL TIPS

- Longreach Powerhouse Museum – Run by volunteers
- Longreach Arts and crafts centre

FESTIVALS/EVENTS

- Festival of Outback Opera – 20th of May
 - Longreach Fishing Comp

TOP 3 THINGS TO EXPERIENCE IN LONGREACH SHIRE

Ilfracombe

- Machinery Mile
- Wellshot Centre
- Swimming pool & spa

Isisford

- Oma Fishing Hole - Toilets and shower block available
- Big Yellowbelly sculpture
- Outer Barcoo Interpretation Centre

Yaraka

- Mount Slocombe Lookout
- Panoramic views
- Toilets and picnic tables

Emmet

- Railway station display
- Idalia National Park - Emmet pocket look-out

FESTIVALS/EVENTS

- Yaraka horse and bike Gymkhana - 1st - 2nd July
 - Isisford Fishing Comp - 28th - 30th July
 - Isisford Ross Cup - 21st of October

TOP 3 THINGS TO EXPERIENCE IN WINTON

Age of Dinosaurs

- Multiple exhibits located on the "Jump-up" 24km south east of Winton
- Packages available
- Stampede at Lark Quarry – 110km from Winton (not at AOD museum)

Waltzing Matilda Centre

- Winton VIC located on site
- Multiple exhibits
- Café on site also

Opalton

- Opal fossicking, toilets and showers available. BBQ Area
- [Opal fossicking tour maps](#) available at Winton VIC
- Permit to fossick required

Qantilda Museum

- A lot of local history and early Qantas history (attached to Waltzing Matilda Centre)

FESTIVALS/EVENTS

- Way Out West Fest – Bulls, Bands and Bikes 31st of March to 1st of April
- Vision Splendid Outback Film Festival 23rd June to 1st of July
- Winton Outback Festival 19th – 23rd of September

ANY WATCH THIS SPACE DEVELOPMENTS OR UPDATES FOR REGIONAL OUTBACK QUEENSLAND?



FUTURE DEVELOPMENTS

- **Tambo** – Vintage truck museum (local trucking identities)
- **Longreach** – Outback Rail Adventure
<https://outbackaussietours.com.au/ora/>
- **Barcaldine** – Brez project/Arid botanical park project/Fringe camp developments/New facilities block (Lake Dunn Sculpture trail)/***Tree Identification booklet**
- **Cunnamulla** – Hot Artesian Springs & Riverwalk
(June 2023) <https://concreteplayground.com/brisbane/travel-leisure/cunnamulla-hot-springs-outback-queensland>

*Could the Tree identification booklet be a central west region project? Splitting costs? Same could be said for a bird watching brochure, we have a full set of bird imagery from Nick Thompson that I have inserted in this document - https://docs.google.com/document/d/1XZ74YM-2cOJ8ICkI50emJ_vulA36OynhvDdwTyy0PNg/edit#heading=h.y8zbi572d858

POSITIVE IMPACT ON OUR VISITORS' EXPERIENCE

What things can we implement or already do to improved overall visitor experience?



- **Access to local events** – visitors are wanting more 'local' spontaneous experiences
- **Regional awareness** – having a strong knowledge base to draw from to help our visitors plan their itineraries, also being aware of major regional events, festivals and activities.
- **Local community connections** - being able to draw from local knowledge and access community resources to assist with visitor enquiries. (Cemetary records/Local family histories and connections/Historical Society etc)
- Maintaining a **strong social media presence**.
- Knowing how and where to source accurate information for a wide range of needs, including accessibility, visual impairment etc.
- **Promoting our OQTA advertised "drives" and experiences** –
*Barcoo and Matilda Way, adding in **byway drives**, opportunity for new and fresh content. **These adverts could be included in our Blackall-Tambo shire visitor guide next year.**

REGIONAL EVENTS & INFORMATION CALENDAR – BLACKALL-TAMBO

Example of a document emailed out to Blackall-Tambo businesses, education providers, rural properties, community groups, local tour providers and general public that sign up to our calendar mailing list. Some tourists have even joined the mailing list and just email to opt-out if they no longer require it.

It is also posted to our Blackall Community Noticeboard Facebook page every Friday morning.

<https://docs.google.com/document/d/1xGDdbC1MdeDlXyCOg1qSswWBmr85QOtvAk5WGmttYiM/edit?usp=sharing>

Covers things like -

- Blackall-Tambo Events
- Regional Events/Festivals (Major festivals in Central West Region and beyond)
- Additional information for Blackall-Tambo – visiting specialists etc.

COULD WE DO A REGIONAL VERSION FOR VICS?

HOW CAN WE IMPROVE?

WHAT AREAS DO YOU THINK NEED ATTENTION?



- Our regions local ownership over our OQTA presence. Also found word limit is hard to adhere to for editorial (400-word limit to cover between 2 & 5 towns in our shires)
- More consultation regarding layout and additional content, drives etc (OQTA Travellers guide Magazine)
- Volunteers are hard to get and retain (all regions) Do we have an induction process or operational procedures in place. How do we make sure they have access to basic information they may need. **(Could we use this document as a 'quick-start-guide' to our regions?)**
- Non-paying campers
- Matilda way confusion – limited shires posting. Clarification required – Michelle (Longreach Vic) happy to schedule posts for regions – permission permitting. Meeting to be scheduled
- More visitor information officer workshops/famils required to enhance regional knowledge base, at least one region a year, rotating shires. This one being **VIC officers only has maximised the quality of our discussions** and allowed us to focus on key areas we want to target.
- **Succession planning** – ageing population and knowledge holders. How do we preserve this information? What happens to our museums and historical points of interest in the future?

Blackall

- Literature is still stating Blackall VIC has two locations, other being Ram Park. **(Following-up immediately)**
- Street presence and space, limited storage for large volumes of material required, limited library storage space also. Tourist also comment that we 'take a bit to find' and comment on the parking limitations. Short street parking can be limited at times also.
- River camp area – Rain/Drainage issues - campers pack-up and move on to Barcaldine when we get a sprinkle of rain, black soil is boggy, either get bogged or they rip up the campgrounds trying to get out, this is always despite being warned.

Barcaldine

- Road improvements
- Additional infrastructure, toilets on sculpture trail, heated pool
- Shortage of eating options and entertainment at night.
- Barcaldine could benefit from a Facebook page for their tourism

MATILDA WAY & BARCOO WAY

REGIONAL COLLABORATION



- Keeping our online/social media for Matilda Way and Barcoo Way
- Increased presence on both pages.
- Happy for our content to be shared/copied from pre-existing content we are posting on our shire tourism fb pages.
- Introduce by-ways (Side drives) to incorporate the smaller drives that are “just-off the Matilda Way) – opportunity for new content.
- Maybe look at in the future whether we look at merchandise, such as stickers, a combined/mural style shirt or tea-towels etc. The ad already costs about \$6000.00 a year to put in the OQTA Travellers guide, so it will depend on whether our shires think it viable to invest more.

ANY ADDITIONAL COMMENTS OR SUGGESTIONS?

