



GENERAL MEETING

17 March 2021

NOTICE OF MEETING

Date: 17 March 2021

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 Tambo 17 March 2021 commencing at 8.30am.

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

DA Howard
Chief Executive Officer

CALENDAR OF EVENTS

March 2021

17 March 2021 Council Meeting – Tambo

April 2021

2 April 2021 Good Friday
4 April 2021 Easter Sunday
10 April 2021 Barcoo Beef Challenge
17 April 2021 Blackall Races
21 April 2021 Council Meeting – Blackall
23-24 April 2021 Tambo Stock Show
26 April 2021 Anzac Day Holiday

May 2021

3 May 2021 Labour Day
15-16 May 2021 Tambo Polocrosse
19 May 2021 Council Meeting – Tambo
21-23 May 2021 Tambo Campdraft
29 May 2021 Tambo Races

June 2021

5 June 2021 Local Artist Opening - Grassland Gallery
16 June 2021 Council Meeting - Blackall

July 2021

17 July 2021 Blackall Races
21 July 2021 Council Meeting – Tambo
31 July 2021 Tambo Races

August 2021

3-5 August 2021 Bush Council Convention - Barcaldine
18 August 2021 Council Meeting – Blackall

September 2021

11-12 September 2021 Tambo Central West Golf Championships
15 September 2021 Council Meeting – Tambo

October 2021

4 October 2021 Queen's Birthday
16 October 2021 Blackall Races
20 October 2021 Council Meeting – Blackall
25-27 October 2021 LGAQ Conference - Mackay

November 2021

2 November 2021 Melbourne Cup Holiday
17 November 2021 Council Meeting – Tambo

December 2021

15 December 2021 Council Meeting - Blackall

Held at Tambo Council Chambers
On Wednesday 17 March 2021
Commencing at 8.30am

Order of Business

Blue items are hyperlinked

Leave of absence/Signing of Attendance Book

Apologies

Condolences: Nil

Declarations of Conflicts of Interest

BUSINESS

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**MINUTES OF THE GENERAL MEETING OF
BLACKALL-TAMBO REGIONAL COUNCIL
HELD AT THE BLACKALL COUNCIL CHAMBERS
ON WEDNESDAY 17 FEBRUARY 2021
AT 8.30AM**

PRESENT:

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

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, Mrs Andrea Saunders, Executive Assistant.

Leave of Absence

Cr Hardie has requested a leave of absence to attend his daughter's wedding in Western Australia.

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

“That a leave of absence be granted to Cr Hardie.”

Minute No.01/02A/21

Carried 6/0

CONDOLENCES:

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

- Marie Christine Messer
 - John Francis Webber
 - Joan MacDonald
 - Lock Tindall
-

DECLARATIONS OF INTEREST:

Cr Martin for item 4.1.7 – I, Councillor Martin, inform the meeting that I have a prescribed conflict of interest in item 4.1.7 Community Drought Funding Meeting – Events & Activities. The nature of my interest is as follows:

- I am president of one of the applicants, Red Ridge.

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

Cr Martin for item 4.1.10 – I, Councillor Martin, inform the meeting that I have a declarable conflict of interest in item 4.1.10 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 of interest, I will leave the meeting room while the matter is considered and voted on.

Cr Martin for item 4.1.11 – I, Councillor Martin, inform the meeting that I have a declarable conflict of interest in item 4.1.11 RADF Application – Tambo Stock Show. The nature of my interest is as follows:

- My wife, Louise Martin and I are members of the Tambo Stock Show.

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

Cr Martin for item 5.3 – I, Councillor Martin, inform the meeting that I have a declarable conflict of interest in item 5.3 Tambo Stock Show. The nature of my interest is as follows:

- My wife, Louise Martin and I are members of the Tambo Stock Show.

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

Cr Scobie for item 4.1.8 – I, Councillor Scobie, inform the meeting that I have a prescribed conflict of interest in item 4.1.8 Community Drought Funding – Events & Activities. The nature of my interest is as follows:

- My son, Lucas Scobie is the beneficiary of the Blackall Social Riders fundraising event.

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

Cr Russell for item 4.1.8 – I, Councillor Russell, inform the meeting that I have a prescribed conflict of interest in item 4.1.8 Community Drought Funding – Events & Activities. The nature of my interest is as follows:

- My wife, Gill Russell is the president of an applicant, Better in Blackall.

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

Cr 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 Drought funding – Events & Activities. The nature of my interest is as follows:

- I am a member of the committee for the Tambo Stock Show.

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

Cr Pullos for item 4.1.8 – I, Councillor Pullos, inform the meeting that I have a declarable conflict of interest in item 4.1.8 Community Drought Funding – Events & Activities. The nature of my interest is as follows:

- I am a member of the committee for the Tambo Tourism and Business Association; and
- I have taken part in the Barcoo Beef Challenge meetings.

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

Cr Pullos for item 4.1.10 – I, Councillor Pullos, inform the meeting that I have a declarable conflict of interest in item 4.1.10 RADF – Tambo Arts Council. The nature of my interest is as follows:

- I am a member of the committee of the Tambo Arts Council.

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

Cr Pullos for item 4.1.11 – I, Councillor Pullos, inform the meeting that I have a declarable conflict of interest in item 4.1.11 RADF Applications – Tambo Stock Show. The nature of my interest is as follows:

- I am a member of the committee of the Tambo Stock Show.

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

Cr Pullos for item 5.3 – I, Councillor Pullos, inform the meeting that I have a declarable conflict of interest in item 5.3 Tambo Stock Show. The nature of my interest is as follows:

- I am a member of the Tambo Stock Show.

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

Cr Johnstone for item 5.4 – I, Councillor Johnstone, inform the meeting that I have a declarable conflict of interest in item 5.4 Request to Apply Superseded Planning Scheme – DA 18-2020-2021 Shirley A Russell – 600 Ravensbourne Road, Blackall. The nature of my interest is as follows:

- The applicant informed me that the application was being put to the February meeting.

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

1.1 Confirmation of General Meeting Minutes

MOTION: **Moved: Cr PJ Pullos**

Seconded: Cr LP Russell

“That the minutes of the General Meeting held on 27 January 2021 be taken as read and confirmed, and that the Mayor be authorised to sign same.”

Minute No. 02/02A/21

Carried 6/0

4.1.1 Financial Report for the Month of January

The Finance Report for January 2021 was presented to Council.

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

“That Council receive the financial report for January 2021.”

Minute No. 03/02A/21

Carried 6/0

4.1.2 DFCCS Operations Report – January 2021

The Director of Finance Corporate and Community Services operations report for January 2021 is presented to Council. The report includes housing and administration, 60s and Better, community development program, Blackall aerodrome, libraries, visitor information centres, facility bookings, Tambo Multipurpose and Tambo Child Care Centre.

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

“That Council receive the DFCCS Operations Report for January 2021.”

Minute No. 04/02A/21

Carried 6/0

4.1.3 Arts and Cultural Report – January 2021

The Arts and Cultural Report is provided to Council.

MOTION: Moved: Cr JH Scobie Seconded: Cr LP Russell

“That Council receive the Arts and Cultural Report for January 2021.”

Minute No. 05/02A/21

Carried 6/0

4.1.4 Environmental Health Officer's Report

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

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

“That Council receive the Environmental Health Officer’s report.

Minute No. 06/02A/21

Carried 6/0

4.1.5 Ranger Coordinator's Report

The Ranger Coordinator's report for January 2021 is provided to Council.

MOTION: Moved: Cr PJ Pullos

Seconded: Cr JH Scobie

“That Council receive the Ranger Coordinator’s report for January 2021.

Minute No. 07/02A/21

Carried 6/0

4.1.6 Water Allocation – Application to Increase Allocation

Council has received 2 applications to purchase additional water allocations from the owner of 'Yakamunda' and the owner of 'Tiree'.

MOTION: Moved: Cr LP Russell

Seconded: Cr PJ Pullos

“That Council decline the applications for additional water allocations pending further investigations into Council’s water assets.”

Minute No. 08/02A/21

Carried 6/0

At this point, 9.13am Cr Martin and Cr Pullos left the meeting. Councillor Russell assumed the chair.

4.1.7 Community Drought Funding Meeting – Events & Activities

Community Drought Package Funding applications closed on 18 January 2021. 19 applications were received.

MOTION: Moved: Cr JH Scobie

Seconded: Cr GK Schluter

“That Council receive the Community Drought Panel’s minutes and endorse the Panel’s recommendation to fund the following applications:

Applicant	Project	Amount	Status
Blackall Pony Club	Team penning beginner school	\$6,000.00	\$3,000 Approved
Red Ridge Interior	Bush Beatz Blackall	\$2,600.00	Approved
Red Ridge Interior	Bush Beatz Tambo	\$2,600.00	Approved
Barcoo Amateur Race Club	Woolly Winter Race Day	\$6,000.00	\$1,000.00 Approved
Tambo Stock Show	50 Year Celebration	\$5,000.00	\$2,500.00 Approved
Blackall State School	Fun Fiesta	\$3,000.00	Approved

Blackall Amateur Swim Club	Blackall Barracuda's Triathlon	\$2,000.00	\$1,500.00 Approved
Blackall Junior Rugby League Club	Sign On & Fun Day	\$800.00	\$500.00
Blackall Clay Target Club	Annual Outback Trap Carnival	\$3,500.00	\$1,500.00 Approved

Minute No. 09/02A/21

Carried 4/0

At this point, 9.16am Cr Martin returned to the meeting. Cr Russell and Cr Scobie left the meeting.

Councillor Martin resumed the chair.

At this point, 9.17am Cr Pullos, Cr Scobie & Cr Russell returned to the meeting.

4.1.8 Community Drought Funding – Events & Activities

Community Drought Package Funding applications closed on 18 January 2021. 19 applications were received.

MOTION: Moved: Cr AL Martin

Seconded: Cr BP Johnstone

“That Council delegate the authority to the Chief Executive Officer for consideration:

Applicant	Project	Amount	Status
Blackall Poultry Club	Regional Annual Poultry Show	\$3,500.00	\$1,500.00 Approved
Blackall Social Riders	Lucas Scobie Fundraiser Weekend	\$3,000.00	\$920.00 Approved
Blackall CWA	Food, Fashion & Feminism	\$2,150.00	Approved
Better in Blackall Inc	Muddy Mudder Event	\$1,900.00	Approved
Tambo Tourism & Business Assoc	A Teddy Bear's Christmas in July	\$8,000.00	\$3,130.00 Approved
Barcoo Pastoral Society	Blackall Show	\$4,400.00	\$1,000.00 Approved
Blackall Cultural Assoc	Opening Night Blackall Art Show	\$2,000.00	\$1,500.00 Approved
Barcoo Beef Challenge	Awards Night	\$5,000.00	\$2,500.00 Approved
Bushman's Artisan's	Opening of the Bushman's Artisan Gallery	\$3,500.00	\$1,200.00 Approved

Minute No. 10/02A/21

Carried 6/0

4.1.9 Regional Arts Development Fund Program Committee Meeting

The second round of the 2020-2021 RADF program closed for applications on January 30th.

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

“That Council receive the RADF Committee’s minutes.”

Minute No. 11/02A/21

Carried 6/0

At this point, 9.23am Cr Pullos and Cr Martin left the meeting.
Councillor Russell assumed the chair.

4.1.10 RADF Application – Tambo Arts Council

The second round of the 2020-2021 RADF program closed for applications on January 30th and the Committee approved the application from the Tambo Arts Council.

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

“That Council endorse the RADF Committee’s recommendation to approve the application from the Tambo Arts Council for \$9,306.00.”

Minute No. 12/02A/21

Carried 4/0

4.1.11 RADF Applications – Tambo Stock Show

The second round of the 2020-2021 RADF program closed for applications on January 30th and the Committee approved the applications from the Tambo Stock Show.

MOTION: **Moved: Cr GK Schluter** **Seconded: Cr JH Scobie**

“That Council endorse the RADF Committee’s recommendation to approve the applications from the Tambo Stock Show totalling \$10,590.00.00.”

Minute No. 13/02A/21

Carried 4/0

At this point, 9.25am Cr Martin and Cr Pullos returned to the meeting.
Councillor Martin resumed the chair.

4.1.12 RADF Application – Blackall Hospital Auxiliary

The second round of the 2020-2021 RADF program closed for applications on January 30th and the Committee approved the application from the Blackall Hospital Auxiliary.

MOTION: **Moved: Cr PJ Pullos**

Seconded: Cr JH Scobie

“That Council endorse the RADF Committee’s recommendation to approve the application from the Blackall Hospital Auxiliary for \$3,600.00.”

Minute No. 14/02A/21

Carried 6/0

4.1.13 Operating Plan Review 31 December 2020

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

MOTION: **Moved: Cr LP Russell**

Seconded: Cr GK Schluter

“That Council receive the December 2020 report.”

Minute No. 15/02A/21

Carried 6/0

4.1.14 Indoor Sports Facility - Fees

Determination of the fees for the multi-purpose facility.

MOTION: **Moved: Cr PJ Pullos**

Seconded: Cr LP Russell

“That Council set the fees at nil for the use of the Indoor Sports facility until 30 June 2021 and that the fees be revised with the Fees and Charges for the 2021/2022 budget and the bond be set as per other sporting facilities.”

Minute No. 16/02A/21

Carried 6/0

4.2.1 Director of Works and Services Operations Report – January 2021

The Director of Works and Services report for January 2021 is presented to Council.

MOTION: **Moved: Cr GK Schluter**

Seconded: Cr LP Russell

“That Council receive the Director of Works and Services’ Operation Report for January 2021.”

Minute No. 17/02A/21

Carried 6/0

4.2.2 Work Health and Safety Report

The Work Health and Safety Report has been provided to Council.

MOTION: **Moved: Cr PJ Pullos**

Seconded: Cr JH Scobie

“That Council receive the Work Health and Safety Report for January 2021.”

Minute No. 18/02A/21

Carried 6/0

5.1 Blackall Saleyards Monthly Report

The Blackall Saleyards monthly report for January is presented to Council.

MOTION: **Moved: Cr LP Russell**

Seconded: Cr GK Schluter

“That Council receive the Blackall Saleyards monthly report for January 2021.”

Minute No. 19/02A/21

Carried 6/0

At this point, 9.53am Cr Johnstone left the meeting.

5.2 Planning and Development Report

The Planning and Development Report is presented to Council.

MOTION: **Moved: Cr PJ Pullos**

Seconded: Cr JH Scobie

“That Council receive the Planning and Development Report for January 2021.”

Minute No. 20/02A/21

Carried 5/0

At this point, 9.54am Cr Pullos left the meeting and Cr Johnstone returned to the meeting.

At this point, 9.55am Cr Martin left the meeting.

Councillor Russell assumed the chair.

5.3 Tambo Stock Show

The Tambo Stock Show are celebrating their 50th anniversary of the show and have made several requests from Council including the hire of the Tambo Childcare facility.

MOTION: **Moved: Cr JH Scobie**

Seconded: Cr GK Schluter

“That the request from the Tambo Stock Show to hire the childcare facility be approved subject to the applicant providing public liability insurance, adequately qualified staff, and be responsible for any damage.”

Minute No. 21/02A/21

Carried 4/0

At this point, 10.03am Cr Johnstone left the meeting and Cr Martin and Cr Pullos returned to the meeting.
Councillor Martin resumed the chair.

5.4 Request to Apply Superseded Planning Scheme – DA 18-2020-2021 – Shirley A Russell – 600 Ravensbourne Road, Blackall

The applicant, Shirley A Russell, has lodged a request for Council to apply the superseded Blackall Shire Planning Scheme 2006 (‘the superseded planning scheme’) to a proposed development located at 600 Ravensbourne Road, Blackall, formally described as Lot 58 on TA228134 (‘the premises’). The proposal is for the establishment of small-scale visitor accommodation in the form of six camp/caravan sites on an approximate 518 hectare rural property south of the Blackall township. The proposal also includes the establishment of an associated ablution and kitchen facilities building.

MOTION: **Moved: Cr LP Russell**

Seconded: Cr GK Schluter

“That Council approves the request to a apply the superseded *Blackall Shire Planning Scheme 2006* to a Material Change of Use for Visitor Accommodation over land at 600 Ravensbourne Road, Blackall, formally described as Lot 58 on TA228134.”

Minute No. 22/02A/21

Carried 5/0

At this point, 10.07am Cr Johnstone returned to meeting.

5.5 Request to Apply Superseded Planning Scheme – DA 19-2020-2021 – Matthew and Helen Richardson – Ravensbourne Road, Blackall

The applicants, Matthew and Helen Richardson, have lodged a request for Council to apply the superseded Blackall Shire Planning Scheme 2006 (‘the superseded planning scheme’) to a proposed development located at

Ravensbourne Road, Blackall, formally described as Lease A on SP318669, which is over Lot 1 on TB198 ('the premises'). A long term lease (Lease A) is considered a 'lot'. The proposal involves the establishment of a new dwelling house within the lease.

MOTION: **Moved: Cr LP Russell**

Seconded: Cr GK Schluter

“That Council approves the request to apply the superseded Blackall Shire Planning Scheme 2006 to a proposed development for Material Change of Use for a Dwelling House over land at Ravensbourne Road, Blackall, formally described as Lease A on SP318669, Lot 1 on TB198.”

Minute No. 23/02A/21

Carried 6/0

5.6 Building Our Regions Internet Project

The Department of State Development, Tourism and Innovation are seeking additional information from Council for Building Our Regions Round 5 funding.

MOTION: **Moved: Cr LP Russell**

Seconded: Cr BP Johnstone

“That Council

- 1. Reaffirms the decision made at the November 2020 meeting minute number 18/11A/20; and**
- 2. Is committed to delivering the Blackall-Tambo Internet Project – Stage 3; and**
- 3. Acknowledges responsibility for any funding shortfall if costs or other contributing factors change; and**
- 4. Seek a variation to the approved application to the revised project known as South Terrick Link consisting of 4 towers and upgraded equipment making provisions for future services.”**

Minute No. 24/02A/21

Carried 6/0

5.7 Contractor Agreements and Leases

Council currently has several agreements due for renewal.

MOTION: **Moved: Cr LP Russell**

Seconded: Cr GK Schluter

“That Council authorise the Chief Executive Officer to enter a contract for the Saleyards Managers position with DG and DL Carter for a term of 5 years.”

Minute No. 25/02A/21

Carried 6/0

5.8 Change of Meeting Date – May General Meeting

The May general meeting date requires changing due to the WQAC meeting being held in Richmond on 18 May 2021.

MOTION: **Moved: Cr GK Schluter**

Seconded: Cr PJ Pullos

“That the general meeting date for May 2021 be changed to 21 May 2021.

Minute No. 26/02A/21

Carried 6/0

5.9 Conflict of Interest Submission

LGAQ are seeking feedback regarding the Conflict of Interest legislation which took effect in October 2020.

MOTION: **Moved: Cr PJ Pullos**

Seconded: Cr GK Scobie

“That Council provide feedback to LGAQ on Conflicts of Interest using the Regional Arts Development Fund reports as evidence.”

Minute No. 27/02A/21

Carried 6/0

CLOSURE:

There being no further business to consider, the Mayor declared the Meeting closed at 10.17am.

CONFIRMATION OF MINUTES:

Confirmed by Council as a true and correct record at the General Meeting held on Wednesday 17 March 2021.

Signed.....Mayor

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Minute No.	Report Number	Subject	Resolution	Action By	Result
08/02A/21	4.1.6	Water Allocation – Application to Increase	That Council decline the applications for additional water allocations pending further investigations into Council's water assets.	CEO	The applicants have been advised of Council's decision.
09/02A/21	4.1.7	Community Drought Funding Meeting – Events & Activities	That Council receive the Community Drought Panel's minutes and endorse the Panel's recommendation to fund the following applications: Blackall Pony Club \$3000.00 Red Ridge Interior \$2600.00 Red Ridge Interior \$2600.00 Barcoo Amateur Race Club \$1000.00 Tambo Stock Show \$2500.00 Blackall State School \$3000.00 Blackall Amateur Swim Club \$2000.00 Blackall Junior Rugby League Club \$800.00 Blackall Clay Target Club \$3500.00	DFCCS	The applicants have been advised.
10/02/21	4.1.8	Community Drought Funding – Events & Activities	That Council delegate the authority to the Chief Executive Officer for consideration: Blackall Poultry Club \$1500.00 Blackall Social Riders \$3000.00 Blackall CWA \$2150.00 Better in Blackall Inc \$1900.00 Tambo Tourism & Business Assoc \$8000.00 Barcoo Pastoral Society \$4400.00 Blackall Cultural Assoc \$2000.00 Barcoo Beef Challenge \$5000.00 Bushman's Artisans \$3500.00	DFCCS	The applicants have been advised.
12/02A/21	4.1.10	RADF Application – Tambo Arts Council	That Council endorse the RADF Committee's recommendation to approve the application from the Tambo Arts Council for \$9,306.00	DFCCS	The applicant has been advised.

13/02A/21	4.1.11	RADF Applications – Tambo Stock Show	That Council endorse the RADF Committee's recommendation to approve the applications from the Tambo Stock Show totalling \$10,590.00.	DFCCS	The applicant has been advised.
14/02/21	4.1.12	RADF Application – Blackall Hospital Auxiliary	That Council endorse the RADF Committee's recommendation to approve the application from the Blackall Hospital Auxiliary for \$3,600.00.	DFCCS	The applicant has been advised.
16/02A/21	4.1.14	Indoor Sports Facility – Fees	That Council set the fees at nil for the use of the Indoor Sports facility until 30 June 2021 and that the fees be revised with the Fees and Charges for the 2021/2022 budget and the bond be set as per other sporting facilities.	DFCCS	A notice has been placed in the Council Catch Up.
21/02/21	5.3	Tambo Stock Show	That the request from the Tambo Stock Show to hire the childcare facility be approved subject to the applicant providing public liability insurance, adequately qualified staff, and be responsible for any damage.	CEO	The Tambo Stock Show have been advised of Council's terms and conditions of use for the facility.
22/02A/21	5.4	Request to Apply Superseded Planning Scheme – DA 18-2020-2021 – Shirley A Russell – 600 Ravensbourne Road, Blackall	That Council approves the request to apply the superseded Blackall Shire Planning Scheme 2006 to a Material Change of Use for Visitor Accommodation over land at 600 Ravensbourne Road, Blackall, formally described as Lot 58 on TA228134.	CEO	The applicant has been advised of Council's decision.
23/02A/21	5.5	Request to Apply Superseded Planning Scheme – DA 19-2020-2021 – Matthew and Helen Richardson – Ravensbourne Road, Blackall	That Council approves the request to apply the superseded Blackall Shire Planning Scheme 2006 to proposed development for Material Change of Use for a Dwelling House over land at Ravensbourne Road, Blackall, formally described as Lease A on SP318669, Lot 1 on TB198.	DFCCS	The applicant has been advised of Council's decision.
24/02A/21	5.6	Building Our Regions Internet Project	That Council:	CEO	The Department has been provided the information.

			<ol style="list-style-type: none"> 1. Reaffirms the decision made at the November 2020 meeting, minute number 18/11A/20; and 2. Is committed to delivering the Blackall-Tambo Internet Project – Stage 3; and 3. Acknowledges responsibility for any funding shortfall if costs or other contributing factors change; and 4. Seek a variation to the approved application to the revised project known as South Terrick Link consisting of 4 towers and upgraded equipment making provisions for future services. 		
25/02A/21	5.7	Contractor Agreements and Leases	That Council authorise the Chief Executive Officer to renew the contract for the Saleyards Managers position with DG and DL Carter for a term of 5 years.	CEO	The contract has been signed.
26/02A/21	5.8	Change of Meeting Date – May General Meeting	That the general meeting date for May 2021 be changed to 21 May 2021.	CEO	The change of meeting date has been advertised.
27/02A/21	5.9	Conflict of Interest Submission	That Council provide feedback to LGAQ on Conflicts of Interest using the Regional Arts Development Fund reports as evidence.	CEO	A submission was made to LGAQ.

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 4.1.1

SUBJECT HEADING: Financial Report for the Month of February 2021

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

CLASSIFICATION: (if confidential)

Summary: The Finance Report for February 2021 is presented to Council.

Officer's Recommendation: That Council receive the Financial Report for February 2021.

Background

The finance report for February 2021 is presented to Council.

Link to Corporate Plan

Governance

Outcome 4 – Financial

Consultation (internal/external)

CEO

Manager of Finance

Policy Implications

Nil

Budget and Resource Implications

Nil

FINANCE REPORT TO A MEETING OF THE BLACKALL-TAMBO REGIONAL COUNCIL HELD ON 17 MARCH 2021

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 17 MARCH 2021

1. Cash Position as at 28 February 2021

Cash at Bank

Operating Accounts \$ 1,056,010

Short Term Investments

Bank of Queensland - Term Deposits \$ 7,000,000

Queensland Treasury Corporation - Cash Fund \$ 7,000,000

\$ 15,056,010

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) \$ 2,470,258

Unspent Grants (QRA , W4Q, DCP & Other Capital Works) \$ 290,713

\$ 2,760,971

	<i>Debtors</i>	<i>Creditors</i>	
Balance of recoverable debtors - estimated creditors :	1,169,864	133,144	\$ 1,036,720

Plus cash surplus	15,056,010	2,760,971	\$ 12,295,039
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Working Capital **\$ 13,331,759**

2. Monthly Cashflow Estimate: March 2021

Receipts

Rates & Fees & Charges \$ 700,000

Debtors \$ 900,000

Grants/Subsidies/Loans QTC \$ 21,572

Total \$ 1,621,572

Expenditure

Payroll \$ 720,000

Creditor Payments \$ 800,000

Loan Payments \$ 23,829

Total \$ 1,543,829

Therefore cash is expected to increase by \$ 77,743 in the period.

3. Comparative Data:

	February 2021	February 2020
Cash position	15,056,010	17,339,483
Working capital	13,331,759	15,307,548
Rate arrears	136,608	139,100
Outstanding debtors	1,169,864	363,374
Current creditors	133,144	483,984
Total Loans	1,702,466	1,354,732

FINANCE REPORT TO A MEETING OF BLACKALL-TAMBO REGIONAL COUNCIL

HELD ON 17 MARCH 2021

4. Capital Works Summary: 1 July 2020 to 30 June 2021

	Budget	YTD Actual	% of Budget
Buildings & Other Structures	3,569,121	1,987,534	56%
Plant & Equipment	1,110,000	1,106,228	100%
Road Infrastructure	2,820,865	732,911	26%
Water Infrastructure	150,000	192,658	128%
Sewerage Infrastructure	350,000	358,534	102%
QTC Loan Redemption	95,800	47,818	50%
Total	8,095,786	4,425,683	55%

5. Road Works Expenditure : 1 July 2020 to 30 June 2021

	Budget	Expended YTD Actual	% of Budget Expended
Total Roads Expenditure	3,817,991	1,430,279	37%
1. Rural Roads Maintenance	1,000,000	106,193	11%
2. Town Streets Maintenance	300,000	282,586	94%
3. RMPC Works	2,517,991	1,041,500	41%

6. Rate Arrears Summary

Total Rates Outstanding Balance \$ **2,839,303**

Rates Outstanding Breakdown	Total	No. of Assessments
Current	\$ 2,702,695	1296
1 Year	\$ 59,482	26
2 Years	\$ 33,366	13
3 Years and over	\$ 43,760	8

BTRC 2020-21 CAPITAL EXPENDITURE PROJECTS		1/07/20 to 30/06/21		SOURCES OF FUNDING			
Particulars	Budget 2020-21	Expenditure YTD	% Expended	Capital Grants	Contributions	Loans	Council Contribution
BUILDINGS & OTHER STRUCTURES	3,569,121	1,987,534	56%	2,916,125	40,596	-	612,400
Blackall Indoor Cricket Facility (W4Q)	220,000	215,811	98%	220,000			
Tambo Swimming Pool Replaster and Paint (W4Q)	172,825	170,995	99%	172,825			
Tambo Dam Sprinkler System	15,000	2,963	20%				15,000
Blackall Depot Portable Generator	10,000	-	0%				10,000
Tambo TV Transmitters Replacements	32,000	-	0%				32,000
BTRC LGGSP Emergency Rural Signs	240,000	157,937	66%	144,000			96,000
Blackall Airport Fencing	218,800	1,800	1%	109,400			109,400
Tambo 'Truck Museum BOR - 2020/2021	504,900	9,960	2%	454,900			50,000
Fast Internet Project BOR - 2020/2021	400,000	-	0%	200,000			200,000
Blackall Saleyards Ramp	100,000	118,143	118%				100,000
Saleyards Pens Stage 1 & 2 COVID19	400,000	395,814	99%	400,000			
Blackall Magpies Clubhouse COVID19	190,596	190,596	100%	150,000	40,596		
Tambo Pool Shade & Disability Chair COVID19	70,000	-	0%	70,000			
Blackall Pool Shade Structure & Maint. COVID19	50,000	-	0%	50,000			
Waste Oil Collection Stations COVID19	40,000	41,121	103%	40,000			
Blackall Office Depot Toilets COVID19	30,000	-	0%	30,000			
Pathway to Health Extension COVID19	80,000	-	0%	80,000			
Elephant Palace COVID19	100,000	84,172	84%	100,000			
Tambo Weighbridge Upgrade COVID19	50,000	51,153	102%	50,000			
Backup Fuel Supply (DCP)	180,000	180,338	100%	180,000			
Banks Park Beautification (DCP)	80,000	58,728	73%	80,000			
Blackall Sign Western end (DCP)	60,000	30,072	50%	60,000			
Saleyards Canteen Upgrade (DCP)	120,000	122,384	102%	120,000			
Tambo Dam Lights (DCP & TTTT)	105,000	60,000	57%	105,000			
Western Sports Complex Upgrade (DCP)	100,000	95,547	96%	100,000			

BTRC 2020-21 CAPITAL EXPENDITURE PROJECTS		1/07/20 to 30/06/21		SOURCES OF FUNDING			
Particulars	Budget 2020-21	Expenditure YTD	% Expended	Capital Grants	Contributions	Loans	Council Contribution
PLANT & EQUIPMENT	1,110,000	1,106,228	100%	-	-	-	1,110,000
Plant Replacement - Net of purchases less disposals (includes committed orders less estimate disposal values)	1,110,000	1,106,228	100%				1,110,000
ROAD INFRASTRUCTURE	2,820,865	732,911	26%	2,020,865	-	-	800,000
New Hospital Rd Ch .26 - .50 R2R	109,569	109,569	100%	109,569			
Emmet Rd Reseal Ch 25.90-30.70, 31.90-37.10 R2R	310,101	310,101	100%	310,101			
Langlo Rd Reseal Ch 22.71 - 25.75 R2R	41,902	41,902	100%	41,902			
Mt Playfair Rd Reseal Ch .52 - 5.53km R2R	150,000	-	0%	150,000			
East West Rd Reseal Ch 16.43 - 17.43 R2R	30,000	-	0%	30,000			
Ward Rd Reseal Ch 30.97 - 56.19 R2R	170,000	-	0%	170,000			
Old Augathella Rd Reseal Ch .74 - 12.69 R2R	200,000	-	0%	200,000			
Avington Rd Reseal Ch 0 - 27.46 R2R	200,947	-	0%	200,947			
Reseals	800,000	-	0%				800,000
Heavy Bypass Stage 1 (Violet St) LRCI	808,346	271,339	34%	808,346			
Heavy Bypass Stage 2 (Salvia St) HVSP	950,000	-	0%	950,000			
Langlo Road Pave and seal TIDS	400,000	233,999	58%	200,000			200,000
WATER INFRASTRUCTURE	150,000	192,658	128%	150,000	-	-	-
Water Mains Replacements DCP & COVID19	150,000	192,658	128%	150,000			
SEWERAGE INFRASTRUCTURE	350,000	358,534	102%	350,000	-	-	-
Sewerage Renewals DCP & COVID19	350,000	358,534	102%	350,000			
LOAN REDEMPTION Qld Treasury Corporation	95,800	47,818	50%	-	-	-	95,800
Saleyards Upgrade - Current Balance \$ 1,297,336 Maturity June 2037 [Drawdown 16/05/2017 \$ 1,500,000]	58,400	28,959	50%				58,400
Tambo Bore - Current Balance \$ 381,141 Maturity June 2030 [Drawdown 15/06/2020 \$400,000]	37,400	18,859	50%				37,400
TOTAL CAPITAL PROGRAM 20-21	8,095,786	4,425,683	55%	5,436,990	40,596	-	2,618,200

(Accounts: 0100-0001-0000 to 5250-2000-0000. All report groups. 67% of year elapsed. To Level 2. Excludes committed costs)

Blackall-Tambo Regional Council (Budget for full year)

Financial Year Ending 2021

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				REVENUE			EXPENDITURE			
				28 Feb 2021	AMENDED	ORIGINAL	28 Feb 2021	AMENDED	ORIGINAL	
				ACTUAL	BUDGET	BUDGET	ACTUAL	BUDGET	BUDGET	
1000-0001	ADMINISTRATION									
1000-0002	Administration		151,392.50	69%	220,700	197,600	2,418,444.62	71%	3,426,000	3,266,600
1100-0002	Finance		4,562,412.93	66%	6,964,100	6,807,500	852,229.21	97%	880,400	67,300
1200-0002	Oncosts		0.00	0%	0	0	(121,830.13)	9%	(1,340,300)	(1,385,400)
1300-0002	Stores/Purchasing		0.00	0%	0	0	48,426.39	76%	63,700	68,300
2000-0002	Corporate Governance		540.46	108%	500	0	442,067.44	61%	724,300	738,700
2100-0002	Business Activities		32,598.85	86%	38,000	37,000	26,017.54	22%	116,700	116,700
2150-0002	Saleyard Operations		933,885.25	67%	1,400,000	1,150,000	594,191.97	61%	969,600	632,000
2200-0002	Tambo Sawmill		8,400.00	7%	113,000	8,000	226,701.28	92%	246,300	71,000
2350-0002	Airports/Aerodromes		25,999.48	59%	44,000	149,000	177,756.36	66%	268,400	321,300
2450-0002	Tourism		47,834.94	84%	57,200	32,100	253,279.38	63%	403,500	331,500
2500-0002	Planning & Development		16,608.56	55%	30,000	30,000	48,755.98	79%	62,000	62,000
2580-0002	Economic & Community Develop		2,075,057.26	35%	5,930,900	3,645,300	143,917.04	39%	367,300	117,400
2600-0002	Environmental		53,358.93	77%	69,000	39,100	21,934.80	61%	36,000	69,500
3000-0002	Work Scheme and Community		10,350.99	68%	15,300	15,300	72,016.86	76%	94,200	128,100
3100-0002	Council Housing		78,820.00	66%	120,000	120,000	202,511.28	61%	334,600	377,200
3300-0002	Child Care Services		90,784.20	60%	150,500	170,000	204,137.83	76%	267,800	326,500
3350-0002	Sport and Recreation		44,883.56	40%	113,000	140,000	64,876.30	82%	79,000	119,600
3400-0002	Youth Services		0.00	0%	0	18,000	83,081.96	69%	120,000	115,000
3410-0002	Sixties and Better		30,933.55	50%	61,400	57,700	41,214.70	39%	105,800	59,000
3415-0002	Tambo Multi-Purpose Centre		374,271.48	74%	506,700	498,500	382,447.70	74%	513,500	588,300
3445-0002	Disability		70,273.46	69%	101,500	64,000	35,005.12	35%	100,000	32,000
3460-0002	Neighbourhood Centre		221,827.93	73%	304,400	143,000	116,043.80	32%	363,900	162,500
3470-0002	Miscellaneous Care Services		0.00	0%	0	0	0.00	0%	2,000	2,000
3500-0002	Libraries, Education and Arts		6,561.36	59%	11,100	11,100	140,564.99	68%	205,600	219,400
3570-0002	Regional Arts Development Fund		72,309.36	76%	95,000	75,000	90,461.04	58%	155,000	240,000
3600-0002	Halls and Cultural Centres		3,031.82	101%	3,000	3,000	123,772.15	66%	188,000	248,000
3700-0002	Showgrounds & Sports Facilities		1,349.98	45%	3,000	3,000	403,029.75	65%	617,000	529,000
3740-0002	Funerals		59,838.40	80%	75,000	66,000	44,589.81	81%	55,000	55,000
3800-0002	Corporate Buildings		0.00	0%	0	0	64,812.75	81%	80,000	130,000
1000-0001	ADMINISTRATION		8,973,325.25	55%	16,427,300	13,480,200	7,200,457.92	76%	9,505,300	7,808,500
4000-0001	WORKS AND SERVICES									
4001-0002	Works Office and Depot		0.00	0%	0	0	1,996,290.78	69%	2,886,100	3,149,400
4100-0002	Town Street Maintenance		0.00	0%	0	0	282,586.58	83%	340,000	300,000
4200-0002	Rural Roads Maintenance		418,349.25	34%	1,219,900	1,219,900	147,936.36	63%	236,000	1,000,000
4500-0002	Recoverable Works		10,778,789.25	86%	12,475,000	16,374,000	8,771,401.18	77%	11,380,000	15,374,000
4550-0002	Plant Operations		2,110,860.42	67%	3,140,000	3,480,500	1,803,344.02	65%	2,776,400	2,912,200
4600-0002	SES - Disaster Mgmt		21,497.88	93%	23,000	17,000	168,569.40	88%	191,600	148,300
4700-0002	Cemeteries		2,807.70	56%	5,000	1,000	25,207.47	55%	46,000	106,000
4800-0002	Parks, Gardens and Reserves		0.00	0%	0	0	643,809.32	67%	960,000	1,051,500
4860-0002	Aquatic Centres		0.00	0%	0	0	292,709.94	65%	450,800	437,500
4900-0002	Animal Control		17,100.50	75%	22,800	16,100	57,343.95	66%	87,000	109,600
4950-0002	Stock Routes & Pest Mgmt		64,655.26	59%	110,000	126,000	233,659.82	57%	409,000	580,200

(Accounts: 0100-0001-0000 to 5250-2000-0000. All report groups. 67% of year elapsed. To Level 2. Excludes committed costs)

Blackall-Tambo Regional Council (Budget for full year)

Financial Year Ending 2021

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			REVENUE			EXPENDITURE				
			28 Feb 2021	AMENDED	ORIGINAL	28 Feb 2021	AMENDED	ORIGINAL		
			ACTUAL	BUDGET	BUDGET	ACTUAL	BUDGET	BUDGET		
5000-0002	Cleansing		318,466.65	100%	319,500	319,500	168,400.75	66%	256,700	257,000
5100-0002	Water Supply		840,023.25	99%	845,200	845,200	261,158.07	62%	422,600	514,400
5200-0002	Sewerage Services		726,218.23	100%	725,800	725,800	214,212.69	65%	330,400	373,700
4000-0001	WORKS AND SERVICES		15,298,768.39	81%	18,886,200	23,125,000	15,066,630.33	73%	20,772,600	26,313,800
TOTAL REVENUE AND EXPENDITURE			24,272,093.64	69%	35,313,500	36,605,200	22,267,088.25	74%	30,277,900	34,122,300

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 4.1.2

SUBJECT HEADING: DFCCS Operations Report – February 2021

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 February 2021 is presented to Council. The report includes housing and administration, 60s and Better, youth program, community development program, 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 February 2021.