WHERE TO FROM HERE -



- Feedback forms and report to be sent out to VIC's/CEO's
- Barcaldine submitted a presentation for their shire – fantastic format. All shires in agreeance to produce similar as a tool to send neighbouring VIC's or present at future workshops.
- Kylie Owens (Barcaldine) and Jenny Elliot (Winton) have both expressed that they are willing to host the next workshop, permission pending from their CEO's.
- All attendees have expressed that it would be great to catch-up post tourist season this year to discuss -
 - *How we feel our season went*
 - *Changes in trends?*
 - *What went well, what didn't*
 - *Updates/progress and new developments*
 - *Giving VIC Staff the opportunity to network with additional staff that may travel from other regions*
 - *Build additional regional awareness through famils and personal experience and conversations*
- We hope that this can be an annual/bi-annual seminar we can do to keep these relationships strong, continuing to be in the “loop” of what's happening all over Outback Queensland.

BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)[Next Item](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: 5.8

SUBJECT HEADING: Outback Queensland Masters

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: Outback Queensland Masters is seeking Council's financial and in-kind support for a future event.

Officer's Recommendation: That Council:

1. support the Outback Queensland Masters event in principle; and
2. consider the proposed event when preparing the 2023/2024 budget.

Background

Golf Australia has written to Council seeking support for Blackall to host a future event for the Outback Queensland Masters.

Council provided support for the 2021 Blackall event and 2022 Tambo for \$20,000.00 (plus GST) for each event. In-kind support was also provided for the event by the provision of tables and chairs, promotion of the event, and installation and removal of banners.

For the future event they are seeking a contribution of \$22,000.00 (plus GST) and in-kind support by provision of tables and chairs for a dinner of approximately 300 people, two 3-phase power outlets at the venue or if such power does not exist then provision of an appropriate generator and fuel and, installation and removal of street banners.

Link to Corporate Plan

Vibrant Communities

Outcome 2 – Health & Wellbeing – The community has access to health services that meet their needs.

Sport and Recreation – Council promotes a healthy lifestyle and provides quality sport and recreation facilities.

Economic Development

Outcome 2 – Tourism – Foster a sustainable tourism industry that delivers economic outcomes for the community.

Support the coordination of key events to maximise visitation.

Governance

Outcome 4 – Financial – Manage Council's finances responsibly and sustainably.

Consultation (internal/external)

Cr Martin

CEO

Manager of Finance

Policy Implications

Request for Council Assistance Over \$10,000 Policy

Budget and Resource Implications

\$22,000.00 plus GST and in-kind support.

Risk Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	\$22,000 plus GST and in-kind support	Low
Legal & Regulatory	Low	The request is to be considered against Council's policy.	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	The request should be considered against the Request for Council Assistance Over \$10,000 Policy.	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Risk Treatment

The request needs to be considered against the appropriate Council policies.

BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)[Next Item](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: **5.9****SUBJECT HEADING: Horse Ride for Hope**

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: Horse Ride for Hope is a fundraiser for Hope Reins and Outback Futures while connecting with communities and individuals along the route. There will be a horse ride starting in Gympie and ending in Longreach on 3 June 2023, travelling approximately 1200km.

Officer's Recommendation: That Council provides in-kind support to Horse Ride for Hope by waiving the fees for the Blackall Showgrounds and contributes/does not contribute \$1000 sponsorship.

Background

Hope Reins is an organisation where rescued horses (and other animals) find a home. Programs are run for young people and adults who need some space and a place they can do something that counts. Kylie, one of the founders for Hope Reins, along with a small team commenced their journey from Gympie on 2 April, stopping at Nanango, Condamine riding to Roma, Mitchell, Augathella, Tambo, Blackall, Isisford and arriving in Longreach on 3 June. A 9-week, 1200km journey.

The team, consisting of 1 rider, 3 horses and a road crew of 3 people plan being in Blackall on 19 and 20 May. They have written to Council requesting the fees for the Blackall Showground be waived and are requesting sponsorship of a 10-kilometre part of the journey at \$100 per kilometre.

Hope Reins are a completely donor funded charity and do not receive government funding. The money they raise from the Horse Ride for Hope initiative will be put back into the program and Outback Futures.

Outback Futures is a not-for-profit organisation who work with children, youth, adults, families and communities in the bush. Outback Future's vision is to see more remote communities across Australia equipped with the confidence and tools to identify and address their own mental health and wellbeing challenges. Outback Futures provide a regular service to Blackall and Tambo.

Link to Corporate Plan

Vibrant Communities

Outcome 2 – Health & Wellbeing – The community has access to health services that meet their needs.

Support the delivery of health services to the two communities.

Consultation (internal/external)

Cr Martin

CEO

Policy Implications

Request for Council Assistance Under \$10,000 Policy

Budget and Resource Implications

\$500 approximately in-kind support and \$1000 sponsorship.

Risk Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	\$1,500.00 approximately.	Low
Legal & Regulatory	Low	The request is to be considered against Council's policy.	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	The request should be considered against the Request for Council Assistance Under the \$10,000.00 Policy	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Risk Treatment

The request needs to be considered against the appropriate Council policies.

BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)[Next Item](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: 5.10

SUBJECT HEADING: Sale of Property by Tender – 67 Shamrock Street, Blackall

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: Council owns a property at 67 Shamrock Street, Blackall. The property is surplus to Council's requirements; therefore, it is proposed that the property be sold by tender.

Officer's Recommendation: That under section 227(1)(a) of the *Local Government Regulation 2012*, Council sells 67 Shamrock Street, Blackall described as Lot 1 on RP602469 by tender.

Background

At the September 2020 general meeting Council resolved to sell 67 Shamrock Street, Blackall for overdue rates and charges. The property is 1012m² and contains what is known as the Old Picture Theatre. It did not sell at auction; therefore, Council acquired it on 7 September 2021.

Under section 227(1)(a) of the *Local Government Regulation 2012*, a local government cannot enter into a valuable non-current asset contract unless it first -

- (a) Invites written tenders for the contract under section 228; or
- (b) Offers the non-current asset for sale by auction.

It is recommended that Council tender 67 Shamrock Street, Blackall (the valuable non-current asset) in accordance with section 228 of the *Local Government Regulation 2012*.

Link to Corporate Plan

Governance

Outcome 4 – Financial- Manage Council's finances responsibly and sustainably.

Consultation (internal/external)

CEO

Policy Implications

Procurement and Disposals Policy

Budget and Resource Implications

Increase in capital revenue.

Risk Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Increase in Council's capital revenue.	Low
Legal & Regulatory	Low	The property will be sold in accordance with s227(1)(a) and s228 of the <i>Local Government Regulation 2012</i> .	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Selling a property allows it to be better utilized by the purchaser.	Low
Ethical	Low	The property will be sold in accordance with the requirement in s228 of the <i>Local Government Regulation 2012</i> .	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Risk Treatment

Disposing of non-current valuable assets reduces the financial costs to Council for upgrades and maintenance.

BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)[Next Item](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: 5.11

SUBJECT HEADING: Development Application – DA 24-2022-2023 – 186-188 Shamrock Street, Blackall

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: The Applicant, Sean Maddison, seeks a Development Permit for a Material Change of Use for a Food and Drink Outlet over land 186-188 Shamrock Street, Blackall formally described as Lot 18 on RP905064.