Background

Tambo Housing and Administration ***Building Maintenance***

- Renovations are completed at 29 Edward Street except for the bench and splashbacks.
- Repairs have been carried out in a number of buildings in Tambo including: Library, Racecourse, Child Care, SES building, 11 Mitchell Street and the Tambo Hall.
- Still to be completed are the locks on the Tambo Child Care building to ensure that it complies with the regulations for “lock down” as per Evacuation Plan.

Aged Housing

- Coolibah Village has a vacancy of a one bedroom unit which will be advertised once the new lino is in place.
- New interconnected smoke alarms need to be installed in 8 Mitchell Street and 9/26 Albert Street as they have both changed tenancy now need to comply with new smoke alarm regulations.

Blackall Housing and Administration

- Cultural Centre Maintenance
Monthly fire alarm system inspection
- Housing Maintenance
Small maintenance carried out on various pensioner units and council houses

Community Development Report

- 1 x Client Contacts (Feb 2021) – Referral to Support Services & Assistance Given
- Blackall Woolscour Unite & Recover – Project Management Completed & funds acquitted, however due to contractor delays some elements of funding still yet to be delivered, foundations of website constructed, media plan ready to be distributed, sheep yard restoration commenced, Wi-Fi Upgrade commencing, Billboards & Signage Upgrade commenced. All works to be completed by end of March 2021.
- Commenced planning to rollout the Community Drought Package Flexible Financial Hardship
- Community Gambling Fund Grant Fund Application submitted – to support 'Perry Playground Project'
- Planning 'Sustainability Community Workshops' (cheesemaking, sourdough, fermented foods & Permaculture) 21st & 22nd March – 40 people per day have already registered for these workshops, will also be hosting a Bokashi Composting Workshop led by local volunteer Ros Parmenter
- Central West Suicide Prevention Network, working alongside Youth Officer delivered first Session of a 5-Week Youth Boxing Program to target 10-17 years youth (create an informal platform to address alcohol and drug awareness) – 17 children attended first session
- Planning a 'Weekend of Circus' event in Blackall – Date TBA but will be in April/May – community entertainment & workshops
- Community Garden process to commence – firstly in space behind the Blackall Neighbourhood Centre. NDIS clients will be involved in the process and maintenance, will provide a space of serenity for Library users and will also be able to get other Community volunteers/groups involved.

Blackall Library Report

Month	Loans 2019/20	Loans 2020/21	Visitors 2019/20	Visitors 2020/21	Requests 2019/20	Requests 2020/21	Members Added 2019/20	Members Added 2020/21
July	233	233	478	389		14		3
August	243	263	415	371		26		14
September	233	266	436	401		29		11
October	335	216	459	389		21		4
November	277	374	434	378		35		10
December	273	315	213	450		38		4
January	589	377	389	376	34	16		1
February	256	340	376	318	25	39	4	5
March	246		213		72		3	
April	100		63		100			

May	211		126		51		1	
June	177		318		13		4	
Year to Date	2173	2384	3920	3072	295	218	12	52

Tambo Library and Tourist Report

	Loans 2019/20	Loans 2020/21	Visitors 2019/20	Visitors 2020/21	Requests 2019/20	Requests 2020/21	Members Added 2019/20	Members Added 2020/21
July	571	710	203	138	107	65	7	3
August	444	419	132	125	76	52	2	6
September	405	465	156	144	39	52	2	3
October	419	414	121	137	88	114	5	3
November	412	427	119	123	61	63	4	1
December	411	336	172	110	37	36	3	0
January	444	404	127	104	82	69	0	1
February	449	454	108	136	56	80	8	0
March	402		91		75		1	
April	150		40		47		1	
May	294		81		96		6	
June	515		124		56		5	
Totals	4916	3629	1474	1017	820	532	44	17

	Visits 2019/20	Visits 2020/21
July	750	464
August	536	506
September	323	612
October	178	323
November	79	93
December	75	123
January	81	84
February	69	55
March	82	
April	33	
May	0	
June	133	
Totals	2339	2260

Blackall Visitor Information Centre

Information on Blackall and the region is placed outside the library/VIC at close of day to ensure visitors have access to town and region information.

Five information packs were requested by phone or email. During the month of February, phone calls were still being received requesting information on what venues were open in Blackall for the future tourist season.

Due to Covid-19 restrictions, the number of visitors and campers are up significantly compared to February last year. These are the highest recorded numbers in January since 2015.

Monthly Statistics:

Visitor Numbers to Blackall Tourist Information Centre

2019/2020	Visitor Numbers	2020/2021	Visitor Numbers
July	2,483	July	1,638
August	2,104	August	1,985
September	933	September	1,522
October	416	October	941
November	101	November	174
December	34	December	99
January	93	January	99
February	18	February	95
March	107	March	
April	0	April	
May	5	May	
June	388	June	
Year to Date	6,682	Year to Date	6,553

Issue of Camping Permits

Month	Information Centre	Self - Registration	Total for Month 2020/21
July	198	139	337
August	230	131	361
September	140	262	402
October	81	166	247
November	4	31	35
December	3	15	18
January	5	11	16
February	10	10	20
March			
April			
May			
June			

Year to Date	671	765	1436
2019/2020	1075	1954	3029

Camping Ground Fees		
Month	\$ Amount	2020/2021 YTD \$
July	\$3,370.00	\$3,370.00
August	\$3,618.00	\$6,988.00
September	\$4,318.00	\$11,306.00
October	\$2,472.00	\$13,483.00
November	\$350.00	\$13,833.00
December	\$185.00	\$14,018.00
January	\$160.00	\$14,178.00
February	\$200.00	\$14,378.00
March		
April		
May		
June		

Year ending 2019/2020 \$24,232.00

Qantas Report

Month	Pax OFF	Pax ON	Total	YTD
July	0	0	0	0
August	12	15	27	27
September	74	58	132	159
October	85	106	191	350
November	72	59	131	481
December	79	61	140	621
January	63	53	116	737
February	41	42	83	720
March				
April				
May				
June				
6 Monthly Average	69	63.17	132.17	132.17
YTD	426	394	820	820
Total for 2019/2020	1121	823	1944	1944

60's & Better

- Coordinator resigned on Tuesday 2 February 2021. The position has been advertised and closed on the 25 February 2021.
- The Department of Communities has been informed of the resignation. An interview was carried out however no appointment was made.
- 60s & Better equipment has been relocated to the Cultural Centre and is in the process of being sorted out.
- Keeping in touch with members via Facebook and phone.

Tambo Multipurpose Centre

- The total number of clients attended to for the month of February are:
Podiatry - 10 clients
Remedial Massage – 49 clients
Physiotherapy – 41 clients
- During the optometrist's visit a total of 18 clients have received treatment.
- The Centre's Coordinator gained her certificate IV in Indigenous and Torres Strait Islander primary health care and a Personal Carer gained her certificate III in Individual support.
- Aqua fitness will continue until the Tambo aquatic centre closes for the season.
- The centre has been closely working with a local personal trainer to support the healthy wellbeing of the seniors and build a program for them to do during the cooler months as the group activities will start easing off. This program will be offered to all members of the community mainly aiming towards the seniors to keep active and fit during winter.
- The local personal trainer will conduct a one-on-one session with each client to set goals, programs, and to keep in touch with each one.

Council Facility Bookings

Blackall	Memorial Hall		Cultural Centre		Showgrounds		Racecourse		Bus	
	19/20	20/21	19/20	20/21	19/20	20/21	19/20	20/21	19/20	20/21
July	10	11	1	4	9	4	1	0	1	0
August	9	11	4	11	3	4	1	0	1	12
September	2	11	5	12	1	9	1	0	2	8
October	1	2	1	11	1	11	1	2	2	3
November	2	0	9	16	2	0	2	2	5	7
December	3	3	4	8	3	3	0	0	0	1
January	0	0	2	1	2	2	0	1	1	0
February	11	3	8	10	0	1	0	1	4	4
March	7		4		1		0		3	

April	0		0		0		0		0	
May	0		0		0		0		0	
June	8		2		0		0		0	
TOTAL	37	38	48	63	32	33	10	5	25	31

Council Facility Bookings

Tambo	Shire Hall		Racecourse		Western Sports		Bus	
	19/20	20/21	19/20	20/21	19/20	20/21	19/20	20/21
July	1	8	1	0	1	0	3	0
August	6	13	2	0	0	0	5	1
September	1	6	3	1	1	1	5	1
October	10	7	0	1	0	1	6	2
November	8	16	1	0	1	0	2	2
December	5	5	0	1	0	0	0	0
January	1	8	1	0	0	3	0	1
February	5	15	2	0	0	0	3	6
March	4		1		0		0	
April	4		3		1		3	
May	5		2		1		5	
June	2		2		1		3	
TOTAL	47	78	18	3	6	5	40	13

Tambo Child Care Centre

Attendance	Month	YTD	Month	YTD
	2019-2020	2019-2020	2020-2021	2020-2021
July	194	194	207	207
August	205	399	214	421
September	139	538	110	531
October	172	710	303	834
November	171	881	261	1095
December	35	916	50	1145
January	41	957	22	1167
February	145	1102	180	1347
March	157	1259		
April	100	1359		
May	73	1432		
June	130	1562		

Finance	Month	YTD	Month	YTD
	Receipts	Receipts	Expenditure	Expenditure
	2020-2021	2020-2021	2020-2021	2020-2021
July	\$5,423.12	\$ 5,423.12	\$24,806.00	\$24,806.00
August	\$15,175.09	\$20,598.21	\$27,094.00	\$51,900.00
September	\$24,903.35	\$45,501.56	\$28,001.90	\$83,508.90
October	\$14,462.60	\$59,964.16	\$25,197.85	\$108,706.75
November	\$15,575.38	\$75,539.54	\$33,106.42	\$141,813.17

December	\$4,411.80	\$79,951.34	\$11,501.87	\$153,315.04
January	\$472.69	\$80,424.03	\$7,889.81	\$161,204.85
February	\$10,132.17	\$90,556.20	\$34,475.73	\$195,680.58
March				
April				
May				
June				

Youth Program

- **Operational** – The Youth Officer has been providing activities online and deliveries for activities to youth's places.
- **Youth Centre** – Youth centre has opened in Blackall and Tambo doing inside and outside activities with COVID-19 restrictions in place.
- **Breakfast Club** – 11th, 18th and 25th
- **Blackall Dance – Red Ridge Program** – 8th, 15th and 22nd
- **Tambo Dance – Red Ridge Program** – 2nd, 9th and 23rd
- **Tambo Youth Group** – 3rd, 10th, 17th and 24th
- **Blackall Youth Group** – 4th, 11th, 18th and 25th
- **Barcoo Jabbers** – 25th
- **Humphrey B Bear Show** – 1st
- **Youth Movie Night** – 26th
- **Upcoming Events: March**
 - Cooking Lessons – Blackall – 25th and Tambo 24th
 - Movie Night – 26th

Link to Corporate Plan

Economic Development

Outcome 2 – Tourism

Vibrant Communities

Outcome 1 – Arts and culture

Outcome 2 – Health and wellbeing

Outcome 3 – Community Services

Outcome 4 – Youth

Governance

Outcome 5 – Customer service

Infrastructure

Outcome 2 – Airports

Outcome 5 – Council buildings

Consultation (internal/external)

Neighbourhood Centre Coordinator

Tambo Library and Tourism Officer

Community Development Officer

Customer Service Officers

Multi-Purpose Coordinator

Child Care Coordinator

Library Officer

Tourism Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 4.1.3

SUBJECT HEADING: Arts & Cultural Report – February 2021

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

CLASSIFICATION: (if confidential)

Summary: The Arts and Cultural report is provided to Council

Officer's Recommendation: That Council receive the Arts and Cultural Report for February 2021.

Background

Grassland Art Gallery:

Statistics: 202 visitors for Feb 2021 (178 in Feb 2020).
3976 total visitors for 2020 (5077 total visitors in 2019).
Facebook: 1972 followers

A community workshop in Feb was successful, two artworks were created, and the participants were new faces at the gallery.

'Our Colourful Station Life' by Rith Chaplain will open on March 27th.

Tourism:

Blackall-Tambo tourism website updated.

Video – an EOI is currently in Vendor panel for the creation of a new promotional video.

Matilda Way:

Matilda Way Facebook page has 7,128 followers.

Feb statistics:

Reach: 6,945

Post engagements: 1,940

Barcoo Way:

Currently there are 7067 followers.

Feb statistics:

Reach: 7,199

Post engagements: 2,401

Four EOIs for the rail trail feasibility study were received, currently being assessed.

Tambo Dam Lights Project:

Fabrication of the sculpture has commenced to ensure expenditure of the DCP prior to the end of December.

Qld Arts Showcase Program submission was unsuccessful.

Community Benefit Gambling Fund submission has been submitted.

RADF:

Round three is open and closes Friday March 26.

Annual application is due April 4th.

RADF committee identified support for the Western Touring Circuit and support for a Circus project as the Council Strategic Initiatives.

Link to Corporate Plan

Economic Development

Outcome 2 – Tourism

Vibrant Communities

Outcome 1 – Arts and Culture

Consultation (internal/external)

Arts and Cultural Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 4.1.4

SUBJECT HEADING: Environmental Health Officer's Report

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

CLASSIFICATION: (if confidential)

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

Officer's Recommendation: That Council receive the Environmental Health Officer's Report.

Background

Food premises

EHO consulted with a food business in regard to the amendment of a food safety program. EHO consulted with Works department regarding refurbishment of the floor covering at the Saleyards Canteen.

EHO consulted with proponent of a home-based food business to provide advice in regards to the licensing requirements under the *Food Act 2006*.

EHO consulted with operator Saleyards Canteen regarding licensing requirement.

A food safety assessment at a medium risk food business has been carried out. Minor issues were raised with the management.

Environmental Management/ Public Health

EHO received query from State School regarding the disposal of unknown chemicals at Council's landfill, advice has been provided that Council cannot receive and store unknown chemicals on-site. Owner is responsible to dispose through a regulated waste transport company. EHO consulted with local agriculture businesses to endeavour potential options for disposal of agricultural chemicals.

A request has been received from the Australian Government Mobile Service Centres to utilise a car parking space to provide community members with information and access to government services on 23.02.21 & 24.02.2021, request has been granted.

EHO consulted with Director of Works and works foreman regarding the drinking water testing requirements under the *Public Health Regulation 2018* and advised about the license conditions under the Environmental Authority for sewage testing.

EHO reviewed water test results for monitoring activities bore water and sewage.

EHO consulted with works foreman and plumber in regards to microbiological water monitoring at the aquatic facilities.

EHO consulted with DFCCS regarding reinstatement of annual permits for the operation of a Caravan Park.

EHO received planning request for comments for a proposed dining proposal 26 Leek Street Blackall.

COVID-19

Ongoing advice is provided to businesses in regard COVID-19.

Consultation (internal/external)

EHO consulted with Queensland Department of Health on a regular basis to endeavour updates regarding the evolving pandemic and potential impacts for the community.

Link to Corporate Plan

Environment and Heritage

Outcome 4 – Waste Management

Consultation (internal/external)

Environmental Health Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 4.1.5

SUBJECT HEADING: Ranger Coordinator's Report

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

CLASSIFICATION: (if confidential)

Summary: The Ranger Coordinator's report for February 2021 is provided to Council.

Officer's Recommendation: That Council receive the Ranger Coordinator's report for February 2021.

Background

Animal Control

Regular Patrols
2 call outs

Complaints

6 Dog complaints – 4 resolved, 2 ongoing
1 Horse complaint - resolved

Weed Control

General Weeds – Tambo cemetery, Tambo depot's
Florestina – Tambo Common & Highway
Mother of Millions – Tambo Common
Coral Cactus – Tambo Common
Rope Pear – Tambo Common
Parthenium – Tambo Common, Isisford & Avington Roads
Black Wattle – Alpha Road
Spray guideposts, culverts, and grass in bitumen highway & Old Augathella Road

Operational

Stock Route maintenance water facilities
Do water agreement
Inspect water facilities with Dept. of Resources (Senior Land Officer)
Attend CWRPMG meeting Longreach
Meet with Ergon and show where pipelines go Golf Club Bore
Fix mill Metowra reserve

Wild Dog Control

Scalps 2021 Blackall – 5, Tambo – 6
2020 Blackall – 0, Tambo – 36

Baiting 587.5kg Pig – 20kg Dog

Agistment

Gum Holes – 69hd
Tambo Swan Hill – 62hd
Blackall Swan Hill – 104hd
Gillespie – 104hd
Forrest Park – 102hd
4 Mile – 72hd
Malverton – 84hd

Most stock on agistment will be finished and off stock route by the end of March
1 Drover 2000 cows and calves
Another drover to start from Blackall 26-3-2021

Link to Corporate Plan

Environment and Heritage
Outcome 3 – Pest Management

Consultation (internal/external)

Ranger Coordinator
DNRM

Policy Implications

NIL

Budget and Resource Implications

NIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 4.1.6

SUBJECT HEADING: Blackall Social Riders – Request for In-Kind Support

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

CLASSIFICATION: (if confidential)

Summary: Blackall Social Riders have requested in-kind support for an event they are holding 13 March 2021.

Officer's Recommendation: That Council endorse the actions of the DFCCS in approving this request for in-kind assistance.

Background

The President of the Blackall Social Riders is requesting the use of the red building (\$100) at the showgrounds on Saturday 13 March 2021 and the use of the Camp draft and Rodeo area (\$110) on Sunday 14 March 2021.

These facilities are to be used as part of a fund raiser for Lucas Scobie to help with medical expenses.

Link to Corporate Plan

Vibrant Communities

Outcome 1 – Arts and Culture

Consultation (internal/external)

Nil

Policy Implications

Request for Council Assistance Under \$10,000.00

Budget and Resource Implications

Request is for \$210 - in kind allocation not fully spent. Funds available.

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 4.1.7

SUBJECT HEADING: Blackall Campdraft Association – Request for In-Kind Support

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

CLASSIFICATION: (if confidential)

Summary: The Blackall Campdraft Association have requested in-kind support for an event they are holding 3rd & 4th April 2021.

Officer's Recommendation: That Council approve the request for in-kind assistance for the Blackall Campdraft Association.

Background

The President of the Blackall Campdraft Association is requesting in-kind assistance from Council for a campdraft to be held over the Easter weekend on the 3rd & 4th April.

They have requested:

- (i) the use of the campdraft arena & camping area including showers and toilets (\$110)
- (ii) BBQ trailer (\$200)
- (iii) 100 chairs & 20 tables (\$160)
- (iv) marquee (\$500)
- (v) portable cold room (\$150)
- (vi) water truck for 4 hrs (\$700)
- (vii) tractor and rotavator for 4 hrs (\$1,500)

The Campdraft Association will pay all applicable bonds for the hire items and are to organise a Council operator to drive and manage the items of Council plant.

Council will be advertised as one of the Gold Class Sponsors of the event.

Link to Corporate Plan

Vibrant Communities

Outcome 2 – Health and Wellbeing

Consultation (internal/external)

Customer Service Officer

Director of Works and Services

Policy Implications

Request for Council Assistance Under \$10,000.00

Budget and Resource Implications

Request is for \$3,320 - in kind allocation not fully spent. Funds available.

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 4.1.8

SUBJECT HEADING: Barcoo Pastoral Society – Request for Assistance

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

CLASSIFICATION: (if confidential)

Summary: The Barcoo Pastoral Society is requesting assistance with a firework display at the end of the Blackall Show on 1 May 2021. The request is for \$3,000.

Officer's Recommendation: That Council consider the Barcoo Pastoral Society's request.

Background

The President of the Barcoo Pastoral Society has written to Council requesting that Council assist with show this year. He has specifically asked for \$3000.00 for the fireworks display which will be held during the night-time entertainment.

The Barcoo Pastoral Society will acknowledge the Blackall-Tambo Regional Council during the night entertainment.

The Pastoral Society received \$1000 in February from the Community Drought Funding – Events and Activities.

Link to Corporate Plan

Vibrant Communities
Outcome 1 – Arts and Culture

Consultation (internal/external)

Nil

Policy Implications

Request for Council Assistance Under \$10,000.00

Budget and Resource Implications

Request is for \$3,000 – Community Donations account not fully spent. Funds available.

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 4.1.9

SUBJECT HEADING: Internal Audit and Risk Management Committee

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

CLASSIFICATION: (if confidential)

Summary: Minutes of the Internal Audit and Risk Management Committee meeting held Friday 5 March 2021.

Officer's Recommendation: That Council receive the Internal Audit and Risk Management Committee's minutes.

Background

Minutes attached

Link to Corporate Plan

Governance

Outcome 2 – Accountability

Outcome 4 - Financial

Consultation (internal/external)

Nil

Policy Implications

Nil

Budget and Resource Implications

Nil

Minutes of Internal Audit and Risk Management Committee Meeting – 5 March 2021

A/. Attendance

Cr Lindsay Russell (Chairman)
Cr Boyd Johnstone (Member)
Mr Tony Walsh (Internal Auditor)
Ms. Helen Wilkes (ASP Engagement Leader)
Ms. Nicole Short (QAO Audit Manager)
Mr. Kelly Graham (External Auditor)
Mr Alastair Rutherford (DFCCS)
Mr Shalveen Dayal (MOF)

Open meeting at 10.00am

B/. Apologies

Ms Megan Prow (Member)

C/. Previous minutes of meeting 12 October 2020

Approved

Motion: *"That the minutes of the meeting 12 October 2020 be adopted".*

Mover: Cr Johnstone

Seconder: Cr Russell

D/. Business arising out of minutes of previous meeting

Nil

Agenda items

1/. Review the 2021 external audit plan – ASP Engagement Leader

Received

Motion: *"That the 2021 external audit plan be received"*

Mover: Cr Johnstone

Seconder: Cr Russell

2/. QAO Briefing Paper – QAO Audit Manager

Received

Motion: *"That the QAO briefing paper be received"*.

Mover: Cr Johnstone

Second: Cr Russell

3/. Review the internal audit plan PPE April 2021 – Internal auditor

Received

Motion: *"That the internal audit plan PPE be received"*

Mover: Cr Johnstone

Second: Cr Russell

4/. Review of Fraud Control Policy – DFCCS

Approved

Motion: *"That the Fraud Control Policy be approved"*

Mover: Cr Johnstone

Second: Cr Russell

5/. Review of Fraud Control Plan – DFCCS

Approved

Motion: *"That the Fraud Control Plan be approved"*.

Mover: Cr Johnstone

Second: Cr Russell

6/. Review of Fraud Risk Assessment – DFCCS

Approved

Motion: *"That the Fraud Risk Assessment be approved"*.

Mover: Cr Johnstone

Second: Cr Russell

7/. Review of Risk Management Policy – DFCCS

Approved

Motion: *"That the Risk Management Policy be approved"*

Mover: Cr Johnstone

Seconder: Cr Russell

8/. Review of Enterprise Risk Management Strategy – DFCCS

Approved

Motion: *"That the Enterprise Risk Management Strategy be approved"*.

Mover: Cr Johnstone

Seconder: Cr Russell

9/. Review of Risk Register – DFCCS

Approved

Mover: Cr Johnstone

Seconder: Cr Russell

10/. Change in values of NCAs after 30 June 2020 Revaluation – DFCCS

Received

Motion: *"That the change in values of NCAs be received"*.

Mover: Cr Johnstone

Seconder: Cr Russell

11/. Update on ransomware attack – DFCCS

Received

Motion: *"That the update on the ransomware attack be received"*.

Mover: Cr Johnstone

Seconder: Cr Russell

Close

The meeting closed at 12.05PM

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 4.1.10

SUBJECT HEADING: Risk Management

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

CLASSIFICATION: (if confidential)

Summary: The Risk Management documents have been updated and were approved by the Internal Audit and Risk Management Committee at their meeting Friday 5 March 2021.

Officer's Recommendation: That Council adopt the Risk Management documents as follows:

- 1/. Risk Management Policy
 - 2/. Enterprise Risk Management Strategy
 - 3/. Risk Register
-

Background

Documents attached.

Link to Corporate Plan

Governance
Outcome 2 – Accountability
Outcome 4 - Financial

Consultation (internal/external)

DFCCS
Internal Auditor

Policy Implications

Risk Management documents updated

Budget and Resource Implications

Nil



Blackall-Tambo **Regional Council**

Risk Management Policy

Policy Number: CS10	Effective Date: 17 March 2021
Version Number: Three	Review Date: December 2023
Policy Compiled by: Director of Finance Corporate & Community Services	
Policy Approved by: Chief Executive Officer	

1 RELATED POLICIES/ LOCAL LAWS/ LEGISLATION

Australian/ New Zealand Standard for Risk Management - AS/NZS ISO 31000-2018
Local Government Act 2009; Local Government Regulation 2012

2 RELATED DOCUMENTS

Blackall-Tambo Regional Council Risk Management Strategy, Council's Risk Registers.

3 OBJECTIVES

The objectives of this Policy are to:

- Reduce the levels of risk that could potentially affect Council's existing and futures service delivery through a systematic risk management process;
- Maintain and improve reliability and quality of service provided by Blackall-Tambo Regional Council, within Council's controls and capabilities;
- Minimise or eliminate adverse impacts from Council's services or infrastructure on the community, visitors and the environment;
- Capitalise on opportunities identified for Blackall-Tambo Regional Council;
- Safeguard Council's employees, assets, financial sustainability, property, reputation and information; and
- Promote risk management principles as a strategic tool to ensure better informed decision making throughout Council.

Policy Number: CS 10 Revised December 2020	Revision Number: Version number:	Adopted by Blackall-Tambo Regional Council	Page 1 of 3
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Risk Management Policy

4 POLICY STATEMENT

Blackall-Tambo Regional Council is exposed to a broad range of risks which, if not managed, could adversely impact on the organisation achieving its strategic objectives. Therefore, Council will develop and implement a systematic risk management methodology to identify and address, where practical, areas of potential risk within Council.

Methodologies adopted to mitigate any identified risks will be consistent with the Australian Standard for Risk Management - AS/NZSISO 3100-2018.

The intent of this policy is to create an environment where Council, management and staff assume responsibility for risk management, through consistent risk management practices.

4.1 Principles

The following Principles will be adopted to ensure that the objectives are achieved:

- Apply a risk management framework which is consistent with the current Australian Standard (AS/NZS ISO 31000-2018) for making decisions on how best to identify, assess and manage risk throughout all departments of Council;
- Prioritise identified risks and implement treatments progressively based on the level of risk assessed and the effectiveness of the current treatments;
- Integrate risk management with existing planning and operational processes, including the Corporate Plan;
- Include appropriate risk treatment strategies in the organisational procedures and processes needed to assist Council in achieving its business outcomes.
- Consider relevant legislative requirements and political, social and economic environments in managing risk;
- Create a culture of risk awareness throughout the organisation through training, induction, promotion and risk review and reporting mechanisms; and
- Ensure resources and operational capabilities are identified and responsibility for managing risk is allocated.

5 SCOPE

This policy applies to Blackall-Tambo Regional Council, its employees and contractors and all activities. This document and all related ones to be reviewed by the Internal Audit Committee.

6 DEFINITIONS

Risk - is the chance that an event will occur that will impact upon Blackall-Tambo Regional Council's corporate objectives. It is measured in terms of consequence and likelihood.

Risk Management - the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects. Risk management aims to minimise loss.

Risk Management Process - the systematic application of management policies, procedures and practices, to the tasks of establishing context, identifying, analysing, evaluating, treating, monitoring and communicating risk.

Risk Register - A list of identified and assessed risks.

Policy Number: CS 10 Reviewed December 2020	Version number: Three	Adopted by Blackall-Tambo Regional Council	Page 2 of 3
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Risk Management Policy

7 CHANGES SINCE LAST REVISION

New Policy as of 29.01.2020 to reflect current procedures and to involve the Internal Audit Committee. Documents to be placed on website.

8 RECORDS

The signed hard copy of the policy is filed in the Master File and placed on website. Electronic copies are saved in the appropriately labelled folder in Magiq.

9 VERSION CONTROL

Version 1	2010
Version 2	21 December 2016
Version 3	21 February 2021

Policy Number: CS 10 Reviewed December 2020	Version number: Three	Adopted by Blackall-Tambo Regional Council	Page 3 of 3
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Blackall-Tambo Regional Council

Enterprise Risk Management Strategy

Policy Number: Stat 15	Effective Date: 17 March 2021
Version Number: Four	Review Date: November 2023
Policy Compiled by: Director of Finance Corporate & Community Services	
Policy Approved by: Chief Executive Officer	

1 INTRODUCTION

The Enterprise Risk Management Strategy is a practical strategy to develop Blackall- Tambo Regional Council's capacity to appropriately manage risk as outlined in Council's Risk Management Policy. This Strategy represents Council's commitment to risk management and is based on the risk management process in the Australian Standards AS/NZS ISO 31000:2018.

Effective risk management is governed by an organisational Risk Management Framework which explains the relationship between the Council's risk management components and other management systems and frameworks.

The purpose of this framework is to assist in maintaining the direction and impetus currently in place thereby ensuring that Enterprise Risk Management is considered and included in the business and operations of the Blackall-Tambo Regional Council.

Council is aware that managing risk is not just about avoiding or minimising adverse outcomes, but also has a positive application, in that the proactive analysis of potential risks can also assist the organisation in achieving new and potential opportunities.

1.1 Purpose

Risk Management is a crucial process to assist in the reduction of current and future risks that impact on the operations of Council, and best utilise opportunities that are identified.

1.2 Objectives

- To ensure successful implementation of a risk management process for Blackall- Tambo Regional Council, in accordance with the Australian Standards AS/NZS ISO 31000:2018.
- To ensure proper corporate governance surrounding the risk management process.
- To ensure that Council's risk management integrates with the Corporate, Operational Plans and Budget.
- To ensure that Council's risk management processes link with Workplace Health and Safety's Management Plan (Safe Plan 2) to ensure that there is a robust Disaster Management Plan.

Policy Number: Stat 15	Version Number: Four Initial Date of Adoption: 16.06.10 Current Version Review: Nov 2020 Next Review Date: Nov 2023	Adopted by Blackall-Tambo Regional Council	Page 1 of 25
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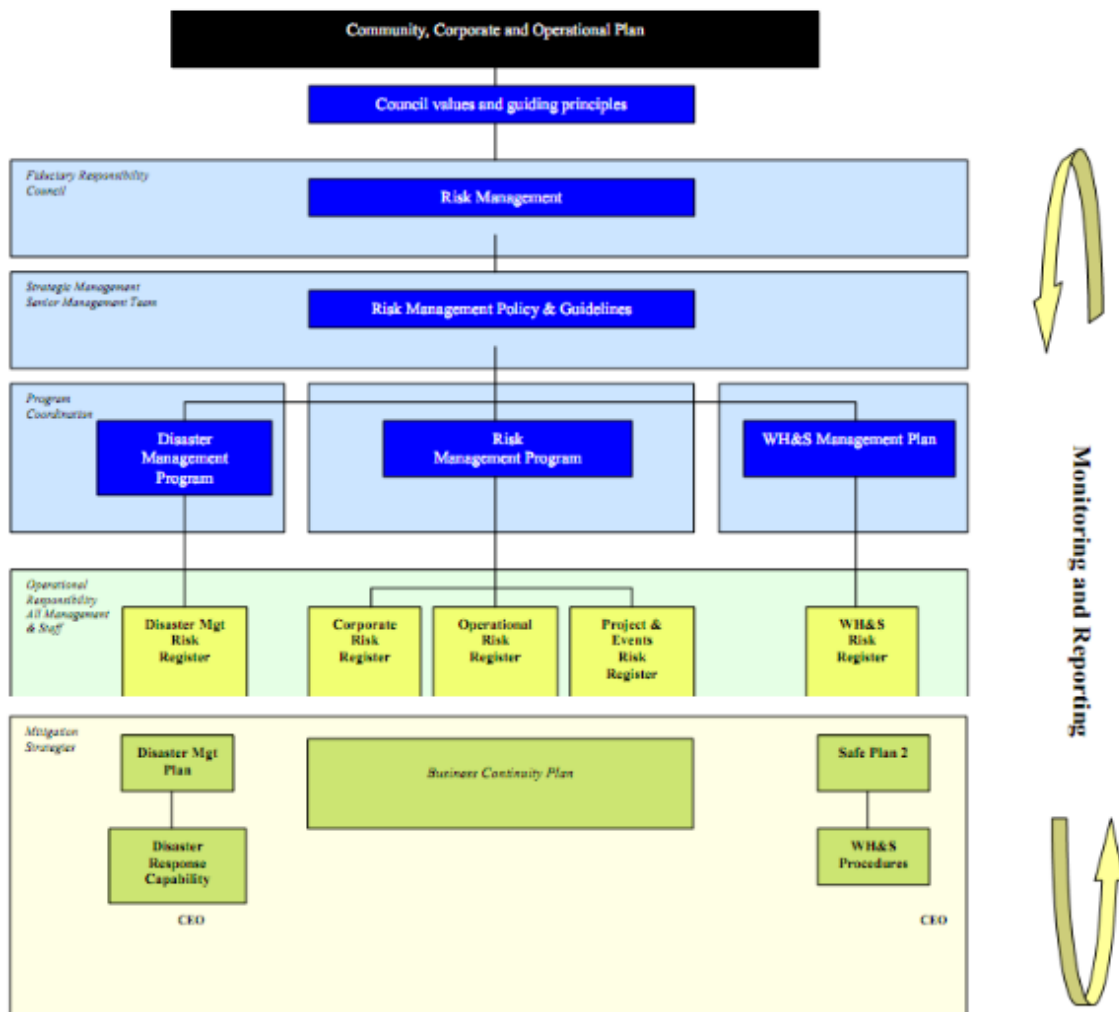
Enterprise Risk Management Strategy

- To enable training and awareness of the risk management process for all staff of the Blackall-Tambo Regional Council, to the level of involvement required for each position.
- To ensure Council will utilize the risk management process in all areas of Council.
- To facilitate ongoing promotion, awareness and training of risk management throughout Council.
- To ensure the risk management process is monitored, reviewed and maintained on a regular basis.
- To ensure Council will develop a risk management recording system.
- To ensure that the ongoing benefits and milestones achieved because of the risk management process are communicated throughout Council.

Policy Number: Stat 15	Version Number: Four Initial Date of Adoption: 16.06.10 Current Version Review: 21.02.21 Next Review Date: 21.02.23	Adopted by Blackall-Tambo Regional Council	Page 2 of 25
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Enterprise Risk Management Strategy

1.3 Risk Management Framework



Policy Number: Stat 15	Version Number: Four Initial Date of Adoption: 16.06.10 Current Version Review: 21.02.21 Next Review Date: 21.02.23	Adopted by Blackall-Tambo Regional Council	Page 3 of 25
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Enterprise Risk Management Strategy

1.4 Risk Appetite Statement

When considering opportunities that may involve the assumption of risk considered to be out of normal bounds the following should be considered before making the decision to proceed otherwise.

Class	Acceptance / Non-Acceptance
Financial	There will be no acceptance of decisions that have a significant negative impact on BTRC's long term financial sustainability.
	Financial viability over the short, medium and long term must be highly certain.
Legal & Regulatory	There will be no acceptance of any non-compliance with legal, professional and regulatory requirements.
People	There will be no acceptance for compromising staff safety and welfare.
	There will be no acceptance for the preventable loss of valued staff due to unreasonable management action.
	There will be no acceptance for compromising the welfare and safety of members of the public.
Operational	There is considerable acceptance for the improved efficiency of BTRC operations.
	In considering opportunities a disciplined approach to the management of risk must be taken.
	There is considerable acceptance for improvements to service delivery.
	There will be no acceptance for running the organisation in a matter that does not meet the reasonable service expectations of stakeholders.
Environmental	There will be no acceptance for operational decision making that does not have sound basis.
	There is considerable acceptance for decisions that promote ecologically sustainable development.
	There will be no acceptance of decisions that cause environmental harm especially those that are likely to result in DERM intervention.
Strategic	There is acceptance for BTRC to respond to the changing environment and seize opportunities where necessary
Ethical	There will be no acceptance of the failure to conduct business honestly and ethically.
Reputation	There will be no acceptance for damage to the reputation of BTRC.
	No 'justifiable' adverse media coverage is acceptable.
Leadership	BTRC's approach to managing its risk should set an example to the rest of the community.

1.5 Definitions

Risk is defined as the 'chance of something happening that will have an impact on objectives. It is measured in terms of a combination of the consequences of an event and their likelihood.' (AS/NZS

Policy Number: Stat 15	Version Number: Four Initial Date of Adoption: 16.06.16 Current Version Review: 21.02.21 Next Review Date: 21.02.23	Adopted by Blackall-Tambo Regional Council	Page 4 of 25
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Enterprise Risk Management Strategy

ISO 31000:2018) This impact can have an adverse impact on Council's strategic and operational objectives; however, it can also highlight areas for prospective opportunities.

Risk Management:

- The culture, processes, and structures that are directed towards the effective management of potential opportunities and adverse effects. Risk management aims to minimise loss.

Risk Management Process:

- The systematic application of management policies, procedures and practices, to the tasks of establishing context, identifying, analysing, evaluating, treating, monitoring and communicating risk.

Risk Register:

- A list of identified and assessed risks directly related to either a directorate or to the whole of Council.

Council Risk Registers are:

- Corporate
- Workplace Health and Safety
- Operational Risk Register
- Disaster Management
- Project Risk Register

1.6 Basis

Please refer to Risk Management Policy CS10 2020

1.7 Scope

Blackall-Tambo Regional Council aims to embed the culture of risk management at every level of Council, including Councillors, Management and Council Officers. The following outlines the roles and responsibilities associated with these Strategy:

Councillors:

- Are responsible for utilising and supporting good risk management principles to guide decision making and should include a consideration of potential risks and opportunities in the broader context of Council's as well as the community's priorities.