The proposal involves the reuse of an existing building for a Food and drink outlet. The existing building is known as the Big Red and this name is intended to be retained for the new business. The food and drink outlet will be a fast food restaurant specializing in kebabs and pizzas.

The site adjoins a state-controlled road and required referral to the State Assessment and Referral Agency (SARA). SARA has provided a referral agency response with no requirements.

Under the Blackall-Tambo Region Planning Scheme 2020 (the Planning Scheme), the subject site is in the Recreation and Open Space Zone. The defined use that has been applied for, being a Food and Drink Outlet, is subject to Code Assessment in the Recreation and Open Space Zone.

Based on an assessment of the proposal in accordance with the Code Assessment process articulated in the Planning Act 2016, this decision report recommends approval of the development application, subject to the conditions stated herein.

Officer's Recommendation: That Council approves the application for a Development Permit for Material Change of Use for a Food and Drink Outlet over land at 186-188 Shamrock Street, Blackall, formally described as Lot 18 on RP905064, subject to the following conditions:

1.0 PARAMETERS OF APPROVAL

- 1.1 The Developer is responsible for ensuring compliance with this development approval and the conditions of the approval by an employee, agent, contractor or invitee of the Developer at all times unless otherwise stated.**
- 1.2 Where these conditions refer to “Council” in relation to requiring Council to approve or be satisfied as to any matter, or conferring on the Council a function, power or discretion, that role of the Council may be fulfilled in whole or in part by a delegate appointed for that purpose by Council.**
- 1.3 All conditions, works, or requirements of this development approval must be undertaken and completed prior to commencement of the use and to Council’s satisfaction, unless otherwise stated in a development condition.**
- 1.4 The cost of all works associated with the construction of the development including services, facilities and/or public utility alterations required are met at**

no cost to the Council or relevant utility provider, unless otherwise stated in a development condition.

1.5 The developer is required to have repaired any damage to existing infrastructure that may have occurred during any works carried out for the development. To the extent the damage is deemed to create a hazard to the community, it must be repaired immediately.

1.6 Unless otherwise stated, all works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards.

2.0 APPROVED PLANS AND DOCUMENTS

2.1 The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by the conditions of this permit:

Plan/Document Name	Plan/Document Number	Revision Number	Date
Building Layout	SK1	-	14/03/2023 (Received date)
Site Plan 2	372_BLA_2	-	03/05/2006

2.2 Where there is any conflict between the conditions of this approval and the details shown on the approved plans and documents, the conditions of approval must prevail.

3.0 HOURS OF OPERATION

3.1 The Food and Drink Outlet is permitted to operate between 7:00am – 10:00pm Monday to Sunday.

4.0 ROOF AND ALLOTMENT DRAINAGE

4.1 Discharge of all roof and allotment drainage such that it does not restrict, impair or change the natural flow of runoff water or cause a nuisance to adjoining properties or infrastructure from the pre to the post-development condition.

5.0 SEWERAGE AND WATER

5.1 Maintain the existing connections to Council's reticulated water and sewerage network.

6.0 TELECOMMUNICATION AND ELECTRICITY SUPPLY

6.1 Maintain the electricity and telecommunication services in accordance with the standards and requirements of the relevant service provider.

7.0 WASTE MANAGEMENT

7.1 Store all waste within a waste storage area (for example, general waste, recyclable waste, pallets, empty drums etcetera). The waste storage area must be:

- 7.1.1 Designed to not cause nuisance to neighbouring properties;
- 7.1.2 Screened from any road frontage or adjoining property;
- 7.1.3 Of a sufficient size to accommodate a waste bin/s suitable to service the Short-term accommodation.

8.0 AMENITY AND ENVIRONMENTAL HEALTH

- 8.1 Undertake the approved development so there is no environmental nuisance or detrimental effect on any surrounding land uses and activities by reason of the emission of noise, vibration, odour, fumes, smoke, vapour, steam soot, ash, wastewater, waste products, oil or otherwise.
- 8.2 Install and operate all outdoor lighting to comply with *AS4282 – 1997 “Control of the Obtrusive Effects of Outdoor Lighting”*.

9.0 ASSET MANAGEMENT

- 9.1 Any alteration necessary to electricity, telephone, water mains, sewerage mains, and/or public utility installations resulting from the development or in connection with the development, must be undertaken and completed at no cost to Council.

10.0 CONSTRUCTION ACTIVITIES

- 10.1 All construction materials, waste, waste skips, machinery and contractors' vehicles must be located and stored or parked within the development site, unless otherwise approved in writing by Council.
- 10.2 Construction activity and noise must be limited to the hours of 06:30 to 18:30 Monday to Saturday, with no work to occur on Sundays or public holidays.

ADVISORY NOTES

- A. Prior to commencing any construction activities, the applicant/developer will be required to obtain further development permits for building work, and plumbing and drainage work, and potentially for operational work, as required under relevant legislation for this work.
- B. This approval does not negate the requirement for compliance with all other relevant Local Laws and other statutory requirements. Any provisions contained in this approval relating to the enforcement of any of the conditions shall be in addition to all other rights, powers and privileges that the Council may possess or obtain, and nothing contained in these conditions shall be construed so as to prejudice, affect or otherwise derogate or limit these rights, powers and privileges of the Council.
- C. General environmental duty under the Environmental Protection Act 1994 and subordinate legislation prohibits unlawful environmental nuisance caused by noise, aerosols, particles, dust, ash, fumes, light, odour or smoke beyond the boundaries of the development site during all stages of the development including earthworks, construction and operation.
- D. This development approval does not authorise any activity that may harm Aboriginal cultural heritage. It is advised that under section 23 of the Aboriginal

Cultural Heritage Act 2003, a person who carries out an activity must take all reasonable and practicable measures to ensure the activity does not harm Aboriginal cultural heritage (the “cultural heritage duty of care”).

Background

1.0 DEVELOPMENT APPLICATION SUMMARY

TABLE 1 – OVERVIEW OF THE DEVELOPMENT APPLICATION

PROPERTY DETAILS	
Site address	186-188 Shamrock Street, Blackall QLD 4472
RPD	Lots 18 on RP905064
Site Area	3,238m ²
Landowner	Rob Shrimp
Existing use of land	Commercial premises (vacant)
Existing development approval	Yes - MCU – Commercial Premises (Hairdressing salon)
APPLICATION DETAILS	
Application No.	DA24-2022-2023
Applicant	Sean Maddison
Application description	Development Application for a Development Permit for Material Change of Use for a Food and Drink Outlet
Decision due date	15 May 2023
Main Issues/Resolution	Nil
STATUTORY DETAILS	
Planning Scheme	Blackall-Tambo Region Planning Scheme 2020
Overlays	N/A
Zone	Recreation and Open Space Zone
Land use definition	Food and Drink Outlet
Category of Assessment	Code Assessment

2.0 PROPOSAL BACKGROUND

TABLE 2 – OVERVIEW OF DEVELOPMENT ASSESSMENT PROCESS

Application lodged	14 March 2023
Confirmation notice	17 March 2023
SARA referral confirmation	28 March 2023
SARA referral agency response	05 April 2023
Decision due	15 May 2023

3.0 SITE AND SURROUNDS DESCRIPTION

The subject site is located at 186-188 Shamrock Street, Blackall, formally described as Lot 18 on RP905064. The subject site has an area of 3,238m² and has a 40m frontage to Shamrock Street.