The Chief Executive Officer:

- Has the overall responsibility for developing risk management systems, policies and procedures and reporting on the identification, assessment and management of risks as well as the status and effectiveness of risk treatments.

Directors:

- Are responsible for implementing risk management systems, policies and procedures, maintaining up-to-date risk registers, and reporting against risks as required.

Governance Function:

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Enterprise Risk Management Strategy

- Is responsible for maintaining up-to-date risk management Strategy, ensuring appropriate training is given to all existing and new staff and appropriate reporting, monitoring and reviewing of the risk management process and registers.

Employees with management or supervisory responsibilities:

- Will be held accountable for the management of risks within their areas of responsibility.

Employees:

- All employees are responsible for applying risk management practices in their area of work and ensuring Blackall-Tambo Regional Council's management are aware of risks associated with Council's operations.

2 RISK MANAGEMENT ELEMENTS

The elements necessary to ensure effective ERM are: -

Elected Representative:

- Education on the principles of Risk Management
- Involvement in the establishment of Risk Attitude and Strategy
- "Ownership" of the Risk Management process
- Regular reviewing of risk reports on the Strategic and Operational risks of Council.

Executive Management Team:

- Create a high-level risk strategy (policy) aligned with strategic business objectives.
- Develop and assign responsibilities for Risk Management.
- Communicate the Council vision, strategy, policy responsibilities and reporting lines to all employees.
- Include Risk Management activities/responsibilities in job descriptions.
- Meaningful Risk Management objectives and accountabilities built into personnel appraisals.
- Identify and treat operational, activity and project-based risks within their respective areas of responsibility.
- Assume overall "Ownership" of such risks and clearly allocate operations ownership of risk to subordinates according to specific need.
- Ensure that staff are adequately trained in the principles of Risk Management and receive the necessary encouragement, empowerment and resources to manage risks within their area of responsibility and within defined risk boundaries.
- Review the organisation's Strategic and Operational Risk Registers at least every two years.

2.1 At Corporate Strategic and Operational Level

Operational Risks will be identified through analysis of the risks facing middle management in delivering the Operational Plan, Budget and any other planning instruments (corporate strategies, asset management plans etc.) effectively. These are primarily focused on the achievement of the desired outcomes of the organisation.

Operational Risks are risks encountered by managers and employees during the daily course of their work. These risks may also be department specific or impact on more than one department across the organisation.

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2.2 Workplace Health and Safety

Council's Workplace Health and Safety (WH&S) Management System (Safe Plan 2) demonstrates Council's commitment to provide a safe and healthy work environment and provide employees with training and enhance their awareness of safety matters. Safe Plan 2 highlights the seven main elements of the management system:

- Policy, Commitment and Management
- Systems Planning and Development
- Systems Implementation
- Control of Specific Work Environment Risks
- Control of Specific Equipment Risks
- Monitoring, Reporting and Evaluation
- Review and Continual Improvement

Workplace Health and Safety integrates with the Risk Management Framework through the Corporate WH&S Procedure – Safe Plan 2.3 'Risk Management'. This seeks to effectively manage health and safety risks within Council to minimise potential losses to the organisation. There is two-way integration between the corporate risk registers and WH&S.

The Workplace Health and Safety Advisor utilises the models and assessment tools within SafePlan2. These risks are also captured, monitored and reported within their own system. Please contact the Workplace Health and Safety Advisor for more detail.

2.3 Business Continuity

Blackall-Tambo Regional Council's Business Continuity Plan (BCP) is a strategy to respond to, manage and recover from an incident that could put Council's operations and the achievement of corporate objectives at risk.

2.4 Disaster Management

The Local Disaster Management Plan is designed to decrease and mitigate where possible the effects of a major incident or disaster within the boundaries of the region. Therefore, it provides guidance for disaster prevention, mitigation, preparedness, response, recovery and resupply for the Blackall-Tambo Local Group and supporting / joint agencies and the constituents of the region.

It is important to note that the organisation must accept some risk in relation to Emergency/Disaster operations, however where possible we must minimise the risk to stakeholders in accordance with the Disaster Management Act 2003.

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3 BLACKALL-TAMBO REGIONAL COUNCIL DISASTER MANAGEMENT PLAN 2021

Part 5 – disaster risk management

5.1 Community Context

The following information is a very brief summary of the area in which this plan encompasses:

<i>Feature</i>	<i>Relevant Information and Considerations</i>
Geography	30,489 sq klm
Climate and weather	Temperate/dry
Population	Regional population - 1903 Blackall area – 1416 Tambo area - 367
Community capacity	Limited
Industry	Pastoral & tourism
Public buildings, spaces, and events	Town Halls; Education Centres; MPC Building Tambo; Council Offices; Living Arts Centre
Critical infrastructure	Power, Water, Sewerage
Essential services	QPS, QAS, QFES, Hospitals
Hazardous sites	Fuel Services

5.2 Hazard Risk Assessment

Whilst all hazards were considered in the development of this Plan, hazards that have been identified below are those with a reasonably foreseeable chance of impacting on the area, or those with historical data to support considerations:

- Flooding – most of the Blackall-Tambo region has a long history of flood events with potential to cause anything from mild disruption to serious damage to property, environment and economy.
- Severe Storms – the Blackall-Tambo area is subject to seasonal storm periods that can often include damaging winds, hail or torrential rain.

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- Transport Accidents (Motor Vehicle) – vehicle accidents have occurred in the Blackall-Tambo region. These have included accidents with other vehicles, animals and property assets and have resulted in the loss of lives.
- Transport Accidents (Heavy Motor Vehicle) – heavy vehicle accidents have occurred in the Blackall-Tambo region. These have included Hazmat incidents and have resulted in the loss of lives. There are particular concerns regarding the potential for these accidents in the residential areas near the highways.
- Transport Accidents (Aircraft) – regular scheduled domestic flights (RPT), charter and private aircraft use the Blackall airport.
- Urban Fire – each town, Blackall and Tambo, have had urban fire events. They have been recorded at various times of the year and are not seasonal.
- Rural Fire – rural fires affecting property and grazing areas are a regular occurrence during the dry season.
- Water Supply Contamination – domestic water services in both towns are subject to potential contamination by natural, accidental or malicious events, mining activities.
- Animal Disease/Exotic Animal Disease – diseases of animals affecting production, safety for consumption of livestock.
- Terrorist Attack - on public infrastructure, multiple casualties and potentially main thoroughfares blocked by the incident.

Hazard	Vulnerable Sector Elements	Potential Risk Statement	Likelihood	Outcome	Level of Risk	Action Priority
Flood	BTRC	High	5	3	High	High
Bushfire, Wild Fire Large Structure Fire	BTRC	Medium	5	3	High	High
Severe Storms (Thunderstorms, Tornadoes, Dust Storms)	BTRC	Medium	4	4	High	Medium
Multiple Injury Accident	BTRC	Low	3	3	Medium	Medium
Chemical Accident	BTRC	Low	3	3	Medium	Medium
Aircraft Accident	BTRC	Low	1	5	Medium	Medium
Exotic Disease (plant/animal)	BTRC	Medium	3	4	High	High
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Pandemic	BTRC	Medium	4	10	Extreme	Extreme
Terrorist Attack	BTRC	Low	1	4	Medium	Low

Risk Calculation Methodology

There are many risk calculators available and a methodology that identifies corporate and brand name risk would be more appropriate for this process for disaster management. However, for usability and simplification the risk calculator below was used. The Local Disaster Management Group applied this calculator over each of the identified hazards and the outcomes detail the risk management record resulted.

Risk Assessment Matrix

Likelihood	Consequence				
	Catastrophic	Major	Moderate	Minor	Insignificant
Almost	10	9	8	7	6
Likely 4	9	8	7	6	5
Possible 3	8	7	6	5	4
Unlikely 2	7	6	5	4	3
Rare 1	6	5	4	3	2

Risk Score	Likelihood	What should result
9 – 10	Extreme	Immediate action required
7 – 8	High	Action plan required, senior management attention
5 – 6	Moderate	Specific monitoring or procedures required; management responsibility must be specified
2 – 4	Low	Manage through routine procedures

3.1 Projects

An integral element of Council's Risk Management Framework is the inclusion of Project Risk Registers for projects that occur across Council. There is a direct relationship between risk management and project management, with the requirement that all projects to be undertaken have documented evidence of an initial risk assessment to identify, quantify and establish contingencies and mitigation strategies for high-level risk events that could adversely affect the outcome of the project.

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An understanding of Risk is essential in the Project Management Process, as a project with great potential may not be implemented if the risks are too high or alternatively the project after assessment may indicate an "acceptable risk."

4 RISK MANAGEMENT PROGRAM

Council's Risk Management Program is coordinated by the CEO and aims to integrate risk management into Council's business practices.

The program will incorporate the following:

- Council Risk Management Policy
- Risk Management Program
- Planning
- Hazard and incident recording, investigation and reporting
- Disaster Management Plan and supporting hazard assessments
- Project Management
- Risk assessment and control planning
- Governance (including ethics, Integrity Act, behaviours, confidentiality and right to information and other requirements under relevant legislations)
- Management system (including the strategic risk register)
- Insurance services
- Resources (including standards, Strategy, forms/documents and self-assessment tools)
- Training and education
- Management review and reporting

Guideline – How to conduct a Risk Assessment

This Guideline is based on the Australian Standard for Risk Management (AS/NZS ISO 31000:2018). A Council Risk Assessment Worksheet has been created to capture all steps of the risk management process and is to be utilised as a tool when carrying out a risk assessment. Following are the main elements for a risk management process that form part of the AS/NZS ISO 31000:2018 Standard:

1. Communicate and consult

Communicate and consult with internal and external stakeholders as appropriate at each stage of the risk management process and concerning the process is a fundamental element of the risk management process.

2. Establish the context

Establish the strategic Council context, the organisational context and risk management context in which the rest of the process will take place. Criteria against which risk will be evaluated should be established and the structure of the analysis defined.

3. Identify risks

Identify where, when, why and how events could prevent, degrade, delay or enhance the achievement of Council's business and strategic objectives.

4. Analyse risks

Analyse risks in terms of consequence (outcome or impact of an event) and likelihood (probability or frequency) in the context of having no existing controls in place. The analysis should consider the range of potential consequences and how likely these are to occur. The consequence and likelihood combined produce an estimated level of risk.

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Document the existing control methods, and the level of success these control methods have in relation to the risks. Once this has been determined, again analyse the risks with the existing control methods considered. This is known as residual risk.

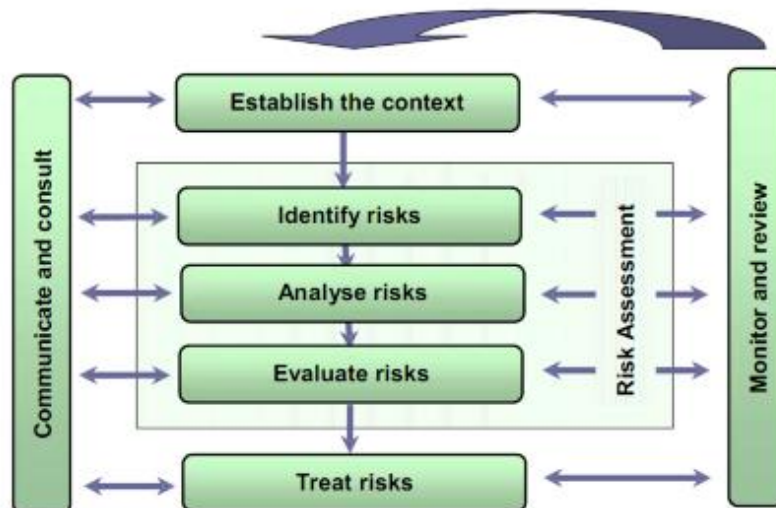
5. Evaluate risks Compare estimated levels of residual risk against the pre-established criteria and consider the balance between potential benefits and adverse outcomes. This enables decisions to be made about the extent and nature of treatments potentially available and about management priorities.

6. Treat risks Develop and implement specific cost-effective strategies and action plans for increasing potential benefits and reducing potential costs.

7. Monitor and review Monitor the effectiveness of all steps of the risk management process, to ensure continual improvement of the process.

Risk management should be applied at all levels in Council – strategic, operational and tactical. It may be applied to specific projects, to assist with specific decisions or to manage specific recognised risk areas. Council aims to embed risk management into existing operations and business planning tools and utilise this principle as part of everyday decision making. It should not be a stand-alone process, with the responsibility on one person, but is the responsibility of all staff to apply risk management protocol in the day-to-day operations and to also ensure that management is aware of all types of risks associated with Council's operations.

The following represents the elements of the Risk Management Process discussed above.



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Documentation

It is important to remember that the whole risk management process should be well documented. This will allow Council to demonstrate to a Court, in the event of a legal liability claim, for example, that Council has acted reasonable in managing risks. Each step of the risk management process is set out in detail.

4.1 Step 1 – Communicate and Consult

Communication and consultation are important aspects of the risk management process, enhancing the process and enabling a better focused outcome.

Stakeholders

Key internal and external stakeholders should be identified, including staff on the ground who have a detailed understanding of the business processes, associated risks and impacts of decisions. Appropriate stakeholders will help to ensure that risks are identified effectively and bring a range of expertise and differing views together to analyse and evaluate risks appropriately. This will ensure that those with a vested interest understand the basis on which decisions are made and why particular actions are required, giving stakeholders more ownership, understanding and support of the risk management process and outcomes.

Consultation

It must be noted that stakeholders will analyse and evaluate risks based on their perceptions and area of expertise. Assessments can vary due to differences in values, needs, assumptions, concepts and concerns. These must be taken into consideration during the consultation phase, with perceptions of risk identified, recorded and integrated into the decision-making process.

Blackall-Tambo Regional Council Community Engagement Policy ECD 10, 2011

Once appropriate internal and external stakeholders have been identified, reference to the Blackall-Tambo Regional Council Community Engagement Policy ECD 10,

2011 will be made to address issues relating to both the risk itself and the process to manage it. Records of communication and consultation will depend on scale and tolerance of each individual risk requirement.

Integration between registers

If a risk is identified as requiring treatment from a specialist area which manages a separate risk register the risk will need to be communicated to the manager of the appropriate register in a timely fashion. E.g., an operational risk in a department which relates to a WH&S issue will require communication to the manager of the WH&S risk register.

If the risk is an extreme risk, then it should be communicated immediately.

All Managers should become familiar with the various risk registers of Council and their content to assist in identifying when a risk may need to be communicated to another register for treatment.

4.2 Step 2 – Establish the Context

This step of the process is establishing the Council's internal and external context to define the basic parameters within which the risks are to be managed and sets the scope for the remainder of the risk management process. It is the responsibility of each Manager to establish the context when carrying out a risk assessment.

The following should be considered when establishing the context, which is based on the AS/NZS ISO 31000:2018:

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- **Establish the external context**
 - the external environment in which Council operates
 - The political, business, social, regulatory, environmental, cultural, competitive, financial, technological environment;
 - The organisation's strengths, weaknesses, opportunities and threats;
 - External stakeholders; and
 - Key business drivers.
- **Establish the internal context**
 - understanding the Council to ensure strategic objectives are achieved
 - The Community Plan, Corporate Plan and Operational Plan strategies;
 - Culture and Values;
 - Internal stakeholders;
 - Structure;
 - Audit our response capabilities quarterly; and
 - Capabilities in terms of resources (e.g., people, systems, processes, capital).
- **Establish the risk management context**
 - To specify the main scope and objectives for risk management, boundary conditions and outcomes required
 - Consider the need to balance costs, benefits and opportunities;
 - Specify the resources required and records to be kept;
 - Define the process, project or activity and establish goals and objectives;
 - Specify the nature of decisions to be made;
 - Define the extent of the project activity or function including time and location;
 - Identify and scoping studies required, and their scope, objectives and resources required;
 - Establish an all-hazards approach to all business conducted (what if ?? happens); and
 - Define the capacity of the risk management activities to be carried out, including specific inclusions and exclusions.
- **Develop risk criteria**
 - The criteria against which each risk is to be evaluated
 - 'Risk Consequence Ratings' outlines the criteria for Council's risk evaluation. This is based on environmental, business continuity, political, financial and economic, infrastructure and assets, legal compliance and liability, staff, workplace health and safety, and reputation. It also relates to Council's goals and objectives and the interests of ratepayers.
- **Define the structure for the rest of the process**
 - setting a logical framework that helps ensure significant risks are not overlooked by subdividing the activity, process, project or change into a set of elements or steps.

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4.3 Step 3 – Identify Risks

Risk identification aims to develop a comprehensive list of risks to be managed that may impact on the achievement of Council's business objectives and operations. An accurate and up-to-date list of risks will allow Council to better manage risks and capitalise on opportunities. It is the responsibility of each Manager to identify risks that will affect their functional area. Furthermore, it is the responsibility of each employee to make management aware of any risks associated with Council's operations.

To identify risk, we must ask ** what can happen? ** When and where? ** How and why? **. The following will also assist in the process of identification:

1. The Goal/Objective/Process/Procedure/Activity needs to be identified. This can be done through the Operational Plan, operational issues and one-off type projects.

The risk can affect a small part of Council and their day-to-day operations or may be Council-wide.

2. A comprehensive list of sources of risks and events that might have an impact on the achievement of each of the objectives/process/procedures/activities etc. This answers the 'what can happen, when and where'.

3. Next, the why and how it can happen are considered, including possible causes and scenarios. This should be a comprehensive list, and it is important that no significant causes are left out.

4. To help with risk identification, the following risk categories have been determined:

Risk Categories (Exposure Types)
Infrastructure and Assets Covers infrastructure asset capacity and management (including IT Network and hardware), project delivery, inventory and sourcing.
Business Continuity and Business Systems Covers business continuity issues (including IT issues), including those attributable to natural and man-made disasters.
Legal Compliance and Insurance Covers legal compliance and liabilities attributable to non-compliance with statutory obligations, including class actions, public liability claims, product liability, professional indemnity and public health and safety.
Reputation Covers Council's reputation with the community, customer service and capability as a regulator.
Political Covers the external political environment in which Council operates, including inter-governmental relations, state and national policies and relations with special interest groups.
Environment and Climate Change Covers environmental performance of Council's operations including adverse outcomes relating to air, fauna, flora, water, waste, noise & vibration, land, sustainability, hazardous materials and heritage

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Finance Financial covers financial capacity, availability of capital, the current economic environment, financial management and reporting, knowledge management, efficiency of systems, processes and organisational structure.
Human Resources Includes human resource, industrial relations and organisational culture particularly relating to staff values, standards of integrity and public accountability.
Workplace Health and Safety Covers Workplace Health and Safety issues.

4.4 Step 4 – Analyse the Risks

The next step is to assess the **likelihood** of each risk occurring in the context of having no existing control methods in place, and the **consequences** of the risk. It is the responsibility of the manager to oversee the analysis of the risk.

Analysis and evaluation of the risks associated with hazards commences with an understanding of the types of risk:

Inherent Risk	Risk with no controls in place
Residual Risk	Risk level with existing control methods combined with the level of success of these methods
Target Risk	The level of risk with successful treatment strategy to provide an acceptable level of risk.

Likelihood

To determine the level of likelihood of the risk occurring, refer to the definitions in Table 1:

Table 1: Risk Likelihood

Likelihood	Description	Indicative Frequency Values	Rating
Almost Certain	The event is expected to occur in most circumstances	Greater than one or more per annum	5
Likely	The event will probably occur in most circumstances	Will probably occur on one occasion in the coming year. 20-90% probability the event will occur in the next year	4
Possible	The event might occur at some time	Between 3 – 10 years	3
Unlikely	The event could occur at some time but is not considered likely to occur	Between 10 – 50 years	2
Rare	The event may occur only in exceptional circumstances	Every 50 – 100 years	1

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Consequence

After the likelihood has been assessed, the consequence of the risk occurring needs to be determined. Consequences may be described in many ways, each of which has a different impact on Council's business activities. These may include financial loss, impact on people, and damage to reputation, damage to the environment or interruption to critical business process. Table 2 defines Council's consequence ratings.

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Table 2: Risk Consequence Ratings

Consequence Rating	Business Continuity and Systems	Environmental & Climate Change	Financial and Economic	WHS	Staff	Reputation	Infrastructure and Assets	Political	Legal Compliance and Liability
Catastrophic	5	The continuing failure of Council to deliver essential services. The removal of key revenue generation.	Widespread and irreparable environmental damage attributed by the courts to be negligent or incompetent actions of Blackall - Tambo Regional	Above 6% of Blackall - Tambo Regional annual revenue (excluding capital revenue) = \$1,000,000	Fatality or significant irreversible disability.	Staff issues cause continuing failure to deliver Essential services.	Loss of State Government support with scathing criticism and removal of the Council. National media exposure.	Loss of power and influence restricting decision making and capabilities. Dismissal of Council by State Government.	Regulatory or contract breaches causing very serious litigation, including major class action. An event occurring outside Blackall - Tambo Regional Insurance cover Significant prosecution / fines Blackall - Tambo Regional & individuals.
Major	4	Widespread failure to deliver several major strategic objectives and service plans. Long-term failure of Council causing lengthy service interruption.	Severe environmental impact requiring significant remedial action. Penalties and/or direction or compliance order incurred.	Between 2% - 6% of Blackall - Tambo Regional annual revenue (excluding capital revenue) = \$300,000 - \$1m.	Extensive injuries. Lost time of more than 4 working days.	Staff issues cause widespread failure to deliver several major strategic objectives and long-term failure of day-to-day service delivery.	State media and public concern / exposure with adverse attention and long-term loss of support from Blackall - Tambo Regional Residents.	Adverse impact and intervention by State Government.	Major regulatory or contract breaches and litigation. Liability implications and fines for Directors/Manager
Moderate	3	Failure to deliver minor strategic objectives and service plans. Temporary & recoverable failure of Council causing intermittent service interruption for a week.	Moderate impact on the environment; no long term or irreversible damage. May incur cautionary notice or infringement notice.	Between 1% - 2% of Blackall - Tambo Regional annual revenue (excluding capital revenue) = \$150k - \$300k.	Medical treatment - Lost time of up to 4 working days.	Staff issues cause failure to deliver minor strategic objectives and temporary and recoverable failure of day-to-day service delivery.	Significant state-wide concern / exposure and short to medium term loss of support from Blackall - Tambo Regional residents.	Adverse impact and intervention by another local government & LGAQ.	Regulatory or contract breaches causing investigation / report to authority and prosecution and moderate fines.
Minor	2	Temporary and recoverable failure of Council causing intermittent service interruption for several days.	Minor environmental damage such as remote temporary pollution.	Between 0.2% - 1% of Blackall - Tambo Regional annual revenue (excluding capital revenue) = \$3,000 - \$150,000.	First aid treatment. No lost time.	Staff issues cause several days interruption of day-to-day service delivery.	Minor local community concern manageable through good public relations.	Adverse impact by another local government.	Minor regulatory or contract breaches causing likely prosecution and minor fines.

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Insignificant	1	Negligible impact of Council, brief service interruption for several hours to a day.	Brief, nonhazardous, transient pollution or damage.	Less than 0.2% of Blackall - Tambo Regional annual revenue (excluding capital revenue) = < \$3,000.	No injury.	Staff issues cause negligible impact of day-to-day service delivery.	Transient matter, e.g., customer complaint, resolved in day-to-day management.	Damage where repairs are required however facility/infrastructure is still operational.	Negligible impact from another local government.	Negligible regulatory breaches that are detected early and rectified. Insignificant legal issues & non-compliance.
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Working out Residual Risk

Once the risk has been analysed, the existing methods to control the risk (and the level of success these methods have) also need to be determined. Controls may be management, systems or procedures to control risk. Once this has been determined, again analyse the risk using the Risk Assessment Matrix (Table 3) in this context. This is known as **residual risk**.

For Residual Risk:

E	Extreme risk – Immediate action required. Task is not to be undertaken until preventative measures are implemented.
H	High risk – Senior management attention needed in short term.
M	Medium risk – Management responsibility must be specified, and action required as soon as possible.
L	Low risk – Manage by routine procedures.

Working out Target Risk

Once the residual risk has been established, the Target Risk is then to be determined. The Target risk is based on the successful implementation of identified treatment strategies. Once this has been determined, again analyse the risk using the Risk Assessment Matrix (Table 3) in this context. This is known as target risk.

4.5 Step 5 – Evaluate Risks

After each risk has been analysed and the residual risk determined (Extreme, High, Medium, Low) the risk exposure that Council can tolerate and exposures that it cannot be eliminated or minimised. It is important to note that no organisation can eliminate all the risks.

Determining the residual risk as tolerable does not indicate that the risk is insignificant. The evaluation should take account of the degree of control over each risk and the cost of impact, benefits and opportunities presented. All stakeholder benefits and risks should also be considered. The importance of the policy, program, process or activity needs to be considered in deciding if a risk is acceptable. Reasons why a risk may be tolerated include:

- The level of risk is so low that specific treatment is not achievable within available resources.
- The risk has minimal available treatment. For example, the risk that a project might be terminated following a change of government is generally uncontrollable.
- Costs of treatment, including insurance costs, outweigh the threats to such a degree that the risk is justified.

It is the responsibility of the manager to oversee the evaluation of the risk.

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Determining the level of Risks Controls required

The level of response and action towards each risk needs to be determined. Risk controls should be proportionate with the level of risk. For example, a high or very high risk requires higher level mitigation controls in addition to administrative controls. It is important that formal processes are established to monitor the effectiveness of controls.

Decisions on what and how to report risks remain with the work area or department. Below are suggested appropriate responses to the various risk levels.

Extreme Risk	◆ Detailed planning required in consultation with the Executive Team to prepare a risk management plan.
High Risk	◆ The attention of the Executive Team is required, and management responsibility specified.
Medium Risk	◆ Manage by specific monitoring or response procedures.
Low Risk	◆ Manage by routine procedures, unlikely to require specific resources allocated.

A Risk Treatment strategy is required for the following (and is necessary to be recorded on the Risk Assessment Worksheet and Risk Register):

- All 'high' or 'extreme' risks;
- All risks that have controls that are considered 'inadequate' or have 'opportunities for improvement'; or
- Any risks that a work area would like to manage and monitor.

Accountabilities and Timelines – The Risk Treatment strategy specifies the Risk Owner (that is, the Accountable Officer) and Actioning Officer (that is, the person responsible for implementing various actions and controls for each risk), and in what timeframe.

4.6 STEP 6 – TREAT RISKS

After evaluating each risk and appropriate controls, it is the responsibility of the manager to implement the suitable treatment. Treatment needs to be appropriate to the significance and priority of the residual risk. As a general guide:

- **Retain the risk** – where the risk cannot be avoided, reduced or transferred. In such cases, usually the likelihood and consequence are low. These risks should be monitored and determined how losses, if they occur, will be funded.
- **Transfer the risk** – involves shifting all or part of the responsibility to another party who is best able to control it (such as an insurer who bears the consequence of losses e.g., Insure Council vehicles).
- **Avoid the risk** – Decide not to proceed with the policy, program or activity or choose an alternative means of action.
- **Control the risk** – By either reducing the likelihood of occurrence or the consequences e.g., Implement procedures for specified tasks.

Determine the most effective treatment options by considering the:

- Cost/benefit of each option including the cost of implementation (do not consider financial considerations only; organisational, political, social and environmental factors should also rank)
- Use of proven risk controls

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Enterprise Risk Management Strategy

- The anticipated level of risk remaining after implementation of risk treatment.
- The final acceptance of this risk will be a matter for the appropriate Director to decide.

Once treatment options for individual risks have been selected, they should be assembled into action plans: risk treatment plans or strategies. The outcome of an effective risk treatment plan is knowledge of the risks Council can tolerate and a system that minimises those risks that it cannot tolerate.

Risk Review Date

The risk owner is responsible for nominating a review date for each risk to ensure the treatment strategies have been implemented and are working effectively. This risk review date will be used to support effective risk review and monitoring programs. The following matrix can be used as guidance when nominating a risk review date.

Residual Risk Rating	Adequate	Opportunities for Improvement	Inadequate
Extreme Risk	12 months	6 months	3 months
High Risk	12 months	9 months	3 months
Medium Risk	18 months	12 months	6 months
Low Risk	24 months	12 months	6 months

Performance Measures

To assist in the quarterly monitoring of risk register performance, performance measures need to be set for each separate risk. This is an indicator of how you know the treatment plan has been completed, or the risk is under appropriate control.

Recording on Risk Registers

Once the Risk Assessment process has been carried out, the information is to be included in the appropriate Risk Register, which is to be completed as per the specific procedure's documents for that Register.

4.7 Step 7 – Monitor and Review

The continual process of monitoring and reviewing is required to ensure ongoing effective risk treatments and the continual improvement of the risk management standards.

- **Monitoring** – assess whether current risk management objectives are being achieved. Council can use inspections, incident reports, self-assessments and audits to monitor its risk management plan.
- **Review** – assess whether the current risk management plan still matches Council's risk profile. The risk management plan may be reviewed by studying incident patterns, legislative changes and organisational activities.

Possible methods for review:

- Internal check program/audit or independent external audit;
- External scrutiny (appeal tribunal, courts, commission of inquiry);
- Physical inspection;
- Program evaluation; and Reviews of organisational policies, strategies and processes.

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Enterprise Risk Management Strategy

When completing the review process, it is important the context in which the original risk was developed is reassessed. (Refer to Step 2 of the Risk Management process.) The review should also be informed by reports and recent events and include consideration of:

- Completeness of the register;
- Continued existence of controls;
- Adequacy of controls;
- Risk ratings;
- Treatment strategies;
- Risk owner; and
- Risk review date.

To maximise the potential for ongoing risk processes, the risk management program includes the following monitoring and reviewing mechanisms for the Corporate and Operational Risk Register with responsible officers outlined in Table 4. This process is to be coordinated by the Manager Corporate Services.

Project Plans should include appropriate monitoring and reviewing mechanisms specific to each project. Project managers may seek advice from CEO if they are not sure what mechanisms may be appropriate for their project.

Table 4: Monitoring and reviewing Mechanism for Corporate and Operational Risk Register

Action	Objective	Responsible Officers	Reporting Format	Minimum frequency
MONITORING				
Monitoring of Risk Registers	Ensure Keys Risks and risks due for review are regularly	Management Team	Management Team	Bi-monthly
Monitoring of Risk Registers performance	Monitoring risk performance and Risk Management Program including report against risk performance measures and Key Risks	Management Team Project Leaders	Management Team	every 4 months (1 month prior to audit)
Update Council on Risk Management Program	Present risk management status to Council	Corporate Governance	Management Team	Annually
REVIEWING				
Review Risk Management Policy and Strategy	Conduct review and write report	Corporate Governance	Management Team	Biannually
Review currency of risks on Risk Registers	Review all risk registers to ensure currency – including new risks and deleting	Management Team	Management Workshop	Annually

Risk Performance Measures report includes:

- New Risks added to risk registers
- Risks closed and removed from risk registers

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Enterprise Risk Management Strategy

- Number of risks reviewed (including summary of changes)
- Number of risk reviews due, but not reviewed

Key Risks include:

- All extreme and high residual risks; and
- Residual risks that have inadequate control measures in place.

5 ACKNOWLEDGEMENT

Australian/New Zealand Standard AS/NZS ISO 31000:2018

6 RESPONSIBILITY

This Policy is to be implemented by all Directors, Managers and Councillors

7 CHANGES SINCE LAST REVISION

Policy revised to reflect current procedures.

8 RECORDS

When completed and approved the original, signed hard copy of the policy is filed in the Master File.

Electronic copies are saved in the appropriately labelled folder in Magiq.

9 VERSION CONTROL

Version 1	16 June 2010
Version 2	16 June 2012
Version 3	21 December 2016
Version 4	21 February 2021

Policy Number: Stat 15	Version Number: Four Initial Date of Adoption: 16.06.10 Current Version Review: 21.02.21 Next Review Date: 21.02.23	Adopted by Blackall-Tambo Regional Council	Page 25 of 25
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BLACKALL-TAMBO REGIONAL COUNCIL RISK REGISTER – Revised 11 February 2021

Strategic Outcome	Identified Risk	Impact	Risk Type	Existing Control Measures	Assessment of Control	C	L	Further Control Measures	Responsible Department	Responsible Person	Review Date
Community / Environment / Governance	Failure to ensure the public health and wellbeing of the public	Poor organizational outcomes and inability to meet community expectations	Legal & Governance Image & Reputation Environment & Community/Public Health	Statutory requirements Best Practice Benchmarking Community expectations 1. Drinking Water Quality Addresses continuity of supply and treatment. 2. Regular testing processes/procedures in place to maintain water quality. 3. Animal control program. 4. Community Health & Fitness programs/initiatives 5. Food premise licensing and inspection. 6. ERA's 7. Local Laws Officers 8. Youth Development initiatives.	Substantially Effective (SE)	Major	Rare	Licensing; Inspection regimes 1. Enhanced detail in DWQPM. 2. Ongoing/continual review and development of Council policies and procedures. 1. Licensing 2. Inspection regimes 3. Ongoing/continual review and development of Council policies and procedures.	Community & Environment Infrastructure & Planning Community & Environment	DWS, EHO and DFCCS	10-2-2023
Environment / Community	Failure of environment protection measures at waste management sites	Environmental damage Public health issues Financial Community disenchantment	Legal & Governance Image & Reputation Environment & Community/Public Health	EPA Codes of Practice Town Planning ERA's Licensing Compliance & inspection regime 1. Coordinator Waste & Recycling Environmental Compliance and specialist/skilled staff. 2. Landfill licenses 3. Isolation of serious/contaminated waste in accordance with statutory obligations 4. Waste and transfer site policies & procedures 5. EHP inspections coordinated with Council. 6. Community education regarding waste disposal. 7. Gas/Carbon emission agreements/monitoring. 8. Water and air quality monitoring measures.	Substantially Effective (SE)	Major	Unlikely	Statutory requirements Best practice Community education 1. Ongoing communication education. 2. Ongoing training/development of professional staff to ensure appropriate compliance knowledge. 3. Investigation into consolidation of open/active landfill sites 4. Ongoing/continual review and development of Council policies and procedures	Community & Environment	DWS and EHO	10-2-2023

BLACKALL-TAMBO REGIONAL COUNCIL RISK REGISTER – Revised 11 February 2021

Strategic Outcome	Identified Risk	Impact	Risk Type	Existing Control Measures	Assessment of Control	C	L	Further Control Measures	Responsible Department	Responsible Person	Review Date
Infrastructure / Planning	Failure to effectively manage, coordinate and review critical projects	Projects not fit for purpose Not within budget/timeframes Organizational fatigue	Finance Legal & Governance Image & Reputation	Budget Asset Management Project Management Tool Managerial responsibility 1. Major Projects co-ordinate all Council's critical projects - qualified project managers. 2. Australian Standards 3. Project working groups 4. Sustainable Finance Planning processes	Partially Effective (PE)	Moderate	Unlikely	Adequate Project Management Adherence to Budget Sufficient & rational planning Organizational ownership 1. Ongoing project management training (project scoping etc.). 2. Ongoing development of consistent/template documentation 3. Use of department project manager as client rep link between department projects Consolidate delivery expertise. 4. Ongoing/continual review and development of Council policies and procedures	Infrastructure & Planning	DFCCS and DWS	10-2-2023
Infrastructure / Planning	Failure of environmental protection measures at water and wastewater sites	Environmental damage Public health issues Financial Community disenchantment	Legal & Governance Image & Reputation Environment & Community/Public Health	EPA Codes of Practice Town Planning ERA's Licensing Compliance & inspection regime 1. DWQ - addresses continuity of W & WW supply and treatment. 2. Planned maintenance schedules and out of hours response mechanisms 3. Disaster Management Plan. 4. Strategic studies to manage and improve compliance. 5. Duality of supply 6. Drought Management Plan	Substantially Effective (SE)	Major	Unlikely	Statutory requirements Best practice Community education 1. Enhanced detail in DWQ 2. Business Continuity Plans. 3. Drought Management Plan. 4. Asset condition assessments. 5. Improved data system 6. Ongoing/continual review and development of Council policies and procedures	Infrastructure & Planning	CEO, DWS, EHO and DFCCS	10-2-2023

BLACKALL-TAMBO REGIONAL COUNCIL RISK REGISTER – Revised 11 February 2021

Strategic Outcome	Identified Risk	Impact	Risk Type	Existing Control Measures	Assessment of Control	C	L	Further Control Measures	Responsible Department	Responsible Person	Review Date
Governance	Intergovernmental Relations	Poor relationship leads to inadequate voice at regional forums Lobbying other levels of Government Regional leadership	Image & Reputation	Regional leadership Appropriate representation / representatives DIPLG QAO LGAQ Civic Leaders ALGA State and Federal Members	Substantially Effective (SE)	Minor	Unlikely	CEO and Mayor in regular contact	Executive Office	Chief Executive Officer	10-2-2023
Governance	Corporate Fraud	Financial Loss Reputational Loss Reduced Sustainability Reduced ability to achieve Corporate objectives / projects Legal impacts	Finance Legal & Governance Image & Reputation Business Continuity/Workforce	Financial Systems & audit processes Internal processes, e.g. delegation's Clear delineation of organizational responsibilities Procurement / Contracting 1. Authority Delegations pursuant to the Local Government Act 2009. 2. Internal and external audits regularly conducted. 4. Procurement Policies and Procedures	Substantially Effective (SE)	Major	Unlikely	Financial Systems & Audit processes Continual review and updating of internal processes e.g. delegations Clear delineation of organizational responsibilities Procurement/ Contracting policies 1. Ongoing development of industry standard/best practice procurement and strategic supply processes. 2. Ongoing/continual review and development of Council policies and procedures.	Corporate Services	CEO, DFCCS and FM	10-2-2023
Governance	Failure to achieve a sustainable long-term financial position	Negative impacts on Councils ability to achieve its corporate objectives	Finance Legal & Governance Image & Reputation Business Continuity/Workforce	Asset Management Plans Benchmarking 10 Year Plans KPIs Corporate Planning QTC analysis Risk Management Processes	Substantially Effective (SE)	Major	Unlikely	Regular monitoring and entering of actual data into the ten-year financial forecast in QTC template	Corporate Services	Council, CEO, DFCCS and FM	10-2-2023