The site is adjoined to the:

- North by Shamrock Street
- South by the Barcoo River
- East by Albert Park
- West by two removable buildings.



Figure 1 – Aerial of subject site (Source: QLD Government DAMS Mapping)

4.0 DESCRIPTION OF PROPOSAL

The proposal involves the reuse of an existing building for a Food and drink outlet. The existing building is known as the Big Red and this name is intended to be retained for the new business. The Food and drink outlet will be a fast food restaurant specialising in kebabs and pizzas.

There is currently no formed access to the site. There is a wide parking lane in front of the site that can be used by customers.

Attachment A provides a copy of the proposal plans referenced in the recommendation.

5.0 PLANNING ASSESSMENT

In accordance with section 45 (3) of the *Planning Act 2016*, Code Assessment is an assessment that must be carried out only –

- (a) *Against the assessment benchmarks in a categorising instrument for the development;*
and

(b) Having regard to any matters prescribed by regulation for this paragraph.

This framework for assessing Code assessable applications is explained as follows –

Code assessment is a 'bounded assessment' which means only the applicable assessment benchmarks and matters can be considered by Council in deciding the application.

The categorising instrument for the development is the *Blackall-Tambo Region Planning Scheme 2020*, under which the applicable assessment benchmark is the General Development Code.

The Central West Regional Plan and the State Planning Policy

The Regional Plan and SPP are identified as being appropriately integrated in the Planning Scheme and therefore do not require further assessment. The assessment of the proposal against the Planning Scheme in section 5.2 below also functions as an assessment of these State Planning Instruments.

The Local Government Infrastructure Plan

By Council resolution, there is no Local Government Infrastructure Plan in place for the Council Area and Council ceases to charge Adopted Infrastructure Charges for any new development. In turn, this assessment benchmark does not apply to the development and an Infrastructure Charges Notice does not form part of this recommendation.

Schedules 9 and 10 of the Planning Regulation

Schedule 9 relates to building work under the Building Act, which is not relevant to this application for material change of use but may be relevant to a subsequent building work application for the construction of the development.

The site is located within 25m of a state-controlled road being Shamrock Street (Landsborough Highway) and therefore required referral to the State Assessment and Referral Agency (SARA). SARA provided a Referral Agency Response on 5 April 2023 with no requirements.

Approval history / lawful use of the premises and adjoining premises

The site has contained a commercial building since the mid-1990s.

In 2006 Council approved an application for a Commercial premises (hairdressing salon). This use was either not started or has since ceased.

The proposal will be undertaken in the existing building onsite and will not impact how the site operates.

Common material

The application material and subsequent correspondence with Council officers and the applicant has been considered in the preparation of this recommendation.

The planning assessment of the development considers the above assessment benchmarks and matters to the extent that the assessment benchmark and matter is relevant to the development.

5.1.1 Internal Officer Comments

The application was not internally referred to Council as the proposal involves the reuse of an existing building that is serviced by necessary urban services.

5.2 BLACKALL-TAMBO REGION PLANNING SCHEME 2020

Under the Planning Scheme the development constitutes a Material Change of Use, which is defined in the Planning Act as:

- a) *the start of a new use of the premises;*
- b) *the re-establishment on the premises of a use that has been abandoned;*
- c) *a material increase in the intensity or scale of the use of the premises.*

The reuse of the building for a Food and Drink Outlet will result in the start of a new use. Under the Planning Scheme, the defined use relevant to the proposal is Food and Drink Outlet:

Food and Drink Outlet means the use of premises for—

- (a) *preparing and selling food and drink for consumption on or off the premises; or*
- (b) *providing liquor for consumption on the premises, if the use is ancillary to the use in paragraph (a).*

In accordance with Table 4.4.2 of the Planning Scheme a Food and Drink Outlet in the Recreation and Open Space Zone is subject to Code Assessment.

5.2.1 Assessment of Codes

The following code is relevant to the proposed development.

General Development Code

The development complies or can be conditioned to comply with the purpose, performance criteria and acceptable solutions of the General Development Code. In particular:

- The proposal results in the reuse of an existing building therefore there are no changes in site cover, setbacks or building height
- The site is adjoined by a wide parking lane than can be utilised by customers
- The level of traffic expected for the use can be managed appropriately
- Conditions have been imposed to manage amenity impacts, in any case the site is not located in close proximity to sensitive uses
- The site is serviced by existing reticulated water and sewer as well as electricity and telecommunications services
- A condition has been imposed to ensure stormwater is appropriately managed
- The entire site is in a mapped flood area, however the proposal is for the reuse of an existing building with no building work proposed therefore not creating a flood hazard.

In summary, this planning assessment demonstrates that the development is consistent with the relevant assessment benchmark of the Planning Scheme. Conditions of approval reflect the elements of the assessment benchmarks to ensure on-going compliance in terms of land use, amenity and servicing.

6.0 CONCLUSION

Development Permit for a Material Change of Use for a Food and Drink Outlet over land 186-188 Shamrock Street, Blackall formally described as Lots 18 on RP905064, is recommended for approval, subject to the conditions outlined in this report.

This recommendation is based on an assessment of the proposal in accordance with the Planning Act for applications requiring Code assessment, which demonstrates the proposal's consistency with the Planning Scheme and other relevant assessment matters.

In accordance with the requirements for a decision notice under section 63 the Act, the notice must state the reasons for the decision. For this development, the statement of reasons, being the grounds for approval, will feature on the decision notice as follows:

- a) The Food and Drink Outlet is an acceptable use in the Recreation and Open Space Zone;
- b) The proposal involves the reuse of an existing commercial building;
- c) The site is sufficiently serviced and has access to telecommunications, electricity, reticulated water and sewer;
- d) Development does not conflict with the State Planning Policy 2017 and Central West Regional Plan 2009.

Attachment A – Proposal Plans

Attachment B – SARA Referral Agency Response

Link to Corporate Plan

Economic Development

Outcome 1 – Business Investment- Support existing local businesses and the establishment of new businesses in the region.