BLACKALL-TAMBO REGIONAL COUNCIL RISK REGISTER – Revised 11 February 2021

Strategic Outcome	Identified Risk	Impact	Risk Type	Existing Control Measures	Assessment of Control	C	L	Further Control Measures	Responsible Department	Responsible Person	Review Date
Governance	Failure to recognize, comply with or properly manage Council's statutory obligations	Punitive actions Litigation Community disenchantment & disenfranchisement	Finance Legal & Governance Image & Reputation	Local Government Act Numerous Statutes Operational Plans Corporate Plans 1. Internal Governance 2. Governance education throughout Council 3. Internal and external Audits 4. Local Laws Policy & Procedures 5. Department/branch policies & procedures ensuring compliance with applicable Statutes/Regulations etc. 6. Strategic Planning Process	Substantially Effective (SE)	Minor	Possible	Ongoing / continual review and development of Council policies and procedures	Corporate Services	DFCCS	10-2-2023
Governance	Failure of corporate business systems	Compromising of the integrity and reliability of data and information Inability to sustain critical processes Financial loss	Finance Legal & Governance Business Continuity/Workforce	Corporate knowledge State Archive requirements Business Continuity Plans IS Department driven business analysis ensuring a regular review of business processes/workflows, mobility and corporate business system requirements.	Substantially Effective (SE)	Major	Unlikely	Ongoing / continual review and development of Council policies and procedures / requirements. Benchmarking Viable Records Management IT Services Cloud Computing	Corporate Services	DFCCS	10-2-2023
Governance	Failure to embed corporate risk management processes	Failure to inform strategic, operational and financial planning processes Financial, Social & Environmental impact	Finance Legal & Governance	Project Management Insurances 1. Risk Register 2. Risk Management Framework and policies and procedures 3. Risk Management training and education (inductions and branch levels) 4. WH & S risk management processes and procedures.	Partially Effective (PE)	Moderate	Unlikely	Organizational focus / acceptance / review 1. Development of Risk Management processes in department workflows ensuring a corporate approach/alignment 2. Ongoing/continual review and development of risk management processes and procedures	Corporate Services	DFCCS and DWS	10-2-2023

BLACKALL-TAMBO REGIONAL COUNCIL RISK REGISTER – Revised 11 February 2021

Strategic Outcome	Identified Risk	Impact	Risk Type	Existing Control Measures	Assessment of Control	C	L	Further Control Measures	Responsible Department	Responsible Person	Review Date
Community / Environment / Governance	Failure in Council's ability to sustain and/or recover operations in the event of major disaster	Decreased service delivery levels and loss of confidence Increased risk to community safety Economic impact	Finance Legal & Governance Image & Reputation Business Continuity/Workforce	Emergency Services legislation Statutory / design standards Local Disaster Management Groups 1. Disaster Management Plan. 2. Duality of supply in W & WW facilities 3. Drought Management Plan 4. Business Continuity Plans	Partially Effective (PE)	Moderate	Unlikely	Disaster Management Plans Disaster recovery programs Ongoing / continual review and development of Council policies and procedures	Community & Environment	CEO, DFCCS and EHO	10-2-2023
Governance	Provision of Skilled & Capable workforce	Inability to attract and retain capable staff to support and deliver the agreed levels of service	Finance Image & Reputation Business Continuity/Workforce	Local Government Act EEO Plans Codes of Practice / Conduct Awards EBA 1. Cadetships/Scholarships 2. Cross skilling staff (performance planning) 3. Pre-employment medicals/employee screening 5. Functional Capacity assessments 6. Code of Conduct training 7. Ongoing training and development of staff.	Partially Effective (PE)	Minor	Unlikely	Employer/ee flexibility EBA Retention & Attraction processes 1. Assistance program for relocation. 2. Development of Succession Planning 3. Lateral moves rotations 4. Ongoing / continual review and development of council policies and procedures	Organizational Services	CEO, DWS DFCCS and EHO	10-2-2023
Governance	Death or serious injury to an employee, contractor, member of public because of Council activities	Loss of life Emotional impact on immediate family / survivors Legal expenses Adverse publicity Diversion of corporate resources	Finance Legal & Governance Image & Reputation WH & S	WH & S legislation Implementation Project Plans 1. Dedicated WH & S Team 2. Health surveillance 3. Managed/planned hazard inspections 4. Functional capacity assessments 5. Internal and public health initiatives 6. Safety Committee meetings 7. Safety Representative Meetings	Partially Effective (PE)	Catastrophic	Rare	Adoption of Safe practices Adequate Insurances / processes 1. Targeted programs - health & wellbeing. 2. Job Dictionaries 3. Ongoing WH & S and risk assessment training. 4. Ongoing/continual review and development of council policies and procedures	Organizational Services	CEO, DWS and DFCCS	10-2-2023

BLACKALL-TAMBO REGIONAL COUNCIL RISK REGISTER – Revised 11 February 2021

Strategic Outcome	Identified Risk	Impact	Risk Type	Existing Control Measures	Assessment of Control	C	L	Further Control Measures	Responsible Department	Responsible Person	Review Date
Governance	Failure to build a cohesive workplace culture that is committed to the achievement of the vision and strategic objectives outlined in the Corporate Plan	Poor organizational outcomes and inability to meet basic community expectations & plans	Legal & Governance Business Continuity/Workforce	Best Practice Benchmarking 1. Internal Intranet communications ensuring open and transparent communications with staff throughout Council. 2. Operational Plan 3. Corporate Plan	Partially Effective (PE)	Minor	Possible	Organizational enrichment Staff involvement / pride Confidence in organization Informal feedback 1. Integrated IT systems ensuring knowledge sharing. 2. Ongoing/continual review and development of council policies and procedures	Executive Office	Chief Executive Officer	10-2-2023
Community / Governance	Failure to manage and meet basic community expectations	Dysfunctional relationship between Council / staff and key stakeholders / public Loss of public confidence	Image & Reputation	Operational Plans Corporate Plans Communication strategies Media Relations Codes of Conduct 1. Communications/Newsfeed 2. Stakeholder/public consultation 3. Website feedback	Partially Effective (PE)	Moderate	Unlikely	Ongoing development of relations 1. Ongoing review of service delivery levels. 2. Ongoing/continual review and development of council policies and procedures	Organizational Services	CEO, DWS and DFCCS	10-2-2023

BLACKALL-TAMBO REGIONAL COUNCIL RISK REGISTER – Revised 11 February 2021

Strategic Outcome	Identified Risk	Impact	Risk Type	Existing Control Measures	Assessment of Control	C	L	Further Control Measures	Responsible Department	Responsible Person	Review Date
Environment / Community	Infrastructure planning and delivery failing to meet future population demands	Social, economic and environmental issues	Legal & Governance Image & Reputation	Capital Works Program 10 Year financial forecasts Planning Schemes Asset management Plans Operational Plans LGIP 1. Infrastructure planning and modelling. 2. Land use planning and control 3. Sustainable Finance processes. 4. Asset Management Plans 5. Social Development Action Plan	Partially Effective (PE)	Moderate	Possible	KPI's Bench Asset Management 1. Asset Management principles to assist financial decision making. 2. Refinement of Asset Management processes. 3. Ongoing/continual review and development of council policies and procedures	Infrastructure & Planning	CEO, DWS and DFCCS	10-2-2023
Community / Environment	Failure to adequately prepare & respond to the impacts of severe weather; flooding; bushfires; Land degradation	Inability to deliver required services in a sustainable way	Finance Legal & Governance Image & Reputation Environment & Community/Public Health Business Continuity/Workforce	Assessing State & Federal Govt information 1. Disaster Management Plan. 2. Drought Management Plan. 3. Town Planning Scheme 4. Compliance with Statutory legislation 5. Infrastructure Planning 6. Community resilience programs	Substantially Effective (SE)	Major	Unlikely	Environmental Plans Ongoing/continual review and development of council policies and procedures.	Infrastructure & Planning	CEO, DWS and DFCCS	10-2-2023

BLACKALL-TAMBO REGIONAL COUNCIL RISK REGISTER – Revised 11 February 2021

Strategic Outcome	Identified Risk	Impact	Risk Type	Existing Control Measures	Assessment of Control	C	L	Further Control Measures	Responsible Department	Responsible Person	Review Date
Economy	Failure to facilitate diversification of industry sectors within the regional economy	Limited employment opportunities for key demographic groups Economic downturn Industry indifference to investment	Image & Reputation	<p>Economic development proactivity Town Planning Asset Management Selection of appropriate funded projects</p> <p>1. Economic Development focus of council 2. Ongoing Airport development 3. Proactive political and business consultation 4. Digital economy enhanced 5. Land use and infrastructure planning/provision 6. Open for Development initiative 7. Remove impediments to investment</p>	Partially Effective (PE)	Major	Possible	<p>Develop viable economic strategies Relationship with stakeholders Govt funding initiatives Multiskilling Ongoing/continual review and development of council policies and procedures. Reduce costs of doing business</p>	Infrastructure & Planning	CEO, DWS and DFCCS	10-2-2023

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 4.1.11

SUBJECT HEADING: Fraud Control

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

CLASSIFICATION: (if confidential)

Summary: The Fraud Control documents have been updated and were approved by the Internal Audit and Risk Management Committee at their meeting Friday 5 March 2021.

Officer's Recommendation: That Council adopt the Fraud Control documents:

1. Fraud Control Policy
 2. Fraud Control Plan
 3. Fraud Risk Assessment
-

Background

Documents attached.

Link to Corporate Plan

Governance

Outcome 2 – Accountability

Outcome 4 - Financial

Consultation (internal/external)

Internal Auditor

Policy Implications

Fraud Control documents updated

Budget and Resource Implications

Nil



Blackall-Tambo Regional Council

Fraud Control Policy

Policy Number: Strategic 12	Effective Date:
Version Number: Three	Review Date:
Policy Compiled by: Director of Finance Corporate and Community Services	
Policy Approved by: Chief Executive Officer	

OVERVIEW

The Fraud Control policy reflects the commitment of the Council to effective fraud risk management. It also requires the commitment, cooperation and involvement of all personnel in preventing, detecting and responding to all allegations of fraud.

SCOPE AND APPLICATION

This policy applies to the entire range of the Council's activities and for this policy the term "personnel" refers to all employees, councillors, consultants and contractors.

The Council has adopted the following definition of fraud:

"Dishonestly obtaining or attempting to obtain a benefit or advantage for any person or dishonestly causing or attempting to cause a detriment to the Council"

Fraud against the Council is an offence under various provisions of State legislation.

POLICY PRINCIPLES

The Council's Attitude to Fraud

- (a) The Council has a zero tolerance to fraud
- (b) The Council is committed to minimising the incidence of fraud through the development, implementation and regular review of fraud prevention, detection and control strategies.

The Council's Approach to Fraud

- (a) The Council will ensure that all personnel are aware of the fraud reporting procedures and actively encouraged to report suspected fraud through appropriate channels.

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Fraud Control Policy

- (b) The Council will ensure that members of the public have access to appropriate fraud reporting procedures and actively encouraged to report suspected fraud through these channels.
- (c) The Council has adopted a clear framework and approach to fraud detection and prevention, the full details of which are in its Fraud Control Plan. This approach is based on the Australian Standard for Fraud and Corruption Control AS 8001:2008.
- (d) Council will conduct fraud risk assessments on a regular basis to assist Council to understand its fraud risk exposure, identify gaps and weaknesses in internal controls and develop strategies to mitigate those risks.
- (e) All information about suspected fraudulent conduct will be collected, classified and handled appropriately having regard to privacy, confidentiality, legal professional privilege and the requirements of procedural fairness and natural justice.
- (f) If fraud against the Council is detected the Chief Executive Officer will make all decisions and communicate them as appropriate.
- (g) If the fraud is alleged against the Chief Executive Officer, it shall be reported to the Mayor who may refer the matter to an independent body for investigation.

Expectations of Council Personnel

- (a) Council personnel are expected to act in a professional and ethical manner, follow legal requirements, care for property, maintain and enhance the reputation of Council.
- (b) Council personnel are expected to remain vigilant to any suspected fraud behaviour that maybe occurring around them and are expected to fully cooperate with any investigations and the implementation of fraud control strategies.
- (c) Council personnel who become aware of suspected fraudulent conduct must report the matter in accordance with this policy.
- (d) Council personnel must retain strict confidentiality on any Council fraud incidents of which they have knowledge.
- (e) Managers must uphold and monitor fraud control strategies within their area of responsibility.
- (f) Any failure by Council personnel to comply with this policy may result in disciplinary action or the termination of consulting or other contracts.

Examples of What Constitutes Fraud

The following list, while not exhaustive, provides examples of the types of conduct that would be included within the Council's definition of fraud.

- (a) Theft of property e.g. inventory, cash and equipment;
- (b) Dishonestly obtaining or using property that belongs to Council;

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- (c) Causing a loss to the Council that is dishonest, or avoiding or creating a liability for the Council by deception;
- (d) Knowingly making or using forged or falsified documents;
- (e) Dishonestly falsifying invoices for goods and services;
- (f) Dishonestly using purchase or order forms to gain a personal benefit;
- (g) Receiving or giving kickbacks or secret commissions to or from third parties.

PROCEDURES

If You Suspect Fraud - Reporting Procedure

- (a) In the first instance, report any suspected fraud incident to your supervisor.
- (b) If, for any reason, you feel that reporting the incident through your supervisor would be inappropriate, report the matter to the Director in charge of your department.
- (c) All Council personnel are required to act in good faith and reasonably in reporting alleged fraudulent activity.
- (d) The Chief Executive Officer must communicate non-trivial instances of suspected fraud or actual fraud to the Mayor.
- (e) The Chief Executive Officer is to report all incidents of fraud no matter how small to the Queensland Audit Office in writing.
- (f) In certain circumstances, the alleged fraud is to be reported to the Crime and Corruption Commission and the Queensland Police Service in accordance with relevant legislation.

CHANGES SINCE LAST REVISION

Policy revision to reflect current procedures.

RECORDS

The signed hard copy of the policy is filed in the Master File and placed on website.
Electronic copies are saved in the appropriately labelled folder in Magiq.

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Blackall-Tambo Regional Council

Fraud Control Plan

Version Number: Two	Effective Date: 17 March 2021
Procedure Compiled by: Director of Finance Corporate Community Services	Review Date:
Procedure Approved by: Chief Executive Officer	Resolution:

1. INTRODUCTION

1.1. Commitment to Fraud Control

The Council has a responsibility to develop, encourage and implement sound financial, legal and ethical decision-making and organisational practices.

This Fraud Control Plan represents the Council's commitment to effective fraud risk management and prevention. The desired outcome of this commitment is to minimise the potential for fraud against the Council whether by Council personnel or persons external to the Council.

1.2. Application of Fraud Control Plan

The Plan aims to draw together its fraud prevention and detection initiatives into one document. It forms part of the Council's Risk Management Framework that has three major components:

- * **Prevention** - initiatives to deter and minimise the opportunities for fraud;
- * **Detection** - initiatives to detect fraud as soon as possible after it occurs; and
- * **Response** - initiatives to investigate and deal with detected or suspected fraud.

For the purpose of this document the term "staff" refers to all employees, councillors, consultants and contractors. The term "Council" includes all the approved activities of Council.

The desired outcome of this commitment is the elimination of fraud against the Council involving employees and other persons external to the Council. While the elimination of all instances of fraud may not realistically be achievable, it remains the Council's ultimate fraud prevention objective.

1.3. Definition of Fraud

The Council has adopted the following definition of fraud:

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"Dishonestly obtaining or attempting to obtain a benefit or advantage for any person or dishonestly causing or attempting to cause a detriment to the Council."

Fraud can be perpetrated by employees (internal fraud) or by persons external to the Council (external fraud), or by a combination of both. It can involve financial and non-financial incidents that have an impact upon the operations and reputation of the Council.

Fraud against the Council is an offence under State legislation.

1.4. Examples of Fraud

The following list, whilst not exhaustive, provides examples of the types of conduct that might amount to fraud:

- a) Theft of property e.g. inventory, cash and equipment.
- b) Dishonestly obtaining or using property that belongs to the Council.
- c) Causing a loss to the Council that is dishonest, or avoiding or creating a liability for the Council by deception.
- d) Knowingly making or using forged or falsified documents that is dishonest.
- e) Dishonestly falsifying invoices for goods or services.
- f) Dishonestly using purchase or order forms to gain a personal benefit.
- g) Receiving or giving kickbacks or secret commissions to or from third parties.

1.5. Statement of Attitude to Fraud

Fraud has the potential to damage the reputation of the Council and have a detrimental effect on the resources available to promote the Council's objectives.

Accordingly, the Council has adopted a zero tolerance to fraud and is committed to minimising the incidence of fraud through the development, implementation and regular review of fraud prevention, detection and control strategies.

Each strategy contributes to an environment where risk is managed, through sound internal controls, and ethical practices.

To achieve its fraud prevention objectives the Council will:

- a) Identify fraud risks and review and update the Fraud Control Plan every two years;
- b) Provide fraud awareness training to those personnel who are considered to be in positions that require fraud awareness training;
- h) Ensure all personnel are aware of the Council's Fraud Control Policy;

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- i) Encourage and promote professional and ethical business practice;
- j) Aim to identify fraud through regular review of the Council's operations;
- k) Clearly communicate how suspected instances of fraud may be reported;
- l) Through the channels authorised in this policy, investigate alleged or suspected instances of fraud using qualified personnel and professionals with experience in investigation techniques;
- m) Take appropriate action to deal with actual, suspected or alleged fraud, including by referral to legal and regulatory authorities; and
- n) Use available avenues to recover money or property lost through fraudulent activity.

1.6. Relationship with other Council Policies

The Council has a number of documents that should be read in conjunction with this Fraud Control Plan. These policies include:

- * Procurement policy
- * Investment policy
- * Revenue policy
- * Borrowings policy

2. PREVENTION

2.1. Integrity Framework

A fundamental strategy in controlling the risk of fraud is the development and maintenance of a sound ethical culture, underpinned by effective and continuous communication and example-setting by management.

The Council's attitude to ethical conduct is outlined in the Code of Conduct which describes fairness, integrity and responsibility as the obligation for personnel to:

- * Comply with standards of equity and justice;
- * Behave with integrity;
- * Act in a responsible manner in dealing with every member of the Council community; and

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* Ensure that bias or prejudice on unlawful grounds do not influence or override their objectivity in academic, research, administrative, business or management decisions and judgement.

2.2. Fraud Control Planning

To maintain better practice in its fraud risk management practices, the Council is committed to the following:

- c) A consistent approach across all departments within Council - the plan is to be applied uniformly. All Directors or equivalent are to have an understanding of the Fraud Control Plan content and the responsibilities allocated under the Plan;
- d) Communication of senior management's strong commitment - to ensure there is regular communication to all personnel promoting compliance with the Fraud Control Plan and adherence to the Fraud Control Policy;
- e) Accessibility to the Fraud Control Plan - the Fraud Control Plan will be made available and accessible to all personnel.
- f) Application of the Fraud Control Plan - the Fraud Control Plan is formally adopted by the Council.
- g) Regular review of the Fraud Control Plan - the Council is committed to reviewing its Fraud Control Plan every two years to ensure that it remains up-to-date and relevant. Each review will entail:

- * Consideration of the findings of the most recent Fraud Risk Assessments;

- * Reviewing changes in the Council's operations and environment since the last review; and

- * Developing a further two year program for fraud control that will identify and address residual shortcomings in existing procedures.

2.3. Fraud Control Responsibilities

The responsibilities allocated within the Council for fraud-related matters are summarised at Appendix A.

The Chief Executive Officer is responsible for overseeing the development of fraud control strategies. The Director of Finance Corporate and Community Services is the appointed Fraud Control Officer and is responsible for overseeing investigations of alleged fraud. The Director of Finance Corporate and Community Services is also the central point of contact for reporting alleged fraud.

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2.4. Fraud Awareness Training

Generally, a significant proportion of fraud goes undetected because personnel do not recognise the early warning signs of fraudulent activity or because they are unsure how, when and to whom they should report their suspicions. Accordingly, the Council is planning fraud awareness training to assist in raising the general level of awareness amongst its personnel.

An awareness of the risk of fraud and fraud control techniques will be fostered by:

- a) Ensuring the Fraud Control Plan and Fraud Control Training are a mandatory part of induction;
- b) Ensuring all personnel that are considered to be in positions requiring training attend fraud awareness training;
- c) Ensuring updates and changes to fraud related policies and procedures and other ethical pronouncements are effectively communicated across the Council and its entities;
- d) Ensuring staff are aware of the ways in which they can report allegations or concerns regarding suspected fraud or unethical conduct; and
- e) Encouraging reports of suspected incidents of fraud.

2.5. Fraud Risk Assessment

The Director of Finance Corporate and Community Services is responsible for monitoring the implementation of the fraud risk assessment programs and reporting progress to the Chief Executive Officer to ensure that all timetabled strategies are implemented in the time and manner prescribed.

To maximise the effectiveness of the fraud risk assessment process, the assessment should:

- a) Be completed by a prioritised sample (with notations of Low, Moderate, High and Very High risk areas) of the functional areas on a rotational basis;
- b) Include assessment at local levels by agreed self-assessment criteria;
- c) Be relevant and comprehensive covering as far as possible, all potential fraud risks;
- d) Comply with AS 8001:2008- Fraud and Corruption Prevention;
- e) Separately consider inherent risk and internal control risk; and
- f) Achieve a prioritisation of fraud risks identified through a risk register.

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All departments must ensure that the strategies developed during the course of the most recent Fraud Risk Assessment are reviewed for effectiveness and amended where necessary. The frequency of such reviews is to be determined by the Director of Finance Corporate and Community Services.

It is the responsibility of the Director of Finance Corporate and Community Services in consultation with the relevant Directors to ensure that the proposed actions are implemented.

2.6. Internal Controls

Internal controls are often the first line of defence against fraud. The Council will ensure the maintenance of a strong internal control system and the promotion and monitoring of a robust internal control culture. The Council will continue to review internal controls and ensure all key internal controls are documented in a standardised format every two years.

The Council will promote an internal control culture through a process of:

- a) Example-setting by management;
- b) Regular communication of the importance of internal controls; and
- c) Including adherence to internal controls as part of the performance management framework.

2.7. Pre-employment screening

Pre-employment screening is an effective means of preventing fraud, such as falsifying qualifications or employment history. It can also identify previous criminal convictions for offences of dishonesty. Directors should consider all appropriate checks having regard for any proposed appointment and the work area.

3. DETECTION

The Council recognises that, despite a comprehensive fraud control program, it is possible that fraud may occur. Accordingly the following is aimed at detecting fraud as soon as possible after it has occurred.

The key elements of this program may include:

- a) Data analysis programs;
- b) Management accounting report reviews;
- c) Post transaction reviews; and
- d) Identification of early warning signs.

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3.1. Data analysis program

Data analysis is a powerful means of detecting fraud and other improper behaviours. It is a process of uncovering patterns and relationships in datasets that on face value appear unrelated, highlighting activity of fraud and irregular behaviour, or to explain what lies behind previously identified discrepancies. For example, this might include such tests as searching accounts payable data for repeated invoice numbers to identify duplicate payments, or analysing payroll data for duplicate bank account numbers to uncover a 'ghost employee' payroll fraud.

The Director of Finance Corporate and Community Services is responsible for an annual review of the possible need for a data analysis program. A data analysis program is aimed at strategic use of systems and processes in the identification of fraud indicators.

Data analysis programs are encouraged as part of the internal and external audit activities.

3.2. Management accounting reporting review

Using relatively straightforward techniques in analysing the Council's management accounting reports, trends can be examined and investigated which may be indicative of fraudulent conduct.

Some examples of the types of management accounting reports that can be utilised on a compare and contrast basis are:

- a) Budget reports for each faculty and/or division;
- b) Reports comparing expenditure against appropriate benchmarks.

3.3. Post transaction review

A review of transactions after they have been processed can be effective in identifying fraudulent activity. Such a review may uncover altered or missing documentation, falsified or altered authorisation or inadequate documentary support. In addition to the possibility of detecting fraudulent transactions, such a strategy can also have a significant fraud prevention effect as the threat of detection may be enough to deter a person who might otherwise be motivated to engage in fraud.

The Council's program of post-transaction reviews will identify a targeted sample of transactions for review with a particular focus on authorisation, adherence to guidelines on expenditure receipting, and missing documentation. This process will be conducted with direct reference to the findings of internal control reviews and fraud risk assessments.

3.4. Identification of early warning signs

Identification and acting on early warning signs of fraudulent activity is an important part of early fraud detection. The key to achieving an early warning capability is awareness. The fraud awareness training program, referred to at Section 1.4 will therefore include the

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identification of early warning signs or "red flags" for suspected fraud and how to respond if they are identified.

All personnel should be aware of their responsibility and are required to remain vigilant to identify and report any suspected fraudulent activity. Early Warning signs can include:

Transactional Red Flags

- Transactions occurring at an unusual time;
- Frequency of transaction is unusual;
- Place of transaction is unusual;
- Amount of transaction is unusual;
- Relationship between persons is unusual (e.g. related parties)
- Level of responsibility is unusual (e.g. management performing clerical)

Behavioural Red Flags

- Employee lifestyle changes;
- Significant personal debt problems;
- Creditors or collectors appearing at the workplace;
- Refusing vacations, sick leave or promotions;
- A strong desire to 'beat the system';
- Persistent or unnecessary control of records;
- Lack of strong code of personal ethics;
- Insistence on working unusual or non-standard hours when not required;
- Avoidance or delay in provision of documentation or evidence e.g. to audit

3.5. Responsibilities

The Director of Finance Corporate and Community Services is responsible for developing systems to detect fraud. The Director of Finance Corporate and Community Services will also consider the findings of any Fraud Risk Assessment to formulate effective responses and make improvements to fraud detection systems.

A summary of all responsibilities contained within this Fraud Control Plan are outlined in Appendix A

3.6. Reporting instances of fraud

3.6.1. By Council Personnel

Council personnel who become aware of suspected fraudulent conduct are required to report the matter in accordance with this Plan.

Personnel are also required to maintain strict confidentiality on any suspected fraud matter of which they have knowledge.

- a) In the first instance report the matter to the supervisor.

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- b) If, for any reason, the staff member feels that reporting the incident through this channel would be inappropriate, he or she may report the matter directly to the Director in charge of the department. Such reports may be made confidentially, if desired.
- c) In the event of the allegation involving any of the Directors the matter should be referred directly to the Chief Executive Officer.
- d) Any Director receiving a report of alleged fraud must advise the Chief Executive Officer immediately.

The Council will ensure all personnel are aware of the fraud reporting procedures and actively encourage all personnel to report suspected cases of fraud through the appropriate channels.

3.6.2. By external parties

Members of the public are encouraged to report any suspicions of fraud direct to the Chief Executive Officer.

If the allegation is made against the CEO, the matter shall be reported to the Mayor.

3.7. Whistle blower protection

Whistle blower protection is available in accordance with that legislation.

3.8. External and internal audit

The Council recognises that the external and internal audit functions have a role to play in the detection of fraud given the responsibilities of auditors under ASA240 'The Auditors' Responsibility to Consider Fraud in an Audit of a Financial Report'.

Audit activities support management's efforts to establish a culture that embraces ethics, honesty and integrity. Audit activities include an evaluation of internal controls used to detect or mitigate fraud, and may be involved in fraud investigations.

Internal audit may play a variety of consulting, assurance, advisory and investigative roles in Council's corruption and/or fraud management process.

External and internal audit activities can include the following process that may detect evidence of corruption or fraud:

- Examination of policy;
- Examination of accounting records;
- Examination of computer systems;
- Examination of corporate documentation; and
- Interviews with key employees, contractors and affiliates.

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4. RESPONSE

4.1. Investigation procedures

All instances of alleged fraud must be reported to the Chief Executive Officer whether by the person making the allegation or by the Director receiving the initial complaint. The Chief Executive Officer shall refer the matter to the Director of Finance Corporate and Community Services who will then be responsible for overseeing and managing the investigation process, in consultation with other members of an investigation task force.

The task force will consider the application of the Enterprise Agreement and other legislative or regulatory requirements in assessing, investigating, managing and reporting any alleged fraud.

If the allegation is made against the Chief Executive Officer, the allegation should be made to the Mayor, who may refer the matter for independent investigation.

4.2. Reporting to Law Enforcement Agencies

The Council must act with exemplary standards. The standards of propriety that ought to be observed require it to act and to be seen to act in the public interest by reporting known or suspected acts of fraud. Therefore, all known or suspected acts of fraud will be reported to law enforcement agencies and other relevant bodies. Reports will be made notwithstanding any investigation by the Council under the Enterprise Agreement or otherwise.

4.3. Reviewing systems and procedures (post fraud)

In each instance where fraud is detected, the Council will reassess the adequacy of the internal control environment (particularly those controls directly impacting on the fraud incident and potentially allowing it to occur) and actively plan and implement improvements as soon as practicable.

4.4. Recovery of money or property lost through fraud

The Council will actively pursue the recovery of any money or property lost through fraud after considering all relevant issues.

4.5. Provision of information to external agencies

Procedures for the collection and recording of fraud information are in place to ensure that external agencies, such as the Auditor General's Department, are informed annually of Council's action taken in response to fraud committed during the year (such as information in relation to fraud incidents, fraud losses, offenders and Council responses and corrective actions). Information will be collected, classified and handled appropriately, having regard to privacy, confidentiality, legal professional privilege and the requirements of natural justice and procedural fairness.

4.6. Communication protocol

If fraud against the Council is detected the Mayor will make all decisions on the appropriate communications protocol to be adopted.

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5. CHANGES SINCE LAST REVISION

Plan revised to reflect current procedures.

6. RECORDS

When completed and approved the original, signed hard copy of the policy is filed in the Master File. Electronic copies are saved in the appropriately labelled folder in Magiq.

VERSION CONTROL

Version 1	30 September 2016
Version 2	

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Role	Fraud Control Responsibilities
Chief Executive Officer	<p>The Chief Executive Officer has principal responsibility for fraud control within the Council. This includes:</p> <ul style="list-style-type: none"> • developing an overall fraud control strategy for the Council, including operational arrangements for dealing with fraud; • overseeing fraud awareness and control training; • overseeing the Council fraud risk assessment process every two years; • overseeing the follow-up of the fraud risk assessment by ensuring that all timetabled mitigation strategies are implemented in accordance with the Fraud Control Plan; • facilitating a review of the Council's Fraud Control Plan every two years, or following any significant structural change to the Council; • reporting to the Mayor on fraud control initiatives undertaken by the Council; • ensuring that all fraud related policies and procedures are communicated and available to Council personnel; • developing systems to prevent, detect and respond to fraud.

Role	Fraud Control Responsibilities
Director of Finance Corporate and Community Services	<ul style="list-style-type: none"> • Act as a central referral point for allegations of incidents of fraud to be reported, including ensuring that all instances of suspected fraud are appropriately recorded, investigated, and satisfactorily resolved. • Ensure that the Chief Executive Officer is briefed on allegations of fraud. • Investigate or facilitate the investigation of allegations of fraud against the Council. • Convene and manage the Fraud Investigation Task Force as and when required. • Refer all known or suspected instances of fraud to law enforcement agencies. • Design, implement and oversee a fraud detection program incorporating data analysis, management accounting reviews and post transaction reviews. • Design and oversee fraud risk assessments. • Review the internal control environment after each detected occurrence of fraud. • Review annually the need for data analysis programs and consult with the Chief Executive Officer on proposed recommendations and timetables for same.

Role	Fraud Control Responsibilities
Human Resources Officer	<ul style="list-style-type: none"> • Ensure the Fraud Control Plan and Policy are incorporated in the Council induction program. • Ensure fraud awareness training is available to all relevant Council personnel where appropriate.



Role	Fraud Control Responsibilities
All Managers and supervisors	<p>Managers and supervisors must be vigilant to the possibility of fraudulent behaviour and respond accordingly. Managers must ensure that:</p> <ul style="list-style-type: none">• internal reviews of their business areas are undertaken on a regular (or at least annual) basis and that any material changes in responsibilities and inherent fraud risks are reported to the Director of Finance Corporate and Community Services;• they monitor their business units for fraud red flags in terms of both unusual transactions or behavioural changes in individuals, and investigate where necessary; and• they inform new staff of the fraud control policies and procedures to be observed.

Role	Fraud Control Responsibilities
Directors	<ul style="list-style-type: none">• Foster and maintain the highest standards of ethical behaviour to comply with the Council's Code of Conduct and Fraud Control Policy and Plan.



Role	Fraud Control Responsibilities
All Council personnel	<p>All Council personnel are required to:</p> <ul style="list-style-type: none">• promote professional and ethical practice by setting an appropriate example and recognising the contributions of others;• take appropriate action in relation to suspected fraudulent or improper conduct within Council;• assist in the implementation of fraud risk management strategies and participate fully in activities relating to fraud control;• remain vigilant and report all instances of suspected fraud immediately to the supervisor where they hold any concern, suspicion, or information of any instance of fraudulent, corrupt or improper conduct and encourage others to do the same;• deal with all reports of fraud or improper conduct in a professional and prompt manner in accordance with the Fraud Control Plan;• not knowingly make a false or misleading report;• not act in a retaliatory, discriminatory or otherwise adverse manner against a person, on account of that person making a genuine report or providing assistance in a relevant inquiry; and• not hinder or impede an investigation and give every courtesy and assistance to any person authorised by the Council to investigate.

**Fraud Risk Assessment
2020/2022**



Blackall-Tambo Regional Council

Date: 9 March 2020

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Guidance

This risk assessment will be updated every 2 years or sooner if a significant operational change is implemented which could heighten the risk of fraud. This will list all areas of potential risk, identify the sources and impacts of the risk, and document current controls and planned treatments.

Subsequently existing controls that manage the risk will be identified and management will assess the current level of residual risk, using the risk matrix (*Appendix B*), to assign a risk rating. Management will develop action plans to manage this residual risk and assign accountability for the action plans. A risk that has been assessed as low is an acceptable risk that can be managed by routine procedures.

A risk that has been assessed as moderate requires the responsible area to develop and implement a risk action plan with specific monitoring or response procedures.

All extreme and high risks require immediate action by senior management.

Action plans developed to manage the risks identified are documented in the Risk Action Plan section, with assigned owners and timelines, to track implementation and to monitor progress of planned risk mitigation strategy.

Appendix A is the Risk Matrix that is used to determine the risk rating of an identified risk.