Consultation (internal/external)

Chief Executive Officer

Council Town Planner

Rates Officer

Policy Implications

Nil

Budget and Resource Implications

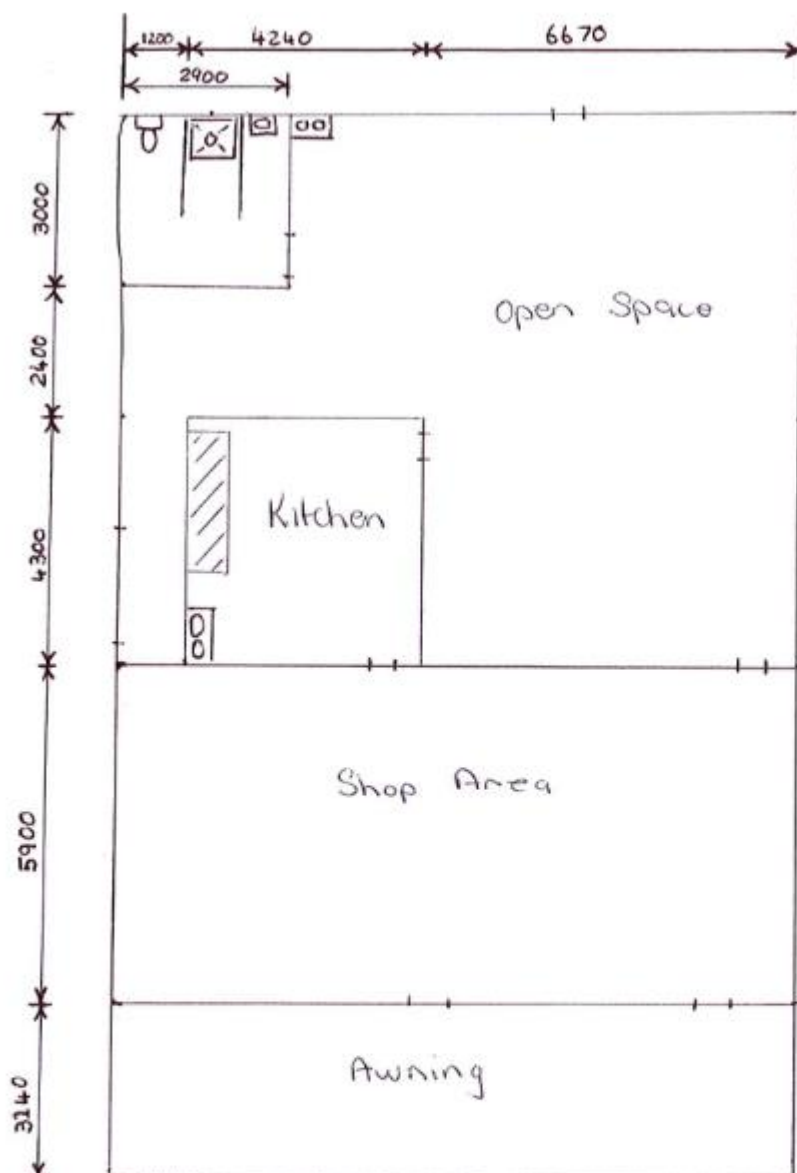
Nil

Risk Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	The application has been assessed in accordance with the Planning Act and the Blackall-Tambo Planning Scheme.	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	The application has been assessed against the relevant requirements.	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Risk Treatment

Nil



186-188 Shamrock Street
Blackall

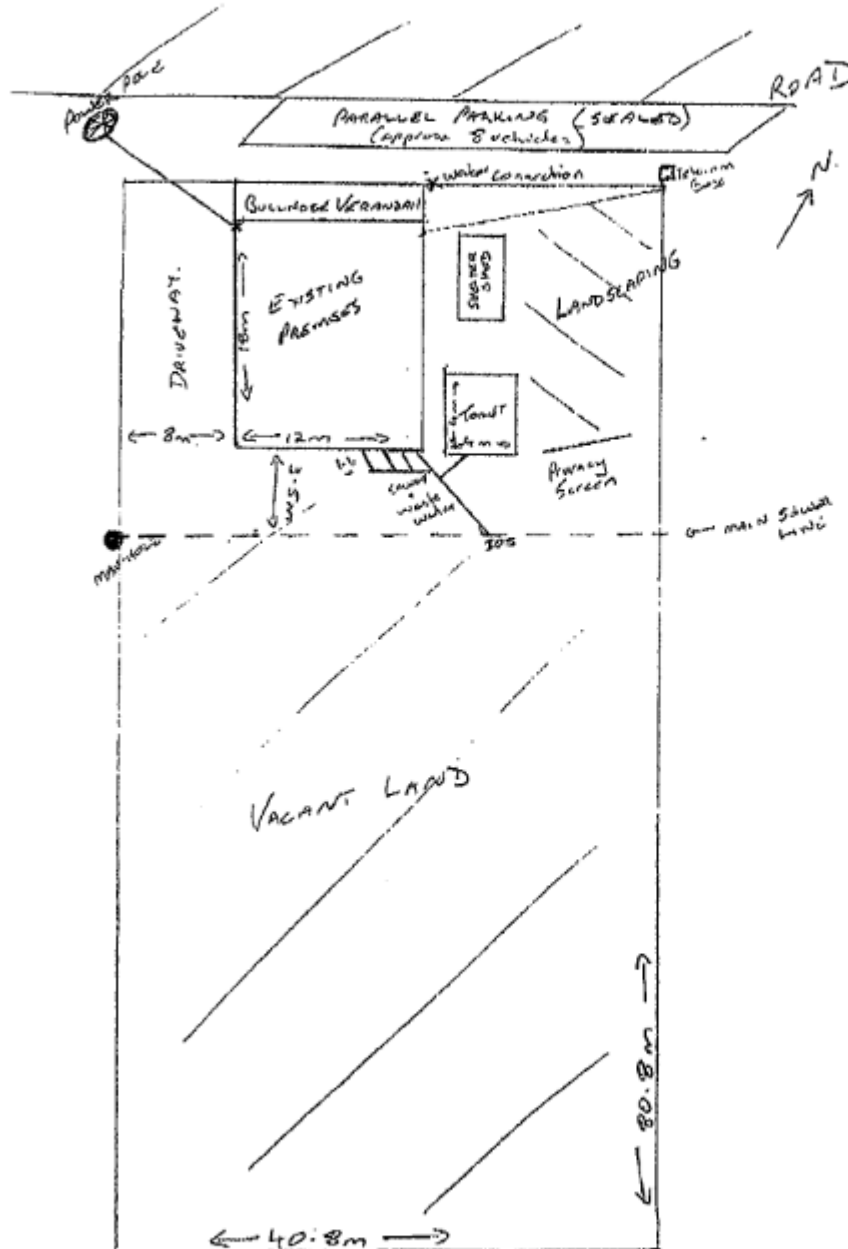
Building Layout
SK1
14/03/2023 (Received date)

20-MAR-2006 04:34PM FROM-BLACKALL SHIRE COUNCIL

+61746374726

T-606 P.002/002 F-435

186-188 SHAMROCK STREET, BLACKALL
LOT 18 on RP905064, PARISH OF BLACKALL



Name: Site Plan 2
Drawing No: 372_BLA26_2
Date: 3 May 2006

RA9-N



SARA reference: 2303-33953 SRA

Council reference: DA24-2022-2023

5 April 2023

Chief Executive Officer
Blackall-Tambo Regional Council
PO Box 21
Blackall QLD 4472
admin@btrc.qld.gov.au

Dear Sir/Madam

SARA referral agency response— 186-190 Shamrock Street, Blackall

(Referral agency response given under section 56 of the *Planning Act 2016*)

(Referral agency response given under section 28 of the Development Assessment Rules)

The development application described below was confirmed as properly referred by the State Assessment and Referral Agency (SARA) on 28 March 2023.