Fraud Risk Assessment

#	Fraud Risk	Risk Sources and Impacts (Method)	Current Fraud Controls (Existing Controls)	Current Risk (Controls in place)	Accept risk?	Treatment plans to manage the risk	Person responsible
Broad Risk Area							
1	Human Resources Falsified documentation	<ul style="list-style-type: none"> Falsified qualifications provided by a prospective employee to secure a position at the Council or by an existing employee for remuneration benefit, through a promotion etc. 	<ul style="list-style-type: none"> Employees are asked to provide original or certified qualifications prior to commencement. Reference checks carried out on new joiners to validate employment history and work experience. 	Consequence: Minor Likelihood: Rare Risk Rating: Low	Yes		
2	Falsified claims for leave Absence of leave applications for leave taken	<ul style="list-style-type: none"> Staff take leave without notifying supervisor-if working in an isolated area. Leave is taken with little to no notice 	<ul style="list-style-type: none"> Supervisors are aware of staff movements for any period and ensure that leave applications are submitted and approved. 	Consequence: Minor Likelihood: Rare Risk Rating: Low	Yes		

#	Fraud Risk	Risk Sources and Impacts (Method)	Current Fraud Controls (Existing Controls)	Current Risk (Controls in place)	Accept risk?	Treatment plans to manage the risk	Person responsible
3	Inappropriate access to staff personal information on file	<ul style="list-style-type: none"> Unauthorised access or misuse of access to staff personal information through the Human Resources Management System. 	<ul style="list-style-type: none"> Access is only provided through a formal approval process. 	Consequence: Minor Likelihood: Rare Risk Rating: Low	Yes		
4	Inflated working hours	<ul style="list-style-type: none"> An employee inflates the hours worked or overtime claimed. 	<ul style="list-style-type: none"> An employee cannot submit a timesheet for payment before it is approved by their supervisor. Supervisors track staff workload and deliverables prior to authorising timesheets. 	Consequence: Moderate Likelihood: Rare Risk Rating: Low	Yes		

#	Fraud Risk	Risk Sources and Impacts (Method)	Current Fraud Controls (Existing Controls)	Current Risk (Controls in place)	Accept risk?	Treatment plans to manage the risk	Person responsible
5	Dishonest claims by third party	<ul style="list-style-type: none"> Payments to contractors are approved prior to completion of work or work is not performed to required standard. Invoices submitted are inflated by the contractor or supplier and do not agree with the original contract. Payment to 'ghost' creditor not entitled 	<ul style="list-style-type: none"> Formal process of reviewing the cost and deliverables against contracts prior to authorisation of payment. Appropriate delegation levels assigned to approve payments. 	Consequence: Moderate Likelihood: Rare Risk Rating: Low	No	All payments signed off by Director and aligned with the signed contract.	Director of Projects
6	Personal expenditure charged to Council credit cards	<ul style="list-style-type: none"> Lack of oversight by supervisors of staff members making claims for private or inappropriate expenditure on the Council credit card. 	<ul style="list-style-type: none"> A regular review of credit card statements to supporting documentation to ensure purchases are appropriate. Checked by 3 people. 	Consequence: Moderate Likelihood: Rare Risk Rating: Low	Yes		

#	Fraud Risk	Risk Sources and Impacts (Method)	Current Fraud Controls (Existing Controls)	Current Risk (Controls in place)	Accept risk?	Treatment plans to manage the risk	Person responsible
7	Contracts awarded to service providers without adherence to the Council's Procurement policy.	<ul style="list-style-type: none"> Appointments of contractors are not in accordance with the Council's procurement policy and procedures. Procurement being divided or split into separate parts to circumvent the procurement threshold. 	<ul style="list-style-type: none"> Checks to ensure that all procurement activities comply with the Council's procurement threshold requirements. 	Consequence: Moderate Likelihood: Unlikely Risk Rating: Low	Yes		
8	Conflict of Interest and Collusion	<ul style="list-style-type: none"> Staff do not declare a material personal interest in a significant Council transaction or contract. Collusive practices between suppliers and staff resulting in the awarding of goods and services in exchange for a benefit. 	<ul style="list-style-type: none"> Personal interests are declared in returns held by the CEO. Councillors declare a conflict of interest where appropriate at monthly Council meetings. Awareness of the Council's Code of Conduct. Appropriate delegation levels assigned to senior management. 	Consequence: Moderate Likelihood: Unlikely Risk Rating: Low	Yes		

#	Fraud Risk	Risk Sources and Impacts (Method)	Current Fraud Controls (Existing Controls)	Current Risk (Controls in place)	Accept risk?	Treatment plans to manage the risk	Person responsible
9	Bribes to Council staff by third parties	<ul style="list-style-type: none"> Staff receive private gifts/benefits from service providers in exchange for the award of a contract. 	<ul style="list-style-type: none"> Staff must declare all gifts received from third parties. 	Consequence: Minor Likelihood: Possible Risk Rating: Low	Yes		
10	Theft or unreturned property	<ul style="list-style-type: none"> Staff leaving without returning Council property such as (iPads, phones, credit cards etc.); Theft of physical assets such as IT devices and tools etc. 	<ul style="list-style-type: none"> Staff are required to adhere to the Council's Code of Conduct. Exit Checklist is required to be completed and signed off by the appropriate delegate prior to the release of the final termination pay. 	Consequence: Minor Likelihood: Possible Risk Rating: Low	Yes		
11	Unauthorised staff accessing systems and misusing information	<ul style="list-style-type: none"> Staff obtain access to documents containing confidential and sensitive information with the intention of misusing the information. 	<ul style="list-style-type: none"> Access to documents containing confidential and sensitive information is secured and provided on a need to know basis. 	Consequence: Minor Likelihood: Unlikely Risk Rating: Low	Yes		

#	Fraud Risk	Risk Sources and Impacts (Method)	Current Fraud Controls (Existing Controls)	Current Risk (Controls in place)	Accept risk?	Treatment plans to manage the risk	Person responsible
12	Incorrect payments to staff	<ul style="list-style-type: none"> • Payments not as per time sheet hours • Payment to 'ghost' employee falsely created 	<ul style="list-style-type: none"> • Time sheets checked against computer entry by 2 people • MOF checks entire payroll • Bona fide checks all employees 	Consequence: Minor Likelihood: Possible Risk Rating: Low	Yes		
13	Receipting / Banking done incorrectly	<ul style="list-style-type: none"> • Monies incorrectly receipted to Council's account • Loss of funds • Bank rec won't balance 	<ul style="list-style-type: none"> • Receipts and banking checked by a second senior person. • Bank Rec balanced daily. 	Consequence: Minor Likelihood: Possible Risk Rating: Low	Yes		
14	Theft or incorrect recording of fuel	<ul style="list-style-type: none"> • Misuse or allocation of fuel to vehicles • Fuel put into non-council vehicles (excl. private works) 	<ul style="list-style-type: none"> • Fuel issue sheets entered PCS daily. • Fuel tanked dipped daily • Physical to agree to perpetual count 	Consequence: Minor Likelihood: Possible Risk Rating: Low	Yes	Process managed by the MOF Issue sheets signed by Storemen and MOF	
15	Creditors incorrectly paid	<ul style="list-style-type: none"> • Creditors are incorrectly paid • Loss of funds and credibility • Suppliers reluctant to transact with Council 	<ul style="list-style-type: none"> • All vouchers checked against PCS print out by 2 people. • MOF checks all transactions before signing off. 	Consequence: Minor Likelihood: Possible Risk Rating: Low	Yes	Process managed by MOF	

#	Fraud Risk	Risk Sources and Impacts (Method)	Current Fraud Controls (Existing Controls)	Current Risk (Controls in place)	Accept risk?	Treatment plans to manage the risk	Person responsible
16	Creditors payments made to incorrect bank accounts	<ul style="list-style-type: none"> Loss of funds and credibility Suppliers reluctant to transact with Council Employee disruption 	<ul style="list-style-type: none"> PCS print off for all bank account changes monthly. Checked by MOF 	Consequence: Minor Likelihood: Unlikely Risk Rating: Low	Yes	Print off signed by MOF	
17	Manipulation of subsidiary ledgers	<ul style="list-style-type: none"> Potential misuse of Council funds through illegitimate claims, invoices, charges etc 	<ul style="list-style-type: none"> Debtors, creditors, rates, stores balanced to respective GLs monthly Subsidiary ledgers balanced monthly to GL - Provides a degree of reliability that there is no manipulation of subsidiary ledgers. 	Consequence: Minor Likelihood: Unlikely Risk Rating: Low	Yes	Print offs signed by two staff members and filed	
18	Theft or misuse of Property Plant and Equipment –	<ul style="list-style-type: none"> Loss or damage to Council equipment 	<ul style="list-style-type: none"> Physical check (stocktake) of a sample of NCAs every six months 	Consequence: Minor Likelihood: Unlikely Risk Rating: Low	Yes	Stocktake carried out by the Asset Manager	

#	Fraud Risk	Risk Sources and Impacts (Method)	Current Fraud Controls (Existing Controls)	Current Risk (Controls in place)	Accept risk?	Treatment plans to manage the risk	Person responsible
19	Incorrect recording of Private Works	<ul style="list-style-type: none"> • Use of equipment/materials exceeding what is agreed to and issued out • Loss of Profit 	<ul style="list-style-type: none"> • Private works form to be completed prior to use of plant/issuing of materials • Supervisor/director to ensure it is booked out correctly 	Consequence: Minor Likelihood: Possible Risk Rating: Low	Yes		
20	IT Security	<ul style="list-style-type: none"> • Unauthorised third-party access to systems and information • Theft of personal data • Disabling of Council system • Loss of funds – illegal transfer or ransom 	<ul style="list-style-type: none"> • Independent security monitoring • Maintaining security and software updates 	Consequence: Major Likelihood: Likely Risk Rating: High			

Risk Action Plan

A risk that has been assessed as low is an acceptable risk that can be managed by routine procedures.

A risk that has been assessed as moderate requires the responsible area to develop and implement a risk action plan with specific monitoring or response procedures.

All extreme and high risks require immediate action by senior management.

Fraud Risk	Action #	Risk mitigation action	Owner and Timeframe	Status
Risk Title Dishonest claims by third party	1.1	All orders, payment vouchers and goods received verifications are to be signed off by the Director	Director of Projects Ongoing	In effect

Appendix A Risk Matrix

Risk Rating Matrix

		IMPACT/CONSEQUENCE				
		5	4	3	2	1
5	Almost Certain	Catastrophic Extreme (25)	Major Extreme (20)	Moderate High (15)	Minor High (10)	Insignificant Moderate (5)
	4 Likely	Extreme (20)	High (16)	High (12)	Moderate (8)	Moderate (4)
3 Possible		High (15)	High (12)	Moderate (9)	Moderate (6)	Low (3)
2 Unlikely		High (10)	Moderate (8)	Moderate (6)	Low (4)	Low (2)
1 Rare		Moderate (5)	Moderate (4)	Low (3)	Low (2)	Low (1)

Risk is assessed as a function of the likelihood of the risk and the consequence of it materialising.

The Council uses a risk management matrix to assess the level of risk and facilitate an appropriate response. The matrix and accompanying definitions and escalation protocols are designed to provide guidance on whether to monitor or mitigate the risk and where to escalate the risk.

The risk matrix is the endorsed framework for assessing risks at all levels within the Council and is used to determine an appropriate course of action.

Risk Rating Descriptors and Mitigating Action Requirements

Risk Rating	Score	Description	Action Required
Extreme	20 - 25	Risks that significantly exceed the acceptable tolerance and need urgent and immediate attention.	Council Executive responsibility, immediate treatment required. - Escalate to the responsible Council Executive immediately with a detailed treatment plan. - Report to the CEO.
High	16 - 10	Risks that exceed the risk acceptance threshold and require proactive management.	Council Executive responsibility, immediate treatment required. - Escalate to the responsible Council Executive immediately with a detailed treatment plan. - Report to the CEO.
Moderate	4 - 9	Risks that are within the acceptable threshold and require active monitoring.	Council Executive responsibility, immediate treatment required. - Escalate to the responsible Council Executive immediately with a detailed treatment plan. - Report to the CEO.
Low	1 - 4	Risks that are below the acceptable threshold and do not require active management.	Local line management responsibility, treatment not required. - Significant management effort should not be directed towards these risks.

Consequence Rating: Evaluation Criteria

Factors of Consequences/ Categories of Risk	Major Projects				
	Reputation and Image	Compliance with Legislation	Disruption to Operations	Financial Impact	General Environment & Social Impacts
Catastrophic	-Long term damage to reputation and standing of the Council -Serious public outcry	-Major systemic non-conformance resulting -Significant legal penalties or regulator sanctions -Litigation including class actions ... jeopardizing future approach, licensing and funding.	-Disruption to services causing closure or key business closure for > 1 month - Critical infrastructure service loss for > 1 month.	Financial impact > \$20M	-Extensive detrimental long-term impacts on the environment and community.
	-Sustained damage to reputation of Council. -Significant adverse media coverage - Breakdown in strategic and/or business partnership	-Systemic non-conformance resulting in -Council staff prosecuted without being imprisoned -Legal penalties or regulator sanctions	-Disruption to schedules or key business activities for > 1 week -Severe key operational areas closed -Critical infrastructure service losses for > 1 week.	Financial impact > \$2M and < \$20M	-Long term detrimental environmental or social impact
Major	-Significant short-term damage to reputation -Negative local media coverage	-Serious one-off non-conformance resulting in suspensions or conditional licenses -Council staff being subject to legal proceedings -Minor or no legal penalties	-Disruption to a few operational areas for up to one week -Critical services interruption not back within the agreed timeframe.	Financial impact > \$200,000 and < \$2M	-Source of community annoyance within general neighbourhood that requires remedial action.
Moderate	-Minor, adverse local public or media attention and complaints -Reputation of a small number of people affected	-One off non-conformance -Council receiving warning or other notice from regulatory authority to rectify non-conformance	-Some disruption to operational activity exceeding 1 day -Local interruption only, service loss to localized operations.	Financial impact > \$10,000 and < \$200,000	-Short term, detrimental effect on the environment or social impact
Minor	-Issue resolved promptly by day to day management processes -Little or no adverse media coverage	-Minor non-conformance notified internally -Initially to result in adverse regulatory response or action.	-Disruption of < 1 day to operational activity -No interruption to infrastructure services.	Financial impact < \$10,000	No lasting detrimental effect on operations
Insignificant					

Likelihood Rating: Evaluation Criteria

1. Anticipated frequency of occurrence;
2. The external environment (e.g. regulatory, economic, competition, community expectations and market issues);
3. The procedures, tools and skills currently in place; and
4. History of previous events - both the Council and other providers.

Likelihood rating			
Likelihood		The risk/the event	Occurrence
The number of times within a specified period in which a risk may occur either because of business operations or through failure of operating systems, policies or procedures.			
Almost Certain	Expected to occur in most circumstances.	Multiple over 12 months	>70%
Likely	Will probably occur in most circumstances	Once every 12 months	30 - 70%
Possible	Might occur within a 5-year period	Once every 1 - 5 years	5 - 30%
Unlikely	Could occur within a specified period	Once every 5-10 years	2 - 5%
Rare	May only occur in exceptional circumstances	Once every 20 years	< 2%

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 4.2.1

SUBJECT HEADING: Director of Works and Services' Operations Report – February 2021

Author and Officer's Title: Garth Kath, Director of Works and Services

CLASSIFICATION: (if confidential)

Summary: The Director of Works and Services report for February 2021 is presented to Council.

Officer's Recommendation: That Council receive the Director of Works and Services' Operation Report for February 2021.

Background

Construction

- Jericho Road Pave and Seal Stage 1 – Detour and signage installed. Subgrade works completed, tested and approved. Pavement works commenced 8th March, anticipated sealing early April
- Jericho Road Pave and Seal Stage 2 – Gravel carting underway
- Heavy Vehicle Bypass – Gravel carted into town and stored on hardstands.
- Barcoo River Bridge – Gravel stockpiled in pit, sidetrack works commenced

Flood Damage Crews/Maintenance Grader Locations

- **Tambo Area:** Langlo, East West and Ward Roads
- **Blackall Area:** Neverfail, Springleigh, Adavale, Evora and Ravensbourne Roads

Maintenance Crews

- Slashing and poisoning TMR and local roads
- Surface correction with premix Blackall-Tambo Road (13C)
- Emergent works repairs to floodway Emmet Road
- Pothole patching Blackall-Tambo Road (13C), Alpha Road (443) and Springsure Road (87A)
- Flood damage Adavale road repairs
- Signage and guidepost replacements RMPC
- Turfing: Western Sports Grounds, Blackall Rugby League Club and Tambo Pool

Monthly Statistics

Formation Grading – total km	41 km
Gravel re-sheeting – total meters	2.2km
Bitumen resealing works – total km	
Plant downtime that impacted production – total hours for month	0days
Number of customer requests received	7
Number of customer requests actioned	6
Average response time to customer request – hrs	Same day/next day
Premix used/Prime used	50tn/ 250ltrs
Emulsion/sand/stone	50ltrs/5m3

Water and Sewerage

Water Services

Number of interruptions to services	13
Water consumption total ML	31720
Number of customer requests received	9
Number of customer requests actioned	8
Average response time to customer requests – hrs	Same day/next day
Number of incidents	0
Lost Time Injury (LTI) resulting from incidents	0

Parks and Gardens

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

Workshop/Fleet

- Preventative/Routine maintenance
- Minor breakdowns
- Rectify roadworthy faults

Monthly Statistics

Number of plant items services	18
Number of plant breakdowns	5
Number of call outs	0
Hours downtime due to servicing	29.5
Hours downtime due to breakdown	62
Hours downtime due to parts availability	24
Number of incidents	0
Lost Time Injury (LTI) resulting from incidents	0

Maintenance and Repairs

Plant Number	Plant Description	DOM	Hrs Down	Breakdown Description
6523	Ford Ranger	2017	8	Engine derating, diagnosed as fuel problem, replaced fuel lines.
5508	Isuzu Tipper	2015	5	During service found brake line had been hit and was leaking. Replaced with new line.
5026	Volvo	2020	1	Leaking air from air/hydraulic solenoid. Fitted new screws to solenoid.
4212	Kubota mower	2017	16	Alternator U/S. Replaced with new one.
5010	Isuzu Tipper	2019	32	Replace kingpins after reports of wobbly steering.
			Total	62

Link to Corporate Plan

Infrastructure

Outcome 1 – Roads

Outcome 3 – Water and sewerage systems

Environment and Heritage
Outcome 3 – Pest Management
Outcome 4 – Waste Management

Consultation (internal/external)

CEO
DWS
Works Supervisors
Parks & Garden Supervisors
Water Supervisors
Sewerage Supervisor
Fleet Manager
Ranger

Policy Implications

Nil

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 4.2.2

SUBJECT HEADING: Work Health and Safety Report

Author and Officer's Title: Garth Kath, Director of Works and Services

CLASSIFICATION: (if confidential)

Summary: The Work Health and Safety Report has been provided to Council.

Officer's Recommendation: That Council receive the Work Health and Safety Report for February 2021.

Background INCIDENTS

- There have been two incidents but neither were injuries
- No Department Reportable Incident to WHS Qld

FIRST AID INCIDENTS

- N/A

INVESTIGATIONS

- 1 ongoing investigation

TOOLBOX TALKS

- There has been 0 toolbox talks for the month

HAZARD INSPECTIONS

- Hazard inspections are ongoing

IMPROVEMENTS

- The Work Health & Safety Management System is working on Closure of actions from the Corrective Actions Register.
- The BTRC-Safe Management System is in the process of being updated with all documents being reviewed and the whole site being made as user friendly as possible.

NOTICES

- Prohibition; none
- Improvement notices; none

Operational Information:

Safety Management Plans for TMR works:

- There have been no WHS Management Plans presented for TMR works.

Inductions: Up to and including 28.02.2021

- Employees: new-school based 1
- Contractors: 9
- WORK camp: 1

General

- Chemwatch continuing to be implemented with more updates this month.

Immunisations

- 3 new immunisations are continuing

Training

- N/A
-

Link to Corporate Plan

Governance

Outcome 1 - Workforce

Consultation (internal/external)

Work Health and Safety Advisor

Policy Implications

Work Health & Safety Policy

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

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 February is presented to Council.

Officer's Recommendation: That Council receive the Blackall Saleyards monthly report for February 2021.

Background

SALES	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	YTD	2019/20 Totals
Spelling Cattle	5749	5452	1759	5492	5433	4525	265	4889					33564	70240
Spelling Sheep	-	-	-	-	-	-	-	-					-	-----
Prime & Store Sales	13683	8308	4856	7821	6270	-	-	1083					42021	59581
Weaner & Store Sales	4336	4446	2076	5361	4656	-	-	3729					24604	39554
Private Weigh (Same Day)	3932	1621	1413	858	1329	2529	319	590					12591	22722
Private Weigh (Over-night)	3348	640	685	1698	808	1339	78	343					8939	28693
Private Scan	-	-	-	-	-	-	-	-					-	432
Bull Sales	-	-	59	160	-	-	-	-					219	291
TOTALS 2020/21	31048	20467	10848	21390	18496	8393	662	10634					121941	
TOTALS 2019/20	13118	24421	18297	13241	12576	5822	2213	8918	25288	28619	34823	34177	221513	

- Quotes are being obtained for the lighting at the new ramp and spelling yards.
- Plans are underway for Beef Week and the promotion of the Blackall Saleyards
- Council is partnering with BLAA and are in the process of updating the promotional video of the venue.

Link to Corporate Plan

Economic Development

Outcome 1 – Business investment

Outcome 2 – Tourism

Outcome 3 - Employment

Consultation (internal/external)

CEO

Saleyards Manager

Policy Implications

Nil

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

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 is presented to Council

Officer's Recommendation: That Council receive the Planning and Development Report for February 2021.

Background

This information report provides a monthly update on the planning services that Council provides to support planning and development activity across the local government area.

1. DEVELOPMENT ASSESSMENT

No new development applications were lodged during February. The following two development applications were decided.

1.1	Council reference:	DA 18-2020-2021
	Application:	Request to apply superseded planning scheme (Visitor Accommodation)
	Street address:	Shannendoah Park, 600 Ravensbourne Road, Blackall
	Property description:	Lot 58 on TA228134
	Day application was made:	17 December 2020
	Category of assessment:	Accepted development subject to requirements (under superseded planning scheme)
	Public notification required:	No
	Applicant:	Ms Shirley Ann Russell
	Status:	Decided (Request approved)

1.2	Council reference:	DA 19-2020-2021
	Application:	Request to apply superseded planning scheme (Detached House)
	Street address:	Glenora Station, 12236 Isisford Blackall Road, Blackall
	Property description:	Lot 1 on TB198 (Lease A on SP318669)
	Day application was made:	22 January 2021
	Category of assessment:	Accepted development subject to requirements (under superseded planning scheme)
	Public notification required:	No
	Applicant:	Matthew and Helen Richardson
	Status:	Decided (request approved)

2. GENERAL PLANNING SERVICES, ENQUIRIES AND ADVICE

1. 2.1 CUSTOMER REQUESTS

The following customer requests have been received and responded to over the past month:

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
01/02/2021	Property owner, Tambo	The customer seeks to establish a 'temporary home salon' (~3 months) within a house at Tambo. The temporary salon will be conducted in two separate rooms, one for hair appointments and the other for beauty appointments. We understand nobody will be living in the house while it is being used as a temporary salon. Planning advice was sent via email advising that the customer could establish the salon without the need for planning approval (i.e., a Development Permit for a Material Change of Use), as the new use is Accepted Development under the <i>Blackall-Tambo Region Planning Scheme 2020</i> . Specifically, the salon would be defined as 'Shop' and the property is in the Commercial Precinct of the Township Zone. A Material Change of Use for Shop where involving the reuse of an existing building and no external building work in the Commercial Precinct of the Township zone is categorised as Accepted Development, which means no planning approval is required. It was also advised that further advice be sought from Council's building certifier as the building class would be changing (from a residential class to a commercial class).	Closed
02/02/2021	Proposed Business Operator, Blackall	The customer proposes to establish a mixed-use development, including a house and garden centre, offering take-away coffee and snacks with some limited seating. Email advice was provided to the customer on two separate occasions advising the proposed business could be treated as Accepted Development under the <i>Blackall-Tambo Region Planning</i>	Closed

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
		<p><i>Scheme 2020</i>, such that no planning approval (i.e., a Development Permit for a Material Change of Use) would be required from Council. Specifically, the proposed development would be defined as Shop, Showroom and Food and Drink Outlet, which are categorised as Accepted Development where within the Commercial Precinct of the Township Zone. This advice was provided on the basis that no external building work was proposed. It was further advised that should the business evolve from a mixed use offering to solely a retail plant nursery, planning approval would be required from Council.</p>	
16/02/2021	Proposed Business Operator, Blackall	<p>The customer sought advice about establishing a retirement facility on Shamrock Street in Blackall. Email advice was provided to the customer advising that planning approval (i.e., a Development Permit for a Material Change of Use) would be required from Council to establish the use. The site is included in the Commercial Precinct of the Township Zone and is partially affected by the Blackall 1% Annual Exceedance Probability area. A Material Change of Use for Retirement Facility in Commercial Precinct of the Township Zone is ordinarily categorised as Assessable Development subject to Code Assessment, however, due to the flood hazard overlay affecting the site and sensitive nature of the use, the category of assessment is elevated to Impact Assessment.</p> <p>The customer was further advised that any development application to Council seeking planning approval would need to demonstrate that the development achieves a high architectural standard consistent with that established in the streetscape, and that people and</p>	Closed

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
		property are not exposed to an intolerable risk from flood hazard. It was recommended that the customer engage a town planning consultant to assist in the preparation and lodgement of any development application.	
17/02/2021	Proposed Business Operator, Blackall	The customer recently purchased vacant land in the industrial area of Blackall and was seeking advice on any planning requirements to establish a transport depot/distribution centre. Email and telephone advice was provided to the customer advising that planning approval (i.e., a Development Permit for a Material Change of Use) was required from Council for either Warehouse or Transport Depot (or both) prior to being able to obtain Development Permits for Carrying Out Plumbing and Drainage Work or Carrying Out Building Work. Specifically, a Material Change of Use for Warehouse or Transport Depot in the Industrial Precinct of the Township Zone is categorised as Assessable Development subject to Code Assessment. Development application requirements were outlined to the customer, with the recommendation that they engage a town planning consultant to assist them prepare and lodge any development application.	Closed
23/02/2021	Resident, Tambo	The customer sought advice about converting a building in Tambo historically used for a commercial use and dwelling unit, to a dwelling. We understand the part of the building historically used for commercial activities had been vacant for the last several years, while the dwelling unit remained occupied. Email advice was provided to the customer advising that planning approval was required from Council before the whole building could be converted to a	Closed

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
		dwelling. Specifically, that a Material Change of Use for a Dwelling House where within the Commercial Precinct of the Township Zone was categorised as Assessable Development subject to Code Assessment under the <i>Blackall-Tambo Region Planning Scheme 2020</i> . Development application requirements were outlined to the customer, should they wish to prepare and lodge the development application themselves.	
PLANNING AND DEVELOPMENT CERTIFICATES			
Date received	Customer details	Type	Status
09/12/2020	Planning Consultant	Standard Planning and Development Certificate for land within the Commercial Precinct of the Township Zone in Blackall (2A Coronation Drive).	Closed
SURVEY PLAN APPROVALS			
Nil			

Link to Corporate Plan

Economic Development
Outcome 4 – Land development

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: 17 March 2021

Item No: 5.3

SUBJECT HEADING: RAPAD Board Meeting Communique – 29 January 2021 & 23,24 February 2021

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

CLASSIFICATION: (if confidential)

Summary: RAPAD held board meetings on 29 January 2021 & 23,24 February 2021. The Communique provides an outline of matters covered at the meetings.

Recommendation: That Council receive the RAPAD Board Meeting 29 January 2021 Communique and 23,24 February 2021 Communique.

Background

The RAPAD Board, consisting of 7 Mayors from Barcaldine, Barcoo, Boulia, Diamantina, Longreach, Winton and Blackall-Tambo held a meeting via zoom video conferencing on 29 January 2021 and Blackall-Tambo Regional Council hosted the 23,24 February Board Meeting in Blackall.

The Communique provided by RAPAD provides an outline of matters covered at the meeting and is available on the RAPAD website.

Link to Corporate Plan

Governance

Outcome 3 - Leadership

Consultation (internal/external)

CEO

Mayor

RAPAD

Policy Implications

Nil

Budget and Resource Implications

Nil

RAPAD Board Meeting 29 January 2021 Communiqué

As a part of normal business, the Board of RAPAD held its first scheduled Board meeting for 2021, on 29 January, via zoom video conferencing. All directors were in attendance along with six CEOs, a CEO proxy, and two Winton Shire Council Councillors



CR SEAN DILLON
Mayor Bercaldine
Regional Council



CR SALLY O'NEIL
Mayor Barcoo Shire
Council



CR ANDREW MARTIN
Mayor Blackall-Tambo
Regional Council



CR RICK BRITTON
Mayor Boulia Shire
Council



CR ROBBIE DARE
Mayor Diamantina Shire
Council



CR TONY RAYNER
Mayor Longreach
Regional Council



CR GAVIN BASKETT
Mayor Winton Shire
Council



DAVID ARNOLD
CEO RAPAD

Objects of RAPAD

The objects for which the Company is established are:

- (a) to support, facilitate, promote and encourage the community, environmental and economic development of the region,*
- (b) to formulate, develop, facilitate, maintain and implement, or cause to be implemented, strategies, policies and plans relating to the objects in Rule 1.5(a),*
- (c) to advocate to, consult with, and advise, relevant State and Federal ministers and government agencies on matters of regional concern, and on the priorities of such matters and the means to ensure effective co-ordination and implementation of the policies, activities and programs of those State and Federal agencies, and*
- (d) to facilitate, support, implement, or cause to be implemented, collaborative regional discussion and associated desired outcomes amongst, but not limited, to members.*

Source: RAPAD constitution

Matters covered at the meetings were:

- **PEAK:** At the November 25, 26 (2020) meeting, the Board received a presentation from Jessica Jones, Peter Misfud, Brent Reeman & Zoe Dark on PEAK & Local Buy services and products, and as reported at the December 21 (2020) meeting, councils were considering the adoption of NEXGEN. It was reported at this meeting that all councils have agreed to participate. Amongst the specific council benefits, PEAK advised NEXGEN would operate independently, whilst collaborating for RAPAD regional delivery on economic development. PEAK advised the NEXGEN ecosystem



(07) 4652 5600



info@rapad.com.au



100 Galah Street | PO Box 592
Longreach Q 4730



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can be enabled as a RAPAD region and would support RAPAD in delivering on our mission through the deployment of technology that can be enabled to operate across an integrated/virtual platform. PEAK advised the impact of NEXGEN on a council is amplified when a region gets together.



RAPAD Region: Procurement Data Analytics & Reporting

localbuy.net.au



Spend profiles

Supplier intelligence

Insights and opportunities

Benchmarking (REMPAN)

Data informed decisions

Data encrypted, stored in Aus



- **Tourism:** The Board held over the proposed tourism role, for further detailed discussion at the scheduled 23, 24 February meeting,
- **COVID costs:** The CEO updated the Board regarding progress on the collation of COVID costs per council and that the matter is progressing,
- **Priority Projects:** The CEO updated the Board regarding progress on the collation of priority projects requested by S.McCosker to aid her in supporting advocacy and planning,
- **Finance, Legal, Risk:** The board received the financial year financial statements for the period ending December 2020.
The Board approved a vehicle disposal policy, noted a proposed shareholders agreement under consideration, agreed to convene the remuneration committee to consider staff wages, and noted the stable financial state of the organisation,
- **LGAQ Policy Executive:** The Board received and discussed the LGAQ PE's recent December 11 meeting minutes and summary. Cr Dare is the regions (Division 8) representative on the PE, and it was agreed by all that the Board would meet several days prior to the scheduled PE meetings to review the agenda and offer Cr Dare support and feedback on issues of relevance to the region. The Board enquired about the capacity for proxies in the event Cr Dare was unable to attend and this is to be followed up.
The board considered the proposed LGAQ / ROC protocol and agreed to the amendments discussed,
- **AGM:** The CEO advised the Board that the audited statement were due to be received from the Qld Audit Office the week of February 8 allowing an AGM to be held at the scheduled 23, 24 meeting,
- **West Qld Alliance of Councils:** The WQAC leadership group, attended by Cr Rayner, Cr Martin and the CEO from RAPAD, held a scheduled meeting on the 25th of January at which the executive officers (of the three ROCs – SWROC, RAPAD and NWROC) provided an update on activities against the WQAC workplan, the major matters relating to housing and connectivity. The leadership group approved the date and location for the 2021 WQAC forum would be 17, 18 May in Cloncurry.
- **QRA:** At the 21 December meeting directors spoke to concerns with project timeframes pertaining to QRA related funding projects and asked the CEO to seek a

roundtable discussion with B.Moon from QRA. The CEO advised he is following this up as a priority for the February 23, 24 meeting.

- **Boundaries:** The CEOs raised the operational matters relating to some boundary adjustments under consideration in some councils. There was agreement that this should be discussed regionally to facilitate a more streamlined approach with government, and amongst councils. This will be considered further at the 23, 24 February meeting,
- **Events:** The Board was made aware of some community groups concerns with running events, given increasing COVID safe compliance, and the Board agreed to pursue this through the District Disaster Management Group meeting and to raise it at the Premiers scheduled teleconferences,
- **Next Meeting:** The Board agreed to host its scheduled 23, 24 February meeting in Blackall,
- **Director Updates:** all directors gave updates from their council areas with matters covered including, but not limited to:
 - Successful and well attended Australia Day celebrations,
 - The Prime Ministers visit, and Cr Rayner advised of the welcome opportunity to get the PMs ear for approximately one hour,
 - Roads works and funding,
 - Housing initiatives, funding applications,
 - Tourism related activities and new events,
- **Other:** The CEO provided updates and advice regarding:
 - His participation in a LGAQ / statewide Regional Organisation of Councils (ROC) meeting and the agreed position from all that these would be more regular to ensure good communications and alignment on key areas,
 - The Council CEOs support for an EDO / TDO / CDO regional meeting to seek those officer's views on the formation of an alliance similar to the HR Alliance which is working well,
 - His and the Chairs upcoming meeting on 1 February with QDAF, DEBST and other stakeholders regarding the former Longreach Pastoral College. The CEO reiterated the Premiers response in her December post-election correspondence:

Central Western Queensland is indeed an important contributor to the State's economy. The Queensland Government recognises the key role that the Remote Area Planning and Development (RAPAD) Board plays in advocating for Central Western Queensland, including the priorities outlined by RAPAD in *Back the Region That Backs Itself*. The Queensland Government will continue to work with RAPAD in relation to issues of importance to Central Western Queensland.

The Queensland Government remains committed to progressing the matters you have raised in relation to the former Longreach Pastoral College and hopes to be in a position in the near future to announce its decision in relation to the business case you mention and the RAPAD proposal for a Regional Training and Innovation Precinct. More broadly, the Queensland Government provides substantial support for training in the agricultural sector, including in schools and via TAFE and support provided to private training organisations. As you would be aware, RAPAD has also been funded \$350,000 to deliver a Regional Skills Investment Strategy project over two years, focusing on agriculture and other key sectors in the region.

stating that the government remains committed to matters RAPAD raised regarding the former LPC,

- His discussions with G.Scroope from QRA regarding issues raised by CEOs in relation to the flood gauge program roll out, and that Greg would attend the February meeting,
- The RAPAD Skillings managers December monthly report,
- His anticipated leave requests over the next few months,
- The Board 2021 meeting calendar which is available at <https://www.rapad.com.au/about/2021-meeting-calendar/>

RAPAD Board Meeting 23, 24 February 2021 Communiqué

As a part of normal business, the Board of RAPAD held its second scheduled Board meeting for 2021 in Blackall, on 23 and 24 February. All directors were in attendance along with CEOs. The Chair took the opportunity to welcome new Barcaldine RC CEO, Anna Scott and also thanking Cr Martin, CEO Des Howard and Andrea Saunders and other staff for supporting the meeting. Cr Martin took the opportunity to show directors and guests the Blackall saleyards (opposite) on the Tuesday evening along with the Red Ridge office and showroom facilities. Locally and regionally, both are important economic and social drivers.



The Board meeting was preceded by meetings of the Outback Regional Roads and Transport Group (ORRTG), the RAPAD Water and Sewerage Alliance (RWSA), and the Central West Regional Pest Management Group (CWRPMG) - <https://www.rapad.com.au/programs-and-projects/regional-local-government-alliances/> Immediately following the Board general meeting, the Board held its Annual General Meeting, which needed to be postponed from November 26, 2020, due to delays in receiving audited financial statements from the Qld Audit Office.

Objects of RAPAD

The objects for which the Company is established are:

- (a) to support, facilitate, promote and encourage the community, environmental and economic development of the region,
- (b) to formulate, develop, facilitate, maintain and implement, or cause to be implemented, strategies, policies and plans relating to the objects in Rule 1.5(a),
- (c) to advocate to, consult with, and advise, relevant State and Federal ministers and government agencies on matters of regional concern, and on the priorities of such matters and the means to ensure effective co-ordination and implementation of the policies, activities and programs of those State and Federal agencies, and
- (d) to facilitate, support, implement, or cause to be implemented, collaborative regional discussion and associated desired outcomes amongst, but not limited, to members.

Source: RAPAD constitution

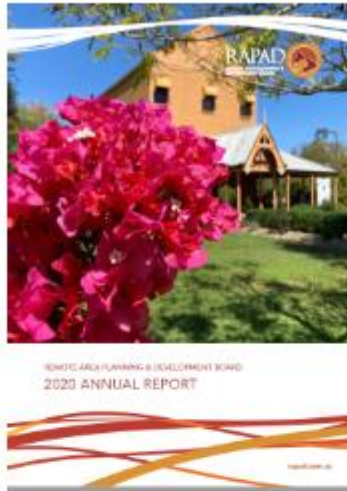
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RAPAD Annual General Meeting:

•Held on the 24th, directors received and endorsed the 19-20 audited financial statements and the auditors closing report. No resignations were received from any of the executive (Chair, Secretary, Treasurer). Consistent with the constitution elections are not required, so all executive remained in their positions unopposed, with support from all directors. Consequently, Cr Rayner remains as Chairperson, Cr Martin as Deputy Chair, Cr Baskett as Treasurer, and the RAPAD CEO D.Arnold, as Secretary.

RAPADs annual report is available online at <https://www.rapad.com.au/publications/annual-report/>.

CWRPMG meeting: On the 23rd February, the CWRPMG held their quarterly meeting. Members of the CWRPMG are, the seven RAPAD councils, AgForce, DCQ, DNRME, and QDAF. Some of the matters discussed were:

- Jeff Newton, Longreach RC Rural Lands Officer (RLO), and Chair of the regional pest and weeds technical group, provided an update on ESRI <https://www.esri.com/en-us/home>. In summary he advised:
 - that a weed template has been developed and is use by LRC staff and these templates were being rolled out across RAPAD councils,
 - all LG Rural Lands Officers agreed that progression of ESRI working proposal is to be field tested, and,
 - the tool is used by the Department of Agriculture for their Land Condition Assessment Tool (LCAT) which will be utilised for Stock Route management,
 - J.Newton also advised on the technical groups recommended regional projects focused on:
 - Barcoo - Parkinsonia and cactus at Vacy and Merriman,
 - Winton – regarding many varieties of cacti and mesquite trees at Arno's Wall,
 - Barcaldine - Parkinsonia and Sticky Florestina, Bullock and Aramac Creeks
- From Kristy Gooding, Lead, NRM from the Local Government Association of Qld (LGAQ):
 - 1080 supply
 - A resolution was made at the 2020 LGAQ Annual Conference that calls for the State Government to continue to provide 1080 free of charge to local governments, and there were some indications from QDAF that a favourable result may arise,
 - Medicines and Poisons Act 2019
 - This Act governs the use of poisons and replaces the Health Act 1937 and the Pest Management Act 2001,
 - Qld Health and the Department of Agriculture and Fisheries are preparing to run consultation sessions with councils regarding the changes to the Act,
 - Land Protection Fund Statewide Oversight Group (SOG)

- The SOG is meeting on Tuesday 23 February to discuss research projects that have been submitted thus far and the CWRPMG can provide new and emerging potential projects or recommend research targets on an annual basis via Cr Dillon who is the SOG representative,
- Queensland Feral Pest Initiative (QFPI)
 - Round 5 has now closed, and assessments have been made and announcements should be forthcoming shortly. RAPAD submitted an application under this round,
- Pristine Rivers (Lake Eyre Basin)
 - LGAQ Annual Conference resolution was that: That the LGAQ lobby the State Government to impose no further restrictions on the Lake Eyre Basins, but if changes are intended, a Regulatory Impact Statement should be developed, along with genuine and meaningful consultation with local government,
 - The State Government has committed to establishing a Lake Eyre Basin Stakeholder Advisory Group to discuss the proposed framework and inform the development of a consultation Regulatory Impact Statement. No further advice from the government is forthcoming at this time,
 - RAPAD has been involved in two iterations of the Lake Eyre Basin advisory groups, as a member, and secretariat for the most recent, conducted during the Newman government. That groups outcomes can be found here: <https://www.rapad.com.au/assets/Uploads/wrap-report-final.pdf> . RAPADs related submission to the 2018 Second Review of the Lake Eyre Basin Intergovernmental Agreement can be found here: <https://www.rapad.com.au/assets/Uploads/RAPAD-Submission-LEBIA-Section-C-2-May-2018.pdf>
- Review of the Stock Route Regulation and Stock Route Network Strategy
 - There was an election commitment by the State Government to review the regulation and release the strategy,
 - The release of a regulation and legislative amendment discussion paper is imminent along with the release of the strategy,
 - The LGAQ met with Acting Director General of the Department of Resources, Mike Kaiser last week and raised the importance of this issue to councils during this meeting,
- Natural Assets and NRM Advisory Group
 - The group has now been established and Des Howard , CEO, BTRC is the representative from the central west region.
 - First meeting will occur on 1 March 2021.
- **Other Business:**
 - **Pig Snouts:** Cr Baskett spoke to the matter of a bounty on pig snouts and there was not support for this at a regional level. There was discussion on the National Feral Pig Action Plan <https://feralpigs.com.au/> and the need to ensure consistency to that.
 - **Grasshoppers:** Cr Baskett spoke to significant problems in his region in this regard. The CWRPMG resolved to seek representation on the recently formed (by government) Grasshopper Working Group. A survey is available at: <https://www.surveymonkey.com/r/2021grasshoppers>

RAPAD General Meeting

- **Desert Channels Qld (DCQ):** The Board met with the DCQ Board and CEO to discuss collaborative opportunities. In attendance from DCQ were:
 - Andrew Drysdale - Chair
 - Rodney Williams - Director
 - George Gorrige - Director
 - Leanne Kohler - CEO

This was a follow up to their attendance at the November 2020 meeting. The discussions revolved around collaborative opportunities between DCQ and individual councils. It was agreed, as proposed by DCQ, that a MoU would be drafted to reinforce this relationship.