Response

Outcome:	Referral agency response - No requirements Under section 56(1)(a) of the <i>Planning Act 2016</i> , SARA advises it has no requirements relating to the application.
Date of response:	5 April 2023
Advice:	Advice to the applicant is in Attachment 1
Reasons:	The reasons for the referral agency response are in Attachment 2

Development details

Description:	Development permit	Material change of use for Café
SARA role:	Referral agency	
SARA trigger:	Schedule 10, Part 9, Division 4, Subdivision 2, Table 4, Item 1 (Planning Regulation 2017)	
	Development application for a	material change of use within 25m of a state-controlled road

SARA reference: 2303-33953 SRA

Assessment manager: Blackall-Tambo Regional Council

Street address: 186-190 Shamrock Street, Blackall

Real property description: Lot 18 on RP905064

Applicant name: Sean Maddison

Applicant contact details: 82 Rose Street
Blackall QLD 4472
s.g.maddison@gmail.com

State-controlled road access permit: This referral included an application for a road access location, under section 62A(2) of *Transport Infrastructure Act 1994*. Below are the details of the decision:

- Approved
- Reference: TMR23-038989
- Date: 3 April 2023

If you are seeking further information on the road access permit, please contact the Department of Transport and Main Roads at gerard.j.arthur@tmr.qld.gov.au

Human Rights Act 2019 considerations: A consideration of the 23 fundamental human rights protected under the *Human Right Act 2019* has been undertaken as part of this decision. It has been determined that this decision does not limit human rights.

Representations

An applicant may make representations to a concurrence agency, at any time before the application is decided, about changing a matter in the referral agency response (s. 30 Development Assessment Rules).

Copies of the relevant provisions are in **Attachment 3**.

A copy of this response has been sent to the applicant for their information.

For further information please contact Thomas Gardiner, Principal Planning Officer, on 0749242916 or via email RockhamptonSARA@dsdilgp.qld.gov.au who will be pleased to assist.

Yours sincerely



Anthony Walsh
Manager Planning

cc Sean Maddison, s.g.maddison@gmail.com

enc Attachment 1 - Advice to the applicant
Attachment 2 - Reasons for referral agency response
Attachment 3 - Representations about a referral agency response provisions

Attachment 1—Advice to the applicant

General advice	
1.	Terms and phrases used in this document are defined in the <i>Planning Act 2016</i> its regulation or the State Development Assessment Provisions (SDAP), (version 3.0). If a word remains undefined it has its ordinary meaning.

Attachment 2—Reasons for referral agency response

(Given under section 56(7) of the *Planning Act 2016*)

The reasons for SARA's decision are:

- The development application is for a material change of use for a food and drink outlet on land located at 186-190 Shamrock Street, Blackall, described as Lot 18 on RP905064.
- The assessment benchmark which is relevant to SARA's assessment is the State Development Assessment Provisions (SDAP) State code 1: Development in a state-controlled road environment.
- The development is considered to comply with the assessment benchmark with no requirements.

Material used in the assessment of the application:

- the development application material and submitted plans
- *Planning Act 2016*
- Planning Regulation 2017
- the SDAP (version 3.0), as published by SARA
- the Development Assessment Rules
- SARA DA Mapping system
- section 58 of the *Human Rights Act 2019*

Attachment 3— Representations about a referral agency response provisions

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Development Assessment Rules—Representations about a referral agency response

The following provisions are those set out in sections 28 and 30 of the Development Assessment Rules¹ regarding **representations about a referral agency response**

Part 6: Changes to the application and referral agency responses

28 Concurrence agency changes its response or gives a late response

- 28.1. Despite part 2, a concurrence agency may, after its referral agency assessment period and any further period agreed ends, change its referral agency response or give a late referral agency response before the application is decided, subject to section 28.2 and 28.3.
- 28.2. A concurrence agency may change its referral agency response at any time before the application is decided if—
- (a) the change is in response to a change which the assessment manager is satisfied is a change under section 26.1; or
 - (b) the Minister has given the concurrence agency a direction under section 99 of the Act; or
 - (c) the applicant has given written agreement to the change to the referral agency response.²
- 28.3. A concurrence agency may give a late referral agency response before the application is decided, if the applicant has given written agreement to the late referral agency response.
- 28.4. If a concurrence agency proposes to change its referral agency response under section 28.2(a), the concurrence agency must—
- (a) give notice of its intention to change its referral agency response to the assessment manager and a copy to the applicant within 5 days of receiving notice of the change under section 25.1; and
 - (b) the concurrence agency has 10 days from the day of giving notice under paragraph (a), or a further period agreed between the applicant and the concurrence agency, to give an amended referral agency response to the assessment manager and a copy to the applicant.

¹ Pursuant to Section 68 of the *Planning Act 2016*

² In the instance an applicant has made representations to the concurrence agency under section 30, and the concurrence agency agrees to make the change included in the representations, section 28.2(c) is taken to have been satisfied.

Part 7: Miscellaneous

30 Representations about a referral agency response

- 30.1. An applicant may make representations to a concurrence agency at any time before the application is decided, about changing a matter in the referral agency response.³

³ An applicant may elect, under section 32, to stop the assessment manager's decision period in which to take this action. If a concurrence agency wishes to amend their response in relation to representations made under this section, they must do so in accordance with section 28.

Our ref TMR23-038989
 Your ref
 Enquiries Gerard Arthur



3 April 2023

Department of
Transport and Main Roads

Decision Notice – Permitted Road Access Location (s62(1) *Transport Infrastructure Act 1994*)

This is not an authorisation to commence work on a state-controlled road¹

Development application reference number DA24-2022-2023, lodged with Blackall-Tambo Regional Council involves constructing or changing a vehicular access between Lot 18RP905064, the land the subject of the application, and the Landsborough Highway (a state-controlled road).

In accordance with section 62A(2) of the *Transport Infrastructure Act 1994* (TIA), this development application is also taken to be an application for a decision under section 62(1) of TIA.

Applicant Details

Name and address Sean Maddison
 82 Rose Street
 Blackall QLD 4472

Application Details

Address of Property 186-188 Shamrock Street, Blackall QLD 4722
 Real Property Description 18RP905064
 Aspect/s of Development Development Permit for a Material Change of Use for a Food & Drink Outlet

Decision (given under section 67 of TIA)

It has been decided to approve the application, subject to the following conditions:

- a) The location at which access between the land and the State Controlled Road is permitted.
- b) The conditions on the use of the property access.

Reasons for the decision

The reasons for this decision are as follows:

- a) Sufficient safe site distance
- b) Safe access and egress for vehicles to Lot 18RP905064

¹ Please refer to the further approvals required under the heading 'Further approvals'

- c) Please refer to Attachment A for the findings on material questions of fact and the evidence or other material on which those findings were based.

Information about the Decision required to be given under section 67(2) of TIA

1. There is no guarantee of the continuation of road access arrangements, as this depends on future traffic safety and efficiency circumstances.
2. In accordance with section 70 of the TIA, the applicant for the planning application is bound by this decision. A copy of section 70 is attached as **Attachment B**, as required, for information.