- **Flood Gauge Network:** Greg Scroope from the Qld Reconstruction Authority (QRA - <https://www.qra.qld.gov.au/>) attended the meeting to hear concerns raised by LG CEOs regarding the Flood Gauge Network. Some of key matters discussed were
 - The climbing cost and responsibility of the required maintenance to maintain gauge assets to the national standard,
 - a cost overrun from newly installed gauges,
 - completing the commissioning process of recently installed gauges.

A range of actions resulted from the conversation. These were:

- Greg will issue a map of all of the flood warning assets in each council area to each council,
- Greg will coordinate a meeting with the Bureau and each council was requested to discuss and clarify any issue they may have with flood warning assets in their local government area,
- RAPAD will advise Greg if a regional working group should be formed of all of the asset owners (Councils, Bureau, DNRME, TMR, Qld Rail etc) to collaborate on network efficiencies for ongoing management and maintenance,
- RAPAD councils will continue to liaise with the Bureau in completing the commissioning process of recently installed gauges so they can appear on the Bureau's website.

QRA anticipates that the next round of Resilience and Risk Reduction Funding will open in March. The key objectives of the next round – to build resilience and reduce risk – are consistent with the 2019-20 program, which is a useful starting point if council would like to consider potential projects. The QRA website provides useful information about last year's program, including a list of the successful projects. <https://www.qra.qld.gov.au/QRRRF>

Also discussed was training relating to flood gauges and the CEO updated the board on the progress with a potential training package which would be nationally accredited. The CEO advised he would continue this discussion operationally with LG CEOs.

- **Remote Area Board (RAB) Funding:**

RAPAD is partnering with the Queensland Government to deliver several projects under the Remote Area Boards Funding program, and these are briefly outlined:

- Get a Life Outback and Invest Central West
 - The aim is to position Central West Queensland as a preferred destination to live, invest and 'get ahead', underpinned by a digital platform that helps drive economic growth and population stability,
 - It will deliver a "one stop shop" online landing page website which aims to assist and "derisk" decision making through the provision of all the information one would need on the region, in one place, making it easier for those outside the region to better understand the opportunities the region has to offer them in the areas of investment, jobs and liveability,
 - The contractors were engaged February 2021 after a competitive tender process,
 - The project is on track for completion June 2021.
- CWQ tourism data model implementation
 - The project will implement the CWQ tourism data model over the first 12 months of operation and build on the work undertaken by RAPAD in 2020 <https://www.rapad.com.au/assets/Uploads/CWQ-Tourism-Data-Collection-and-Analysis-Public-Version-v1-1.pdf>

- It will undertake audit updates of attractions, events and accommodation and input updated data, Tourism Research Australia data, and workshop and survey material into the model. The capacity and understanding of regional stakeholders about data integrity, consistency and reliability will be built during - the project. An evaluation will be undertaken to understand the most cost-effective method of continuing to maintain and update information and to identify a preferred future funding model and this would largely be dependent on industry buy in. RAPAD undertook consultation with the Outback Qld Tourism Authority (OQTA) throughout 2019 before commencing this project, and this stage is a follow on from that first stage as outlined in the report noted above in the weblink. The original project and this were also undertaken to support the LRC / WSC sub regional tourism activation plan in which RAPAD is nominated as lead agent for a tourism data priority project,
- The contractors were engaged in December 2020 and the project is on track for completion in June 2021.
- **Department of State Development, Infrastructure, Local Government and Planning:**
 - Sue McCosker, A/Regional Director, Central Queensland Regional Office, Regional Economic Development – North State Development Group, attended on behalf of the department,
 - Sue advised that the department has developed short interactive online workshops targeting smaller businesses in Central West Queensland. The Capability Statement workshop is relevant to any business. The workshop will help the business to develop a value proposition (the value you are providing to your customer) which can be used in developing a website, in marketing or to tender for work. Tendering workshop will help businesses to win work, particularly contracts offered by councils or the Queensland Government,
 - As stated above, Sue reiterated that the department has provided funding to RAPAD under the Remote Area Boards program to:
 - implement the Central West Queensland Tourism Data Model, which was developed with funding under the previous round,
 - develop a Central West Queensland jobs, liveability and investment website to more cohesively market the region and its opportunities,
 - The department has received details of priority projects from most member councils. The collated list will be used to inform the investment content of the CWQ website, to advocate the region's priorities within government and will inform an update of RDACWQ's regional projects pipeline document.
- **Department of Regional Development & Manufacturing:**
 - Richard Austin, Executive Director, Regional Development attended on behalf of the department,
 - The Department of Regional Development & Manufacturing has welcomed the government Water Division into the team. Adding Water to the department aligns well with the work the Regional Development division is undertaking to build the resilience of regional communities, attract new investment and create new jobs,
 - The Department is responsible for a number of Committees and programs including:
 - Rural & Regional National Cabinet Reform Committee: Chaired by the Deputy Prime Minister,
 - Regional Australia Institute: Department is working on the 2021/22 regional research program,
 - North Australia Investment Fund: representation on the State/ Commonwealth Working Group,

- The Regional Development team provides project facilitation support to larger projects and is currently looking at support to two potential major projects in the Central West region. The team will work closely with State Development and other agencies to help facilitate favourable outcome.
- **Tourism:** At the November 2020 meeting the Board was provided with a proposal regarding a Chief Tourism Officer specific to the CW Qld region where the focus would be predominantly on product development. This matter was considered, and while the Board continues to recognise the role of tourism and continues to advocate and act in various ways, in this area, the Board resolved that they would not progress the proposal.
- **Rural Financial Counselling Service Nth Qld** (RFCSNQ – www.rfcsnq.com.au): The Board received updates on service statistics (*see attached*), relating to the CWQ region¹, from the rural financial counsellors (RFC) and small business financial counsellors (SBFC). RFCSNQ services the CWQ region with approximately 1.2 full time equivalents (FTEs) RFCs and 2 FTE SBFCs.
These are:
Rachel Bock - <https://www.rfcsnq.com.au/agribusiness-financial-counsellors/rachel-bock>
Emma Cook - <https://www.rfcsnq.com.au/agribusiness-financial-counsellors/emma-cook>
Paul Misipeka - <https://www.rfcsnq.com.au/small-business-financial-counsellors/paul-misipeka>
Paula Misipeka - <https://www.rfcsnq.com.au/small-business-financial-counsellors/paula-misipeka>



Client Video Testimonial (click link below)

<https://www.facebook.com/rfcsnq/videos/216501663451533>

- **Finance, Legal, Risk:** The board received the financial year financial statements for the period ending January 2021. The Board also received:
 - revised unaudited 19-20 FY statements, and the CEOs feedback on the 19-20 audit process,
 - advice that the remuneration committee had met as an action from the previous meeting,
 - advice from the CEO and Cr Rayner regarding the recent RESQ <https://www.resqld.com.au/> board meeting,
 - advice regarding a proposed joint venture,
- **LGAQ Policy Executive:**
Cr Dare & Kristy Gooding spoke to the LGAQ policy brief, covering:
 1. February Policy Executive Meeting
 2. Federal Budget submission overview
 3. State Budget

¹ This excludes BTRC as BTRC is serviced by www.rfcsnq.org.au. Service boundaries are set by government.

4. Filling of mayoral and councillor vacancies
5. COI Legislation update
6. Rural & Remote Councils Compact
7. Queensland Climate Resilient Councils (QCRC) Program Grants
8. Waste Update
9. Trade and Investment update
10. Natural Assets and Natural Resource Management Update
11. Tait v Goondiwindi Regional Council [2019] QDC 208
12. Awards validity challenge
13. Review of the Strong and Sustainable Resource Communities Act 2017
14. 2021 ROC Assembly
15. LGAQ Submissions Update

Also tabled was the recent presentation to the LGAQ policy executive titled '*Building the partnership with ROCs*'. The working relationship and engagement framework between LGAQ and Regional Organisations of Councils (ROCs) will be progressed and finalised at the LGAQ / ROC forum to be held at the end of March, and this meeting will be attended by the Chair and CEO.

- **National Drought and North Queensland Flood Response and Recovery Agency:**

- Bruce Scott OAM, Advisor attended the meeting on behalf of the agency. Bruce is a former Mayor of Barcoo Shire council and now in this local government advisory role to the NDNQFRRRA he is an important conduit between Western Qld local governments and the Agency / Prime Minister's Office. Bruce is providing support with the WQAC (see below) joint efforts regarding connectivity amongst other things. His update to the Board is attached.

- **West Qld Alliance of Councils (WQAC):** The CEO updated the Board on recent WQAC matters. The board endorsed the expenditure of \$17000.00 as a co-contribution towards the implementation of a housing research paper to be undertaken by the Regional Australia Institute. Housing is identified as a critical issue affecting all western communities.

The CEO also advised that the WQAC assembly will now take place in Richmond from the 17-19 May and planning has commenced in earnest.

A draft 'connectivity' Terms of Reference has been developed, and the EOs (of the 3 regional groups that make up the WQAC) are currently engaged in discussions with a potential proponent to progress that.

- **Chief Digital Officer:** The CEO tabled a proposal to progress a Chief Digital Officer role. As a part of our 2020 State Government election advocacy - <https://www.rapad.com.au/assets/Uploads/2020-RAPAD-Election-Platform-LR.pdf> - RAPAD advocated for this role to support it drive its strategic focus in this area. Amongst other focus areas, RAPAD identifies in its strategic plan - <https://www.rapad.com.au/about/strategic-plan/> - these areas:

Technology and the Digital Economy Outcome: The digitalisation of the RAPAD region to be become a technologically ready region of choice, providing a rich and fulfilling life style and opportunities for business growth and success.

Innovation and Entrepreneurship Outcome: Globally connected ecosystems; and provision of hard and soft infrastructure that fosters innovation, creativity and entrepreneurship across the RAPAD region.

Rather than engage a full time CDO, the CEO advised it was his proposal to engage GWI (gwi.com.au), an entity with considerable expertise in this area. To support RAPAD in improving digital capability in CWQ, GWI will:

- Assess and catalogue our current digital capability, assets and gaps across the region,
- Agree regional digital priorities with RAPAD and its members,
- Provide a 12-month digital action plan,

- Advise on regional connectivity and help us to obtain funding and support to address gaps/blackspots,
- Support our engagement with Federal and state governments
- Engage industry on our behalf,
- Respond to specific problems and requests for information and advice.
- **Other:**
 - Boundaries: At a previous meeting, several CEOs raised the operational matters relating to some boundary adjustments under consideration in some councils. This matter was considered again, and it was agreed there was no additional benefit in progressing this matter regionally, and those councils would address these matters internally and across shire boundaries as required,
 - Shared Resource: Cr Sally O'Neil and P.Hockings, from Barcoo SC, provided an update on the work they are undertaking with QTC and there was discussion on shared resource opportunities resulting from this work, noting the existing shared arrangements already existing, and that opportunities would continue to be explored,
 - Mental Health Grants: There was discussion on the \$75000.00 available to local governments for mental health related activities and several councils advised they are likely to allocate all/part of the funding towards some existing mental health related initiatives,
 - Skills Shortages: There was discussion on the present, and foreseeably worsening, skills shortages. A small working group will form to identify what can be done to alleviate this in the short to long term,
 - The CEO provided updates and advice regarding:
 - The RAPAD Skilling <https://www.rapadskilling.com.au/> managers January monthly report,
 - OPS Media Release (*attached*),
 - The recent journal article '*Understanding the value of the creative arts: place-based perspectives from regional Australia*', published in 'Cultural Trends', an academic journal in the field of arts and humanities. It is written by Dr Sasha Mackay, Professor Helen Klæbe, Dr Donna Hancox & Professor Sandra Gattenhof, from QUT. This article shares the first stage findings of an Australian Research Council (ARC) Linkage Project – *The Role of the Creative Arts in Regional Australia: A Social Impact Model* in which RAPAD and Red Ridge are partners in. This project explores the ways regional, rural and remote communities experience arts and culture in their own communities. The article can be found at: <https://www.tandfonline.com/eprint/UCJXAGHCIZP77URYKVVZ/full?target=10.1080/09548963.2021.1889343>
 - The Board 2021 updated meeting calendar which is available at <https://www.rapad.com.au/about/2021-meeting-calendar/>

Di Farmer MP is at RAPAD.
1 d · Longreach ·

Two things: 1. Longreach has a shortage of aged care workers. So they applied to the QLD Government for our Skilling Queenslanders for Work program, to train 25 unemployed/underemployed people to do the work.

2. Because Annu's nursing qualifications from India aren't recognised in Australia - when he moved his young family to Longreach, he could only get casual work at the local nursing home.

Thanks to the beautiful Heather and Di, and our SQW program, Annu and 24 others, are getting one-on-one help to do a Certificate in Individual Support.

Annu gets a permanent job - which he's extra happy about because his wife is about to have another baby in a week's time! The nursing home gets an enthusiastic worker who's qualified to take more shifts.

And there are more people in general, qualified to look after elderly people at home or in Homes in the Longreach community.

It's a win-win!



▪ In the week following the meeting Minister Di Farmer visited RAPAD to hear about the work of RAPAD Skilling and delivery of the Skilling Queenslanders for Work program

RAPAD Board of Directors and CEO



CR SEAN DILLON
Mayor Barcaldine
Regional Council



CR SALLY O'NEIL
Mayor Barcoo Shire
Council



CR ANDREW MARTIN
Mayor Blackall-Tambo
Regional Council



CR RICK BRITTON
Mayor Boulia Shire
Council



CR ROBBIE DARE
Mayor Diamantina Shire
Council



CR TONY RAYNER
Mayor Longreach
Regional Council



CR GAVIN BASKETT
Mayor Winton Shire
Council



DAVID ARNOLD
CEO RAPAD

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 5.4

SUBJECT HEADING: Rail Trail Feasibility Study

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

CLASSIFICATION: (if confidential)

Summary: Expressions of Interest were called for the development of a Business Case and Strategic Implementation Plan for a Rail Trail from Yaraka to Blackall as part of the Barcoo Way Tourism Product Offering. Applications closed Friday, 26 February 2021 with four applications received.

Recommendation: That Council award the development of a business case and strategic implementation for a Rail Trail from Yaraka to Blackall to the Tilma Group for \$49,525.00 as their proposal provides the best value for money.

Background

On behalf of the Barcoo Way Stakeholder Committee, Council sought proposals from a suitably qualified consultant to deliver the development of a business case and strategic implementation plan for the conversion of the disused railway track from Yaraka to Blackall into a multi-use path for walking, cycling and horse-riding trail.

The project was advertised on VendorPanel and 20 companies were invited to respond. Requests to quote closed Friday, 26 February 2021 with 4 responses received.

AEC Group	Tourism is not their core business Have experience
Tilma Group	Tourism focused business Some experience in rail trail development
Stafford Strategy	Tourism focused business Have knowledge of the region
Ninesquared	All desktop research Experiences in infrastructure projects

It is recommended that the Tilma Group be awarded the project as they offer best value for money.

Link to Corporate Plan

Economic Development

Outcome 2 - Tourism

Consultation (internal/external)

CEO

Mayor
Arts & Cultural Officer

Policy Implications
Nil

Budget and Resource Implications
\$50,000.00 funded

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 5.5

SUBJECT HEADING: Blackall Industrial Lots

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

CLASSIFICATION: (if confidential)

Summary: There is 1 lot at the Blackall Industrial Estate currently available with another lot pending a valuation.

Recommendation: That Council receive the report and offer Lot 26 on SP 210376 for sale.

Background

There has been increased interest in the purchase of industrial lots in Blackall with most of the land sold. Lots 6, 15 & 16 are currently under contract and lot 8 is the only land available for purchase.

Lot 26, 1 Mulberry Street, is yet to be listed for sale. This was not possible before as Optus held a lease on this property. The lease has since been surrendered.

Council's Rates Officer is seeking a valuation for lot 26 on SP 210376 and once a valuation has been provided it can be listed for sale.

Link to Corporate Plan

Economic Development

Outcome 1 – Business Investment

Outcome 4 – Land Development

Consultation (internal/external)

CEO

Rates Officer

Policy Implications

Nil

Budget and Resource Implications

To be confirmed

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 5.6

SUBJECT HEADING: Local Disaster Management Group

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 5 March 2021. At the meeting, the revised Local Disaster Management Plan and BTRC COVID-19 Event Specific Recovery Plan were adopted.

Recommendation: That Council:

1. receive the minutes from the 5 March 2021 Local Disaster Management Group meeting; and
 2. adopt the revised Local Disaster Management Plan, version 4.2; and
 3. adopt the BTRC COVID-19 Event Specific Recovery Plan, version 2.
-

Background

The Local Disaster Management Group held a meeting on 5 March 2021. Core members and advisors were present at the meeting.

The Local Disaster Management Plan was revised and adopted at the meeting. The BTRC COVID-19 Event Specific Recovery Plan which was written in partnership with the Queensland Reconstruction Authority was also adopted.

The minutes, Local Disaster Management Plan and COVID-19 Event Specific Recovery Plan are attached to this report.

Link to Corporate Plan

Environment & Heritage

Outcome 1 – Disaster Management

Consultation (internal/external)

CEO

Mayor

Disaster Management Coordinator

Qld Reconstruction Authority

Policy Implications

Nil

Budget and Resource Implications

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 Microsoft Teams
Friday 5 March 2021**

1.0 Welcome and Call to Order

The Meeting was called to order and opened at 1.06pm

2.0 Attendance

Andrew Martin (Mayor, LDMG Chair)
Des Howard (CEO BTRC)
Craig Neuendorf (Disaster Management Coordinator)
Phillip Kuhne (QFES Emergency Management Coordinator)
Lindsay Russell (BTRC Deputy Mayor and LDMG Deputy Chair)
Dan Burton (DPI Blackall)
Matt Richardson (QFES Blackall)
Mel Baird (Disaster Management Support Officer)
Jaimee-Lee Prow (Blackall-Tambo Regional Council)
Jim Beck (OIC Tambo Police)
Jason Karsten (SES Tambo)
Julie Seeber (Acting Director of Nursing/Facility Manager, Blackall Hospital)
Lisa Kings (Acting Business Manager, Blackall Hospital)
Doug Armstrong (QAS Blackall)
Zayla Bourke (QAS Blackall)
Kim Llewelyn (Acting QFES Inspector)
Stefan Holweg (EHO BTRC)

3.0 Apologies

Julia Cook (District Disaster Coordinator)
Scott Fayers (QPS)
Donny Wheeler (SES Blackall)
Garth Kath (DWS BTRC)
Patrick Downing (SES Longreach)
Mick Wilshire (OIC Blackall Police)

4.0 Confirmation of Minutes

Moved: Jaimee-Lee Prow Seconded: Lindsay Russell

That the minutes from the 29 April 2020 meeting be confirmed.

Carried

5.0 General Business

5.1 Adoption of the revised BTRC LDMG Disaster Management Plan

Moved: Dan Burton Seconded: Lindsay Russell

That the revised BTRC LDMG Disaster Management Plan be adopted and taken to Council for endorsement.

Carried

5.2 Adoption of the BTRC COVID-19 Event Specific Recovery Plan

Moved: Zayla Bourke Seconded: Matt Richardson

That the BTRC COVID-19 Event Specific Recovery Plan as prepared by the Queensland Reconstruction Authority be adopted.

Carried

5.3 Nomination of Phillip Kuhne as a Local Disaster Management Group Advisor

Moved: Doug Armstrong Seconded: Jaimee-Lee Prow

That the nomination of Phillip Kuhne, QFES, as a Local Disaster Management Group advisor be accepted.

Carried

5.4 Inwards Correspondence

Moved: Lindsay Russell Seconded: Mel Baird

That the following correspondence be received:

- Australian Government Crisis Management Framework – P Kuhne will circulate a one-page summary.
- Red Cross Evacuation Centre Planning and Development Operational Considerations COVID-19
- Telstra – how we prepare for natural disasters.

Carried

6.0 Round Table

Phil Kuhne – disaster management training. Working with Craig on who needs training. Most of BTRC have completed their training. Only 3 to complete their introduction to disaster management. Will provide information to Council on who needs training.

Kim Llewelyn – New to the area from Jan 4th. Met Matt Richardson and Blackall crew. Will be coming down to do some more exercises and recruitment. Moved to Longreach from Cleveland.

Julie Seeber – coming from a rural and remote background. Have been in the role for 5 days.

Jim Beck – nothing to add. Everything is going okay.

Craig Neuendorf – Really enjoyed working in partnership with the five other Councils to develop and produce the flip book. Thanks for Andrea's assistance. Thanks to Jaimee-Lee for assisting with the resource list for Blackall-Tambo. Andrea, Jaimee-Lee and I will be finalising the recovery sub-plan in the near future.

Doug Armstrong – recently appointed OIC at the station. 30 years in the service and transferred from Mount Tamborine. Willing to help and assist with any hospital and ambulance matters. Thanks to Zayla who was the previous OIC for Blackall.

Matt Richardson –still doing training and working with the crew.

Dan Burton – ASF (Asian Swine Flu) exercise coming up. Feral and domestic pigs will be dealt with, tracing and tracking. Lots of groups are being formed for ASF. ASF is a hot topic at the moment.

Andrew Martin – Grasshoppers - patch to the south of BTRC. From the RAPAD prospective there is a chemical trying to access it for the plague?

Dan Burton – there is. Grasshoppers are causing a lot of damage.

Jaimee-Lee Prow - from a community prospective when is the community getting vaccinated for COVID-19?

Andrew Martin - no dates yet but expecting it to start rolling out sooner than expected. Doing a town at a time and venues have been tentatively booked.

Julie Seeber – clinically you need 14 days between fluvax and COVID vaccinations. Local nursing staff are doing training and specialised teams are to administer the vaccine.

Mel Baird – elderly and front-line workers will be first in line. Vaccination are still in the planning phase.

7.0 Close

At 1.57pm the meeting was closed.



BLACKALL-TAMBO REGIONAL COUNCIL



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Message from the Chair of the Blackall-Tambo Local Disaster Management Group

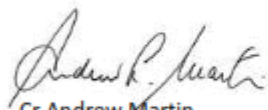
Blackall-Tambo Regional Council has an active Disaster Management philosophy which embraces mitigation, prevention, preparedness, response and recovery strategies.

The Blackall-Tambo Communities know well the effects that a natural disaster can have on people, infrastructure and business. In recent years major floods have been seen across the region which has seen the community strengthen and work together and as a result, recovery efforts have been successful.

The Blackall-Tambo Local Disaster Management Group aims to assist the Blackall-Tambo communities by providing the information and plans to mitigate against adverse effects of a disaster and to co-ordinate an effective response and recovery.

This plan and its associated sub-plans document the arrangements required under the *Queensland Disaster Management Act 2003*. The Plan takes a risk based and all hazards approach when considering strategies.

Only through collaboration with the Community and members of the Local Disaster Management Group from all levels of Government and Non-Government organizations, can Disaster Management efforts be successful.



Cr Andrew Martin
Mayor
Chairperson
Local Disaster Management Group



Part 1: Planning Environment and Document Control

1.1 Authority to Plan

This Plan is prepared under the provisions of section 57(1) of the *Disaster Management Act 2003*. The Local Disaster Management Plan (the Plan) has been prepared pursuant to these provisions and is in accordance with current guidelines. In accordance with section 80(1)(b) of the *Disaster Management Act 2003*, final approval has been given to this Plan by Blackall-Tambo Regional Council on 15 March 2017 where the Plan was adopted by resolution. Initial approval was given to the Plan by the Blackall-Tambo Local Disaster Management Group on 25 August 2016.

In accordance with section 30(1)(f) of the *Disaster Management Act 2003*, the Local Group is responsible to manage disaster operations in the area under policies and procedures decided by the State Group. In the event of a disaster, decision-making authority for its management in the local area vests with the Chairperson of the Local Disaster Management Group. Such authority involves the coordination of disaster operations and activities performed by entities involved in a disaster.

1.2 Consultation

In addition to council, various organisations and stakeholders were afforded the opportunity to provide feedback, suggestion alterations or identify omissions in relation to the development and/or the maintenance of this document.

1.3 Distribution

In accordance with section 60 of the *Disaster Management Act 2003*, the Local Disaster Management Plan is available for inspection, free of charge, by members of the public at the Council website at <http://www.btrc.qld.gov.au>.

This Plan has been distributed to all members of the LDMG and key stakeholders. Membership records will be collected, stored and disposed of in accordance with the information privacy principles contained in Schedule 3 of the *Information Privacy Act 2009*.

1.4 Legislation

Council is obligated to prepare, respond to and recover from disasters in accordance with a range of legislative provisions.

The following legislation provides Council and other key emergency services with tools to prepare for a disaster and regulate activities that may prevent the affects of an event.

- *Local Government Act 2009*;
- *Disaster Management Act 2003*;

- *Police Powers and Responsibilities Act 2000*;
- *Public Safety Preservation Act 1986*;
- *Water Act 2000*.

1.5 Planning Review

The Blackall-Tambo LDMG will monitor and review this Plan (and all associated plans and arrangements) on an annual basis in accordance with section 59 of the *Disaster Management Act 2003*. This review shall be conducted by members of the LDMG annually.

This Plan (and all associated plans and arrangements) will be subject to review following:

- Any significant activations of the Plan that identify gaps in the Plan or issues requiring resolution;
- Identification of changes to the hazard landscape involving the emergence of new hazards/risks or significant changes in the nature of existing hazards/risks;
- Identification of significant changes in the context of the community;
- Significant progress on programmed mitigation strategies;
- Identification of lessons learned from activation, exercises or training activities.

The Blackall-Tambo Local Disaster Management Plan shall incorporate sub-action plans for:

- Emergency training;
- Establishment of the disaster coordination centre;
- Communications;
- Evacuations,
- Welfare and community recovery;
- Risk and hazard assessment (QERMF); and
- Any other area as required.

1.6 Amendment Control

The Local Disaster Management Plan is a controlled document. The controller of the document is the Blackall-Tambo Local Disaster Coordinator (LDC). Any proposed amendments to the plan should be forwarded in writing to:

Local Disaster Coordinator
PO Box 21
BLACKALL QLD 4472

The LDC may approve inconsequential amendments to this document. Any changes to the intent of the document must be approved and endorsed by the Blackall-Tambo Local Disaster Management Group.

A copy of each amendment is to be forwarded to those identified in the distribution list. On receipt, the amendment is to be inserted into the document and the Amendment Register updated and signed.

Amendment Register

Amendment	Date	Inserted by
Contact List Updated	August 2016	LDMG
Update to Version 2.0	September 2016	LDMG
Update to Version 3.0	April 2019	LDMG
Update to Version 4.0	August 2019	

Version Control

Version	Date	Date Accepted by LDMG
Version 1.0	May 2015	
Version 2.0	September 2016	
Version 3.0	April 2019	
Version 4.0	September 2019	

1.7 Endorsement

The preparation of this Local Disaster Management Plan has been undertaken in accordance with the *Disaster Management Act 2003*, to provide for effective disaster management in the Blackall-Tambo local government area.

The plan is endorsed for distribution by the Blackall-Tambo Local Disaster Management Group.

Cr. AL Martin
Chairperson
Local Disaster Management Group

DA Howard
Local Disaster Coordinator
Local Disaster Management Group

Part 2: Introduction

2.1 Purpose

The Plan documents the arrangements, relationships and agreement of the Blackall-Tambo local government's approach to disaster management in accordance with the *Disaster Management Act 2003*.

The Plan has the aim of maximising the resilience of local communities through mitigating identified risks, preparing for possible disaster events and maintaining the capacity of local organisations to support local communities. The plan details the arrangements within the Blackall-Tambo Regional Council (BTRC) area to plan and coordinate disaster management and disaster operations capability ensuring compliance with the *Disaster Management Act 2003*.

As legislated in section 57 of the Act, the purpose of the Local Disaster Management Plan (LDMP) is to:

- a) Embed the State group's strategic policy framework for disaster framework for Queensland and detail council's policies for disaster management.
- b) Define the roles and responsibilities of entities involved in disaster management.
- c) Detail arrangements for the coordination of disaster operations and activities relating to disaster management performed by those entities involved in disaster management.
- d) Identify events that are likely to happen in the area.
- e) Identify the strategies and priorities for disaster management for the area.

2.2 Objectives

The objectives of the Blackall-Tambo Local Disaster Management Plan are to facilitate the implementation of effective and efficient disaster management strategies including:

- The development, review and assessment of effective disaster management for the Blackall-Tambo Region including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster;
- Compliance with the Queensland Disaster Management Committee's (QDMC) Strategic Policy Framework, the State Disaster Management Plan; the District Disaster Management Guidelines; the Emergency Management Assurance Framework, and any other Guidelines relevant to district level disaster management; and
- The development, implementation and monitoring priorities for disaster management for the Blackall-Tambo Region.

2.3 Guiding Principles

This plan and disaster management within Queensland follows the four guiding principles outlined in the Act:

- a) Disaster management should be planned across the following four phases – of prevention, preparedness, response and recovery.

- b) All events, whether natural or caused by human acts or omissions, should be managed in accordance with the strategic policy statement, the state disaster management plan and any other disaster management guidelines.
- c) Local governments should primarily be responsible for managing events in their local government area.
- d) District groups and the state disaster management group should provide local governments with appropriate resources and support to help the local governments carry out disaster operations.

2.4 Strategic Policy Framework

Disaster management and disaster operations in the Blackall-Tambo Regional Council local government area are consistent with the Disaster Management Strategic Policy Framework. This is achieved by:

- Ensuring a comprehensive, all hazards, all agencies approach by achieving the right balance of prevention, preparedness, response and recovery;
- Supporting the mainstreaming of disaster preparedness and mitigation into relevant areas of activity of government, non-government, small business and corporations;
- Aligning disaster risk reduction, disaster mitigation, disaster resilience and climate change adaptation policy and actions with international and national reforms;
- Promoting a transparent, systematic and consistent approach to disaster risk assessment and management, based on the Queensland Emergency Risk Management Framework (QERMF) and the Australian/New Zealand Standard AS/NZS ISO 31000:2009 Risk management;
- Recognising the commitment of stakeholders and the need for collaboration across all levels of government, community, industry, commerce, government owned corporations, private and volunteer organisations, and local communities in all aspects of disaster management;
- Emphasising building and maintaining sincere relationships, trust, teamwork, consultative decision-making and shared responsibilities among stakeholders; and
- Promoting community resilience and economic sustainability through disaster risk reduction.

2.5 Scope

This plan details the arrangements necessary to undertake disaster management within the Blackall-Tambo Regional Council local government area, which includes the areas of:

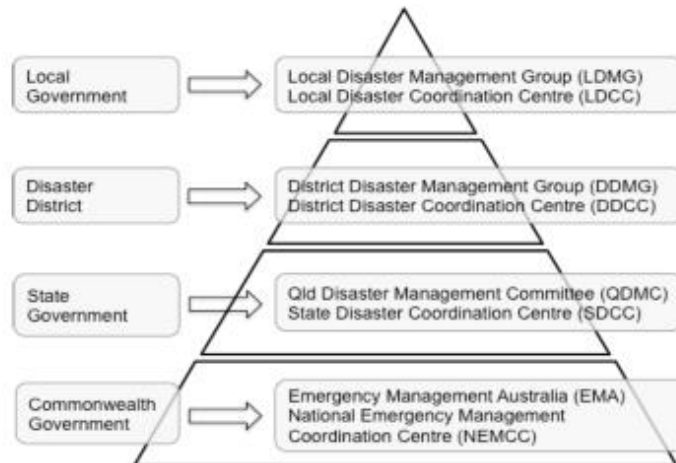
- Blackall
- Tambo

This entails the use of any State and Commonwealth government department and/or agencies and all resources available for the prevention of, preparedness for, response to and recovery from, the effects of disasters or events having a community consequence, whilst utilising an all hazards approach.

Part 3: The Disaster Management System in Queensland

3.1 The Queensland Disaster Management Arrangements (QDMA)

The Blackall-Tambo LDMG forms part of the Queensland Disaster Management Arrangements (QDMA). The Arrangements include local, district and state tiers (as shown in the diagram below). The arrangements enable a progressive escalation of support and assistance as required.



During a disaster, Council provides initial support to the affected community until its resources are fully committed. Additional support from the state, and ultimately the Commonwealth Government may be requested if needed. In accordance with section 4A(c) of the Act, local government is the frontline of disaster management and primarily responsible for managing events in their local government area. The Blackall-Tambo LDMG is ideally suited to manage disaster events at the community level, based on its understanding of local social, environmental and economic issues as well as knowledge of the Shire's infrastructure.

Under section 4A of the Act, disaster management in Queensland is based on four principles, which have been adopted by council, namely:

- A comprehensive approach
- An all hazards approach
- A local disaster management capability
- Support by the state group and district groups to local governments.

3.2 The comprehensive approach to disaster management

The comprehensive approach to disaster management consists of four phases outlined in section 4A of the *Disaster Management Act (2003)*:

Prevention

- Investigate and coordinate strategies to reduce the impact of disaster events on the community.

Preparedness

- Increase community resilience by increasing knowledge and education.
- Encourage shared responsibility and an all-hazards approach to disaster management – including for the resources and arrangements used to support response and recovery.
- Enhance local capability by encouraging participation in training and exercise, contributing to equipment acquisition programs and building relationships.

Response

- Provide effective and efficient coordination of disaster response and relief/short-term recovery in order to safeguard people, property and the environment.
- Provide support to the townships of Blackall and Tambo, as well as outside of these townships, that may be affected by a disaster.

Recovery

- Ensure that the recovery priorities of the Blackall-Tambo Regional Council community are identified and met across the functional areas.
- Ensure that recovery operations help to build whole of community resilience.

3.3 The Inspector General of Emergency Management (IGEM)

The functions of the Inspector General Emergency Management are prescribed in Part 1A of the *Disaster Management Act (2003)*.

The Inspector-General Emergency Management (IGEM) is responsible for providing the Premier, Government and people of Queensland an assurance of public safety, through the establishment and implementation of an assurance framework to direct, guide and focus work of all agencies, across all tiers of Government to the desired outcomes of the disaster and emergency management arrangements for Queensland.

The Office of the Inspector-General Emergency Management supports the Blackall-Tambo LDMG through conducting a range of review and assessment projects, consulting stakeholders, to enable confidence in Queensland's disaster and emergency management arrangements.

www.igem.qld.gov.au

3.4 Emergency Management Assurance Framework

The Emergency Management Assurance Framework (EMAF) is a commitment by Queensland's disaster management stakeholders to position Queensland as the most disaster resilient State in Australia.

The framework support accountability and builds consistency across all levels of the disaster management arrangements and reinforcing a shared responsibility for delivery better disaster management outcomes for the community.

The four guiding principles of the EMAF are:

Leadership

The foundational principle of leadership is demonstrated at all levels through a commitment to a shared culture of disaster management excellence. Strategic planning, within the context of resources and risk, underpins clear decision-making and planning priorities to achieve disaster management outcomes for the community.

Public Safety

Public safety is the primary driver for the continuous improvement of Queensland's disaster management arrangements. These arrangements are delivered through disaster management groups where policy, procedure and practice focus on the safety of the community, engaging stakeholders and sharing responsibility.

Partnership

Everyone has a role to ensure Queensland is the most disaster resilient state in Australia. Strategic partnerships across all entities will improve disaster management outcomes when they are well governed, drive clear roles and responsibilities, and promote true collaboration.

Performance

A culture of performance drives disaster management outcomes where productivity and effectiveness is measured by a combination of quality, quantity, cost, time or human relationships. Performance is monitored and analysed against the Standard. Good practice is embedded across all phases of disaster management.

3.5 Standard for Disaster Management

The Standard for Disaster Management (the Standard) in Queensland establishes the performance requirements of all entities involved in disaster management in order to achieve the best outcomes for the community and is issued pursuant to the provisions of Section 16N(1) of the Act.

The Standard focuses on outcomes and accountabilities of shared responsibilities in disaster management. The shared responsibilities include:

- Managing risk
- Planning and plans
- Community engagement
- Capability integration

- Operations
- Collaboration and coordination.

3.6 The Queensland Reconstruction Authority

In response to the disaster events, the Queensland Government established the Queensland Reconstruction Authority (QRA) under the *Queensland Reconstruction Act 2011*. The QRA's role was later expanded to include the administration of prior and subsequent events and it was made a permanent part of the Queensland Government in June 2015. The QRA's vision is to build a more disaster-resilient Queensland.

The QRA manages and coordinates the Government's program of infrastructure reconstruction within disaster-affected communities. The QRA focuses on working with state and local government partners to deliver value for money and best practice expenditure and acquittal of public reconstruction funds.

The QRA is also the lead agency responsible for disaster recovery, resilience and mitigation policy.

<http://qldreconstruction.org.au/>

3.7 The Queensland Strategy for Disaster Resilience

The Queensland Reconstruction Authority (QRA) has updated the original Queensland Strategy for Disaster Resilience, developed in 2014, to incorporate climate change risk and deliver a comprehensive, all-hazards approach to building disaster resilience throughout Queensland.

The Strategy now aligns with international best practice - the Sendai Framework for Disaster Risk Reduction 2015-2030.

The Strategy is underpinned by its four key objectives:

- Queenslanders understand their disaster risk
- Strengthened disaster risk management
- Queenslanders are invested in disaster risk reduction
- There is continuous improvement in disaster preparedness, response and recovery.

The Strategy provides an overarching framework to empower Queenslanders to factor in resilience measures and activities as they anticipate, respond and adapt to changing circumstances.

https://www.qra.qld.gov.au/sites/default/files/2018-10/queensland_strategy_for_disaster_resilience_2017_0.pdf

3.8 The Role of Local Government

The Disaster Management Act 2003 details a range of functions and responsibilities for local government to ensure that it meets its statutory obligations. Section 80 of the Act requires local government to undertake the following functions:

1. To ensure it has a disaster response capability
2. To approve its local disaster management plan prepared under part 3 of the Act
3. To ensure information about an event or a disaster in its area is promptly given to the district disaster co-ordinator for the district in which its area is situated
4. To perform other functions given to the local government under the Act.

In addition to these functions; section 29 of the Act specifies that local government must establish a LDMG for the local government's area.

Part 4: The Blackall-Tambo Local Disaster Management Group

4.1 Establishment

In accordance with section 29 of the *Disaster Management Act 2003*, Blackall-Tambo Regional Council has established a Local Disaster Management Group.

4.2 Functions

Under the *Disaster Management Act 2003*, section 30, the Blackall-Tambo Local Disaster Management Group has the following functions for which it is established:

- a) to ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State;
- b) to develop effective disaster management for the area, and regularly review and assess that disaster management;
- c) To help the Local Government for its area to prepare a Local Disaster Management Plan;
- d) To identify, and provide advice to the relevant district group about support services required by the local group to facilitate disaster management and disaster operations in the area;
- e) to 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;
- f) to manage disaster operations in the area under policies and procedures decided by the State group;
- g) to provide reports and make recommendations to the relevant district group about matters relating to disaster operations;
- h) to identify and coordinate the use of resources that may be used for disaster operations in the area;
- i) to establish and review communications systems in the group and with the relevant district group and other local groups in the disaster district, for use when a disaster happens;
- j) to ensure information about a disaster in the local area is promptly given to the district group;
- k) to perform other functions given to the group under this Act;
- l) to perform a function incidental to a function mentioned in paragraphs (a) to (k).

4.3 Priorities

1. Improve community (including business) disaster planning/mitigation and preparation.
2. Develop and maintain a local disaster management group membership who are appropriately qualified and trained, and able to contribute to meeting the functions of the LDMG.
3. Ensure consistent and effective management and coordination of disaster operations in accordance with established protocols.
4. Integrate effective disaster risk reduction initiatives into Council's strategic and corporate plans, community organisations, industry and commerce.
5. Review and implement local sub-committees to carry out identified functions.
6. Develop and maintain effective local community communications strategies.
7. Develop, monitor, evaluate and revise local plans to ensure effective disaster management for the Shire in order to:
 - Streamline arrangements;

- Develop clear accountability, including defined roles and responsibilities at all levels of the disaster management arrangements;
- Improve the communication flow process;
- Develop whole-of-government, media and community engagement arrangements;
- Continually monitor local arrangements to ensure consistency with legislation, policy and standards.

4.4 Obligations

Members of the LDMG in undertaking their normal responsibilities should ensure they:

- Attend LDMG activities with a full knowledge of their organisations' resources and services and the expectations of their organisation;
- Are available and appropriately briefed to actively participate in LDMG activities to ensure that plans, projects and operations use the full potential of their organisation, while recognising any limitations;
- Are appropriately positioned within their agency to be able to commit agency resources to LDMG normal business activities;
- Have a deputy who is appropriately trained to take on their responsibilities should they be unavailable or to provide additional support during extended operations;
- Contribute to Disaster Management Planning for the Shire.

4.5 Chairperson and Deputy Chairperson

In accordance with Section 34 of the Act, Blackall-Tambo Regional Council has appointed the Mayor and a councillor as the Chair and Deputy Chair of the LDMG respectively.

Functions

In accordance with section 34A, the Chairperson of the LDMG has the following functions:

- To manage and coordinate the business of the group;
- To ensure, as far as practicable, that the group performs its functions;
- To report regularly to the relevant district group, and the chief executive of the department, about the performance by the local group of its functions.

4.6 Local Disaster Coordinator

In accordance with the Act (s.35), the Chair of the LDMG, after consultation with the Chief Executive will appoint an employee of Council as the Local Disaster Coordinator (LDC) of the local group. For Blackall-Tambo LDMG, the Chairperson has appointed the Chief Executive Officer as the LDC.

Functions

In accordance with section 36 of the Act, the Local Disaster Coordinator has the following functions:

- To coordinate disaster operations for the local group;
- To report regularly to the local group about disaster operations;
- To ensure, as far as practicable, that any strategic decisions of the local group about disaster operations

are implemented.

4.7 LDMG membership

Section 33 of the *Disaster Management Act 2003* states that a local group consists of the persons prescribed by regulation to be members of the group. Members of the Blackall-Tambo LDMG have been appointed by the chairperson in accordance with s. 9 of the *Disaster Management Regulations 2014*.

In appointing people to the Local Group, the chairperson has sought to select representatives from those agencies and organisations representing the Blackall-Tambo Regional Council area who:

1. Have a key role in responding to disaster or emergency situations
2. Have the qualifications and experience required
3. Manage key assets
4. Provide essential community services
5. Are able to provide liaison officers to ensure succession planning.

Membership of the LDMG will be reviewed annually by the LDC in consultation with the Chair of the Group. The Longreach District Disaster Co-ordinator (DDC) and the Commissioner of Queensland Fire and Emergency Services (QFES) will be advised of the membership of the Group as per the requirements of s. 37 of the *Disaster Management Act 2003*.

The LDMG may seek the assistance of individuals or organisations where specialist or community related information is required in certain circumstances. These persons sit as advisors to the group.

Disaster activities across all communities will occur through coordination between the LDMG and the relevant Council Branch Manager as required.

The Blackall-Tambo community has sufficient resources and first-hand knowledge and understanding of events that may occur. They are ideally placed to deal with such events and should there be a need to obtain additional assistance, the LDMG is available to assist. This has been done based on experience and recognition that different parts of the community can become isolated by flooding.

In accordance with section 33 of the *Disaster Management Act 2003*, the following persons are appointed to the LDMG of the Blackall-Tambo Region.

Number	Organisation	Position	Contact Details
1	Blackall-Tambo Regional Council	Chairperson	Refer Annexure
2	Blackall-Tambo Regional Council	Deputy Chairperson	
3	Blackall-Tambo Regional Council	Local Disaster Coordinator	
4	Blackall-Tambo Regional Council	Director of Works and Services	
5	OIC Blackall Police Station	Officer in Charge	

6	OIC Tambo Police Station	Officer in Charge	
7	QFES LDMG Member	Captain – Blackall Brigade	
8	QAS Blackall	Officer in Charge	
9	Qld Health	DON Blackall Hospital	
10	QFES	Emergency Management Coordinator	
11	SES Blackall	Local Controller	
12	SES Tambo	Local Controller	

Advisors

Representatives of the following departments / agencies may be invited to attend LDMG meetings and assist in disaster operations in a co-operative disaster capacity as required:

- Bureau of Meteorology
- Ergon
- Telstra
- Workplace Health and Safety
- Water
- Food Suppliers
- DAF Stock Inspector
- BTRC Environmental Health Officer
- SES Area Controller

4.8 Levels of Authority

Each member of the LDMG possesses the level of authority required, as a core member of the Group, to either make decisions and commit resources on behalf of their organisation, or alternatively, understand the process to be followed to gain appropriate authority based on identified requirements.

4.9 Roles and Responsibilities

Agency	Areas of Responsibility and Key Tasks
Blackall-Tambo Regional Council	<p>Continuity of essential Council services and disaster management capacity:</p> <ul style="list-style-type: none"> • Maintenance of council functions; • Establishment of local disaster coordination capacity. <p>Maintenance of normal Council services to the Community:</p> <ul style="list-style-type: none"> • Road Condition Reporting; • Road Closures; • Water; • Sewerage; • Refuse disposal; • Public health; • Animal control; • Environmental protection. <p>Maintenance of a disaster response capability:</p> <ul style="list-style-type: none"> • Establish Local Disaster Coordination Centre (LDCC) capacity; • Maintain operational support resources.
Local Disaster Management Group (LDMG)	<ul style="list-style-type: none"> • Development of Local Disaster Management Plan; • Support and promote public education and/or awareness programs; • Support operation of LDCC, including identifying and training of sufficient personnel to operate the LDCC; • Coordination of support to local response agencies; • Initial and on-going impact assessment; • Support provision of public information prior to, during and following disaster; • Provide advice regarding issues to be considered for authorised evacuation; • Support resourcing, staffing and operation of Evacuation Centres; • Provide local community support services.

Agency	Areas of Responsibility and Key Tasks
QFES Emergency Management	<ul style="list-style-type: none"> • Provide coordination, policy, planning and operational advice and assistance to local disaster managers; • Coordinate State and Commonwealth assistance for local disaster management and disaster operations; • Coordinate provision of disaster management training; • Deploy suitably qualified Disaster Management Advisor to support operational activities in the local area.
Queensland Police Service (QPS)	<ul style="list-style-type: none"> • Overall management of Queensland's disaster management system on behalf of the SDMG; <p>Maintain police functions:</p> <ul style="list-style-type: none"> • Preservation of law and order; • Prevention of crime; • Security of possible crime scenes; • Investigation of the criminal aspect of any event; • Coronial investigation procedures; • Traffic control, including assistance with road closures and maintenance of road blocks; • Crowd management/public safety; • Coordination of search and rescue; • Security of evacuated areas; • Registration of evacuated persons.
Queensland Fire & Emergency Services (QFES) Fire	<p>Maintain QFES functions:</p> <ul style="list-style-type: none"> • Fire control; • Fire prevention; • Rescue of trapped persons; • Swift Water Rescue; • Specialist Urban Search and Rescue; • Assist in pumping out of flooded buildings; • Assist in clean-up of flood affected buildings; • Management of hazardous material situations (including provision of Safety Data Sheets).

Agency	Areas of Responsibility and Key Tasks
Queensland Ambulance Service (QAS)	Maintain QAS functions: <ul style="list-style-type: none"> • Triage, assessment, treatment and transportation of injured persons; • Provide assistance with medical emergency evacuations; • Provision of advice regarding medical special needs sectors of the community.
State Emergency Service (SES) and Emergency Service Units (ESU)	<ul style="list-style-type: none"> • Assist community to prepare for, respond to and recover from an event or disaster; • Support Public Education and Awareness strategies; • Provide assistance with rescue of trapped or stranded persons; • Flood boat operations; • Conduct search operations for missing persons; • Emergency repair/protection of damaged and/or vulnerable buildings; • Assistance with debris clearance; • Assist Police with Traffic Control activities; • Short term welfare support to response agencies; • Provide assistance with impact assessment; • Assist with establishment and maintenance of communications systems; • Level 1 Swift Water Rescue; • Provide emergency lighting.
Queensland Health	Maintain Health services: <ul style="list-style-type: none"> • Coordination of medical resources; • Public health advice and warnings to participating agencies and the community. • Psychological and counselling services for disaster affected persons; • Ongoing medical and health services required during the recovery period to preserve the general health of the community.
Industry Representatives	<ul style="list-style-type: none"> • Advice regarding industry-specific effects of any potential disaster event; • Advice on the response assistance that industry can provide, via specialist resources, manpower etc; • Provide Situation Reports and/or Damage/Impact Reports to LDMG to ensure appropriate support is provided.
Churches of Christ	<ul style="list-style-type: none"> • Recovery role

4.10 Meetings

Under the *Disaster Management Regulations 2014* an LDMG must meet at least once in every six months at a place decided by the chairperson of the group. Traditionally these meetings have been held in October and April, to coincide with the wet season and post wet season. The Local Disaster Coordinator of the Blackall-

Tambo Group will schedule these meetings and notify the members. All meetings will be conducted in accordance with Regulation 12 of the *Disaster Management Regulations 2014*.

Quorum

A quorum for a meeting for the LDMG is prescribed by Regulation 13 of the *Disaster Management Regulations 2014*, the number equal to:

- a) One-half of its members for the time being holding office plus 1; or
- b) If one half of its members for the time being holding office is not a whole number, the next highest whole number.

4.11 Reporting

The LDMG will undertake reporting on the following basis:

- Report to Council any issues that require approval or adoption by Council to be enacted;
- Report to Council on an annual basis on disaster management issues that require amendment or addition to the Council Business Continuity Arrangements, Operational or Corporate Plans;
- Report to Council in relation to mitigation activities where Council will need to make or secure funding allocations to give effect to the identified mitigation activity;
- To report regularly to the Longreach DDMG, and the Commissioner of QFES, about the performance by the local group of its functions, (in accordance with s. 34A(c) of the Act);
- Report to the DDC on any operational matters that require action or support from the DDMG.

4.12 Training and Exercises

Training

The provision of disaster management training for the LDMG and other relevant local agencies is the responsibility of Queensland Fire and Emergency Services (QFES) Emergency Management, through the Queensland Disaster Management Training Framework.

The Local Disaster Coordinator of the LDMG will seek the support of QFES Emergency Management, to ensure all members of the LDMG have appropriate training to undertake their responsibilities.

Exercises

The Local Disaster Coordinator of the LDMG will seek the support of Queensland Fire and Emergency Services – Emergency Management to ensure this Plan and the local arrangements are tested and evaluated during regional, district or other disaster management exercises that would (in a real event) require the activation of these plans or arrangements.

Exercises are a key component of disaster management strategies and are conducted with the objective of:

- Practicing the coordination procedures during an event including;

- Activation of Disaster Management Groups;
- Activation of Local Disaster Coordination Centres;
- Information management including dissemination of information in respect to threats and warnings, requests for assistance and providing situation reports;
- Enhancing the interoperability of agency representatives;
- Evaluating emergency plans;
- Identifying planning and resource issues;
- Promoting awareness;
- Developing competence;
- Evaluating risk treatment strategies;
- Validating training already conducted;
- Identifying performance gaps and areas for the potential improvement in the skills of agency representatives involved in disaster management; and
- Evaluating equipment, techniques and processes in general.

The LDMG will conduct at least one exercise annually, to include all core members of the LDMG.

Part 5: Disaster Risk Assessment

The LDMG recognises the importance of risk assessment and the development of risk mitigation strategies based on sound disaster risk management processes. The LDMG is committed to implementing the concepts and principles of the Queensland Emergency Risk Management Framework (QERMF) and the application of Risk Management Standard ISO 31000.

5.1 Community Context

The following information is a very brief summary of the area in which this plan encumbers:

<i>Feature</i>	<i>Relevant Information and Considerations</i>
Geography	30,489 sq klm
Climate and weather	Temperate/dry
Population	Regional population - 1903 Blackall area – 1416 Tambo area - 367
Community capacity	Limited
Industry	Pastoral & tourism
Public buildings, spaces, and events	Town Halls; Education Centres; MPC Building Tambo; Council Offices; Living Arts Centre
Critical infrastructure	Power, Water, Sewerage
Essential services	QPS, QAS, QFES, Hospitals
Hazardous sites	Fuel Services

5.2 Hazard Risk Assessment

Whilst all hazards were considered in the development of this Plan, hazards that have been identified below are those with a reasonably foreseeable chance of impacting on the area, or those with historical data to support considerations:

- Flooding – most of the Blackall-Tambo region has a long history of flood events with potential to cause anything from mild disruption to serious damage to property, environment and economy.
- Severe Storms – the Blackall-Tambo area is subject to seasonal storm periods that can often include damaging winds, hail or torrential rain.
- Transport Accidents (Motor Vehicle) – vehicle accidents have occurred in the Blackall-Tambo region. These have included accidents with other vehicles, animals and property assets and have resulted in the loss of lives.

- Transport Accidents (Heavy Motor Vehicle) – heavy vehicle accidents have occurred in the Blackall-Tambo region. These have included Hazmat incidents and have resulted in the loss of lives. There are particular concerns regarding the potential for these accidents in the residential areas near the highways.
- Transport Accidents (Aircraft) – regular scheduled domestic flights (RPT), charter and private aircraft use the Blackall airport.
- Urban Fire – each town, Blackall and Tambo, have had urban fire events. They have been recorded at various times of the year and are not seasonal.
- Rural Fire – rural fires affecting property and grazing areas are a regular occurrence during the dry season.
- Water Supply Contamination – domestic water services in both towns are subject to potential contamination by natural, accidental or malicious events, mining activities.
- Animal Disease/Exotic Animal Disease – diseases of animals affecting production, safety for consumption of livestock.
- Terrorist Attack - on public infrastructure, multiple casualties and potentially main thoroughfares blocked by the incident.

Risk Assessment

Hazard	Vulnerable Sector Elements	Potential Risk Statement	Likelihood	Outcome	Level of Risk	Action Priority
Flood	BTRC	High	5	3	High	High
Bushfire, Wild Fire Large Structure Fire	BTRC	Medium	5	3	High	High
Severe Storms (Thunderstorms, Tornadoes, Dust Storms)	BTRC	Medium	4	4	High	Medium
Multiple Injury Accident	BTRC	Low	3	3	Medium	Medium
Chemical Accident	BTRC	Low	3	3	Medium	Medium
Aircraft Accident	BTRC	Low	1	5	Medium	Medium
Exotic Disease (plant/animal)	BTRC	Medium	3	4	High	High
Pandemic	BTRC	Medium	4	10	Extreme	Extreme
Terrorist Attack	BTRC	Low	1	4	Medium	Low

Risk Assessment Matrix

Likelihood	Consequence				
	Catastrophic 5	Major 4	Moderate 3	Minor 2	Insignificant 1
Almost Certain 5	10	9	8	7	6
Likely 4	9	8	7	6	5
Possible 3	8	7	6	5	4
Unlikely 2	7	6	5	4	3
Rare 1	6	5	4	3	2

Risk Score	Likelihood	What should result
9 – 10	Extreme	Immediate action required
7 – 8	High	Action plan required, senior management attention
5 - 6	Moderate	Specific monitoring or procedures required, management responsibility must be specified
2 - 4	Low	Manage through routine procedures

5.3 Risk Treatment

The Blackall-Tambo LDMG is committed to identifying risk treatment including mitigation works, preparations for response and management of residual risks within their area of responsibility. Blackall -Tambo Regional Council will seek to make appropriately responsible allocations to approved mitigation works.

The LDMG will identify responsible agencies and lobby for mitigation activities, response preparations and management of residual risks that are outside the area of responsibility of Blackall-Tambo Regional Council but where non-action is likely to result in an adverse impact on the community of Blackall-Tambo region.

It is recognised that limited options to physically mitigate against natural hazards exist in the Blackall-Tambo area. Most of the risk treatments will therefore be identified to prepare the community, local disaster management system, Council, other agencies and linkages to support agencies for response, recovery and management of residual risks.

5.4 Risk Treatment Plan

NO	STRATEGY	COMMENT	STATUS	PRIORITY	RESPONSIBLE OFFICER	TARGET DATE
Flood						
1	LDMG ensure that the local SES, ESU and QPS staff are familiar with the Disaster Management arrangements for local flood issues.	Maintain a list of properties that have the potential to be flood affected.	In progress	Medium	Director of Finance, Corporate and Community Services	
2	Council records flood inundation information from major events in order to build up a data base of records for future flood events and prone areas.	Council Flood Study	In progress	Medium	Director of Works and Services	
Bushfire						
3	Council adopt a policy for managing fuel load on Council Controlled Land meeting the requirements of community safety and preserving biodiversity.	Local Law No 3 & 4 and Town Common Management Plans		Medium	Director of Works and Services	
4	Council conduct an annual audit of fuel load conditions on Council Controlled Land.	Local Law No 3 & 4 and Town Common Management Plans		Medium	Director of Works and Services	
5	Based on the results of the fuel audit, Council allocate staff and equipment resources, in conjunction with QFES, to initiate a sustainable program of fuel	Local Law No 3 & 4 and Town Common Management Plans		Medium	Director of Works and Services	

	management on Council Controlled Land.						
Generic							
6	After each Council election, the LDMG arrange a briefing for all elected councillors and senior executive on their roles and responsibilities for emergency risk management.	Elected Member's Guide to Disaster Management.				Emergency Management Coordinator, Longreach	
7	The LDMG recommend to Council the development of a comprehensive emergency risk communications strategy.	Council provide Disaster Management information and brochures on the Council website.					
8	Council investigate with the Blackall Hospital and Tambo Health Services a "Vulnerable Persons Register and Evacuation Plan".						
9	Council investigate with Ergon Energy options for the provision of electricity to the major supermarkets during an event to protect the integrity of refrigerated and frozen foods.						
10	Council investigate other options for the storage of refrigerated and frozen food products from the major supermarkets when power is lost due to an event.						

5.5 Hazard Specific Arrangements

A number of incidents will be specifically planned by specialist agencies where expert advice is required. Hazard specific plans address the hazard actions across all PPRR phases. Those plans include information on how the QDMA links with the hazard specific arrangements and how the LDMG will support the primary agency to manage that event.

Human and/or animal disease epidemic or pandemic has significant potential to impact across the region, especially in smaller towns where resources to identify, treat and care for those affected may be limited.

Agency specific coordination centres may be established in addition to the local, district and State coordination centres. Internal procedures including the passage of information and resources may be managed using different processes. Where this occurs, the primary agency will inform the SDCC and is responsible for ensuring these arrangements are coordinated. Primary agencies have a role in ensuring hazard specific plans link to corresponding national hazard specific plans and arrangements and that appropriate communication and relationships with counterparts at the national level are maintained.

Hazard specific plans include, but are not limited to:

Hazard	Primary Agency	State National Plans
Animal and plant disease	Department of Agriculture, and Fisheries	<ul style="list-style-type: none"> • Australian Veterinary Emergency Plan • Australian Aquatic Veterinary Emergency Plan • Australian Emergency Plant Pest Response Plan • Biosecurity Emergency Operations Manual
Biological (human related)	Queensland Health and Hospital and Health Services	State of Queensland Multi-agency Response to Chemical, Biological, Radiological Incidents.
Bushfire	Queensland Fire and Emergency Services	Wildfire Mitigation and Readiness Plans (Regional)
Chemical	Queensland Fire and Emergency Services	State of Queensland Multi-Agency Response to Chemical, Biological, Radiological Incidents
Pandemic	Queensland Health and Hospital Services	Queensland Pandemic Influenza Plan, National Action Plan for Human Influenza Pandemic
Radiological	Queensland Health	State of Queensland Multi-agency Response to Chemical Biological and Radiological Incidents.
Terrorism	Queensland Police Service	Queensland Counter-Terrorism Plan National Counter- Terrorism Plan

5.6 Key Critical Infrastructure Information

Infrastructure Element	Description	Vulnerabilities	Resiliencies
Power	Blackall -Tambo Regional Council is well connected to the grid and has emergency generator capacity in critical locations. Many private properties, businesses and individuals also have emergency generation capacity.	Potential for loss of power over an extended period would severely test the capacity for generation.	Emergency power generation capacity exists for essential council services in Blackall and Tambo.
Sewerage	Blackall has a full sewerage system with the effluent being pumped from town to the treatment plant. Tambo operates a septic system with the overflow effluent pumped to sediment ponds.	Potential for loss of power for 8-12 hours would result in overflows at the pump stations. The times stated above are dependent on demand and may be less than indicated.	All pump stations have the capacity for generator connection to the pumps and re-establish holding capacity of the pump stations.
Communications	Blackall -Tambo Regional Council is well connected to communications infrastructure. Telephone, internet and (where available) mobile services have good reliability.	Loss of communications would severely limit ability to relay important safety messages to the community.	Robust systems increase operational capability and ensure ability to keep community informed.
Transport – Road	Sealed bitumen highway between Augathella-Tambo, Tambo-Blackall and Blackall-Barcaldine. Other areas of the region are linked by unsealed roads.	Almost all roads in the area are subject to inundation from riverine flooding. Limited remedial work is practical to eliminate this vulnerability.	Most sealed roads have been engineered to withstand small flooding events. Maintenance and repair activities are scheduled to maximise periods of usage.

Transport – Air	Blackall -Tambo Regional Council operates the Qantas Agency at the Blackall Airport which comprises a 1688m sealed and 1603m clay runway. Other main airstrips in the area include: Tambo - 1310m sealed runway.	None identified.	
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5.7 Hazardous Materials Sites

Hazardous materials production and storage facilities with potential risk to the community are:

Blackall

Site	Description	Licensed Quantities (if known)	Comments
BP Service Station 4657 4422	Small storage facility for public sale	ULP – 18,000 litres PULP – 13,800 litres Diesel – 17,800 litres	Underground Storage
BP Depot 4657 4455	Large Storage Depot	ULP – 52,400 litres Ultimate 98 -52 400 litres Diesel – 208,000 litres Av Gas – 1,640 litres	Above Ground Storage 8 x 205 litre drums
Caltex Service Station 4657 4249	Small storage facility for public sale	ULP – 20,000 litres PULP – 8,500 litres Diesel – 10,000 litres	Underground Storage
Blackall Airport	Domestic aviation terminal & fuelling	Jet A1 – 18,000 litres Av Gas – 18,000 litres	Above Ground Double Skinned Tankers
Landmark Rural Supplies	Various quantities of agricultural chemicals		Stored in various container sizes
Elders stock and station	Various quantities of agricultural chemicals		Stored in various container sizes
Blackall Council Depot 4621 6600	Small storage facility for council vehicle use	ULP – 5,000 litres Diesel – 28,960 litres	Underground & Above Ground storage
Blackall Aquatic Centre 4657 4975	Small storage facility for chlorine and acid	Granu-Cid 750 litres (50 x 15 litre drums) Chlorine granules – 400kg (40 x 10kg buckets)	Stored on pallets near pool filters.
Curley Transport	Pad mount fuel storage/dispensing for company use.	Diesel – 68,000 litres	Above ground tank

IOR	Pad mount fuel storage/dispensing	Diesel – 63,500 litres	Above ground tank
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Tambo

Site	Description	Licensed Quantities (If known)	Comments
Tambo Council Depot	Small storage facility for council vehicle use	Diesel – 28,960 litres	Above Ground storage.
Caltex Service Station	Small storage facility for public sale	ULP – 17,500 litres PULP – 18,800 litres Diesel – 84,500 litres	Underground storage.
Gerard Johnston Transport	Small storage facility for company use.	Diesel – 60,000 litres	Above ground storage
Tambo Pool	Small storage facility for chlorine and other chemicals	50 x 15 litres Granucide Liquid Pool Acid 500kg Chlorine granules 80 litre liquid chlorine	Stored in locked shed
Adrian Johnson Pot Hole Park	Small storage facility for company use	Diesel – 27,000 litres	Above ground storage
Longhorn Transport	Small storage facility for company use	Diesel – 27,000 litres	Above ground storage
Landmark	Various quantities of animal husbandry and weed treatment chemicals	Various amounts	Stored in various sized containers

5.8 Mitigation Strategy

The LDMG and Blackall-Tambo Regional Council will work with key stakeholders to develop mitigation plans and treatment options. Where the responsibility lies with Blackall-Tambo Regional Council, risk treatments will be incorporated into council's corporate planning and budgetary cycle.

5.9 Management of Residual Risks

Residual Risk refers to the level of risk remaining after implementation of a risk treatment.

The LDMG is not directly responsible for the management of residual risk that is identified as the responsibility of an agency/organisation. Each agency is required to address residual risks in its area of responsibility through the development of its own internal management and planning processes.

The LDMG may seek assurance or confirmation that this planning and capacity development has been undertaken by responsible agencies.

For residual risks with no clearly established responsible agency, or where the residual risk is not being appropriately managed, or where the residual risk remains an unacceptable risk to the community, the LDMG should develop strategies to lessen the impact of that risk.

Residual risks identified as the responsibility of Council will be communicated to the LDMG and managed by council through the development of the local response and recovery arrangements and appropriate support activities. Where council's capacity to deal with a residual risk that fall within its responsibility, requests for additional assistance may be directed to the DDMG.

5.10 Land Use Planning

Whilst cognisant of some Local Government incentive programs that support land use policies generally targeting nature conservation efforts, Blackall-Tambo Regional Council has not initiated any such programs and has not indicated an eagerness to engage in this arena in the near future.

Part 6: Community Resilience

6.1 Queensland Strategy for Disaster Resilience

Blackall-Tambo LDMG is committed to the vision of the Queensland Strategy for Disaster Resilience 2017 to “make Queensland the most disaster resilient State in Australia.”

The Strategy provides an overarching framework to empower Queenslanders to factor in resilience measures and activities as they:

Anticipate

- Assess risk exposure, vulnerability and capacity to cope.
- Strengthen alliances and networks and plan for continuity.
- Allocate resources ahead of disasters and take appropriate measures to reduce exposure.
- Incorporate current research and lived experience in planning for future disasters.
- Invest in structural and social measures to lessen the impact of disasters on individuals, homes, businesses, communities, assets and the environment.

Respond

- Mobilise strengthened alliances and networks for rapid and effective disaster response.
- Have the capacity, skills and knowledge to safely respond to and recover from a disaster and adjust response and recovery plans to rapidly changing circumstances.

Adapt

- Adapt to changed circumstances through reassessment, reorganisation and the application of learnings.
- Develop new courses of action and identify and introduce new resources.
- Acknowledge that we cannot eliminate all risk, and that ultimately, we are all responsible for reducing exposure.
- Are empowered with information in order to make informed decisions regarding risk and consider alternatives when faced with changed circumstances.

(Queensland Strategy for Disaster Resilience 2017. P.8)

6.2 Community Education

Disaster Management Community Education activities are primarily the responsibility of Blackall-Tambo Regional Council, while relevant response and recovery agencies have responsibilities in relation to specific hazards, risks or areas of management responsibility.

The LDMG will work cooperatively with all agencies in the development of local Community Education activities.

Blackall-Tambo Regional Council will contribute to the resilience of their community through Community Education by the supply of relevant disaster management information, specific hazard/risk management tools for the community and hazard/risk awareness activities, including:

- Regular disaster management information as part of the Council newsletter to residents;
- Signage of known risks (where appropriate) to ensure greater community awareness;

- Specific disaster management news, information, tools or resources through council service centres, rates notices and other community resources.

Additionally, the Local Disaster Management Plan and other disaster management resources will be made available to the public via the Blackall-Tambo Regional Council website and the local library.

A public education program designed to prepare, respond and recover in the event of a disaster is required under legislation. Council is committed to an ongoing campaign to encourage the public to “be aware” by:

- Preparing information sheets for public distribution on hazards;
- Notifying residents of preparedness for extreme hazards via varied media tools;
- Preparing procedures and guidelines for the public on communication methods to be adopted before, during and post disasters.

Besides prescribing roles and responsibilities for disaster management, the *Disaster Management Act 2003* requires that the LDMG be involved in a community education program. In a preventative sense, the Local Group is required to ensure the community is aware of ways of dealing with possible disasters.

Part 7: Local Disaster Coordination Centre

7.1 Introduction

In the event of a disaster, the LDMG is responsible for disaster coordination, with centres to be established at various emergency service organisations. A Disaster Coordination Control Centre shall be established at the Blackall-Tambo Regional Council Office, 6 Coronation Drive, Blackall. An alternative Centre would be located at the Works and Services building, Rose Street, Blackall.

The Disaster Coordination Control Centre venues should be fully equipped with:

- computers
- fax machine
- photocopier
- telephones
- welfare facilities

The buildings should be equipped with a generator as an alternate power supply in the event main electricity power supply is disrupted.

7.2 Staffing of the Local Disaster Coordination Centre

The **Centre structure** will consist of:

- LDC
- Deputy LDC
- Operations Officer
- Planning Officer
- Intelligence Officer
- Administration and Logistics

The **Support Team** should include:

- Telephonists
- Agency Liaison Officers will attend the LDCC as required (QFES, QAS, DAFF, DNRM, Q- Health, DHPW and QAL).

In the event that the activation continues for an extended period of time, fatigue management principles will apply. Coordination centre staff will be sourced in the first instance from within Blackall-Tambo Regional Council. Council to council requests for assistance in the LDCC will be made to neighbouring councils or to the Local Government Association of Queensland where necessary. In all instances where additional assistance is required, the DDC will be informed.

Member and advisory agencies will be required to manage fatigue of their staff in line with internal agency, policy and procedures.

7.3 Operational Reporting

Situation Reports (SITREPS)

During operational activity the LDC, through the operation of the LDCC, will be responsible for the preparation and distribution of Situation Reports (SITREPs). Situation reports are aimed to capture accurate information from the day's operations through communicating a current and forecast situation during a disaster event.

The LDC will need to ensure regular and accurate information is received from operational areas to inform operational response, forward planning and the contents of the SITREP. The production of SITREPs takes time and effort and the LDC will need to consider the allocation of appropriate staff in the LDCC to compile the SITREP.

Situation Reports will be submitted at intervals as determined by the LDC from the member agencies in order to ensure that the Disaster Coordination Centre has complete situational awareness.

LDMG Situation Reports will be submitted on a regular basis to the DDC, Longreach. Such reports will be required at times as stipulated by the DDC Longreach and will be in the format as prescribed by the Local Disaster Coordination Centre.

Tasking Log

It is recommended that a tasking log be used during activations to record actions taken and the responsible agency or officer. The LDMG is currently without this capability and it is anticipated that the log will be considered for use where feasible in larger operations.

A tasking log may contain details of:

- The specific operational task to be undertaken
- The date and time of commencement of the task
- The agency and responsible officer to which the task has been delegated
- Relevant contact details
- The date and time of completion of the task
- Actions taken and contextual comments.

The use of a tasking log will ensure that planned operational contingencies have been executed. Tasking logs should be treated as official records and should be stored and archived appropriately to provide information to any post-event review.

7.4 Financial Management

There is a need for Council and other responding agencies to manage specific internal financial arrangements in support of a disaster event, and the eventual financial claiming process to recoup funds. The LDMG will ensure a correct collation of funds expended during a disaster event is compiled (see Part 10: Funding Arrangements).

7.5 Media Management

A Communications Plan has been developed to provide for the effective collection, monitoring, management and dissemination of accurate, useful and timely information and warnings to the public before, during and after disaster events.

7.6 Logistics Support

Whilst the Blackall-Tambo Regional Council Local Disaster Management Group has available to it the combined resources of all of its member agencies to apply to the response to an event, there will be times when the resources available will be either insufficient or appropriate.

Where the LDMG requires logistics support and/or resources to meet operational requirements that are beyond local capacity and capability, the LDMG should formally seek assistance through a Request for Assistance forwarded to the DDC. Personnel or logistics may be available through council to council arrangements. In all circumstances where additional logistics are required, the DDC will be informed.

Resources in this context may include human resources, encompassing response personnel and disaster coordination personnel. It should be noted, however, that the management of the response to the event will always remain the responsibility of the LDMG.

Blackall-Tambo Regional Council has a detailed list of available resources, including plant and machinery, stockpiles, materials and other assets. This information is easily accessible when required and are contained in their asset schedules. These are kept up-to-date on an ongoing basis.

7.7 Disaster Declaration

Where there is a requirement for a person or a class of persons to exercise the additional powers available under the provisions of the *Disaster Management Act 2003* (section 64), the District Disaster Coordinator may, with the approval of the Minister, declare a disaster situation for the Disaster District or a part of the Disaster District. The District Disaster Coordinator should take reasonable steps to consult with Council prior to any declaration.

There is also provision for the Premier of Queensland and the Minister for Emergency Services to declare a Disaster Situation for the State or a part of the State.

The chairperson of the State Disaster Management Group or the District Disaster Coordinator only may authorise the exercise of additional powers.

In declaring a disaster situation, the DDC is to be satisfied that a disaster has happened, is happening or is likely to happen and it will be necessary, or reasonably likely to be necessary, to exercise declared disaster powers to prevent or minimise the loss of human life, illness or injury to humans, property loss or damage, or damaging to the environment. The LDC will ensure that information to the DDC is regular and consistent with the seriousness of an event so that an informed decision can be made.

7.8 Evacuations

Pre-emptive evacuations, as a preparedness measure, may be required in some cases for threats and disasters identified in this plan. Because of the complexity and prescriptive nature of dealing with evacuations, a specific evacuation and welfare sub-plan has been developed and will be activated on the direction of the Chairperson LDMG upon request from the Control/Lead agency or DDC as required.

7.9 Resupply

The LDMG is responsible for the management of and community education and awareness in relation to the resupply of isolated communities and isolated rural properties.

Due to the nature of some disasters there will be occasions where areas within the local area become isolated for a lengthy period of time, requiring the need to resupply provisions to that area. The LDMG shall request assistance from the DDMG in arranging this resupply. Such requests shall be in the approved form (*Request for Assistance*).

Resupply Operational Procedures

The following general principles will apply to the conduct of resupply operations:

- a) Resupply operations will normally be conducted using either fixed wing or rotary wing aircraft. There may be occasions, however, when it is both safe and feasible to use watercraft to transport supplies to communities;
- b) Wherever possible, the normal retail/wholesale resupply system to retailers will continue to be used, with supplies being delivered via bulk orders from the normal wholesale outlets to the communities' retail outlets;
- c) Wherever practicable, only one resupply operation will be undertaken for each affected area. Bulk orders, therefore, should be sufficient to last affected communities until normal road/rail services can be restored;
- d) Retailers will be responsible for placing their orders with their normal wholesale suppliers;
- e) Wholesalers are to be responsible for delivering orders to the nominated dispatch point;
- f) Orders are to be:
 - i. Properly prepared for transport by the nominated means;
 - ii. Clearly marked with volume, mass and details of recipient to ensure correct delivery; and
 - iii. Fully comply with regulations covering the transportation of Dangerous Goods;
- g) Transport costs incurred during State approved resupply operations require three written competitive quotes to be obtained where practicable. When resupply operations are conducted at a Local or District

level, without State approval the procurement should be in accordance with the relevant Local or District arrangements.

Part 8: Response Strategy

8.1 Warning Notification and Dissemination

Warnings are issued from a number of sources:

- Queensland Fire and Emergency Services;
- Queensland Police Service;
- State Disaster Coordination Centre;
- Bureau of Meteorology;
- Queensland Health;
- Local Government (water/waste/environmental health);
- Biosecurity Queensland;
- Emergency Management Australia;
- Various suppliers of utilities (water, power, gas, fuel, etc.)

Many of these warnings are disseminated directly to members of the public via:

- Telephone (Landline)
- Telephone (Mobile – voice)
- Telephone (Mobile – text)
- Website
- Social media
- Radio
- Door knocking

It is the role of the LDMG to ensure that emergency communications are disseminated in a variety of ways. This is to ensure the community is in the best position to receive the information contained in the warnings and have the situational awareness to enable them to take appropriate action.

In the event of a pending disaster, a warning may be issued to the community by the LDC. The alert system will be used to inform and mobilise the community and be carried out in accordance with the Communications Plan and Evacuation Plan. The alert system shall have regard to township communities and rural properties.

An ongoing public education program about potential disasters and warning systems will be undertaken by all local emergency services organisations. Issues to be addressed as part of the public awareness program include evacuation and the Standard Emergency Warning Signal (SEWS).

8.2 Emergency Alerts

Emergency Alert (EA) is one of the tools that can be used to warn communities of an impending emergency and is a critical element of emergency response. The Queensland Emergency Alert Guidelines

govern the use of EA in Queensland. QFES is the lead functional agency for the management and administration of EA in Queensland.

Each local government has pre-prepared Emergency Alerts for hazards in their area.