Further information about the decision

1. In accordance with section 67(7) of TIA, this decision notice:
 - a) starts to have effect when the development approval has effect; and
 - b) stops having effect if the development approval lapses or is cancelled; and
 - c) replaces any earlier decision made under section 62(1) in relation to the land.
2. In accordance with section 485 of the TIA and section 31 of the *Transport Planning and Coordination Act 1994* (TPCA), a person whose interests are affected by this decision may apply for a review of this decision only within 28 days after notice of the decision was given under the TIA. A copy of the review provisions under TIA and TPCA are attached in **Attachment C** for information.
3. In accordance with section 485B of the TIA and section 35 of TPCA a person may appeal against a reviewed decision. The person must have applied to have the decision reviewed before an appeal about the decision can be lodged in the Planning and Environment Court. A copy of the Appeal Provisions under TIA and TPCA is attached in **Attachment C** for information.

Further approvals

The Department of Transport and Main Roads also provides the following information in relation to this approval:

1. Road Access Works Approval Required – Written approval is required from the department to carry out road works that are road access works (including driveways) on a state-controlled road in accordance with section 33 of the TIA. This approval must be obtained prior to commencing any works on the state-controlled road. The approval process may require the approval of engineering designs of the proposed works, certified by a Registered Professional Engineer of Queensland (RPEQ). Please contact the department to make an application.

If further information about this approval or any other related query is required, Mr Gerard Arthur, Development Control Officer (Project Planning and Corridor Management) should be contacted by email at Gerard.j.arthur@tmr.qld.gov.au or on (07) 4651 2722.

Yours sincerely

A handwritten signature in black ink, appearing to read 'D Bowden', followed by a long horizontal flourish.

Dale Bowden
Manager (Project Planning & Corridor Management)

Attachments: Attachment A – Decision evidence and findings
Attachment B - Section 70 of TIA
Attachment C - Appeal Provisions

Attachment A

Decision Evidence and Findings

Findings on material questions of fact:

- Existing access location is suitable for proposed use
- Existing gravel access construction is suitable for proposed use

Evidence or other material on which findings were based:

- Transport Infrastructure Act

Attachment B**Section 70 of TIA***Transport Infrastructure Act 1994*

Chapter 6 Road transport infrastructure

Part 5 Management of State-controlled roads

70 Offences about road access locations and road access works, relating to decisions under s 62(1)

- (1) This section applies to a person who has been given notice under section 67 or 68 of a decision under section 62(1) about access between a State-controlled road and adjacent land.
- (2) A person to whom this section applies must not—
- (a) obtain access between the land and the State-controlled road other than at a location at which access is permitted under the decision; or
 - (b) obtain access using road access works to which the decision applies, if the works do not comply with the decision and the noncompliance was within the person's control; or
 - (c) obtain any other access between the land and the road contrary to the decision; or
 - (d) use a road access location or road access works contrary to the decision; or
 - (e) contravene a condition stated in the decision; or
 - (f) permit another person to do a thing mentioned in paragraphs (a) to (e); or
 - (g) fail to remove road access works in accordance with the decision.

Maximum penalty—200 penalty units.

- (3) However, subsection (2)(g) does not apply to a person who is bound by the decision because of section 68.

Attachment C

Appeal Provisions

Transport Infrastructure Act 1994
Chapter 16 General provisions

485 Internal review of decisions

- (1) A person whose interests are affected by a decision described in schedule 3 (the **original decision**) may ask the chief executive to review the decision.
- (2) The person is entitled to receive a statement of reasons for the original decision whether or not the provision under which the decision is made requires that the person be given a statement of reasons for the decision.
- (3) The *Transport Planning and Coordination Act 1994*, part 5, division 2—
 - (a) applies to the review; and
 - (b) provides—
 - (i) for the procedure for applying for the review and the way it is to be carried out; and
 - (ii) that the person may apply to QCAT to have the original decision stayed.

485B Appeals against decisions

- (1) This section applies in relation to an original decision if a court (the appeal court) is stated in schedule 3 for the decision.
- (2) If the reviewed decision is not the decision sought by the applicant for the review, the applicant may appeal against the reviewed decision to the appeal court.
- (3) The *Transport Planning and Coordination Act 1994*, part 5, division 3—
 - (a) applies to the appeal; and
 - (b) provides—
 - (i) for the procedure for the appeal and the way it is to be disposed of; and
 - (ii) that the person may apply to the appeal court to have the original decision stayed.
- (4) Subsection (5) applies if—
 - (a) a person appeals to the Planning and Environment Court against a decision under section 62(1) on a planning application that is taken, under section 62A(2), to also be an application for a decision under section 62(1); and
 - (b) a person appeals to the Planning and Environment Court against a decision under the Planning Act on the planning application.

- (5) The court may order—
 - (a) the appeals to be heard together or 1 immediately after the other; or
 - (b) 1 appeal to be stayed until the other is decided.
- (6) Subsection (5) applies even if all or any of the parties to the appeals are not the same.
- (7) In this section—

original decision means a decision described in schedule 3.

reviewed decision means the chief executive's decision on a review under section 485.

Transport Planning and Coordination Act 1994
Part 5, Division 2 – Review of Original Decisions

31 Applying for review

- (1) A person may apply for a review of an original decision only within 28 days after notice of the original decision was given to the person under the transport Act.
- (2) However, if—
 - (a) the notice did not state the reasons for the original decision; and
 - (b) the person asked for a statement of the reasons within the 28 days mentioned in subsection (1)the person may apply within 28 days after the person is given the statement of the reasons.
- (3) In addition, the chief executive may extend the period for applying.
- (4) An application must be written and state in detail the grounds on which the person wants the original decision to be reviewed.

32 Stay of operation of original decision

- (1) If a person applies for review of an original decision, the person may immediately apply for a stay of the decision to the relevant entity.
- (2) The relevant entity may stay the original decision to secure the effectiveness of the review and any later appeal to or review by the relevant entity.
- (3) In setting the time for hearing the application, the relevant entity must allow at least 3 business days between the day the application is filed with it and the hearing day.
- (4) The chief executive is a party to the application.
- (5) The person must serve a copy of the application showing the time and place of the hearing and any document filed in the relevant entity with it on the chief executive at least 2 business days before the hearing.
- (6) The stay—
 - (a) may be given on conditions the relevant entity considers appropriate; and
 - (b) operates for the period specified by the relevant entity; and
 - (c) may be revoked or amended by the relevant entity.
- (7) The period of a stay under this section must not extend past the time when the chief executive reviews the original decision and any later period the relevant entity allows the applicant to enable the applicant to appeal against the decision or apply for a review of the decision as provided under the QCAT Act.
- (8) The making of an application does not affect the original decision, or the carrying out of the original decision, unless it is stayed.

(9) In this section—

relevant entity means—

- (a) if the reviewed decision may be reviewed by QCAT—QCAT; or
- (b) if the reviewed decision may be appealed to the appeal court—the appeal court.

35 Time for making appeals

(1) A person may appeal against a reviewed decision only within—

- (a) if a decision notice is given to the person—28 days after the notice was given to the person; or
- (b) if the chief executive is taken to have confirmed the decision under section 34(5)—56 days after the application was made.

(2) However, if—

- (a) the decision notice did not state the reasons for the decision; and
- (b) the person asked for a statement of the reasons within the 28 days mentioned in subsection (1)(a);

the person may apply within 28 days after the person is given a statement of the reasons.

(3) Also, the appeal court may extend the period for appealing.

BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)[Next Item](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: 5.12

SUBJECT HEADING: Permit to Occupy Application – Part of Lot 14 on SP309893

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: Council has received a request to support an application for a Permit to Occupy a part of Lot 14 on SP309893 which is a reserve for the purpose of camping and road.

Officer's Recommendation: That Council supports/does not support the application to Department of Resources for a permit to occupy part of Lot 14 on SP309893.

Background

Council received a request on 3 March 2022 from a property owner who wanted to lodge an application for a long-term lease over part of Lot 14 on SP309893. Council responded to the request on 7 June 2022 explaining that Council was not willing to support the application until the review of the *Stock Route Management Act 2002* and *Stock Route Management Regulation 2003* had been completed.

The applicant has written to Council again requesting that they be informed of the review and whether they can apply for usage of some land. As there is no indication of when the review of the Act and Regulation will be completed Council is to decide if it will support the application as trustee of the parcel.

The map provided by the applicant indicates the portion of land they are applying for a permit to occupy also traverses part of Lot 9 on SP309893 which is not part in the application. Should Council choose to support the application it would be noted that Council does not support an application for a permit to occupy part of Lot 9 on SP309893 as it is a reserve for recreation and racecourse.

There is currently a lease and permit over adjoining parcels which are both held by the applicant. The lease term commenced in 2007 and is due to expire in 2027, and the permit to occupy commenced in 2002. The combined area of these is approximately 1063.54 acres. The additional area they are seeking a permit to occupy is approximately 1235 acres.

A map which indicates the relevant areas is attached to this report.

Link to Corporate Plan

Environment & Heritage

Outcome 3 – Rural Lands – Council controlled lands are well managed.

Consultation (internal/external)

Chief Executive Officer

Department of Resources

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	Nil – the application will be assessed by Department of Resources.	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil – should the permit be approved; Department of Resources provide conditions on the management of the land.	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

There is no risk to Council as the application is assessed by Department of Resources. Council's responsibility is as the trustee of the reserve and to decide whether to support the application to Department of Resources.



BLACKALL-TAMBO REGIONAL COUNCIL[Return to Agenda](#)**OFFICER REPORTS**

COUNCIL MEETING DATE: 19 April 2023

Item No: 5.13

SUBJECT HEADING: Blackall-Tambo Regional Council Land Valuation Update 2023

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: The Executive Director of the State Valuation Service has advised that the Valuer-General has issued new land valuation notices to all landowners within the Blackall-Tambo Regional Council area.

Officer's Recommendation: That Council receive the land valuation update 2023 provided by the Department of Resources' State Valuation Service.

Background

The Valuer-General conducted a land valuation program in 2023, which includes more than 805,000 valuations across 24 local government areas in Queensland including the Blackall-Tambo local government.

The land valuations reflect property market changes since the area was last valued and take effect on 30 June 2023 for rating purposes.

A printed copy of the valuation roll is on public display at the Blackall administration office and can be found at www.qld.gov.au/landvaluation.

A fact sheet on the land valuation for Blackall-Tambo Regional Council is attached to this report.

Link to Corporate Plan

Nil

Consultation (internal/external)

Chief Executive Officer

Department of Resources' State Valuation Service

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	Nil	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

Nil

resources .QLD.GOV.AU

BLACKALL-TAMBO REGIONAL COUNCIL

Land valuation update 2023

Queensland perspective

As part of the 2023 Valuation Program, approximately 805,000 new land valuations have been issued, covering 460,000 square kilometres across 24 Local Government Areas (LGAs) and totalling \$457 billion dollars.

The valuations take into consideration all information and sales data available at the 1 October 2022 date of valuation and the new land valuations will take effect from 30 June 2023.

These land valuations reflect property market changes since the LGAs were last valued.

Land Valuation overview 2023: Blackall-Tambo Regional Council

For Blackall-Tambo Regional, the revaluation included 1,185 properties, with an estimated total value of approximately \$1,193,799,500, an overall increase of 127% since the last valuation.

Total value by land use

The chart below describes the total value for each land use type in the Blackall-Tambo region.



1. Residential land

There has been a moderate increase in median values within the residential market sectors of Blackall-Tambo Regional since the last valuation. Table 1 below shows the changes in median value of residential land in the Blackall-Tambo region.

Table 1. Median value of residential land

Residential localities	Previous median land value as at 1/10/2020	New median land value as at 1/10/2022	Change in median land value (%)	Number of properties
Blackall	\$16,800	\$20,000	19.1	584
Scrubby Creek	\$2,300	\$5,100	121.7	1
Tambo	\$7,200	\$9,400	30.6	167
All localities	\$15,000	\$18,000	20.0	752

Explanatory notes:

- Residential land is under 4,000 square metres.
- Sales have reflected increases in residential values, with moderate increases in residential lands within the town of Blackall and significant increases within the town of Tambo.

2. Rural residential land

Table 2 below shows the changes in median value for rural residential land in the Blackall-Tambo Regional area.

Table 2. Median value of rural residential land

Land use category	Previous median land value as at 1/10/2020	New median land value as at 1/10/2022	Change in median land value (%)	Number of properties
Rural residential	\$71,000	\$92,000	29.6	59

Explanatory notes:

- Rural residential land is over 4,000 square metres.
- Sales within the rural residential market around Blackall reflect significant increases, with larger increases for larger properties.

3. Other land uses

Table 3 below shows the total value of land uses (other than residential and rural residential land), in the Blackall-Tambo Regional area.

Table 3. Total values of land uses

Land use category	Previous total land value as at 1/10/2020	New total land value as at 1/10/2022	Change in total land value (%)	Number of properties
Commercial	\$1,294,800	\$1,565,800	20.9	60
Industrial	\$1,729,200	\$2,382,300	37.8	65
Multi-unit residential	\$0			0
Other	\$375,000	\$515,700	37.5	23
Primary production	\$506,815,100	\$1,166,165,500	130.1	226

Explanatory notes:

- Sales of commercial lands within Blackall reflect a moderate increase in land value and a significant increase within Tambo. Industrial lands reflect significant increases in land value.
- There has been a significant increase in primary production markets across all land types. This is a result of the continued positive beef commodity prices, low interest rates and improved seasonal conditions. There is continued confidence within the rural sector, and landholders are continuing to seek to acquire more land to expand their herds, which in turn flows through to land values.

More information

Landowners can view the valuation roll display listing for Blackall-Tambo region online at www.qld.gov.au/landvaluation or in person at the Blackall-Tambo Regional Council Office, 6 Coronation Drive, Blackall during business hours until 30 June 2023.