8.3 Activation

The LDMG can be activated in the following circumstances:

- By the Chairperson of the LDMG (or delegate) on receipt of information regarding an actual, imminent or likely disaster event that has potential to significantly impact one or more communities in the Blackall-Tambo Regional Council geographic area; or
- By the Chairperson of the LDMG (or delegate) on receipt of request from the DDC in response to an actual, imminent or likely disaster event; or
- By the Chairperson of the LDMG (or delegate) on receipt of request from an emergency response organisation with combat responsibility for a disaster event. In the absence of the Chair, the Deputy Chairperson of the LDMG may also activate the LDMG in each instance. Should neither of these members be available, the decision may be taken by the Local Disaster Coordinator, who will advise the chair, LDMG as soon as practicable.

The Local Disaster Management Group is activated using the escalation model shown below:

Level	Activate	Action Required
1	Alert	A heightened level of vigilance due to the possibility of an event in the area of responsibility. No action is required however the situation should be monitored by someone capable of assessing the potential of the threat.
2	Lean Forward	An operational state prior to 'stand up' characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are prepared but not activated.
3	Stand Up	The operational state following 'lean forward' whereby resources are mobilised, personnel are activated, and operational activities commenced. Disaster coordination centres are activated.
4	Stand Down	Transition from responding to an event back to normal core business and/or recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.

The movement of disaster management groups through this escalation phase is not necessarily sequential, rather is based on flexibility and adaptability to the location and event.

Activation of the response arrangements may occur when there is a need to:

- (a) monitor potential threats or disaster operations;
- (b) support or coordinate disaster operations being conducted by a designated primary agency;
- (c) coordinate resources in support of disaster operations and recovery operations at local or district level;
- (d) coordinate State-wide disaster response and recovery activities.

Activation does not necessarily mean the convening of disaster management groups; rather the provision of information to disaster management group members regarding the risks with a pending hazard impact.

Following any activation of response arrangements and/or operational activity, it is important to identify and adopt any lessons that can be learnt to continuously improve the LDMG.

Part 9: Recovery Strategy

9.1 Scope

This local recovery strategy has been developed to:

- Include all functions of recovery (human/social, roads and transport, infrastructure, economic and environmental);
- Define broad parameters for the effective coordination of recovery operations within the local government area;
- Identify constraints to the coordination of recovery operations within the local government area;
- Ensure that agencies return to operations as soon as possible;
- Focus on recovery that builds community resilience and not dependency.

9.2 Functions of Recovery

The recovery following a disaster, with regard to the detailed risk register, should address community recovery through five (5) key sub groups being Economic, Environmental, Human-Social, Roads and Transport, and Buildings. A Community Recovery Plan exists for the local community and Blackall-Tambo Regional Council will participate in that process to ensure recovery measures are available.

The local recovery strategy incorporates all five (5) elements of recovery and these are as follows:

Economic Recovery

Strategies to encourage prompt economic recovery and prevent prolonged business disruption shall be as follows:

- Coordinate businesses to undertake damage assessments;
- Support businesses in applications for financial compensation from insurance agencies or relief funds;
- Provide streamlined assessment processes for businesses to recommence operations at alternative locations if required;
- A procedure for assisting businesses directly or indirectly should form part of the LDMG.

Environmental

Long term environmental recovery needs to be adequately informed by appropriate assessments as environmental impacts arising from disasters can differ substantially. Strategies to promote long term rehabilitation ventures shall be as follows:

- Environmental impact assessments following disasters to be coordinated by Council;
- Consultation with State and not-for-profit environmental organisations on rehabilitation, including applications for financial assistance and prioritising resources to protected areas;
- Establish volunteering programs for instigation of environmental rehabilitation measures post

community, infrastructure and economic recovery programs.

Human-Social (Community) Recovery

The focus for the recovery of an affected community should be to coordinate planning and implementation of recovery in the areas of safety and well-being, physical and psychological health, and social aspects. This can be achieved through the following strategies:

- Provision of a public information centre;
- Hazard assessments to authorise return of evacuated persons and to decide if return to original location is possible;
- Disaster Coordination Centre to contact support services and notify the public of community resources, including financial assistance and counselling;
- Procedures for resupply of essential goods to communities;
- Development of event specific recovery activities, services or projects where required.

Roads and Transport Recovery

Strategies for the restoration of infrastructure, including essential services, shall be as follows:

Roads and Bridges:	Assess damage and trafficability and notify public about the current conditions and program of works.
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Buildings Recovery

Strategies for the restoration of infrastructure, including essential services, shall be as follows:

Water Services:	Reinstate water system or if not operating, inform the community of the failure of the system and provide alternative arrangements to ensure health and safety.
Sewer Services:	Reinstate sewerage system, or if not operating, inform the community of the failure of the system and provide alternative arrangements to ensure health and safety.
Buildings:	Implement a building inspection program and issue notices, temporary restoration and/or barricading instructions.

Disaster Recovery is the coordinated process of supporting affected individuals and communities in the reconstruction of the physical infrastructure, restoration of the economy and of the environment and support for the emotional, social, and physical well-being of those affected. Disaster Recovery is a complex and usually a long process which requires a range of services from various government and non-government organisations.

The purpose of Disaster Recovery is to assist affected communities with the management of their own recovery. A Community Recovery Plan exists for the local community and the LDMG will nominate a Local Recovery Coordinator who will lead the process to ensure recovery measures are conducted in accordance with the sub plan.

9.3 Recovery Group Implementation Plans

Where an LDMG undertakes recovery as the result of an event, working with lead functional agencies and recovery committees, it will develop a Recovery Group Implementation Plan.

When developing a Recovery Group Implementation Plan, lead functional agencies and recovery committees should consider the following:

- Issues identified from information gathered by impact assessments;
- Arrangements outlined in existing functional plans;
- How to allocate actions and responsibilities across the five (5) recovery functions to inform the development of action plans;
- Arrangements for overall coordination of recovery operations;
- How to develop strategies for recovery with the affected community which detail the vision, goals and project outcomes of the recovery strategy;
- Identifying the main short, medium and long-term priorities;
- Developing project timeframes, costs, funding priorities and funding strategies;
- Advertising and disseminating public information about the Action Plans;
- Determining appropriate community engagement and communication strategies;
- Transitional and exit strategies; and
- Strategies for conducting a debrief and evaluation of recovery operations.

9.4 Operational Planning Arrangements

These arrangements are developed under the Queensland Disaster Management Arrangements. These arrangements are predicated on the accepted disaster management concepts of All Hazards, All Agencies, and Comprehensive Approach (Prevention, Preparedness, Response and Recovery – known as PPRR).

The objectives of the LDMG operational planning arrangements are:

- To ensure the safety of the community;
- To ensure the provision of appropriate response and/or recovery support to affected communities;
- To facilitate and support the restoration of essential community services and infrastructure;
- To support and locally lead the recovery of the community from the disaster.

9.5 Post-Disaster Assessment

The review of operational activities undertaken during a disaster is a key component in ensuring capability development and the continuous improvement of disaster management arrangements.

Post-disaster reviews are conducted to:

- Assess disaster operations undertaken for a given disaster including actions, decisions or processes;
- Document those processes that worked well and identify a course of action to ensure that they are captured and updated in relevant doctrine for use in the next operation; and
- Assess capability and consider where additional training and/or exercises may enhance capacity.

Part 10: Funding Arrangements

10.1 Introduction

There is a range of financial support packages available to local government and the community as a result of a disaster.

- State Disaster Relief Arrangements (SDRA)
- Disaster Recovery Funding Arrangements (DRFA)

10.2 State Disaster Relief Arrangements

The State Disaster Relief Arrangements (SDRA) is an all hazards relief program that is 100 percent State funded and covers natural and non-natural disasters.

The purpose of the SDRA is to address personal hardship and community response needs for disaster events where the NDRRA is not activated.

The intent of the SDRA is to assist in the relief of communities whose social wellbeing has been severely affected by a disaster event (natural or non-natural). Being State funded it is therefore not subject to the Australian government-imposed event eligibility provisions or activation threshold. As a consequence, SDRA is able to address a wider range of disaster events and circumstances where personal hardship exists.

There are two relief measures available for activation under the SDRA:

Personal Hardship Assistance Scheme

Personal hardship and distress grants for individuals may be available for immediate needs, essential household contents and structural assistance.

Counter Disaster Operations

Eligible extraordinary operational costs incurred as a direct result of the event or impending event.

As a personal hardship program, the SDRA may be activated when advice is received from the Department of Communities, Disability Services and Seniors, as the administering authority, to activate the Personal Hardship Assistance Scheme. The advice must stipulate that local service providers have reached their capacity to provide a service to people identified as experiencing personal hardship as a direct result of a disaster event, or that there are no local service providers to assist in the event of a disaster.

10.3 Disaster Recovery Funding Arrangements (DRFA)

Under the joint Australian Government-State Disaster Recovery Funding Arrangements 2018, assistance is provided to alleviate the financial burden on states and territories. It also supports the provision of urgent financial assistance to disaster-affected communities.

Under these arrangements, the state or territory government determines which areas receive assistance and what assistance is available to individuals and communities.

Where the arrangements have been activated, the Australian Government may fund up to 75 per cent of the assistance available to individuals and communities. This contribution is delivered through a number of assistance measures and may include:

Category A:

Category 'A' measure is one or more of the following forms of emergency assistance for individuals:

- Emergency food, clothing or temporary accommodation.
- Repair or replacement of essential items of furniture and personal effects.
- Essential repairs to housing, including temporary repairs and repairs necessary to restore housing to a habitable condition.
- Demolition or rebuilding to restore housing to a habitable condition.
- Removal of debris from residential properties to make them safe and habitable.
- Extraordinary counter disaster operations for the benefit of an affected individual.
- Personal and financial counselling.
- Employment of a Community Recovery Officer.

Category B:

Category B measure is one or more of the following forms of assistance:

- For emergency works and immediate reconstruction works states can incur state expenditure in the period of three (3) months from the date the essential public asset becomes accessible by the state.
- For essential public asset reconstruction works states must establish estimated reconstruction costs in the period of up to 12 months from the end of the financial year in which the relevant eligible disaster occurred.
- For all other Category B measures states can incur state expenditure in the period of 24 months from the end of the financial year in which the relevant eligible disaster occurred.
- Counter disaster operations for the protection of the general public.
- Emergency works for essential public assets.
- Immediate reconstruction works for essential public assets.
- Essential public asset reconstruction works for which the state develops an estimated reconstruction cost in accordance with these arrangements.
- Concessional interest rate loan to small businesses or primary producers whose assets have been significantly damaged as a direct result of an eligible disaster.
- Concessional interest rate loan to needy individuals or non-profit organisations whose assets have been significantly damaged as a direct result of an eligible disaster.
- Concessional interest rate loan to small businesses, primary producers or a non-profit organisation that have suffered a significant loss of income as a direct result of an eligible disaster.
- Interest rate subsidy to small businesses or primary producers whose assets have been significantly

- damaged as a direct result of an eligible disaster.
- Interest rate subsidy to needy individuals or non-profit organisations whose assets have been significantly damaged as a direct result of an eligible disaster.
- Interest rate subsidy to small businesses, primary producers or non-profit organisations that have suffered a significant loss of income as a direct result of an eligible disaster.
- Freight subsidy to primary producers whose assets have been significantly damaged.
- Grant to needy individuals or non-profit organisations whose assets have been significantly damaged as a direct result of an eligible disaster.

Category C:

States have 24 months from the end of the financial year in which the relevant eligible disaster occurred to incur state expenditure for Category C measures.

Category C measure is a community recovery package that is intended to support a holistic approach to the recovery of regions, communities or sectors severely affected by an eligible disaster, and may comprise of one or more of the following:

- A **community recovery fund** in circumstances where a community is severely affected and needs to restore social networks, community functioning and community facilities. Expenditure from the fund is aimed at community recovery, community development and community capacity building, and is administered by the state in close collaboration with local government or other community bodies.
- **Recovery grants for small businesses** and non-profit organisations where the business sector is severely affected and the community risks losing essential businesses. Grants are aimed at covering the cost of clean-up and reinstatement, but not at providing compensation for losses.
- **Recovery grants for primary producers** where the farming sector is severely affected, with threats to viability and disruption of production likely to extend beyond the current season. Grants are aimed at covering the cost of clean-up and reinstatement, but not at providing compensation for losses.

Category D:

Category D measure is an act of relief or recovery carried out to alleviate distress or damage in circumstances, which are, in the opinion of the Commonwealth, exceptional.

Assistance provided under Category D is to alleviate distress or damage caused as a direct result of an eligible disaster and is not provided for new state or local government infrastructure that did not exist prior to the eligible disaster.

For further details on the Disaster Recovery Funding Arrangements 2018 refer to: www.disasterassist.gov.au website.

10.4 Disaster recovery payment

When a major disaster has had such a significant impact on individuals and families that assistance over and above the measures available under NDRRA is needed, the Australian Government may provide the Disaster Recovery Payment, which is a one-off recovery payment.

The Disaster Recovery Payment (DRP) is a non-means tested payment of \$1000 for eligible adults and \$400 for eligible children who have been adversely affected by a major disaster either in Australia or overseas.

Where the Australian Government has made disaster recovery payments available, the Prime Minister or Cabinet may also decide to provide a similar payment to New Zealand Special Category Visa Holders.

The Department of Human Services administers the DRP. For further information refer to: www.disasterassist.gov.au website for payment information.

10.5 Disaster recovery allowance

The Disaster Recovery Allowance (DRA) is a short-term income support payment to assist individuals who can demonstrate their income has been affected as a direct result of a disaster. When available, DRA assists employees, small businesspersons and farmers who experience a loss of income as a direct result of a disaster event. It is payable for a maximum of 13 weeks from the date at which a customer has, or will have, a loss of income as a direct result of a disaster. DRA is taxable.

The Department of Human Services administers the DRA. For further information refer to: www.disasterassist.gov.au website for payment information.

Appendix 1 – Glossary of terms and abbreviations

Abbreviation	Full term
ACT	Disaster Management Act 2003
AIIMS	Australasian Inter-service Incident Management System
BTRC	Council
CEO	Chief Executive Officer
COAG	Council of Australian Governments
Community	A group of people with a commonality of association and generally defined by location, shared experiences, culture or function.
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group
Disaster	<p>A <i>serious disruption</i> in a community, caused by the impact of an event that requires a significant coordinated response by the state government and other entities to help the community to recover from the disruption.</p> <p><i>“Serious disruption”</i> means:</p> <ul style="list-style-type: none"> • Loss of human life, or illness or injury to human • Widespread or severe property loss or damage <p>Widespread or severe damage to the environment</p>
Disaster Management	Means arrangements about managing the potential adverse effects of an event including for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster
Disaster Operations	Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of an event.
Disaster response capability	The ability to provide equipment and a suitable number of people, using the resources available to the local government, to effectively deal with, or help another entity to deal with an emergency situation or a disaster in the local government’s area.
District Disaster Coordinator	A Police Officer appointed by the Commissioner of the Queensland Police Service as a District Disaster Coordinator under Section 25 of the <i>Disaster Management Act 2003</i> .
DRFA	Disaster Recovery Funding Arrangements (Superseded NDRRA)
EA	Emergency alert
Evacuation	The Planned relocation of people from dangerous or potentially dangerous areas to safer areas and eventual return.
Evacuation centre	Group shelter provided for affected people in a community hall or similar. It is part of emergency relief and is different from temporary accommodation.

Emergency management	A range of measures to manage risks to communities and the environment. In relation to this plan the terms disaster management and emergency management are inter-changeable.
EMAF	Emergency Management Assurance Framework
Event	An event may be natural or caused by human acts or omissions, including the following: <ul style="list-style-type: none"> • A cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening • An explosion or fire, a chemical, fuel or oil spill or a gas leak • An infestation, plague or epidemic • A failure of, or disruption to, an essential service or infrastructure • An attack against the state • Another event similar to (those listed above)
FRS	Fire & Rescue Service
Hazard	A source of potential harm, or a situation with a potential to cause loss. (<i>Emergency Management Australia, 2004</i>)
IGEM	Inspector-general Emergency Management
LDC	Local Disaster Coordinator
Local Disaster Coordinator	The CEO, or another Council Officer appointed under the <i>Disaster Management Act 2003</i> responsible for coordinating disaster operations for the Local Disaster Management Group.
LDMG	Local Disaster Management Group
Local Disaster Management Group	The group responsible for implementing the requirements of Local Government with respect to development and implementation of disaster management arrangements for the Local Government area.
LDMP	Local Disaster Management Plan
LRC	Local Recovery Coordinator
Local Recovery Coordinator	The CEO, or another Council Officer appointed by the Local Disaster Management Group responsible for coordinating the recovery operations for the Local Recovery Group.
LRG	Local recovery Group
NDRRA	Natural Disaster Relief and Recovery Arrangements (Superseded by DRFA)
Preparedness	Measures to ensure that, should an emergency occur, communities, resources and services are capable of coping with the effects.
Prevention	Measures to eliminate mitigate or reduce the incidence or severity of emergencies.
QERMF	Queensland Emergency Risk Management Framework
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
QFES	Queensland Fire and Emergency Service
QRA	Queensland Reconstruction Authority
QPS	Queensland Police Service

RFS	Rural Fire Service
Reconstruction	Actions taken to re-establish a community after a period of rehabilitation subsequent to a disaster. Actions would include construction of permanent housing, restoration of all services and complete resumption of the pre-disaster state.
Recovery	The coordinated process of supporting affected individuals and communities in the reconstruction of the physical infrastructure, restoration of the economy and the environment and support for the emotional, social and physical wellbeing of those affected.
Resilience	A continuous process of learning from experience, reassessment and adaptation. In the disaster management context, resilience can be considered as a system's or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances.
Recovery Hub	A facility established by the Department of Communities, Disability Services and Seniors (DCDSS) to enable delivery of disaster recovery services to the disaster-affected community by multiple agencies from a single location.
Response	Taking appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that people affected are given immediate relief and support.
Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to a disaster
Risk	The chance of something happening that may have an impact on the safety and wellbeing of the community. It includes risk as an opportunity as well as a threat and is measured in terms of consequences and likelihood.
Risk management	The culture, processes and structures that are directed towards realising potential opportunities, whilst managing adverse effects.
Risk reduction	Actions taken to lessen the likelihood, negative consequences, or both, associated with a risk. (Adapted from ISO Guide 73:2009 Risk management – Vocabulary)
Risk treatment	Risk treatment involves selecting one or more options for modifying risks and implementing those options. (AS/NZS ISO 31000:2009)
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SES	State Emergency Service
SEWS	Standard Emergency Warning System
SITREP	Situation Report
SOP	Standard Operating Procedure
SPF	State Policy Framework

Standard	The Standard for Disaster Management in Queensland establishes the performance requirements for all entities involved in disaster management and forms the basis of Assurance Activities undertaken by the Office of the Inspector-General Emergency Management.
Vulnerability	The degree of susceptibility and resilience of the community and environment to hazards.

Appendix 2 - Definitions

Chairperson - A person appointed by Council as chairperson of the Blackall-Tambo Regional Council Local Disaster Management Group – by default the Mayor of Blackall-Tambo Regional Council.

Command - The direction of agency members and resources in the performance of the agency's roles and tasks. Authority to command is established by legislation or by agreement with the agency. Command relates to agencies only and operates vertically within the agency.

Community - A group of people with a commonality of association and generally defined by location, shared experience or function.

Consequence - The outcome of an event or situation expressed qualitatively or quantitatively being a loss, injury, disadvantage or gain.

Control - The overall direction of the activities, agencies or individuals concerned. Control operates horizontally across all agencies, functions and individuals. Situations are described as being controlled.

Coordination - The bringing together of agencies and individuals to ensure effective Disaster Management but does not include the control of agencies and individuals by direction.

Critical Infrastructure - A service, facility or a group of services or facilities, the loss of which will have severe adverse effects on the physical, social, economic or environmental wellbeing or safety of the community.

Deputy Chairperson - A person appointed by the Chairperson of the LDMG as deputy chairperson of the Blackall-Tambo Regional Council Local Disaster Management Group. Deputy Chairperson acts as the Chairperson of the LDMG if the Chairperson is not available.

Disaster - A disaster is a serious disruption in a community, caused by the impact of an event that requires a significant coordinated response by council, state and other agencies to manage the event and help the community recover from the disruption.

Disaster Coordination Centre - A centre established at local level as a centre of communication and coordination during response and recovery operations.

Disaster District - A part of the State prescribed under a regulation as a disaster district.

Disaster Management - Arrangements about managing the potential adverse effects of an event including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.

Disaster Management Plan - A Plan prepared under Part 3 of the *Disaster Management Act 2003*.

Disaster Management Group - Means the State Group, a District Group or a Local Group.

Disaster Operations - Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including for example, activities to mitigate the adverse effects of the event.

Disaster Response Capability - The ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with, or help another entity to deal with, an emergency situation or a disaster in the local government's area.

Disaster Situation - A disaster situation declared under section 64(1) or 69 of the *Disaster Management Act 2003*.

District Disaster Coordinator - A person appointed as a District Disaster Coordinator under section 25 of the *Disaster Management Act 2003*.

Evacuation - The voluntary or involuntary removal of persons or things from a disaster area.

Event - An event means any of the following:

- A cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening;
- An explosion or fire, a chemical, fuel or oil spill, or gas leak;
- An infestation, plague or epidemic;
- A failure of, or disruption to, an essential service or infrastructure;
- An attack against the State;
- Another event similar to the above events.

An event may be natural or caused by human acts or omissions.

Fire Act - The *Fire and Rescue Service Act 1990*.

Fire Prevention - Taking measures in readiness for fire to reduce potential danger to persons, property or the environment.

Hazard - A source of potential harm, or a situation with the potential to cause harm.

Health Officer - A government or a non-government health officer.

Lifelines - The public facilities and systems that provide basic life support services such as water, energy, sanitation, communications and transportation.

Local Controller - A person appointed under Section 85(1) of the *Disaster Management Act 2003* as the Local Controller of the SES unit.

Local Disaster Coordinator - A person appointed by the Blackall-Tambo Regional Council as Executive Officer of the Local Disaster Management Group.

Local Disaster Management Group - The persons appointed by the Blackall-Tambo Regional Council as members of the Blackall-Tambo Regional Council Local Disaster Management Group as set out in section 33 of the *Disaster Management Act 2003*.

Local Disaster Management Plan - A plan prepared under Part 3 of the *Disaster Management Act 2003*.

Local Group - Means the Local Disaster Management Group.

Mitigation - Measures taken in advance of an event aimed at decreasing or eliminating its impact on the community and environment.

Preparedness - Action designed to minimise loss of life and property damage, and to organise and facilitate timely and effective operations for response and recovery in case of disaster.

Prevention - In relation to a disaster includes the identification of hazards, the assessment of threats to life and property, and the taking of measures to reduce or eliminate potential loss of life or property and protect economic development.

Queensland Disaster Management Committee - The Queensland Disaster Management Committee was established under Section 17 of the *Disaster Management Act 2003*.

Reconstruction - Actions taken to re-establish a community after a period of rehabilitation subsequent to a disaster. Actions would include construction of permanent housing, restoration of all services, and complete resumption of the pre-disaster state.

Recovery - The coordinated process of supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic, and physical well-being.

Rehabilitation - The operations and decisions taken after a disaster with a view to restoring a stricken community to its former living conditions, whilst encouraging and facilitating the necessary adjustments to the changes caused by the disaster.

Relief - The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. It includes the establishment, management and provision of services to emergency relief centres.

Residual Risk - The level of risk remaining after implementation of a risk treatment.

Resources - Includes food, manpower, any horse or other animal, vehicle, vessel, aircraft, plant, apparatus, implement earthmoving equipment, construction equipment or other equipment of any kind or any means of supplying want or need.

Response - In relation to a disaster includes the process of combating a disaster and of providing immediate relief for persons affected by a disaster.

Risk - The chance of something happening that may have an impact on the safety and wellbeing of your community. It includes risk as an opportunity as well as a threat and is measured in terms of consequences and likelihood.

Risk Management - The culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects.

Risk Reduction - Actions taken to lessen the likelihood, negative consequences, or both, associated with a risk.

Risk Treatment - Process of selecting and implementation of measures to modify risks.

State Emergency Service - Means the State Emergency Service established under section 81 of the *Disaster Management Act 2003*

State Group - The State Disaster Coordination Committee established under Section 17 of the *Disaster Management Act 2003*.

Warning - Dissemination of messages relating to relevant hazards, which may include advice on protective measures.

Blackall-Tambo
Regional Council

Economic

- Effective support is provided to communities where human and social and financial impacts were identified and referrals made to relevant partner
- Businesses restore staff as permitted and transition towards traditional operating levels and practices.

- Community members have accessed financial assistance where available.
- Community members have accessed psychosocial support where required.
- Children have returned to local and boarding schools and the kindergarten.
- Tourist attractions, beauty salons, service restaurants, hotels, motels, bakeries, cafes, catering businesses, maintained at pre-COVID-19 comparison levels against Queensland GAP.
- Blackall-Tambo Region Gross Regional Product (GAP) and growth

- and have recommended distance education.
- Community members have returned to work.
- Community members have returned to places of worship.
- accommodation, caravan parks, camping grounds are open and fully operational and results in an increase in income/profits to local businesses.

Roads and transport

- Regional coach services to/from

Information Centre, Tambu Information Centre and Blackall Aquatic

- COVID Chronicles have been developed, uploaded on the Blacktail Neighbourhood Centre and are being accessed by the community.
- Public libraries across the region have reopened, facilitating free access to amenities as well as computers and technology as per per COVID-19 times.
- Digital connectivity supply requirements meet end-user demands.

- School children are supporting and participating in general school and sporting events.
- Senior citizens are supporting and participating community group

activities.
Community and visitors support and participate in cultural community

- Community and visitors support and fully utilise cafes, restaurants, pubs and beauty salons.
- Stronger partnerships and relationships built with communities and local non-government organisations.

Additional temporary health services staff have been sourced (hospitals, been sourced.

Recovery timeframes

-
- | Sector | Short term | Medium/long term | Ongoing |
|---------------------|----------------------------|------------------|---------|
| Human and social | 1, 2, 5, 6, 9, 11, 16 | | |
| Economic | 3, 4, 7, 10, 8, 17, 12, 13 | | |
| Building | 14 | | |
| Roads and transport | 15 | | |

-
- The diagram consists of four vertical bars of increasing height from left to right. Each bar contains a sequence of numbers inside circles. The first bar contains numbers 1 through 16. The second bar contains numbers 3 through 13. The third bar contains the number 14. The fourth bar contains the number 15.
- | Bar | Numbers (from top to bottom) |
|-----|---|
| 1 | 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 |
| 2 | 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13 |
| 3 | 14 |
| 4 | 15 |

Blackall-Tambo Regional Council

COVID-19 Local Recovery Plan

Human and social

- Psychosocial impacts on individuals and families experiencing lasting effects of the region's most severe drought exacerbated by COVID-19.
- Psychosocial impacts exacerbated for impacted individuals and families experiencing increased financial stress as a result of COVID-19 related job losses, reduction in income and/or work hours and increased living expenses.
- Psychosocial impacts on approximately 200 of children as a result of not being able to attend school for 30 days due to restrictions – Blackall State School, Tambo State School, St Joseph's Catholic Primary School & Kindergarten and Distance Education Students.
- Psychosocial impacts on approximately 60 of children as a result of not being able to return to boarding schools for 33 days due to restrictions.
- Psychosocial impacts on approximately 30 children as a result of not being able to attend early childhood centres or day care facilities for 30 days.
- Other psychosocial impacts on individuals and families due to:
 - disruption to the provision of in-home and centre-based services and supports;
 - being in self-isolation at home due to being in a high-risk category, i.e. over 70 years old, over 65 years old with comorbidities or of Aboriginal and/or Torres Strait Islander descent and over 20 years old with no social contact; not being able to attend weddings (max. 5 attendees), funerals (max. 10 attendees), birthdays and travel as a result of non-essential business closures and travel restrictions;
 - lock down of and/or restricted visitation to 3 aged care facilities / nursing homes – Barcoo Living Nursing Home, Barcoo Retirement Village, Tambo Retirement Units; and
 - not being able to access essential supplies due to grocery stores experiencing resupply issues; and
 - Blackall Work Camp closure with the prisoners being removed to the Capricornia Correctional Centre increased the workload on Council staff and community volunteers to maintain and upkeep grounds at churches, parks, QPS and QAS.
- Loss of community connectivity due to the:
 - restrictions on social gatherings and memorial events including ANZAC Day, Easter Weekend and Mother's Day;
 - cancellation/postponement of:
 - senior citizens' community group activities – Creative Circle Craft Group, 60's & Better, MPC Tambo;
 - school related general/sporting events – St Joseph's Fete;
 - gatherings for religious worship [8 churches];
 - cultural and community events – Blackall & Tambo Races, Tambo Stock Show, Tambo Rodeo, Blackall Show, Teddy Bears Picnic, Better in Blackall Festival, Poultry Club Show, NAIDOC Week, Youth Club, Anglican Guild Biggest Morning Tea, ANZAC Day, Blackall Flower Show;
 - sporting and recreational events – Blackall Senior Rugby League, Blackall Junior Rugby League, Bush Beatz Dance BKO & Tambo, Tambo Pony Club, Blackall Pony Club, Tambo polo/crosse, Blackall Campdraft, Tambo Campdraft, Tambo Rodeo, Outback Barrel Horse Circuit Event, Pistol Clay Circuit Event, Pistol Clay Target Club, Blackall Golf, Blackall Sport & Rec Group, Tambo Fitness Group, Blackall Tennis Club, Blackall and Tambo Swimming Group; and
 - Tambo Swimming Group; and
 - sporting, recreation, community and services clubs/organisations' meetings [19].
- full/partial closure of:
 - council and private facilities and venues such as libraries [2], parks and recreational areas [3], camping grounds (partially), swimming pools [2] and public facilities, Blackall Visitor Information Centre (partially), Tambo Information Centre (partially) and Blackall Aquatic Centre.
- tourist attractions – Woodcourt (fully), Ram Park (fully), Sculpture Trail (partially), Grasslands Gallery (fully) and Tambo Toddlers (partially).
- sporting, recreation, community and services clubs/organisations (partially).
 - [30];
- cafes [4], restaurants [4] and pubs [4].
- not having access to and/or the ability to use technology; and
- not having access to reading materials for seven weeks as result of library closures.

Human and social (cont.)

- Impacts to the capacity and capability of support services, community and volunteer-based organisations to continue service delivery with abatement of personnel such as Blackall Neighbourhood Centre, 60's & Better.
- Increase in workload for health services, pharmacies, doctors, dental, medical centres, allied health services, physiotherapies due to an increase in demand for services – extra strain to facilitate increased telehealth services. Cancellation/reduction in availability of Allied Health support services from outside the community including: Outback Futures, Royal Flying Doctors Service (RFD), Rural Financial Counselling, Lives Lived Well and Central West Suicide Prevention Network. Restricted opening hours and restricted services provided by Government Services.
- Postal services / air freight services – delays in postage and an increased workload on staff.

Economic

- Increased financial burden for impacted individuals and families due to:
 - Loss of employment;
 - Reduction in income as a result of reduced days/hours of work;
 - Loss of business/trade; and
 - Increased living expenses as a result of additional use of services while remaining at home, e.g. water and electricity.
- Increased financial burden for:
 - council, health services, education institutions, businesses, aged care facilities, pharmacies, and community and support services as a result of implementing social isolation, hygiene, safety and health directives;
 - health services as a result of increased number of teleconsulting appointments and isolating individuals;
 - aged care facilities / nursing homes as a result of employing additional laundry and cleaning staff; and
 - education institutions as a result of developing and implementing of online learning technology.
- Loss of income/profits to many businesses as a result of:
 - Government directives to suspend or change certain businesses, services and industries including: hotels, motels, bakeries, cafes, catering, restaurants, beauty salons and a service station;
 - Government directives to only provide takeaway services – bakeries, cafes, restaurants and motels limited to takeaways only;
 - the closure of businesses;
 - increase in the number of community members shopping online;
 - grocery stores experiencing resupply issues due to increased demand; and
 - decline in requirement for the Blackall taxi service.
- Loss of income/profits for tourism industry – tourist attractions, accommodation, caravan parks, camping grounds as a result of interstate and international border closures.
- General loss of business income for the current year and potentially into the future as a result of interstate and international border closures.
- Loss of fundraising opportunities for school P&Cs, community and service clubs/organisations as a result of key community events being postponed/cancelled.
- Increase in income/profits for nursery and hardware store.

Roads and transport

- Cancellation of Qantaslink air services for four (4) months.
- Decreased timetable/cancellation of regional coach services for period of time.

Building

- Increase in the demand for digital connectivity as a result of the transition to study and work from home arrangements.

Positive Impacts

- Construction of the new hospital has resulted in workers from outside the community spending money locally.
- Some businesses have pivoted and/or transitioned their businesses to new business models which has resulted in new customer databases and been able to employ previously unemployed workers.
- The use of technology for meeting has reduced costs associated with meeting participant's time, travel and accommodation.
- Increased government funding for a variety of community infrastructure and programs.
- Jobseeker and jobkeeper have maintained family and business incomes.

Economic

- Support businesses with training that supports them to adapt operating models and target markets to reflect evolving post-COVID opportunities resulting in new customer and supply chain resilience preferences.
- Food and hospitality and service operators supported to reopen and mechanisms to enable increased seating/service capacity explored and implemented where possible.
- Reopen hotels, motels, bakeries, cafes, catering businesses, restaurants, beauty salons, service stations, tourist attractions, accommodation, caravan parks, camping grounds.
- Promote key community events to attract participation from locals and tourists.
- Promote fundraising opportunities for school P&Cs, community and service clubs/organisations.

Roads and transport

- Reinstate Qantaslink air and regional coach schedules/services.

Building

- In partnership with relevant suppliers, ensure digital connectivity supply meets end-user demand.

Human and social

- In partnership with relevant local service providers, identify and implement alternate support service delivery methods to impacted community members.
- In partnership with local community members, business owners and local agricultural sector, develop and promote a series of short videos COVID Chronicles that share local information and experiences regarding the impacts and consequences of COVID-19 and encourage community connectedness.
- In partnership with relevant local and/or state agencies coordinate:
 - support calls to individuals isolated across the region as a result of COVID-19 to assess human and social and financial impacts and provide access to psychosocial and/or financial support services when required;
 - source additional temporary health services staff (hospitals, doctors, dental, medical centres, allied health services, pharmacies) to assist with the increase in demand for services;
 - allocation of public access computers in each community;
 - external Allied Health Support services and reschedule appointments with community members; and
 - resupply of grocery stores experiencing resupply issues.
- Reopen:
 - Schools [3] and child care centres [2] facilities and recommence distance education;
 - places of worship [8];
 - Council and private facilities and venues including: libraries [2], parks and recreation areas [3], camping grounds, swimming pools [2], public facilities, Blackall Visitor Information Centre, Tambo Information Centre and Blackall Aquatic Centre.
 - all tourist attractions [3];
 - sporting and recreation clubs/organisations [30], cafes [4], restaurants [4] and pubs [4]; and
 - aged care facilities / nursing homes and retirement village/unit.
- Seek funding opportunities to support recovery and resilience across Human and Social and Economic, specifically longer-term effects of pandemic.
- Reschedule and promote:
 - school related general/sporting events – St Joseph's Fete;
 - senior citizens' community group activities – Creative Circle Craft Group, RSL Senior Citizens Club, 60's & Better, MPC Tambo;
 - gatherings for religious worship [8 churches];
 - cultural and community events – Blackall & Tambo Races, Tambo Stock Show, Tambo Rodeo, Blackall Show, Teddy Bears Picnic, Better in Blackall Festival, Poultry Club Show, NAIDOC Week, Youth Club, Anglican Guild Biggest Morning Tea, ANZAC Day, Blackall Flower Show;
 - sporting and recreational events – Blackall Senior Rugby League, Blackall Junior Rugby League, Bush Beatz Dance BKO & Tambo, Tambo Pony Club, Blackall Pony Club, Tambo polo/crosse, Blackall Campdraft, Tambo Campdraft, Tambo Rodeo, Outback Barrel Horse Circuit Event, Pistol Clay Circuit Event, Pistol Clay Target Club, Blackall Golf, Blackall Sport & Rec Group, Tambo Fitness Group, Blackall Tennis Club, Blackall and Tambo Swimming Group; and
 - sporting, recreation, community and services clubs/organisations' meetings [19].
- Assist cultural, community, sporting and recreational clubs and organisations to develop, implement and monitor COVID-19 Safe Plans.
- Ensure appropriate resources and technology are available to community members.

Recovery tasks

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 5.7

SUBJECT HEADING: Queensland Treasury Corporation Assistance

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

CLASSIFICATION: (if confidential)

Summary: Queensland Treasury Corporation have offered assistance to Council through a Business Improvement Program.

Recommendation: That Council participate in the Business Improvement Program offered by Queensland Treasury Corporation.

Background

Representatives from the Queensland Treasury Corporation met with several Council officers on 9 March 2021 and have offered assistance to Council through a Business Improvement Program.

The Business Improvement Program assist Councils through financial management, asset management and risk management this covers process and efficiency improvements.

Phase 1 will involve workshops with key Council officers to identify issues and prioritize process initiatives. This will be followed development of process improvement roadmap, management reporting improvements and cost of services analysis.

Phase 2 will see QTC partner with Council for delivery of process improvement roadmap and identification and delivery of efficiency initiatives.

Phase 3 will involve ongoing check-ins to ensure lasting change and improvement.

Link to Corporate Plan

Governance

Outcome 2 – Accountability

Outcome 4 - Financial

Consultation (internal/external)

CEO

QTC

DFCCS

Manager of Finance

Asset Manager

Policy Implications

Nil

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 17 March 2021

Item No: 5.8

SUBJECT HEADING: Flood Classifications

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

CLASSIFICATION: (if confidential)

Summary: Council representatives met with the Bureau of Meteorology regarding flood classifications for the Barcoo River in Blackall-Tambo.

Recommendation: That Council ratify the decision to adjust the flood classifications to the following:

3.5m Minor flood level

4m Moderate flood level

5.5m Major flood level

Background

The Bureau of Meteorology approached Council asking for a meeting to discuss the flood classifications for the Barcoo River in Blackall-Tambo region.

The BOM are conducting a review of flood classifications of areas across the state. After discussion with representatives from Council it has been decided to adjust the classifications in Blackall-Tambo to the following:

3.5m Minor flood level

4m Moderate flood level

5.5m Major flood level

The levels are measured from the bed of the Barcoo River at the Blackall bridge.

Link to Corporate Plan

Environment & Heritage

Outcome 1 – Disaster Management

Consultation (internal/external)

CEO

Councillors

Disaster Management Coordinator

Bureau of Meteorology

Policy Implications

Nil

Budget and Resource Implications

Nil